

### SUMMARY



International  
dynamics  
page 2 to 13



Scientific  
meetings  
page 16 to 20



Events  
page 21 to 24



EMBA activities  
page 26 to 28



Residential  
seminars  
page 30 to 32



Intellectual  
contributions  
page 33 to 34



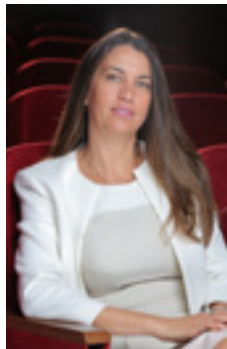
Faculty  
development  
page 36 to 39



New  
partnerships  
page 41 to 43



Extra-curricular  
activities  
page 44 to 47



Nada BIAZ  
General Director  
of Groupe ISCAE

### EDITORIAL

**I**n today's changing environment, the new generation of our African continent has been committed to transform the world into a better one. In this perspective, ISCAE is constantly renewing and transforming to meet new requirements. Our institution, managing the paradoxes of its position and status, capitalizes on its own experience to train «Paradox Managers», both creative, agile and responsible. Indeed, the actor of change that ISCAE aims to forge is the aforementioned paradigm, who goes from «Puzzles Player» following a predefined pattern, to a «Lego Player» who will have to handle creatively the pieces in his own. Actually, the change, the scarcity of resources, the uncertainty create tensions, invasive tensions where the manager is permanently in dilemmas: Short Term vs. Long Term, Financial vs. Social, Global vs. Local, Competition vs. Cooperation, confidence vs. Humility, etc. By adopting the most unexpected and innovative combination of the pieces in his possession, the Lego player must be able to develop and advance beyond paradoxes and tensions. More than that, situations of dilemmas are an opportunity to express one's creativity. The works of art of Picasso or Mozart are full of paradoxes. In fact, we must not avoid the paradox, we must explore it and the first paradox in which we must engage is that of knowledge because it embodies the best expression of humility: The more we know, the more we know that we do not know. To all stakeholders of the ISCAE community, to all our partners, Welcome to the world of Legos! And together, let's build a better world!

# Attending International Conferences

May 14-18, 2018, Stockholm - Sweden

**The AMBA global conference 2018, organized in Stockholm, gathered about 200 delegates and 35 speakers from Business Schools' decision makers to business world professionals.**

The conference was an opportunity to have the global MBA market overview, to discuss the global and specific challenges that B. Schools face in a volatile environment, as well as to network with world-class Business Schools. It was also a great opportunity to stretch the network to other stakeholders including service providers, such as support to institutions in maintaining AMBA accreditation, online lectures and case studies by leading experts, digital solutions for business education institutions, global business education assessment services, global market intelligence data, application assessment and admission solutions, etc. The conference offered also the opportunity to get the latest information about AMBA activity update and future strategy. Founded in 1967 as the BGA (Business Graduates Associations) by 8 Ivy Leagues MBA graduates, AMBA counts today 259 accredited Business Schools over 70 countries, 12 of them in Africa. Only 2% of the world's Business Schools are AMBA accredited. About 134 000



AMBA students and graduate members (2869 only from Africa) in more than 150 countries can take advantage of the complementary services offered to the community. Actually, AMBA is the world's only association specifically accrediting MBA programs, with the ambition of promoting quality MBA Education, lifelong learning and offering services for students before, during and after an MBA program. Through regular market research, AMBA is offering data to Business Schools about significant trends (i.e. 35% female and 63% men in MBA programs on a global scale, 27% are domestic and 73% are international students). The Future strategy of AMBA is not to stretch the brand, but keep it specific to

MBA students with very high standards. Africa seems to be a continent that is getting a great deal of attention and AMBA will be a sponsor at the 2018 AABS Conference in Dar Essalam. This is a clear message on the role that African, and local Business Schools in general, have to play along with world-class B. School, to have a positive local and global impact. Ms Nada Biaz, Director General of Groupe ISCAE shared her impressions : «Actually, one of the major topics that caught my attention was about **“Developing MBA programs in emerging markets”**».

## THE SPECIFICITY OF MBA PROGRAMS IN EMERGING MARKETS

In emerging markets, the issue is to think not only about growth but



inclusive growth, not only about global but also local impact in the region, to define a mission that differentiates the B. School from other B. School around the world, built on the specific needs of the emerging market.

Actually, the B. School should position itself as a local B. School with field experience, local networking opportunities but also with high international standards. It should also be looking for sustainability and resilience in a volatile environment. A constraint or challenge that seems to be common for most emerging countries B. School are administrative and financial regulations.

Actually, there is a paradox: From the one hand, international accreditations are a keystone in the model for development for those Business Schools. From the other hand, regulations keep emerging markets Business Schools from starting the international accreditation process, due to rigid regulations, lack of autonomy and absence of national incentive schemes for research development and innovation in particular.

Regarding the other topics discussed, there was about 20 sessions mainly focusing in 4 ground-breaking ideas, all of them equally interesting:

- MBA job market expectations: agility and “Lego players”
- Students' expectations from an MBA: relevance and flexibility, tailor-made MBAs and lifelong learning
- Technology and lifelong learning through virtual education and blended learning
- Impact and responsibility

I will definitely not go through all my notes because these are subjects that have been discussed many times. But what really impressed me is the way it was presented.



In fact, the topics I would like to share with you are the ones who had an emotional impact on me, making me feel as curious as a kid in a toy store, surrounded by LEGOs, Science Fiction and soft Catch boxes.

Actually, most of all, I experienced the great effect of metaphors on remembering ideas and messages.

## WELCOME TO LEGO LAND

A paradox approach is not theory, it's first of all a question of mind-set and practice. The great LEGO player is the one who can do the most innovative and unexpected creation of his one, with whatever pieces he got in his possession.

Even more, the managers we have to educate in our MBA programs should be able to thrive through paradox and tensions. We should keep in mind the higher purpose of the B. School: Inspire and develop the builder of tomorrow. The LEGO manager puts pieces together in a creative way to create an exclusive combination that keeps pieces together, through dynamic balancing between paradox positions that might be creating tensions.

The first question is: Where are the tensions coming from?

The answer is that change, scarcity, uncertainty leads to tensions, pervasive tensions:

- Short Term vs. LT
- Financial vs. Social
- Global vs. Local
- Core vs. Explore
- Centralized vs. Decentralized
- Competition vs. Cooperation
- Flexibility vs. Stability
- Internal vs. External
- Individual vs. Team
- Authority vs. Democracy



Confidence vs. Humility.

The second question is: How do we teach our students to navigate through those tensions? Knowing that:

The problem isn't the problem, the problem is the way we see the problem. The paradoxes are contradictory and interdependent.

The problems of tension are persistent. The challenge for Business Schools, especially through MBA programs that are supposed to educate innovative, agile and entrepreneurial manager, is to teach “Paradoxal Leadership”, recognizing the personal preferences, anxiety, efforts and the interaction between Emotion and Cognition. Looking for the best blend of tradition-disruption, theory-practice, individuality-teamwork, placement-lifelong learning is not an easy task. It is not easy neither to learn nor teach how to Separate and Connect: Separate (structures, roles, metrics, time and agendas) and Connect (vision, metaphor, improvisation frameworks, open innovation, teamwork, global networks).

Yet, a paradox approach is a great opportunity for creativity. Picasso, Mozart works of art are full of paradox. There are exciting perspectives and excitement for the future for MBA graduates: For MBA Graduates, sky is the limit!

So “don't avoid paradox, explore paradox and engage in paradox”.

The first paradox to engage in is the paradox of knowledge, which is a great expression of humility: the more you know, the more you know you don't know.

However, as millennials and Generation K are arriving to MBA programs, they should be convinced that through their Lego pieces of art, creating shared value has never been more rewarding.

#### THE VIRTUAL PROFESSOR: ENABLING WORLD CLASS TEACHING OR STAR WARS SCIENCE FICTION?

If it's now possible to bring world class cohorts into the classroom

through virtual classes, how can we bring world class faculty in the same classroom? During the second day of this amazing AMBA 2018 Global Conference, we had an answer through holographic telepresence applications for education. You can be a school in a remote part of the world and bring the best faculty. You can bring a face to face experience to any school through technology using 3D and holograms. We had the privilege to witness the impressive effect of such incredible technology, in real time. The attendees were not only able to see and listen to the remote guest speaker (from

Canada) but to interact through a Q&A session.

On another note, a less sophisticated and more affordable innovative idea that I would like to share is the "Catch Box Microphone" (look it up on Internet). It is a great sponge cube hosting the microphone, which you can throw during Q & A sessions. It looks like a baby toy, very soft so it won't hurt when thrown. The message I got from its friendly use is: You engage in the game when you throw the ball to get a question; and you accept the ball when you are ready to answer. What a great way to learn through interaction ■

## AABS Connect Conference 2018

May 20-22, 2018, Dar Es-Salam - Tanzania



The Association of African Business Schools' 13th annual conference has taken place at the University of Dar Es Salaam Business School, Tanzania from May 20-22, 2018. AABS Connect theme: Business Schools' Engagement with Industry: Models, Lessons and Impact on Africa.

AABS annual conference is a gathering of fellow business school practitioners, business leaders, public officials, thought leaders and business school alumni. AABS Connect encourages debate

to aid African business and management education growth strategy.

On May 20, 2018 participants from around the world have engaged in the second of a series of global conversations on the future of management education. The Business Education Jam: Africa 2018 was being held in partnership with the AABS Connect Conference 2018 & University of Dar es Salam Business School in Tanzania.

This event builds off of the recent success of the Africa 2017 global conversation held in South Africa in collaboration with GIBS. Business Education

Jam: Africa 2018 has welcomed participants from across the world to learn about the challenges and opportunities facing management education in Africa.

This global dialogue has two primary elements: First, through an edX EDGE course participants have gained perspective on critical issues and were able to share different ideas and insights. Second, the key themes developed in the edX course has been discussed during a live symposium held at Coral Beach Hotel Dar Es Salaam.

On May 21<sup>st</sup>, Professor Mohamed Amine ISSAMI has contributed to the AABS Connect conference as Speaker in the Panel 1: Strengthening collaboration between Business Schools and Industry to develop critical leadership and management competencies. The raised questions were about: How can business schools bridge or even close the skills gap needed by industry? How could they respond to employer needs and transform economic challenges to opportunities? The Moderator of the Panel was Professor Leif Sjöblom from IMD Business School

(Switzerland), along with Mr. Gilman Kasiga, Business Development Director for Eastern Africa at General Electric (Tanzania) who has enriched the debates around the following issues: Skills and demands required by industry in leaders and managers - how can Business Schools evolve to survive the needs of industry?

During the AABS members meeting on May 22<sup>nd</sup>, the new team composed of an Executive Director and Accreditation Director were introduced to the members. The accreditation process and modified logo were revealed. During this session the AABS Annual Report on activities for period January – December 2017 was presented and the new AABS website will be launched on October 1<sup>st</sup> 2018. Finally, the Members have voted for the proposed change to the AABS Charter regarding the length of the board terms. The University of Stellenbosch Business School (USB) will host the AABS connect conference in June 2019. Following the AABS conference rotational schedule, the 2020 conference will be held in Senegal ■

## Interesting FIELD Exchanges between Harvard Business School (HBS) and Groupe ISCAE students to enhance the learning by thinking, doing and reflecting - May 11, 2018



On May 11, 2018, an interaction session between Harvard Business School students and Groupe ISCAE students was moderated by a Harvard Business Professor. Actually, since the first FIELD immersion stay in 2015, Groupe ISCAE has played the role of intermediary between Harvard Business School and several partner companies of this program locally ■



## Groupe ISCAE Africa Forum - FAGI'2018

### Train African Managers to improve the Managerial Practices in Africa

#### May 10, 2018, Casablanca - Morocco



On Thursday May 10, 2018, in partnership with the Ministry in charge of African Affairs and the Moroccan Association of Business Economists (AMEEN), Groupe ISCAE has organized a study day under the theme: «African Regional Value Chains. What is the Role of Higher Education and Research & Development? ». Morocco has been working for over a decade to connect its productive fabric to regional value chains. After certain achievements in a number of sectors, Morocco is willing to better integrate these regional chains into global production and technology networks. That explains its dynamism in key sectors such as banking, insurance, construction, energy, phosphates, trade, logistics, automotive, electrical and electronics, information technology, food processing, textiles and clothing, higher education, and research and development. This process is one of the Pan-African objectives (NEPAD) and it is in its early stages and requires coordinated and prompt action, considering the opportunities and challenges presented by the fourth Industrial and Technical Revolution. In this context, Groupe ISCAE, aspires to do its bit. Starting with the preparation

of its graduates for this promising transformation of the African economy and its willingness to catch up with its economic, technological and social backwardness, for the good of a large and demanding African youth. The first edition of Africa Forum (FAGI'2018) is an opportunity for Groupe ISCAE to strengthen its openness to Africa environment

and for students, including sub-Saharan African ones, to redirect their professional projects outlooks towards their continent.

The event is, actually, an interesting meeting to exchange ideas between Groupe ISCAE Faculty, students, doctoral students, national and international experts, and all their partners concerned with African management and economy issues ■



## AACSB Deans Conference

### February, 7-9, 2018, Las Vegas - Nevada



**E**ducating a diverse workforce, leading with power, getting the students work-ready, leading the change in the academic enterprise and creating a growth culture seem to be common challenges to most business schools all over the world.

#### Educating a diverse workforce

Diversity is getting a great deal of attention recently in most public policy discussions and higher education has a major role in educating and preparing a diverse workforce. Diversity is the demographic mix of specific collection of people (students, faculty, staff). It can be related to gender, geographic, socio-economic background or all together. In educational setting, diversity means equity, the guaranty of fair treatment, access, opportunity and advancement for all students, faculty and staff. Diversity also means inclusion, the opportunity to have everyone participate and fully engage in the institution's project. In general, there is a strong interrelationship between diversity of students, state funding through scholarships, students performance and school resources.

**Imminent Guest speakers and about 750 Deans from world-class prestigious Business Schools discussed topics related to the theme of the 2018 AACSB Deans Conference "Leading New Imperatives and Possibilities", held in Las Vegas/ Nevada, from February 7<sup>th</sup> to 9<sup>th</sup>.**

In this regard, a Dean has a crucial role at four different levels, as:

-The Strategist: He/She should ensure that the B. school is positioned to excel at attracting and educating diverse students and creating an inclusive environment for thriving.

-The Catalyst: He/She should think of how the school can adapt to demographic changes of its eco-system, and how it is preparing students to work in a diverse world.

-The Steward: He/She should be stewarding resources to support the school's diversity, equity, and inclusion initiatives and investing in the positive reputational effects associated with these initiatives.

-The Operator: He/She should be systematically assessing policies and practices to ensure that the school is effectively serving a diverse community of students, faculty, and staff.

#### Leading with power

Different graduates, from the same business school, will have completely different paths and rhythm of progression. The challenge for a business school graduate is how to navigate successfully through his/her career. According to Jeffrey Pfeffer, Professor of Organizational Behavior at the Graduate School of Business at Stanford University, Leadership Education and Development are failing. Studies show that there is a low level of employee engagement and high levels of job dissatisfaction and turnover intentions, that many leaders and CEOs are losing their job. Actually, this is because leadership education is more aspirational rather than science based.

Students need to be taught the established realities of social sciences. Studies show that political and networking skills reliably predict career success and other performance, above any other skills.

Power skills and should be taught in both core and elective courses that include education in the relevant social science ideas, and theories, coaching to help overcome inhibition and practice.

When offered, such material is almost instructor-proof, readily transferable, and draws enormous enrollments and very high course evaluations. That is because students appreciate hearing the truth and being given the tools, knowledge, and skills to succeed in the business world. People want to believe that the "World is Fair" and that there is a direct link between performance and success. Actually, Power is a personal attribution that each individual has to engage in through ambition drive, energy, focus, self-confidence, capacity to tolerate conflict, persistence, resilience and self-assessment.

Moreover, an important attribute is the capacity of breaking the rules (those with power get to break the rules and not follow conventions), and asking (If you need help, just ask). Building a personal brand and standing out is also crucial, by differentiating oneself, although in residential educational setting, it is not an easy task. Creating resources is another fundamental topic (special access to information and people that others can't have, doing things that others don't want to do, getting budgets and financial resources, organizing events that bring people together). Acting and speaking with power are also important competencies to develop (take up space and adopt a powerful pose, use forceful gestures).

However, Power has a price that not everyone is ready to pay. Visibility, public scrutiny, always being in stage are difficult to handle. You never know if people like you for who you are or for your position; not to mention the trade-off between power and autonomy and the energy you have to keep or renew to be always on stage. The reality is that competition for advancement is inevitable because there are fewer positions at the top; therefore, peers are also competitors. So, graduates are responsible for their own careers, and for building relationships with those who can make them successful. Giving people knowledge and tools empowers them, but they have to take the responsibility of using them appropriately.

### **Bridging the B-School and Business Gap: Getting the students "Work-Ready"**

Engagement level is falling dramatically. This is something that companies are concerned about. Getting talents and keeping them is a real issue right away, more than ever before. On the other hand, surveys show that Businesses perceive universities as failing to deliver relevant degrees and candidates for offered positions.

What are the biggest challenges B.schools are facing in addressing the gap between what business wants and what they provide?

The idea is to identify current best practices or potential ways to close the gap.

Some B.schools designed special "Engagement Projects" as an answer to this problem. This includes how to make sure faculty contributes to forge academia in the business setting: "Pracademia". B.schools are expected to build Industry Ready Graduates, through co-creation, co-delivery, case studies, on site events, industry partner providing mentoring for projects, industry partner bringing in consulting projects.

So the challenge is about relevance. It all started with a question, and it will always be the question:

How will business education remain relevant?

What should be done to educate the next generation of leaders?

Leading in the academic enterprise: how can you successfully lead changes?

In this time of exceptional technological, political and social shifts, leading the change is a big challenge for most B.Schools whose usually fail because of one or a combination of many reasons:

- Inertia towards status quo
- Lack of enthusiasm and perseverance / continuity
- Lack of senior leadership and frontline engagement
- Lack of resources
- Legal constraints
- Lack of autonomy
- Too much time because of resistance
- Powerful coalition because of the fear to lose something
- Lack of communication
- Lack of understanding
- Lack of immediate results
- Lack of incentives (why would I do it?)

Group discussion helped define steps to overcome these difficulties:

- Explain the why for the institution and link the greater benefit to the individual benefit; and value the contribution of each individual

- Try to understand fears and concerns gradually through listening

- Adopt an inclusive approach involving stakeholders (Faculty, students, alumni, staff, and employers)

- Action plan (What, How, Who and When)

- Monitor progress and align reward system to contribution, ultimately performance

A specific method in 3 steps was presented to summarize up "Leading at the crossroad of change":

1 - Categorize stakeholders: Super-ordinates (Dean, Chancellor, Boards, Governance Groups); Teams members (Faculty, Direct reports, Staff, Organizational Subunits, Support teams); Customers (Students, faculty, Employers).

2 - Match Costs Communications/ Strategies/ Tactics and Sequencing to each stakeholder: Agree-in (timing and objectives, stakeholders landscape); Bee-in (Select the right team, gain the team's commitment, communicate the preliminary vision, comprehensively formulate the challenge); Buy-in (invite customers to bee-in), engage lead opinion leaders, understand customer needs, market and advertise); Allow-in (solicit bee-in, solicit buy-in, engage in "gift exchange", leverage agree-in, exclude).

3 - Avoid stimulating emotions of Disrespect, Envy, Anger and Fear (DEAF): Negative emotions can make people DEAF to and undermine your change effort.

### **Create a Growth Culture**

Today, learning matters more than ever. Lifelong learning is a new norm. Most people look for a job which helps them reach their potential, be the best of themselves. Neuro science findings show that learning changes the brain and has a positive effect on performance. The concept of neuroplasticity proves that learning helps grow and become ones best self, because learning is building neural pathways.

This is how we moved from Management Science, to Social Science then we are using now Neuro Science. What learning organizations are looking for is Transformative Learning that shifts from knowledge delivery to conviction and

behavioral transformation that leads to change in action.

Actually, a transformation learning is linked to personal involvement. As Educational enterprises, B.schools should give the best example of how to induce insight: introduce a range of concepts, let people learn on their own and give them time for reflection. This works not only with students but also with any other member of the community, including faculty and staff. We are not talking anymore about human

resources but about talents and talents development. This is why it's important to foster an inclusive growth mindset within the institution. People should be encouraged to embrace challenges and see them as opportunity to grow. Feedback is useful for learning and it should be seen as useful for learning and improving.

Different ways to create a growth culture where discussed, such as:

- Create a safe environment to take risks and make mistakes

- Develop managers with right skills (psychological safety, empathy, etc.)

- Hold managers accountable for health of their group

- Measure, recognize learning, effort and progress

- Assess your performance review process But above all, top management leaders should be role models by showing curiosity, learning and recovering from mistakes. This is how the tone can be set and fine-tuned ■

## The development of China and the sixtieth anniversary of the Sino-Moroccan relationship March 15, 2018, Casablanca - Morocco



**Groupe ISCAE has organized, on March 15<sup>th</sup>, 2018 at Casablanca campus, a conference-debate under the theme: «The development of China and the sixtieth anniversary of the Sino-Moroccan relationship», moderated by His Excellency Mr. LI Li, Ambassador of the People's Republic of China in Morocco.**

Following the welcome speech of Ms. Nada BIAZ, General Director of Groupe ISCAE:

Your Excellency the Ambassador of the People's Republic of China, Ladies and Gentlemen of the Chinese Delegation, Directors, Professors, Dear Students, Honoured Guests,  
Hello and welcome to the conference «The development of China and the sixtieth anniversary

of the Sino-Moroccan relationship», led by His Excellency M. LI Li, Ambassador of the People's Republic of China, whom I Thank warmly for the time and energy he dedicates to our School.

M. LI Li was born in June 1964, married and father of one child. He holds a Master's degree in Law.

He began his career in 1988 as an official, attached to the Department of African Affairs of the Ministry of Foreign Affairs (MAE) of the People's Republic of China. Then he was Attaché, Third Secretary at the Chinese Embassy in Mali, then at the Department of Western European Affairs of the Ministry of Foreign Affairs in France. After that, he was appointed second secretary, deputy division head of the committee responsible for the work of internal organization of the party at the Ministry of Foreign Affairs, and then first secretary at the general direction of the Ministry of Foreign Affairs. In 2001, he was appointed deputy Consul General of China in Marseille, and after many diplomatic positions, he was Ambassador Extraordinary and Plenipotentiary to the Republic of Mauritius and since 2017 to the Kingdom of Morocco.

Ladies and Gentlemen,

Since 1978, and following many economic reforms and social changes, China has constantly transformed itself to become a major player in globalization. Indeed, it was both an economic transition towards a market economy, and a policy of openness to the world in order to attract the capital and technologies necessary for its development.



their cooperation. Today, both parties confirm their commitment to strengthen their strategic partnership, particularly in the automotive, infrastructure and tourism industries. The signing of an agreement between our two countries for a joint construction of "the Belt and the Road" makes it possible to consider new areas for the development of Sino-Moroccan relations in the coming years; without neglecting the tripartite cooperation that brings Morocco as investment hub for Africa.

What has been the evolution of this relationship between China and Morocco? What were the assets and benefits of both parties? What are the opportunities for Morocco through the new Silk Road?

Coming back to higher education, management specifically, we know that Chinese Business Schools have experienced a remarkable evolution by joining the global network of schools triple accredited. Cities like Changhai and Beijing have become popular student destinations that attract our ISCAEistes.

Reciprocally, but to a lesser extent, we are welcoming more and more Chinese students, through 4 active

partnerships, especially since we have launched a large part of our English courses as part of the «English Path » practice. We believe that the development of partnerships between Moroccan and Chinese schools and universities will make a significant contribution to strengthening future relations between the two countries. Indeed, the interaction between students, and working in multicultural teams is strengthening understanding and mutual enrichment and have an impact on the destiny of people and humanity.

On this word of hope for an even more fruitful cooperation and a better future for our two countries, I yield the podium to His Excellency Mr LI Li, Ambassador of the Republic of China to Morocco. I thank Pr Tarik El Malki, Director of Development, International Relations and Research for this initiative and for all the efforts made to contribute to the influence of our Institute through conferences and round tables on interesting topics such today's. I also thank the management team of ISCAE-Casablanca for support and communication as well as the students and professors who got involved to make this event happen ■

Today, China, a country of about 1.4 billion people, controls its inflation rate, with an exceptional surplus of its trade balance, exceeding \$ 385 billion. In 2016, foreign direct investment exceeded \$ 170 billion.

In fact, these forty years of unprecedented reforms and growth have allowed China to prevail on the world stage through a conversion of its economic weight into political weight, by activating its economic diplomacy to consolidate its position and face current and future challenges.

As a matter of fact, diplomatic relations with Morocco began in 1958, proof that China and Morocco have been aware, sixty years ago, of the geopolitical interest of developing

## Visit of the Senegalese Delegation



As part of its strategy of opening up internationally, particularly to the African continent, Groupe ISCAE has hosted, on April 17, 2018 at ISCAE-Casablanca, a Senegalese

delegation.

The purpose of this meeting is to discuss the possibility of hosting about thirty managers from Orange Africa Group, to create an exchange between them, teachers faculty and ISCAE community ■

## Visit of Hanyang University Delegation



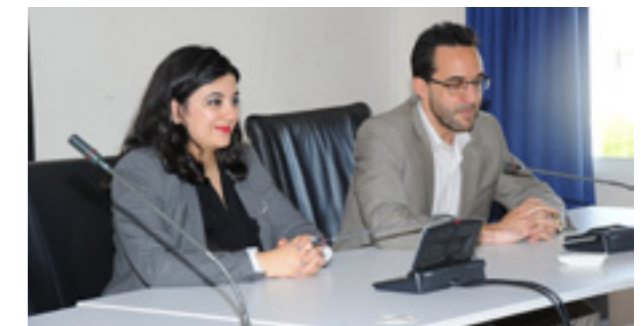
A Korean delegation from HANYANG University has visited ISCAE-Casablanca campus on Thursday, April 12, 2018, to discuss the possibility of concluding a partnership agreement between Groupe ISCAE and Hanyang University ■

## Visit of «Orange Campus Delegation



On June 19, 2018, the ISCAE campus has hosted «Campus Orange» Delegation; it counts 34 high executives from Orange Campuses for all over the world.

The program of this tour has, included a visit to the campus and testimonials led by Pr. Tarik EL MALKI, Pr. Nada SOUDI, PhD. students, EMBA participants and "Grande Ecole" students ■



## Visit of Neoma Business School



As part of the development of relationships between Groupe ISCAE and Neoma, a delegation from Neoma moved to ISCAE-Casablanca on April, 17-18, 2018.

The program of this visit included interviews with candidates nominated by Groupe ISCAE to the Double Degree program offered by Neoma Business School. At the end of this meeting, the Neoma delegation was delighted by the proficiency levels of Groupe ISCAE students ■

### Testimonial

*Sylvie JEAN, Director of the Grande Ecole Program, and Valérie COLLOT-BOUGHALI, Program Manager for NEOMA BS, testify about their visit related to the Double Degree partnership between NEOMA BS Grande École Program and ISCAE.*

*Within the scope of this partnership, the student selection interviews took place at ISCAE-Casablanca campus on April 17 and 18, 2018. The organization and warm welcome of Mrs. Samira ALAOUI and her team set the tone for this selection process.*

*The students are perfectly knowledgeable of the interview technique, and show a great maturity, a spirit of openness and full commitment in line with the NEOMA BS Grande Ecole Program. Their academic results reflect the selectivity and the curriculum high standards. Their professional projects covers different fields (finance, auditing, marketing, etc.) with a keen knowledge of business sectors and companies. Most have already completed internships with internationally renowned companies.*

*We had extraordinary moments of exchange and discovery with young people who were ambitious, authentic and responsible. We look forward to welcoming them to our campuses and continuing with this excellent collaboration for all, seize the future !*

**Sylvie JEAN and Valérie COLLOT-BOUGHALI**

## Visit of the Nanjing Audit University Delegation



On June 14, 2018, Groupe ISCAE has welcomed a delegation from Nanjing Audit University (NAU) composed of Pr. Jincheng ZHANG, Vice President, Mr. Cuihua XU, Dean, Graduate School / Associate. Research Fellow, Prof. Yang SUN, (Acting) Vice Dean, Institute of Economics and Finance, Prof. Hongmel ZHAO, Business School and Pr. Qingchuan WU, Vice Dean, School of Accounting, to discuss academic collaboration and exchange as well as possibilities of developing other aspects of cooperation between Groupe ISCAE and Nanjing Audit University.

## Pr Carlos Moslares, Dean of IQS at ISCAE



Dr. Carlos Garcia MOSLARES, Dean of IQS School of Management, Barcelona, has visited ISCAE to attend the 5<sup>th</sup> International colloquium on Corporate Social Responsibility, and meet different actors of ISCAE in order to explore the possibilities of further developing the collaboration with Groupe ISCAE. The colloquium was held at ISCAE Casablanca, from June 26 to 28, 2018, under the theme: «Pro-Social Innovations: From Responsible Finance to Social Entrepreneurship» ■

## Visit of ISCAE campus by the Gabonese Delegation



Given the excellent relationships between the Kingdom of Morocco and the Republic of Gabon, and considering Groupe ISCAE strategy that aims to contribute significantly to the development of Africa through the support, the skills transfer in training and scientific research.

Groupe ISCAE has hosted, on April 23, 2018, a delegation of the EM Gabon chaired by Mr. Daniel Franck IDIATA, University Professor, and Commissioner General of the National Center for Scientific Research of Gabon and CEO of EM Gabon.

Within this framework, the EM-Gabon has solicited the technical support of Groupe

ISCAE in the deployment of its educational engineering and scientific research.

The Objective: to raise its standards and to implement an accurate strategy based on the university best practices. Groupe ISCAE has met this request by signing a collaboration, consulting and support agreement.

Furthermore, this support covers four core aspects:

- 1 - To provide technical assistance to EM-Gabon in the design, implementation and evaluation of its academic and executive training programs;
- 2 - To propose to the EM-Gabon teachers for the animation of courses and seminars, supervision and juries, according to the needs expressed by the EM-Gabon and within the limits of the availability of ISCAE faculty;
- 3 - To allow the participation of teachers, postdoctoral fellows and doctoral students of the EM-Gabon to scientific events organized by ISCAE (doctoral, symposia, etc.)



- 4 - And finally to give the EM-Gabon students the opportunity to live an academic and scientific experience at ISCAE Morocco through interuniversity exchanges ■

## Swiss students delegation in visit to Groupe ISCAE, as part of an enriching study tour in Morocco



On February 9, 2018, Groupe ISCAE has received an important delegation of Zhaw University, made up by 33 students; 2 Faculty members (Mr. Khaldoun Dia-Eddine and Dr. Michael Kendzi); 2 Consultants of Switzerland Global Enterprise; and a representative of Swiss Chamber of Commerce.

After the formal reception, Pr Abdellah AMALLAH, Full Professor of economics at ISCAE has exposed Morocco's economic outlook and relations with

the International organisations (e.g. World Bank, African Development Bank, and the European Investment Bank).

The conference has provided a valuable insight about the financial perspectives of the Kingdom and has led to an interesting debate between the participants.

The visit was an opportunity to explore the possibilities for a feasible collaboration path between Groupe ISCAE and Zhaw University ■



## MISSION STATEMENT

Groupe ISCAE, a pioneering and public Moroccan business school, attracts and develops talents to meet the evolving needs of local, regional and global environments. To serve the sustainable economic and social development of Morocco and the region, it educates drivers of change and cultivates an entrepreneurial mind-set through degree programs in business, executive education, and the development and dissemination of intellectual contributions to business and academic communities.

Groupe ISCAE, Ecole de commerce Marocaine, Pionnière, Publique, attire et développe des talents pour répondre aux besoins évolutifs des environnements national, régional et mondial.

Pour servir le développement économique et social durable du Maroc et de la région, il forme des acteurs du changement et cultive un état d'esprit entrepreneurial, à travers les programmes académiques en management, la formation continue et la diffusion des contributions intellectuelles aux entreprises et aux communautés académiques.

مجموعة المعهد العالي للتجارة وإدارة المقاولات، مدرسة مغربية للتكوين العالي في مجال التدبير، رائدة، عمومية، تستقطب وتنمي المواهب لتلبية الاحتياجات المتطورة على الصعيد المحلي والإقليمي والعالمي.

من أجل خدمة التنمية الاقتصادية والاجتماعية المستدامة في المغرب والمنطقة، فهي تكون روادا للتغيير وتزرع روح الاستثمار والتدبير الناجع من خلال برامج أكاديمية في إدارة الأعمال، التكوين المستمر، ونشر المساهمات الفكرية في المقاولات والمؤسسات الأكاديمية.



**Diversity, Responsibility, Inclusion and Commitment**



**التنوع، المسؤولية، الإدماج والالتزام**



**Diversité, Responsabilité, Inclusion et Engagement**

## 5<sup>th</sup> International Conference on Corporate Social Responsibility

### Special focus on the CSR practices



**The concept of Corporate Social Responsibility « CSR» took shape in the 1950s in the United States before spreading out in Europe and other countries. The Corporate Social Responsibility (CSR) has expanded, recently, to include the general principles of corporate governance.**

Considered as a lever for growth and sometimes as a constraint as well, especially for SMEs, CSR is now inherent in business strategies. This argument was enhanced by the participants at the Fifth International Conference on Corporate Social Responsibility. The international conference was held on June 27-28, 2018, at ISCAE-Casablanca, under the theme «Pro-

social innovations: from responsible finance to social entrepreneurship». It gave rise to many interesting exchanges and feedbacks among researchers all over the world, mainly from Canada.

Actually, the topic was relevant, as the concept of CSR begins to stretch over the managerial practices of companies in emerging countries, such as Morocco.

In addition to this, CSR has emerged more than ever as an instrument for regulating business practices in a context where the countries are less and less sovereign; thus their retaliation has been reduced. The market regulation through the pressure of consumers and shareholders has forced the companies to adjust their behaviour and modernize their practices, referring to Pr Tarik Malki speech, Director of the Development and the Research at ISCAE.

This scientific event was organized by the International Alliance of Interdisciplinary 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 (CRSDD) of the School of Management Sciences (UQAM) and the Observatory of Corporate Social Responsibility of Morocco (ORSEM).

Opening the plenary session on «The issue of the Energy / Ecological transition and financial institutions», Ms Malika Youssifine, Director of HR, CSR and Communication at Lafarge-Holcim, immediately stated that «the role of large companies like ours is not necessarily about distributing money or doing humanitarian work, but helping to create a green economy and a circular economy in our environment.»



With regard to the perception of CSR from the cement producer point of view, she indicated that this concept included within her company a set of three elements: environmental responsibility, economic responsibility and social -societal responsibility with a governance ethics.

«Economic responsibility, because we are first and foremost a company and we must prosper, be productive and bring return to our shareholders, to our employees, and then partners working with us», she said.

If the concept of CSR as such has grown in recent years in Morocco, Ms Malika Youssifine confirmed that, a decade ago, Lafarge-Holcim was talking about «A fairly structured way», recognizing that this concept requires working hand in hand with communities.

She added that there are four axes for CSR policy. The first concerns local education around villages and towns that are not supported by corporate. Besides, she noted that «one of the important roles of large companies is to ensure that everyone can go to school and that there should be no gender discrimination.»

The second one is the development of employability, the principle of which is to «help people find ways to have a regular income that allows them to live, to support their families, and send children to school.»

Health and safety, the circular economy, and the protection of the environment are respectively the third and fourth pillars, she noted before summing up that a company cannot survive if it does not place CSR at the heart of its strategic decisions.

From Ms Nabila Tbeur - CSR project manager- point of view: «like any mining and extractive industry, the question of CSR, sustainable development and the consideration of local stakeholders, has for years been part of the core element at OCP Group strategy.»

Further to her ideas, the CSR concept is «an approach that must be done sincerely and respond to local needs in a relevant way and not only according to communication or regulation logic.» Each time OCP group is operating in a region where there is no basic structures. The group tries to move from the distribution approach to embrace «more constructive» aspects considering local actions socially-

based. «We are moving to value creation actions to preserve the dignity of people and encourage financial independence, beyond philanthropy or distribution. « According to Ms Nabila Tbeur.

Speaking on behalf of BMCE Bank of Africa, Ms Ghizlaine Nourlil – Sustainable finance manager of the Moroccan Bank outlined that CSR is not a new practice for the Moroccan Bank, it has been effective twenty years ago since the signature of the major international commitments in sustainable finance.

«The BMCE Bank of Africa is recognized for its commitment to sustainable finance,» she argued, before presenting the main commitments





made the following statement: «As opposed to a venture capital fund that focuses primarily on maximizing financial returns, the development fund seeks to maximize the social impact. The asset allocation of the fund is

that the bank subscribed to, deliberately, and which served as a basis for the implementation of products developed in collaboration with its international partners. What is new compared to 2018 is the implementation of a CSR charter based on six pillars: business ethics and customer interests; sustainable financing and social entrepreneurship; responsible employer; governance and risk management; environment and community interests, and dialogue with stakeholders. The last panellist, Mr Milder Villegas, CEO of Filaction, a development fund for SMEs and cooperatives in Quebec,

focused on the social economy, tourism and culture sectors. However Mr Villegas specified that: "In terms of objectives: Filaction is interested in what is called inclusive finance. We create, capitalize and manage investment funds for underserved populations". Finally, a round table was organised by - Pr. Inass El Farissi, Professor-researcher, ISCAE - Mr Nabil Adel, Director of the research center in Geopolitics and Geo-Economics, - Mrs Selma Haj Khelifa, Professor-researcher of the chair SMEs, ISCAE - and Ms Ihassane Ben Halima, CEO of SGFG,

The discussion was related to the theme and gave rise to an exchange, which underlined the importance of the subject among the speakers who argue strongly to support their point of view.

The other three round tables dealt with «The university programme and education in social responsibility», «CSR, a lever for growth or constraint for Moroccan SMEs» and «State of play of corporate social responsibility in Morocco and development perspective».

It should be highlighted that, a dozen workshops punctuated this conference, some were held in English, as the event has targeted English-speaking researchers, for the first time.

During this fifth conference, a doctoral workshop was dedicated to writing scientific papers, and the closing session of the symposium was characterized by competitiveness in terms of research in social entrepreneurship ■

Alain Bouithy

## What they have said :

Nada BIAZ, Director of Groupe ISCAE

### PARTICIPATING TO DISSEMINATE KNOWLEDGE



«Since its creation in 1971, ISCAE has always been a space for debate and discussion around current issues. In alignment to its mission, our institution thus participates in the dissemination of knowledge, through the intellectual contributions of its faculty and Doctoral students

on the one hand; and on the other hand, by organizing scientific events open to researchers from here and elsewhere as well as professionals and decision-makers. The ISCAE 2020 strategy aimed to strengthen its qualitative positioning through a number of priority projects such as digitization, international openness, and research development, taking the wave of paradigms organizations, namely entrepreneurship and CSR» ■

Tarik Malki, Director of Development and Research at ISCAE

### CSR IS THE ULTIMATE INSTRUMENT FOR REGULATING CORPORATE BEHAVIOUR



employees, shareholders, and the community).

«The CSR practice has changed, as we have gradually moved from the shareholder value to the stakeholder value, The shareholder value emanates from a liberal profit-based approach, and the sole and only responsibility of companies, while the stakeholder value is about sharing the creation of value at the level of stakeholders (customers,

To act socially responsible towards to stakeholders may be described as the ethical behaviour of a company towards society. The CSR is becoming a strategic instrument for regulating the behaviour of companies par excellence and that it cannot be dissociated from the companies internal strategies regardless their size, geographical origin and sector of activity; Moroccan companies should be aware of the requirements of their stakeholders...» ■

Jean Pierre GUEYIE, Professor Associated - The Finance Department of ESG UQAM - Montreal

### LIKE CANADA, BUSINESSES WILL BE INCREASINGLY CHALLENGED IN MOROCCO



«The debates are interesting and allow us to look to the future with a little more hope since we have seen that social responsibility is a core corporate concern, and increasingly in institutions that operate whether in mining, services or industry. So, it is a concern that is more internalized by managers. In Canada, social responsibility has

existed for several years; the company's environment is dynamic, challenging, and quite proactive since social actors are very attentive to the companies and the media actions. We have seen that in Morocco too, there is this openness of civil society to events that take place around business. And I think that this fact means that businesses are increasingly being questioned. This is somewhat what happens in Canada where social actors keep an eye on what the company does ■

Bouchra M'ZALI, Strategy Professor at the university of Quebec in Montreal

### IT'S WORTH TO TAKE THE TURN SWIFTLY



example, and we see CSR as a burden, which is not my case,

«Although it scares some companies, CSR remains a growth driver. Reluctant businesses have to balance two things. The first probability is that one of my clients is being made responsible, either by his own clients or by his investors, for responsible purchasing. If we have a customer who represents 20% of our turnover, for

the second probability is that the customer starts to require responsible behavior, certifications, labels or others. At that time, there will be no choice for the company. In other words, companies must be visionary and rather have to anticipate and take the outside of the corner, in order to pass serenely this period of turbulence due to a social pressure for a change, as a consequence of lack of laws and regulations ■

Alain Bouithy

## 6<sup>th</sup> Edition of the Doctorials of Groupe ISCAE Pro-social innovations: from responsible finance to social entrepreneurship



6<sup>th</sup> edition of the doctorials, 29-30 June 2018.



Pr. Rachid M'RABET, Professor of Higher Education, Director of the doctoral program

Universities to present their work, in an instructive and collaborative atmosphere. This edition was intended to be a space enabling doctoral students to create synergies between different laboratories at

the national level, by promoting exchanges around research projects. More specifically the doctorials had a focus on : «Pro-social innovations: from responsible finance to social entrepreneurship» ■



The sixth edition of Groupe ISCAE Doctorials has taken place on June 29-30, 2018 at ISCAE-Casablanca. This event allowed doctoral students from different Doctoral Study Centres (CEDOC) of Moroccan

## The Higher Council for Education, Training, and Scientific Research is pleased to welcome a new member: Ms Nada BIAZ, The General Director of Groupe ISCAE January 18-19, 2018, Rabat



The newly appointed member, Ms Nada BIAZ, has attended the 13<sup>th</sup> session of the Higher Council for Education, Training and Scientific Research, on January 18-19.

The Council is an independent constitutional advisory body that serves as a melting pot for strategic thinking on issues related to education, training, and scientific research. It is actually a council that assumes the role of an initiator of sound proposals based on the education system development assessment, in regard to the international scientific standards in force, in this area.

The council supplies advices on public policies and national issues in the fields of education, training and scientific research as well as on the functioning of public services in charge of the aforementioned fields.

This 13<sup>th</sup> session was an opportunity to examine the project in order to contribute to the thinking of the development model, through the concept of the School of Social Justice, as well as the assessment, perspectives and Council action plan for 2018. Hence, various committees' works and reports were presented, the higher education and research report included. ■

## BMCE Bank and Groupe ISCAE has launched an incubation center

- An educational Bank agency will be set up, at ISCAE CASABLANCA campus
- The incubator will be dedicated to entrepreneurial project holders
- The first cohort of the 30 top selected applicants will be launched in October 2018



Strongly committed to sustainable development and youth support, Ms Nada Biaz, General Director of Groupe ISCAE and Mr Brahim Benjelloun Touimi, Administrator Executive General Director of BMCE Bank of Africa signed an agreement to set up a new incubation center in the ISCAE-Casablanca campus. Groupe ISCAE and BMCE Bank of Africa group are engaged to support young project holders in their career and business development.

This public-private partnership will also enable the two institutions to set up an educational banking agency within ISCAE-Casablanca campus. An initiative that will allow young people from Groupe ISCAE and other Schools to understand better the banking system and to value the financial opportunities. The incubator will support project leaders, aged between 20 and 45

years old, from Casablanca region. This program spans 18 months of incubation and more than three years post-incubation. Project leaders will have access to an entrepreneurial ecosystem made up of entrepreneurs, institutions, business angels, and professional associations.

The first session should be effective in October 2018, and will host 30 young entrepreneurs who will be selected upon a call for applications planned in March. «We want to contribute to the economic development by promoting innovative projects within the local ecosystem,» says Ms Nada Biaz, General Director of Groupe ISCAE.

The aim of this partnership is to foster

the entrepreneurial spirit and accelerate the emergence of innovative start-ups with high added value and job creation. Regarding the training aspect, a variety of pedagogical methods and tools will be provided to members during the collective and individual coaching sessions, in addition to financial information, logistical support, and expert's assistance.

Members will have the opportunity to bring their ideas to life, integrate the labor market more easily and take concrete action on national issues. The incubation center will also promote the taking over and help local businesses, especially among Groupe ISCAE Alumni ■

## SMEs Integration Into Global Value Chains «Integrating Moroccan exporting SMEs into Global Value Chains: Constraints and Opportunities»

In collaboration with the African Development Bank (AfDB), the General Confederation of Moroccan Enterprises (CGEM) and the Euro-Mediterranean Forum of Institutes of Economic Sciences (FEMISE), Groupe ISCAE has organised, on February 22<sup>nd</sup>, a Study Day

under the theme «Integrating Moroccan exporting SMEs into Global Value Chains: Constraints and Opportunities». This study day is part of the presentation of the results of a study jointly conducted by the AfDB, the FEMISE and the SMEs Chair of CEDOC (Groupe ISCAE).

The purpose of this workshop is to fully apprehend the constraints that prevent Moroccan SMEs from developing, and how to integrate the global value chain.

Its contribution is to set up measures that would allow small and medium enterprises to ensure an efficient functioning and enhance their ability to go global.

This study day began with keynote speeches of:

- Ms Nada BIAZ: General Manager of Groupe ISCAE;
- Mr Said MAGHRAOUI HASSANI on behalf of Mrs Rkia DERHAM: Secretary of State to the Minister of Industry, Investment, Trade and Digital Economy, in charge of Foreign Trade;
- Ms Soumya ALAMI, President of the SMEs Commission at CGEM;
- Mr Vincent CASTEL, Chief Economist of the African Development Bank (AfDB),

**Then a first panel**, made up of Ms Patricia AUGIER, Director of FEMISE (Aix en Provence), and Mr Tarik EL MALKI (Director in charge of Development, International Relations and Scientific Research at Groupe ISCAE) presented the main results and conclusions of the study highlighting the main obstacles that hindered the integration of Moroccan exporting SMEs into global value chains (GVCs).

**The second panel** set out to identify, from the point of view of the professional federations (MICA and AMITH) the obstacles to the integration of Moroccan exporting SMEs to global value chains. This panel was moderated by Pr. Ahmed AZIRAR (Full Professor at Groupe ISCAE), and composed of:

- Mr Hakim ABDELMOUMEN, President of the Moroccan Association for Automotive Industry and Trade (AMICA);
  - Mr Mohamed TAZI, General Director of the Moroccan Association of Textile and Clothing Industries (AMITH);
- The associations' leaders highlighted the main adversities on the business environment of their respective sectors



and proposed measures to create a new dynamics in the sector.

**The third panel**, moderated by Ms Selma HAJ KHLIFA, Assistant Professor at Groupe ISCAE, set out to propose, on the basis of the recommendations of the study, a set of public policy measures to promote the integration of Moroccan exporting SMEs abroad. Panellists are as follow:

- Mr Ali MEHREZ, Project Manager at the General Directorate of the Moroccan Agency for Development of Investments and Exports (AMDIE);
- Mr Jamal RAIS, Director of the Development Division of the Moroccan Export Insurance Corporation (SMAEX);
- Mr Abderrazak MOURCHID, representative of the Head of Government, in charge of the Business Environment, Coordinator of the Permanent Secretariat of CNEA;
- Mr LAGHIDI Amine, Deputy President of the Moroccan Association of Exporters (ASMEX).

On the basis of the main recommendations of the study, the panellists have proposed concrete measures to improve the integration of Moroccan exporting SMEs into global value chains ■

## Corporate Social Responsibility & University Social Responsibility (USR) Day at Groupe ISCAE How to integrate the ecological concern in the Managerial mind-set? What about educating Managers as a start?

**Inauguration of ISCAE Green Campus  
Corporate Social Responsibility:  
Status and perspectives**

On Thursday, April 5<sup>th</sup> 2018, ISCAE-Casablanca has organized an event dedicated to CSR & USR. The kick-off of the event was the

inauguration of ISCAE Green Campus Office, in a partnership with the institutional and the project partners, namely, the Governor of the district



of AIN CHOCK, the President of the Municipality of AIN CHOCK.

The purpose of the green project management unit within ISCAE is to ensure commitment to continuous environmental improvement by achieving the following objectives:

- 1 - Selection and recycling of solid wastes
- 2 - Clean Desk
- 3 - Energy-saving

The Green Campus Project identifies Groupe ISCAE as a community and places significant importance on the inclusion of all sectors of the campus community in its environmental management and enhancement.

The program of this event also included a workshop under the theme: «How to introduce the ecological concern in the managerial mind set? And what if we start by educating managers», the opening speech has been moderated by Pr. Tarik EL MALKI Professor, Director of Development and Research at Groupe ISCAE and President of the Observatory of CSR in Morocco (ORSEM), and has been followed

by testimonials from companies that are committed in the environmental dimension through their managerial practices.

The second part of the programme was a conference celebrating the launch of the Observatory of Corporate Social Responsibility in Morocco (ORSEM) on: «CSR: Status and perspectives».

This conference aims to give an overview of the purpose of the ORSEM, its scope and its alignment with the overall strategy of Groupe ISCAE and will also highlight the best practices of companies using significant information for the businesses. The Observatory also intends to promote and disseminate scientific research in the field of CSR.

The floor was given to the speakers, distinguished actors in Sustainable Development and CSR. like, Ms. Fatima Zahra BENSALAH, General Manager of Atlanta Insurance, Mr. Abdellah MOUTAQUI, Member of the Economic, Societal and Environmental Council, and Mr. Said SEKKAT, President of the Commission and CGEM label ■



We are pleased to announce that the **AACSB Europe, Middle East, and Africa Annual Conference** will take place at the ESCP Europe Business School in **Paris, France**, from **29–31 October 2018**. Following last year's success in Malta, this is a new opportunity for African business schools to share experiences with European business schools and meet peers in the Middle East at one of AACSB's most diverse conferences. The conference will address a wide variety of contemporary topics and important challenges facing business schools in the region. Attendees will learn about ways schools can establish expectations for impact, foster innovation and entrepreneurship, promote responsible management education, and much more.

In the coming months, the conference web page, [www.aacsb.edu/emea](http://www.aacsb.edu/emea), will be updated regularly with information on the program agenda and invited speakers. Registrations received before 17 September will benefit from a **200 USD discount**. We hope to welcome you in Paris from **29–31 October 2018!**

#### EVENT LISTING

- Associate Deans Conference**  
4–6 November 2018 | Phoenix, Arizona, USA
- Assurance of Learning Seminar I**  
15–16 October 2018 | St. Petersburg, Russia
- Assurance of Learning Seminar II**  
20–21 November 2018 | Lille, France
- Assurance of Learning Seminar II**  
22–23 November 2018 | Lille, France
- Best Practice Speaker Series**  
26 November 2018 | Dubai, United Arab Emirates
- Business Accreditation Seminar**  
27–28 November 2018 | Dubai, United Arab Emirates
- Continuous Improvement Review Seminar**  
22 September 2018 | Washington, D.C, USA
- Quality Assurance Professionals Workshop**  
28 October 2018 | Paris, France
- Deans Conference**  
10–12 February 2019 | Vancouver, Canada
- Europe, Middle East, and Africa Annual Conference**  
29–31 October 2018 | Paris, France | ESCP Europe Business School
- International Conference and Annual Meeting (ICAM)**  
14–16 April 2019 | Edinburgh, Scotland

## The Executive MBA participants of Groupe ISCAE have organized a conference-debate under the theme: «Digital presence strategy for SMEs»

The conference-debate was animated by Mr. Mehdi CHAHI, Consultant and Digital Marketing Strategist, on Friday, January 26<sup>th</sup>, 2018.

The conference is a part of the Digital Social Impact initiative, whose main objective is to create and promote digital technology acculturation and the acquisition of practical knowledge, through conferences, training courses and Boost camp seminars.

This initiative enables the participants to identify and understand the internal and external issues related to the setup of a digital presence strategy, and to address the Social Selling as a dynamic, human-oriented approach "Human to Human", which will allow the company to better promote and legitimize its offer in local, continental and international markets.

The conference-debate was also attended by a head of SMEs, Ms Khadija ACHTAICH, founder of the Firm "Materner Malin", specialized in the accompaniment of mothers and parents in the Proximal Mothering and Positive Parenting, who had the pleasure to testify of her experience



of digital presence, her outreach effort to promote the culture of mothering and to contribute to the development of collective Moroccan consciousness through digital tools.

Interviewed about the role of the digitalization in a corporate world, Mr Mehdi CHAHI states that «the digital is a hybridization of digital tools integrated into the managerial and operational processes of a company. This must be underpinned above all by a clear vision that is in line with the company's strategy and is part of a Human Centric approach, which means that a digital focus solely

on technology without taking into consideration the human criteria would not guarantee, in fine, a valuable client experience».

"Also, from operational marketing point of view, if the digital strategy for Moroccan SMEs is well prepared, it should not present a source of apprehension." Said Mr Mehdi CHAHI. He adds that «the digital will allow the SMEs to increase its visibility and notoriety and especially to create opportunities to leverage the sales and improve its competitive position in the local and emerging markets in Africa» ■

## The 10<sup>th</sup> EMBA cohort organized a conference: «What investment opportunities for Morocco in the context of South-South cooperation?»

The tenth cohort of the Executive MBA\* program of Groupe ISCAE has organized a conference on April 6, 2018 entitled «What Investment Opportunities for Morocco in the context of South-South cooperation?».

This event gathered a large number of participants, the topical subject was debated by imminent lecturers

and moderated by a famous Moroccan journalist and presenter at a Moroccan radio station.

### Speakers/lecturers:

- Mr Hamid BEN ELAFDIL : General Director of AREP Group.
- Mr Hicham BENSALD ALAOUI : Risk Director at EuleurHermes.



- Mr Amine LAGHIDI: Vice-President of the "Association Marocaine des Exportateurs" (ASMEX).
- Mr Riad MEKOUAR: University Professor

### Moderator:

- Mr Talal CHAKIR : Professor of economics, politics and social sciences and journalists at Luxe Radio.
- After the welcome address by Ms EL BOUAAMRI, Director of ISCAE Casablanca, and Mr Mahjoub Chahine participant of the 10th EMBA cohort, the speakers presented significant information relating to the economic potential of Africa, while pointing out the structural constraints of African countries in terms of human resources, training, and the huge amount of investment in infrastructure. The debate was an opportunity to highlight the absence of a national

economic industrial offer that would be able to seize the investment opportunities abounding on the African continent. Indeed, the emphasis was placed on the urgent need to have a global strategy to help SMEs develop their offer and subsequently export to Africa by creating added value. The efforts of SMEs are hampered by ineffective accompanying measures and weak economic incentives to export. The speakers were able to draw a comparison with the economies that have succeeded in the export shift by developing their industries, namely China and Turkey. thus they suggest that the Moroccan economy should catch up with the trend in order to develop exports and balance the situation. The speakers were fond of remarking to unleash the energies of SMEs, which are the spearhead of the national economy. This event had shed light on the Moroccan economy power to seize the opportunities if an appropriate economic environment is set up quickly to encourages SMEs. Moreover, this debate is part of the national concern on the redesign of the Moroccan



economic model after several failures of major projects and especially its « economic rent » which sharpened the disparity in opportunities for Moroccan companies ■

\* ISCAE Executive MBA : has earned recently the prestigious AMBA Accreditation

## The 10<sup>th</sup> EMBA cohort has organised a colloquium: The Reform of the Moroccan Exchange Rate Regime



As part of their curriculum, EMBA participants are called upon to develop their managerial skills through the organization of events or meetings to launch pad for

thoroughgoing discussions around a topical theme. In this context, the 10<sup>th</sup> cohort of the EMBA organized a symposium on the reform concerning a flexible rate regime on April 6, 2018, wishing to draw up a report three months after the launch of the reform.

### Those who took part in the work of this meeting are as follows:

- Abdelmajid Benrissoul, Professor of Higher Education.
- El Mehdi Fakir, Chartered accountant and Associate Director Ad Value Audit & Consulting

- Yasser Tamsamani, Senior Economist-Researcher
- Younes Jermounie, Chartered Accountant, Partner at BDO

- Abdelmalek Mouatadid, Director of Capital Market sales at Banque Centrale Populaire.

Firstly, the panellists have made a distinction between the concepts of flexibilization and liberalization. They all agree that the basket in which the Dirhams evolve will have no significant impact on the local currency. Indeed, the parity of the dirham is determined within a corridor of  $\pm 2.5\%$ , against a current rate of  $\pm 0.3\%$ , by reference to a central rate set by Bank al Maghrib (BAM) on the base of a basket of two foreign currencies (the EURO (60%) and the American dollar (40%)).

The solutions proposed by the banks now allow companies to hedge themselves against exchange rate risks through derivative instruments. However, these solutions are more often tailored for large companies that can offer to pay their costs, to the detriment of SMEs and VSEs that represent the most important part of the Moroccan economic fabric ■

## The 10<sup>th</sup> EMBA cohort on a study tour to the United States of America

April 20<sup>th</sup> to 30<sup>th</sup>, 2018



To take a study tour to the USA is a part of the EMBA program. It had began with two days of training at Northeastern University, where participants have been initiated to management sciences: innovation, entrepreneurship, American culture. The group also made a series of visits to educational

institutions: Harvard Campus, Columbia University, MIT laboratory, Northeastern incubator as well as industrial and financial services companies. The tour was a valuable experience that allowed participants to compare their theoretical and professional knowledge with the precursor and pioneering American business world ■



## Le N°7 de la Revue Marocaine des Sciences de Management du Groupe ISCAE



### SOMMAIRE

#### FOCUS

Designing an e-government portal accessible to illiterate citizens  
**Imane TAWFIQ, Hind KABAILI, Driss KETTANI**

#### DOSSIER

- La position des parties prenantes dans la gouvernance des grandes entreprises marocaines : une étude exploratoire  
**Saïd AIT DANI, Bouchra RADI**
- Impact de l'adoption des normes IFRS sur la communication financière : cas des sociétés cotées à la bourse des valeurs de Casablanca  
**M'Hammed EL HAMZA**
- La culture d'entreprise ou l'effet «revers»  
**Brahim KERZAZI**
- Les compétences managériales des PME de haute technologie au cœur de la réflexion stratégique  
**Salwa HANIF**
- La fiscalité verte au Maroc : Etat des lieux et perspectives  
**Khalid FALHAOUI, Nabil BOUAYAD AMINE, Khalid ROUGGANI**

Ce numéro est disponible aux kiosques, librairies et à l'ISCAE au prix de 35 DHS.

## Faculty Residential Seminar under the theme: «Get ready for an accreditation based approach» March 2-3, 2018, Marrakech



as a strategic transformative project ensuring a sustainable development of Groupe ISCAE.

Indeed, in an increasingly competitive and tight environment, where international standards are required, this universal recognition becomes a must to reinforce the leading position of the Group.

The first half day of the seminar addressed the standards AACSB Accreditation Strategies, which revolve around the mission of the School. By mission, AACSB perceives the triptych: **Vision / Mission / Values. It is about providing answers to the three key questions:**

- 1 - What does Groupe ISCAE aim to become in the future and what are the strengths that the group can rely on?
- 2 - What are its distinctive features and the specificities compared to other business schools worldwide ? (almost 15,000 Business Schools Listed).
- 3 - What are the values that underlie its mission and which guide its decisions and actions?

Teams have worked in brainstorming mode, to put forward proposals of ideas and key words on each of the three questions, taking into consideration the legal framework of



the School genesis and context. From the feedbacks of the four groups, a first draft of synthesis, build in plenary, brought out the following: «Groupe ISCAE, a pioneering and public Moroccan business school, attracts and develops talents to meet the evolving needs of local, regional



and global environments. To serve the sustainable economic and social development of Morocco and the region, it educates drivers of change and cultivates an entrepreneurial mind-set through degree programs in business, executive education and development dissemination of intellectual contributions to business and academic communities ». This expression of the Group's mission highlights values such as: «Diversity,

Accountability, Inclusion and Commitment».

The second half-day seminar focused on the «Assurance of Learning AoL». The AoL approach allows a school to identify key learnings points (knowledge, know-how and interpersonal skills and attitudes) that it intends to develop in consistence with its mission towards students.

The working groups first identified the learning objectives «intended Learning Outcomes» of the "Grande Ecole". They then worked on mapping the program for learning positioning based on the syllabi proposed by volunteer professors. Discussions focused on how, when, how often to evaluate the learning objectives outcomes, and to determine the sufficient level of compliance.

At the end of this event. Participants were given certificates of attendance.



Then, participants had a round table discussion about their perception and comments regarding the seminar and the status of the ongoing projects, in general.

Finally, faculty members were committed to share, later on, the experience of this seminar with permanent professors who could not attend, through animated workshops ■

## 7<sup>th</sup> Executive Convention under the theme: «Building Bridges and Strategic Alignments» March, 2018, Marrakech

Because the intangible capital is at the heart of Groupe ISCAE priorities, a 7<sup>th</sup> executive convention has been organised, the 16<sup>th</sup> and 17<sup>th</sup> March 2018, at Adam Park Hotel, Marrakech.

Many workshops were held around the crucial questions of « Mission, Vision, Values » and « Sense of Belonging and Inclusion ».

The General Director Ms Biaz led the first workshop « Mission, Vision, Values ». Six working groups were formed to provide answers to the key questions below:

- 1 - How Groupe ISCAE has been a transformative experience for you?
- 2 - Do you consider transformation as an imperative survival condition for Groupe ISCAE?





3 - Define the triptych MVV (Mission, Vision, Values) for Groupe ISCAE.

In response to the first question, some participants told amazing stories of exponential individual development, through career paths that transform them to confident, ambitious, proud and grateful human beings for the gift of being inspired, every day, to fulfil their dreams.

The second part focused on the confirmation of the mission statement, as follows:

*«Groupe ISCAE, a pioneering and public Moroccan business school, attracts and develops talents to meet the evolving needs of local, regional and global environments. To serve the sustainable economic and social development of Morocco and the region, it educates drivers of change and cultivates an entrepreneurial mind-set through degree programs in business, executive education and the development and dissemination of*

*intellectual contributions to business and academic communities».*

This Brainstorming emphasis 5 values: « Diversity, Responsibility, Innovation, Inclusion, and Commitment ».

Except «Innovation», the four other values were aforementioned in the first residential seminar.

Actually, the newly stated Mission reflects the Group's commitment to move from effectiveness to greatness, by pursuing an international accreditation process, a process of endless transformation and continuous improvement.

Ms. Biaz's keynote speech was followed by a brief overview, facilitated by Ms. EL Ghomari, regarding the International Accreditations, namely AACSB Accreditation.

It has been agreed to hold, as appropriate, further sensitization and training workshops related to standards to amplify the impact.

Another workshop «Sense of Belonging and Inclusion» was animated by the Coach Mr. Abdelilah IBNOUALI, and allowed the participants to learn about the models and matrix that influence the behaviour of individuals and groups, according to specific skills and the Meaning-Performance duality.

Through a coaching exercise, participants were able to distinguish between their own responsibilities (Thoughts, Feelings, Words and Behaviour) and others responsibilities (thinking, feeling, speaking and behaving), to assert, that no one is responsible for other's beliefs and behaviours.

The different workshops aim to build bridges towards a strategic alignment. In summary, the team building was marked by moments of sharing, pleasure, fun that will ultimately stimulate the collective intelligence ■



Professors Karim CHARAF and Kamal LACHHAB, have carried out a Case study.

Language: English

Type: Case study

Category: Management Controlling

Collection: CCMP

<https://www.ccmp.fr/collection-ccmp/cas-intelcia-implementation-of-the-balanced-scorecard>

Summary

The Intelcia group operates in the Outsourcing industry. In recent years, this group has experienced rapid growth that has especially been accentuated by Intelcia's acquisitions of other companies. These acquisitions have enabled Intelcia to position itself as a leader in Outsourcing in the francophone world.

Initially, Intelcia implemented purely financial management reporting and measures; but due to the company's growth this has become inadequate as it does not allow the company to accurately assess the complex nature of its business. It is necessary to find a rigorous approach that effectively targets the indicators to be measured, and to link these indicators and the financial results according to the logic of cause and effects. In this context, the Balanced Scorecard approach seems well-suited to Intelcia's needs as it should be able to respond effectively to the above-mentioned needs.

## Award of Best Thesis in Marketing



During the 3<sup>rd</sup> Congress of the Moroccan Marketing Association (AMM), held at the National School of Commerce and Management ENCG-Agadir, April 19-20, 2018, under the theme «Marketing: Transformations and Changes» Ms. Sanaa Moussalim, laureate of the ISCAE doctoral school, was awarded the prize for the best thesis in marketing for the year 2017. This prize, provided by an international jury, was awarded by the AMM and the Faculty of Economics, University Mohammed V, Rabat-Souissi.

Ms. Moussalim defended her PhD thesis in Management Sciences at ISCAE in November 2017, under the theme: «the organizational capacity of territories as a lever for its territorial marketing».

At this session, ISCAE was represented by Professor Rachid M'Rabet, Director of ISCAE Doctoral program and Professor Ouaffa Ghannam, Director of the Marketing Department, and Ms. Sanaa Moussalim.

Professor M'Rabet and Ms Moussalim, at the opening of the Congress, have insisted on the role of territorial marketing in attracting investments at the regional level. Mss. Ghannam and Moussalim participated in moderating the workshops and jointly presented a paper on the theme: «The success factors of territorial marketing, a comparative study between Europe, US, and Morocco» ■

## Presentation of SMEs Research Chair

There is a universal consensus on the potential contribution of small and medium-sized enterprises to economic growth and job creation, so that they are considered as the backbone of the economy. In Morocco, SMEs are predominant in the Moroccan economic fabric with more than 95% according to government sources and employers.

Groupe ISCAE, concerned for several years by the issues inherent in the SME, wants to make this chair a sort of «reference tool» for SMEs and VSEs. Researchers and professionals will strive to identify and improve the new challenges facing SMEs/VSEs.

To do so, the Corporate-CHAIR aims to improve, advance and disseminate knowledge in specific areas of Research and Teaching that are consistent with the mission, vision and objectives of Groupe ISCAE.

It aims to be a lever for growth and a space for reflection and meeting to promote the development of knowledge around SMEs/VSEs. The SMEs Chair has as main purpose the development and dissemination of the managerial



innovation of the SMEs/VSE starting from a crossed analysis between the expectations of the economic world and the academic research; in order to understand their needs and the conditions of their development in a competitive environment ■

## The Finance Research Laboratory (LAREF) has organised a Research Seminar

### « Raising Cost Determinants of Microfinance in Morocco: Evidence from a Multiple Case Study»



With the aim of reinforcing our research laboratories and the efforts of our professors in terms of intellectual contributions, the Research Laboratory in Finance (LAREF), part of the CERGI of Groupe ISCAE, has organised an internal research seminar on Wednesday March 7, 2018.

On the program, the presentation of the scientific article by Professor Najah CHAHID and her co-authors, entitled:

«Raising Cost Determinants of Microfinance in Morocco: Evidence from a Multiple Case Study», by N. Chahid et al. 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 ■



2<sup>nd</sup> Colloquium Proceedings

## Entrepreneurship and Development of SMEs'

Edited by  
Rachid M'RABET  
Tarik EL MALKI

The book "**Entrepreneurship and development of SMEs**" takes up the proceedings of the international research colloquium organised by the doctoral studies center (CEDOC) in Management of Groupe ISCAE, in partnership with ISM-Senegal, on December 9 and 10, 2016. The book takes up twenty-four of the papers presented at the symposium and reviews research in the field of entrepreneurship that is expanding rapidly in academia. The book also presents best practices in entrepreneurship promotion in Morocco and around the world. Thanks to the participation of all the actors of the entrepreneurial ecosystem - Ministry of Commerce and Industry, Morocco SME, CGEM, banking sector, CCG, universities and business schools - the book highlights the importance of entrepreneurship in Morocco, the challenges, the action of public authorities and different actors and outlines what must be undertaken in the future to further promote entrepreneurship in Morocco.

## The international Conference ICTO-MENACIS 2018 March 22-23, 2018, Nanterre - France



Two faculty members of Groupe ISCAE, Professors Hind KABAILI and Mohamed Amine ISSAMI have attended the international conference ICTO\* and MENACIS \*\*2018, held on March 22nd and 23rd at the Paris Nanterre University, Professor Mohamed Amine ISSAMI has participated to present his research, namely his article entitled «Predictive and dynamical system for instabilities» which was selected «Best article of the conference» and will be published in the «Springer Lecture Notes in Information Systems and Organization».

Moreover, a strong financial environment is considered to be a buffer for matching real and financial sphere. Furthermore, the ability of a financial system to absorb shocks depends on the robustness of its different segments. However, a potential vulnerability has enormous consequences within a wave of disturbances and during a crisis period. In addition to this, business cycles and fragility of institutions and markets are revealed to be an obstacle to overcome, in order to ensure the success of stability targeting policy. Ultimately, the added value of this

Hereinafter an abstract of the article:

**Abstract:**

The financial stability issue represents a major concern for developed and developing countries. This subject has an impact on growth and consolidates the trust mechanisms.

paper consists of an assessment of the holistic perspective.

The results herein emphasize on complementarity between this approach and the macro prudential policy. Besides, the convergence into an integrated mode seems to be appealing, when the central authority and all the players are put together for maintaining the systemic financial stability.

**Keywords:** Financial stability, prudential regulation, safety nets, central authority, approach based-prevention and holistic perspective, integrated mode, agent-based models. Moreover, Professors Hind KABAILI and Mohamed Amine ISSAMI were elected Co-Chair and Co-Vice President for Publication in the «MENA AIS CHAPTER BOARD 2018-2019» ■

\*ICTO 2018 is the fourth version of ICTO international conference that attracts multidisciplinary contributions on information systems from the areas of organization, management, marketing, human resources, accounting, and supply chain mainly submitted by international scholars.

\*\* MENACIS 2018 is the first international conference organized by the MENA-AIS chapter of the AIS. MENACIS 2018 invites academics and researchers, from all over the world but also especially from the MENA region, to reflect on innovative research in information systems, from the point of view of a rapidly changing world.

## Pr Amine ZENJARI has attended the Global Colloquium



Professor Amine Zenjari, faculty member of Groupe ISCAE has taken part in the Global Colloquium for Participant Learning (Glocoll\*), on January 07-10, 2018 at Harvard Business School, Boston, USA. The training programme is focus on « Case Writing Workshop », it gathers

60 Professors from different business schools around the world.

This workshop aims mainly to:

- Give a general overview of the case writing methodology
- Become familiar with the different steps of successful writing
- Advice and help participants

produce quality cases faster, with a more effective use of resources

- Write Teaching Notes
- Distinguish between cases targeting different populations.

During these four days of training, participants had the opportunity to

work individually and in groups to draft case parts and also to watch videos that highlight the challenges of writing and teaching cases ■

\* Glocoll seeks to build an international community of faculty members who are committed to participant-centered learning

through innovative teaching and course design. Combining a weeklong on-campus module and a regional in-depth case-writing workshop, educators learn how to become more effective teachers using the case method.



## Pr Mohamed SABAR has participated to a workshop entitled «The Lean Logistics» in Paris

Lean Logistics » supported by Groupe CEGOS, from December 4<sup>th</sup> to 5<sup>th</sup> 2017, in Paris.

The training programme is designed for practitioners such as: managers and distribution platforms and warehouses managers, Logistics and Supply Chain directors and managers, operational directors, leans managers, and warehouses operational managers, engineers, executives, and managers and heads of LEAN project.

Indeed, this programme brings the Lean best practices to the logistics chain. During the two days, participants were taught about the mitigation options to eliminate wastage; reduce the surface area currently occupied; identify the key points to control over the flows; simplify and clarify the implantation flows; reduce the lead time; and improve the productivity by surface area ■

In order to catch up with the actual trends, our faculty member and Manager of the specialized Master in Purchasing and Logistics, Pr Mohamed SABAR, has attended the workshop «

## Business Ethics Case Study Workshop



Actually, the case study method has been proven as an effective teaching tool. Some of the virtues of case studies are that they help bridge the gap between theory and practice and give students hand-on practical experience.

In Morocco, a few local case studies tackle ethical dilemmas that faculty can use in classrooms where students can directly relate to.

The main objective is to help participants further develop the skills to create case studies dealing with local issues.



The center has launched a case writing competition dedicated to faculty with the objective to create a repository of cases that will have access to for free ■

## Pr. Brahim KERZAZI has participated to GIS Gestes Seminar with focus on: «The Sociology of Executive Coaching» March 22, 2018, Paris - France



### Mrs Scarlett SALMAN's work presentation

Ms SALMAN has presented her work on executive coaching, particularly in large organizations, linked to the broad field of the psychosocial risks and workplace health. The phenomenon has become so widespread that we can talk about a «palliative care facility», a concept that is at least controversial for the representatives of the association of Executive coaches.

It reveals exponential demands around moral burnout, harassment and health at work, both physical and mental.

In this regard, Ms. SALMAN insisted on separating coaching targeting for professional development from the perspective of therapeutic support.

In the same vein, she recalls a succinct and precise definition for coaching «the support of people for the development of their potentials and their knowledge» before referring to LENHARDT «develop a champion».

It recalls in this sense the two predominant tools that are the transactional analysis and the NLP to outline their common goal, which is the «Improvement of the psychological powers».

According to the results of a field survey, three issues were identified:

1. WORKING RELATIONS
2. TEMPORALITY OF WORK OF EXECUTIVES
3. CAREERS

With regard to working relationships, it reveals working guidelines with the background of a psychologisation and pacification of relationships to reduce conflicts and tensions to ensure a peaceful workplace. The result is what she calls a language discipline and

a «smooth» and agreed upon self-presentation.

She will then situate the prescriptive rules of the HR Manager and the Management in the perspective of the rebellion of the executives by quoting David Courpasson's book «When executives rebel», Jean-Claude Thoenig, and show that the coaching is actually the new weapon of the new management. In this context, the coach should act as «peacemaker» to ensure the «control of the eagerness of ambition» of the coachee and create an «orderism»

Beyond the development of the champion, there is a tacit goal of keeping emotional neutrality and maintaining the right distance with the coachee by solving the conflict internally through the «self development» and the increase of the coachee accountability.

In short, there would be in current managerial practices a willingness to displace external conflicts in the psyche of the coachee by reinforcing self-regulation and self-control, so dear to Reynaud, necessary for pacification and harmony. This trend is nevertheless at the expense of psychic economy hence the palliative function of coaching will certainly prevail over its productive function when, if need be.

### The Opinion of Pr BRAHIM KERZAZI as sociologist

From The sociologist's view, coaching is revealing conflict in its social or even interpersonal dimension through the external, organizational and managerial factors and work conditions.

Nevertheless, and this is what we have meant in our interventions

that beyond the palliative dimension aiming self-regulation and self-control of the coachee and despite the shameful intentions of HR Managers and Managers, it would be useful to alleviate frustration and pain.

And if there is a «double bind» or even manipulation in the prescription of coaching, the coachee, other things being equal, can psychologically escape the pressures, harassment and injunctions of his hierarchy. The

coachee can thus autonomously regulate his relationship to power and conflict, rather than to withdraw, to escape in order to assert his role of «creative force» ■

## Pr. Nada SOUDI has attended the 5<sup>th</sup> COSINUS International Conference



Pr Nada SOUDI, has represented Groupe ISCAE, as a faculty member, by participating to the 5<sup>th</sup> COSINUS Conference held on January 11th and 12th, 2018 at Oxford Brookes University, under the theme «University-Industry interactions in a time of turbulence - Opportunities and Challenges».

Pr Nada SOUDI has presented a paper entitled «The Role of governments in the economic valorization of the innovation and university research: Case of Morocco»



**Here is the abstract:** «The development of university research and the economic value of innovation for

industry and business continue to spark debate. It is no longer just a need, but a priority and investment axis for states.

Indeed, these two aspects have been introduced into the economic system to ensure a «win-win» cooperation between the stakeholders and thus explore a triptych «model» linking the state, the university and the corporate world.

In this paper, the focus has been on the Moroccan experience and the government's role in implementing this model of cooperation. After a comprehensive review of all organizations related to innovation in Morocco, it turned out that three models illustrate the cooperation of the three stakeholders: Industry, State and University, in the form of triple helix models, namely: innovation centers, clusters and incubators.

Based on the theoretical results, a quantitative survey was conducted to demonstrate the commitment of the Moroccan government in the implementation of the triple helix model. »

Professor Nada Soudi's paper will be published in the Oxford Journal and the Collective Book ■

# International Summer School Program

## Groupe ISCAE 2017-2018



### PROGRAM OBJECTIVES

Based on its extensive experience in terms of training senior managers and its outward-looking international perspective, and with a view to ongoing innovation, Groupe ISCAE is implementing a specific summer program for International students under the thematic: « Doing Business in Morocco ».

This summer program aims to provide a comprehensive overview of the geopolitical positioning of Morocco, the Moroccan economy issues and challenges, the multidimensional Moroccan business context - economic, political, cultural, and sociological - so to identify business opportunities arising from it.

### PROGRAM DURATION

During your 3 weeks program in ISCAE you will attend various academic seminars which consists of an average of 20 hours per week.

Beside studying you will explore Morocco with 3 trips to the most important cities (Rabat: Morocco's capital, Casablanca: one of the largest cities in Africa, and Marrakech: The charming red city).

### FACILITATORS

The speakers are ISCAE faculty staff and experienced practitioners with rich and varied experience in their areas of expertise.

We hope that this program meets the expectations of the participants and allows them an in-depth immersion in the Moroccan business world.

### International

## GROUPE ISCAE HAS PARTNERED WITH GROUPE PSA



- **Signature of a partnership agreement between Groupe ISCAE and the French manufacturer Groupe PSA in order to strengthen exchange and cooperative relationships in the view of developing future leaders.**
- **The two partners are committed to the implementation of joint actions to ensure the professional immersion of students.**

On May 11th, 2018, Groupe ISCAE has signed an agreement with car manufacturer Groupe PSA. This partnership aims to strengthen exchange and cooperative relationships in the view of developing future leaders. Taking into consideration the globalisation requirements along with national and regional peculiarities. The agreement consists of developing closely:

- Enhance the employer brand and Groupe PSA attractiveness among students and alumni
- Contribute to the academic influence of the country through the support and promotion of the

sectors of excellence.

- Get students ready for the professional world, in a globalized context, highly competitive and constantly changing, through proximity to the real world of business;
- Create synergies with economic actors in terms of reflection and research in the field of management. Groupe PSA is committed to building and managing relations with the academic world in Morocco. Within the academic ecosystem, Groupe ISCAE, the first Business School in Morocco is a key partner for the car maker.

This partnership agreement will result in an annual action plan around three axes:

1. Training and pedagogy
2. Recruitment and employment of young people
3. Communication around the Employer brand

During the signature ceremony Ms Nada BIAZ, General Manager of Groupe ISCAE, recalled that: «Groupe ISCAE has come a long way since its creation in 1971. Its

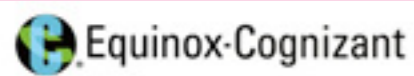
reputation has been acquired and consolidated over decades to make it the undisputed benchmark for higher education management in Morocco and its fame has transcended national borders. Groupe ISCAE is now entering a new stage of sustainable development, in the current global context of business schools at the global level. Thanks to its capacity for innovation and creativity, Groupe ISCAE has reached a new milestone and continues towards a dimension that fits of its history.

Groupe ISCAE strategy is a development project or even progressive transformation, in the long term to lay the groundwork for sustainable growth, with the view of going beyond national borders and shining at the international level, through the positioning of our school in Africa, etc. »

For his part, Jean Christophe QUEMARD, The Executive Vice President for the MEA region at Groupe PSA, said: «Groupe PSA draws its future in Morocco. We have a comprehensive project covering the entire automotive value chain. This has no equivalent on the African continent. »; and he adds: «Groupe PSA are men and women who represent our values and who are our best ambassadors. As part of the ramp-up of Group in Morocco, we are looking for individual talents for a common interest.»

International

**EQUINOX-COGNIZANT**



On April 2nd, 2018, Groupe ISCAE and Equinox-Cognizant have signed a partnership agreement. The partnership aims to strengthen cooperation and exchange relations between the two parties with a view to co-creating future management profiles, taking into account both the requirements of globalisation, national and regional peculiarities. Through this agreement, the partners work for the academic influence of the country and the continuous improvement of engineering and pedagogical contents to meet the needs of the market. This partnership also creates synergies within economic actors in terms of reflection and research in Management.

**EM-GABON**



Groupe ISCAE and EM Gabon have signed a collaboration agreement, dealing with educational and scientific engineering and mobility (faculty, students and administrative staff). Thanks to this partnership, Groupe ISCAE intends to contribute to Africa's development through support and skills transfer in Education and scientific research. This collaborative agreement is in alignment with Groupe ISCAE International Strategy.

**THE SKEMA BUSINESS SCHOOL GROUP**



On December 25, 2017, Groupe ISCAE has signed a partnership agreement with the prestigious School of Knowledge Economy and Management (SKEMA Business School). SKEMA Business School has three (3) campuses in France: Paris, Lille and Sophia Antipolis and three (3) campuses abroad: Raleigh in the United States, Suzhou in China and Belo Horizonte in Brazil and has the triple crown (EQUIS, AACSB and AMBA). SKEMA Business School offers Bachelor (BBA in Global Management), Master Grande Ecole, Master of Science (MSc), Specialized Master, MBA2, PhD programs in France, USA, China, and Brazil. Through this partnership, Groupe ISCAE and SKEMA Business School are committed to promote the exchange of students and teachers and to develop joint training and research activities between the two institutions.

**EM STRASBOURG BUSINESS**



On November 23, 2017, Groupe ISCAE concluded a new partnership agreement with EM STRASBOURG, Ecole de Management of the

University of Strasbourg (UNISTRA). This partnership is part of Groupe ISCAE policy of international openness. This agreement aims to give a greater influence to our School, to develop academic and cultural exchange, research and a mutually beneficial relationship for both institutions. It should be noted that EM Strasbourg Business School has dual accreditation: EPAS & AACSB and is member of the Conference of Grandes Ecoles.

**IQS NEW PARTNER OF GROUPE ISCAE**



Considering the willingness of Groupe ISCAE and IQS to collaborate in various educational and research programs with a view to improving the training of students in both institutions and to encouraging such international collaboration on a reciprocity basis, Groupe ISCAE and IQS signed a partnership agreement on November 22, 2017. Through this partnership, IQS and Groupe ISCAE offer their students a curriculum that includes academic experience abroad, education of the highest quality, and a multicultural exchange program for students and teachers in the fields of education and research. In addition, the agreement give students of Groupe ISCAE the opportunity to receive/hold the diploma of the «International Master in Marketing in Digital Environment».

International

**BURGUNDY SCHOOL OF BUSINESS**



On June 21, 2018, Groupe ISCAE and Burgundy School of Business signed an addendum to the cooperation agreement signed in 2012. Through this cooperation agreement, each of the two Parties will strive to achieve the following objectives:

- Facilitate the reception of students in the appropriate

programs on an ECTS credit transfer basis

- Promote the reception of Double Degree students : the Master Grande Ecole (BSB Master's degree) and Groupe ISCAE Master degree "Grande Ecole Program".

**NEOMA BUSINESS SCHOOL**



Taking into account the existing complementarities in the fields of education and the ambition for cooperation between the

institutions, the parties agreed as follows:  
The objectives of this cooperation are:  
- The influence of the two institutions  
- The recruitment of high-level international students selected according to the usual criteria of each of the two institutions  
- The enrichment of the educational path  
- The dual diploma for ISCAE students: Neoma Business School's Grande Ecole Programme (PGE) on one of the two Campuses, and ISCAE Master's diploma.

National

**GROUPE ISCAE HAS SIGNED A PARTNERSHIP AGREEMENT WITH LESIEUR CRISTAL**



A partnership agreement with Groupe ISCAE was signed on Monday 11 December 2017 in celebration of the anniversary of the Social Ceremony that Lesieur Cristal celebrates each year. Mr. OUDGHIRI recalled on this occasion that the Excellium Academy celebrates 9 years in serving competence and the know-how development. Groupe ISCAE, was created in 1971, was represented by Ms Nada BIAZ Director General, who was

accompanied by few members of the Management Committee, namely Ms Nadia EL BOUAMRI, Director of ISCAE Casablanca, Ms Amal LAARIBI, Deputy Director Pôle Executive training and Professor Fouad MACHROUH. For Mr OUDGHIRI, « the Excellium Academy » is created in 2008 It provides support adapted to all socio-professional categories, it's also an incubator-revealer of talent, and an accelerator for the acquisition of skills. Our Excellium Academy provides us with a framework for sharing, exchanging experience and capitalizing on knowledge ». For Ms BIAZ: this partnership is part of the opening and departitioning advocated by «ISCAE 2020» strategy. This is the first step in a long and fruitful partnership with Lesieur Cristal.

Through this initiative, Lesieur Cristal has joined its efforts to Groupe ISCAE, in order to:

- Develop and distinguish the Employer Brand
- Benefit from the resources and expertise of Groupe ISCAE, in terms of executive training
- Offer Lesieur Cristal employees the best management training programs
- Value the business expertise held by Lesieur Cristal management
- Train a new generation that will contribute to the development of our country.

This collaboration marks the beginning of a new era of Win-Win relations between Groupe ISCAE and Lesieur Cristal. Hoping it will be a model of partnership "Private enterprise - Training Institute"/ Business-Education!

## His Majesty King Mohammed VI Chaired the National Food Support Operation «Ramadan 1439» Rotaract Club ISCAE has contributed to the organisation of the operation



HM King Mohammed VI has launched the national food support operation, Rotaract Club ISCAE contributed to the organization of this operation, which took place Thursday, May 17, 2018 in Salé. This humanitarian action shows the commitment of Rotaract Club ISCAE, to share the common values of caring, solidarity and empathy towards the most vulnerable social categories, including widows, the elderly and those with special needs. Through the efforts of this noble action, Rotaract Club ISCAE has honoured Groupe ISCAE and left a very good impression on the organisers ■



## The 20<sup>th</sup> Olympiad Edition: Fun and Sport

The Association of Iscaeists for the promotion of cultural exchanges (AIPEC-ISCAE-CASABLANCA) organized, on March 23-24-25, 2018, the 20th edition of the ISCAE Olympiads on the theme: «We have made Morocco proud of us».

Below is OLYMPIAD opening speech addressed by Ms BIAZ, The General Director of Groupe ISCAE.

Dear students, faculty, colleagues, honoured guests,

The Olympiad represent one of the key events and highlights of Groupe ISCAE, which make our campus a pleasant and



conducive area of study and life. Therefore, the Olympiad event is as great, as scientific, cultural and artistic events that are scheduled throughout the year: conferences, colloquium, «Carrefour du manager», university paths, etc.

By encouraging sports activities, Groupe ISCAE aims to:

- Promote team spirit,
- Enable students to harness their strengths while working on their weaknesses,



- Maximize their performance towards a common goal,
- Develop leadership and a sense of belonging, etc.

Beyond this pedagogical aspect, it is about promoting a healthy and balanced lifestyle, positive attitude, and all values that are taught through sport activities (ethics, team spirit, respect, etc.).

Like artistic, cultural and associative activities, sport is part of a broad approach that places the human being



as the key component of the development. In fact Groupe ISCAE considers that its sustainable development depends on the personal development

of each student, teacher, professional support staff.

Thus, the launch of this 20<sup>th</sup> edition of the Olympiad is an opportunity to celebrate the spring, the renewal, the positive transformation of our vital powers, those of the ISCAEistes, and those of the young people coming from different institutions of higher education countrywide.

Sport is, so to speak, a catalyst and amplifier of the constructive energies of our youth.

Finally, this event would not have been possible without the mobilization of the organizing committee of

AIPEC, the generosity of our partner and Gold sponsor BMCE Bank, whom I want to thank warmly, our Bronze sponsors Vivo Energy and Lenovo, and our institutional sponsor «La Marocaine des jeux.»

I am also grateful to ISCAE-Casablanca Professional Support Staff, logistics and communication for the efforts made, and the athletes for sharing their amazing success stories testifying that hard work always pays off. To conclude, I wish great sport moments to all of you: participants, spectators, and supporters ■

## Groupe ISCAE International MUN First Edition

### « Youth Leadership: A key factor for sustainable peace. »



Groupe ISCAE has just organized the first edition of Model United Nations, in partnership with the Konrad Adrenauer Stiftung Foundation and MUN Morocco. Globally recognised for substantive excellence, MUN enables students to the first exposure to the actual challenges of international diplomacy, debate argument and final resolutions to the topical and urgent issues of major importance, and engage with the world around them.

The event consists of a simulation by students to the roles of diplomats and converge for a weekend of stimulating discussion.

This first edition brought together people from different continents, notably China, the United States and

Ghana, around a common topic; « Youth Leadership: A key factor for sustainable peace. »

The event, which lasted for three days, from March 30<sup>th</sup> to April 1<sup>st</sup>.

The first day, Friday, 30 March, each country was represented by delegate on UNESCO, UNSC and ECOFIN councils, and had attended a preliminary session to understand the rules of procedure of the United Nations assemblies as a way to get prepared for the diplomatic negotiations the upcoming sessions.

The second day, the delegates have attended the opening ceremony, which brought together several distinguished guests. HE Baba Garba- Ambassador of Nigeria, Andy Halus- Director of Dar America and Head of Public Affairs of the Consulate General of the United

States in Casablanca, Jiang Xiaof- representative of the Chinese Embassy, Naima Elkorchi- Founder of Africa's Women's Forum, Lahoucine Khabid- Founder of Atlas Center of Diplomatic Studies and Cherragui Aymane- President of Nouabook.

Each guest speaker has participated in the discussion around the theme «Youth leadership: A key factor for sustainable peace.» The opening negotiation sessions were raising valuable questions, enriching debates, lobbying, public discourse, suggestions. The adopted resolutions were extracted from those discussions.

During the last day, the delegates have attended the closing plenary session of the negotiations, to vote for the adoption of the final resolutions.

The distinguished delegates were rewarded during a closing ceremony that took place Sunday, April 1<sup>st</sup> to give them the prize «best delegate».

This experience was remarkable and enabled to develop professional and soft skills. This event has offered a fast growing competitive activity that turns students into leaders, confident in themselves and form lasting friendships with people from all over the world ■



## 4<sup>th</sup> edition of the Intercultural Days Under the theme «Dialogue among cultures in the age of globalization»



raising the intercultural awareness on the need for joint knowledge, recognition, understanding and mutual respect between individuals and groups from different roots and ethnicity, cultural background, religion and linguistic reference.

The cultural meetings, has begun with a round table discussion gathering actors from academia, corporates, and civil society, has been addressed on the policy of opening of Morocco. This meeting was an opportunity to discover cultural, and artistic diversity through exhibitions and various cultural events, a fashion show presenting the traditional costumes of different countries, a fashion and beauty salon, and leisure activities. Which highlights the cultural and artistic richness of each country.

The focus was, moreover, on the flavours and cultural traditions from different continents. Indeed, a dedicated space for tasting local products was showing the originality and specificities of the world gastronomy.



Music was in the air. The music lovers were exhibiting the intangible heritage through universal forms of expression such as dance and music creating a crossroad for different nations to speak the same language.



## 5<sup>th</sup> edition of the Festival « Voix Universitaires» - The spring colours



On April 6<sup>th</sup> and 7<sup>th</sup>, 2018, ISCAE-Casablanca has hosted the 5<sup>th</sup> edition of the Festival « Voix Universitaires», organized by Groupe ISCAE Choir. This festival brought together different university and professional choirs from Morocco, it aims to promote the choral singing, and anchor this discipline in the university.

During this event, astonishing voices and breath-taking performances across the country to share their love and passion with the students. Sub-Saharan and expatriates familiar with congregational and religious ceremonies have participated to the chant.

The menu includes as well Al Akhawayn University Choir «AUI Voices United Choir», «Choeurs & âmes» as known as Chams Al Assil Choir, Tango Choir «ANGHAM AL BOUGHAZ», and «ETTARAB» Choir. Alongside this event, the participating choirs' masters have conducted a joint singing workshop ■



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GROUPE  
**ISCAE**  
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**ISCAE-Casablanca**

Km 9,500 Route de Nouasseur - B.P. 8114 - Casablanca - Oasis  
Tel : (+212) (0)5 22 33 54 82 - Fax : (+212) (0)5 22 33 54 96  
e-mail : iscae@groupeiscae.ma

**ISCAE-Rabat**

Avenue Ennakhil, Secteur 10 - Hay Riad - Rabat  
Tel : (+212) (0)5 37 71 20 47 / 37 71 23 90  
Fax : (+212) (0)5 37 71 23 67

[www.groupeiscae.ma](http://www.groupeiscae.ma)