

جامعة الأخوين
AL AKHAWAYN
UNIVERSITY

SCHOOL OF BUSINESS ADMINISTRATION

Al Akhawayn University

“Our mission is to shape future ethical, successful managers and leaders with a local and global perspective.”

Principles of Responsible Management Education

Report on Progress 2015



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Key Facts & Figures

Established: 1993 (by Royal Dahir)

Inaugurated: 16 January 1995

Status: Public, Independent

Educational system: Liberal Arts

Location: Ifrane, Morocco

Campus area: 75 hectares (185 acres)

Number of schools: 3

Number of students: 2152 (Fall 2014)

Number of international students: 47 from 25 countries

Number of faculty: 157 (Spring 2014)

Degrees offered: Bachelor's and Master's

Academic year: August – July (semester system)

Number of alumni: 4026 (as of Summer 2015)

University color: Green

Number of programs: 8 undergraduate, 13 graduate

Number of study abroad and exchange programs: Al Akhawayn has established programs with more than 300 institutions in over 50 countries around the world.

Average class size: 19

Community service hours (mandatory): 60 hours

Number of student organizations: 36

Number of student media organizations: 3

Financial aid beneficiaries: 30% of the student population

Number of sports teams: 8

Number of athletic programs: 2

Number of athletic facilities: 5

Introduction & Renewal of Commitment

Summer of 2013, Al Akhawayn University's President, Driss Ouaouicha, signed the letter of commitment to adopt the Principles of Responsible Management Education. Pledging this agreement was another way to illustrate the charge to prepare future managers and leaders who will engage ethically, socially, and responsibly in the local Moroccan context and beyond. As the first report of the Institution, this document introduces the University, the School of Business Administration and exemplifies the adoption and integration of the PRME values--reflecting the University and the SBA's long-term commitment to PRME.

Message from the School of Business Administration Dean



Dean Wafa El Garah

The School of Business Administration at Al Akhawayn University takes pride in being the leader in Liberal arts, Anglo-Saxon business and management education in Morocco. We offer quality education at undergraduate, graduate and executive levels. Today, we serve over 1000 bachelor's and master' students and executive participants with a variety of programs and concentrations.

Our programs are designed to prepare our students to achieve their full potential as business leaders and professionals in the global environment. They are known for their communication, critical thinking and leadership skills.

Our faculty are PhD holders, certified professionals, with substantial managerial and international experience allowing them to bring the real-life examples to enhance learning in the classroom. .

Our students participate in real-life industry projects, benefit from exchange and study abroad programs, and when they graduate, they become a member of a strong Alumni network that counts more than 3000 members around the globe.

It is in this environment the principles of responsible management education have existed and continue to thrive in the investment of our students and the local and global community. Thus, the SBA affirms its commitment to PRME.

Sincerely,

A handwritten signature in black ink, appearing to read 'Wafa El Garah'. The signature is stylized with a large, sweeping initial 'W' and a horizontal line across the middle.

Wafa El Garah

Dean of the School of Business Administration

Al Akhawayn University: Overview

Mission

Al Akhawayn University in Ifrane is an independent, public, not-for-profit, coeducational, Moroccan university committed to educating future citizen-leaders of Morocco and the world through a globally oriented, English -language, liberal arts curriculum based on the American system. The university enhances Morocco and engages the world through leading-edge educational and research programs, including continuing and executive education, upholds the highest academic and ethical standards, and promotes equity and social responsibility.

History

Founded in 1993 by Royal Dahir (charter), Al Akhawayn University in Ifrane (AUI) opened its doors to students in January 1995 and a completely modern and networked campus. The University is coeducational, residential and primarily undergraduate but has rapidly growing graduate programs. Based on the principles of diversity and an international outlook, the university's mission is driven by values of human solidarity and tolerance. Al Akhawayn has modeled its administrative, pedagogical, and academic organization on the American university system, and English is the language of instruction. Still in its infancy, the university has already developed a national and international reputation for its unique identity and potential.

As a not-for-profit institution of higher education and scientific and technical research, AUI contributes to the historical and cultural vocation of the Kingdom of Morocco, an Arab-African nation occupying a privileged geostrategic position, belonging to Islamic civilization, and open to Europe, America and Asia. AUI is thus designed as a Moroccan university, original in its organizational and educational approach, using modern methods to disseminate Arab-Islamic and African culture, universal knowledge, science and advanced technology. AUI prepares its students for the Bachelor's and Master's degrees. AUI aims to train graduates with high academic qualifications, in permanent quest of knowledge and culture, aware of their social obligations and imbued with strong values. AUI contributes to the attainment of Morocco's educational, cultural and economic objectives and serves the international community, notably through:

- The advancement of science and technology;
- The training of graduates with strong academic and professional qualifications;
- The implementation of research programs in all areas of national or international interest, with particular emphasis on major national or regional socio-economic issues.

Al Akhawayn University is already accredited by the Moroccan state, but AUI is pursuing the voluntary process of accreditation through the New England Association of Schools and Colleges (NEASC), with whom AUI is now in the final stage that leads to full accreditation. Fall 2014 marks the most current visit of NEASC. In the words of our President, during the fall 2014 convocation, "NEASC has been an excellent partner to work with, as they encourage their member universities not to become American universities per se, but rather to discover and develop their own unique identity while conforming to international standards of quality and integrity."

Such quality and integrity is visible in the academic organization of AUI which includes three schools, two teaching centers and several research and support centers. The School of Business Administration (SBA) is one of the three schools beside the School of Science and Engineering and the School of Humanities and Social Sciences.

Principle 1: Purpose

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

SBA Vision and Mission Statement

Our vision:

To become the leading internationally accredited school in business and management education in Morocco.

Our mission:

Our mission is to shape future ethical, successful managers and leaders with a local and global perspective.

True to the mission of the School of Business Administration, the School has invested in several initiatives reflected in the curriculum, faculty initiatives, student campus and community engagement and industry partnerships. The list below captures several of the initiatives implemented to promote ethical, social, and sustainable responsibility:

- Academic programs committed to the inclusion of ethics through intended learning outcomes
- Course offerings on sustainability and corporate social responsibility
- Faculty and student engagement in CIP, a community involvement program that requires 60 hours of service and reports written by students and read by faculty
- Select student club investment in social responsiveness endeavors
- A Leadership Development Institute as a co-curricular program lead by a business faculty member
- Internships for every business student affording theory and practice integration for sustainable business practice and contribution
- Study abroad opportunities that enhance student awareness, cultural competencies, and academic breadth afforded through institutions from around the world
- Dialogue with industry members through speakers and workshops

Besides the above initiatives, there is an additional focus on dialogue that strengthens our commitment and success in meeting the needs of program stakeholders within national and international contexts. It is our knowledge of the business community's needs. Specifically, they have been formulated through (1) interaction from members of AUI's Board of Trustees, and (2) feedback received from Alumni, and (3) feedback received from other business actors (employers, directors of HR departments, etc.).

Such dialogue allows us to list the following profiles desired by the business community and thus engage and respond more effectively and efficiently:

- General knowledge: Professionals with the required knowledge and skills to fill successfully an entry-level position in anyone of the main areas of business.
- Focus on an area of specialization: Professionals that can specialize in finance, management, marketing or international business.
- Understanding of the local context: Professionals with a solid theoretical and practical knowledge of the Moroccan practice of business.
- Openness and understanding of global issues: Professionals with the ability to grasp and interact with the global aspects of business.
- Capacity to develop innovative business models: Professionals with the skills and abilities to develop new business models, or to improve existing ones.
- Capacity to contribute to the development of talents in R&D positions:
- Students with a profile at graduation that makes them eligible for good graduate programs in business administration.

Given the mission, vision, strategically designed initiatives, and stakeholder dialogue, Al Akhawayn School of Business is establishing an educational presence that will afford our graduates recognition as strong leaders who are competent, knowledgeable, and engaged.

Recent statistics show that approximately 77% of our graduates are employed in Morocco or abroad, and 18% are in advanced study programs. The range of employment positions of our graduates and the career paths they are following illustrate our success at this. Our approach through engaged and qualified faculty will stand pillars above local and global institutions and receive recognition among stakeholders from around the world.

Principle 2: Values

Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

University Values: Establishing the Foundation

The University's mission and philosophy are built upon values that define and defend the intellectual, ethical, and natural environment. These values include: excellence and identity, internationalism and integrity, human dignity and respect, intellectual inquiry and freedom, community engagement and service, leadership and communication, and a learning centered approach.

SBA Values: Establishing Practice

As the only institution of higher education in Morocco committed to a liberal arts education and a member of the Liberal Arts Global Alliance, the values SBA espouses and practices afford students solid curricular programs, innovative learning opportunities, and a participative campus culture for undergraduate and graduate business students to develop the knowledge and competencies in areas of leadership, ethics, social responsibility and environmental awareness and engagement.

Our values are as follows:

- Student centered learning: engaging students in active learning and helping them succeed in our school and their future career
- Scholarship: pursuit of learning and knowledge creation and dissemination
- Passion to excel: continuously striving to make the school of business administration better
- Integrity: doing the right thing in every situation by aligning ones motivations and actions with ethical principles
- Tolerance: accepting diversity
- Collegiality: building an atmosphere of mutual respect
- Fairness: rewarding performance equitably
- Transparency: involving all stakeholders through information

As of fall 2014 the SBA honors the above values among the following enrolled student count:

Graduate	Undergraduate
MBA 33	1011
PTMBA 51	
EMBA 24	

Principle 3: Method

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Accreditation

EPAS re-accreditation awarded to the BBA program for 3 years on February 2014. The BBA program is the only business program EPAS accredited in Morocco and Africa.

The SBA is in progress of an application for AACSB eligibility.

Curriculum

In upper level studies, students receive a concentrated education in the following specialized areas: finance, management, marketing and international business. This education in Business Administration is complemented by the University Core Curriculum, a set of courses designed to cultivate essential learning skills, to develop effective communication abilities in three languages (Arabic, English, and French), to provide students with the breadth of knowledge and understanding of the contemporary local, regional and global issues, and more generally to favor their intellectual, personal and professional development.

The BBA Program is consistent with modern management education principles and serves the objectives of the nation, which include rapid economic growth, social responsibility, and openness to and understanding of the global economy.

However, unlike other Moroccan Business schools, the SBA curriculum includes a major component of general education. This strategic choice is based on the adoption of the Liberal Arts North American system of education which puts emphasis not only on skills and competencies but also on interpersonal and transferable skills. At the same time, the objectives and intended outcomes of contents/subjects are remarkably similar as they aim to equip students with the tools and skills required for employment or for graduate education in their chosen field.

In complementing PRME as of fall 2015 over 70% of the SBA courses have included in its ILOs the measurable objective to *Make decisions ethically*. Furthermore, Business Law and Ethics, GBU 3302, is one of the core courses that introduces students to Business Law and Ethics in both the U.S and Morocco, helping students develop a good understanding of the purpose and functions of the various existing laws and the role of the courts to enforce and interpret these laws.

Since the commitment to PRME, SBA has specifically added the following courses to its curriculum:

Corporate Governance, Special Topics Finance 3399

This is an introductory course that explores the emerging field of corporate governance. Topics include: history of the corporation, boards of directors, principal-agent theories, management and executive compensation, profit sharing, employee ownership, stock options, shareholder rights, the relationship between governance, and corporate performance and financial collapses.

Corporate Social Responsibility, Special Topics MGT 3399

This course gives students the knowledge, the approaches, the techniques, the skills and the management savvy-ness to develop perspectives on how to operate and manage the businesses/organizations ethically and effectively while taking care of the interests and concerns of a variety of stakeholders.

Additionally, management students may take the following courses as a part of their concentration:

Leadership and Management Development, HRD 4303

A practicum course that applies leadership and management theory to personal leadership skill development and to the setting up of management development programs for organizations. It includes leadership skills, teamwork and team-building, conflict resolution, negotiation; interpersonal communication, and cross-cultural communication skills.

Career Management and Development, HRD 4307

This course gives students an understanding of career management theory, principles, and practices as well as its vital function to a successful career. The key idea of having a career is having life-long work that leads to continual personal growth and development, with full integration and contribution to family and society. Thus, emphasis is placed on the principles of lifelong learning and experiential learning.

Finally, SBA students have had the opportunity to select the following courses from the School of Science and Engineering and the School of Humanities and Social Sciences:

Biotechnology, BIO/EGR 3355

Environmental Engineering, EGR 3353

Oceanography, Special Topics Science 2399

Introduction to Renewable Energies, Special Topics Science 2399

International Law, INS 3303

International Security, INS 3304

Conflict Resolution, INS 3307

Conflict in Contemporary North Africa, INS 3372

As a Liberal Arts institution, the availability of courses across Schools adds to a diverse understanding of the world and thus better preparation to engage.

Course Specific ILOs

Within its Quality Assurance and Enhancement System, fall 2014 SBA faculty completed course specific ILOs for all undergraduate courses. The purpose of this step was to standardize and document the course content in relation to the BBA program objectives, as well as the teaching and assessment methods used. Hence, a course-specific "ILOs, Teaching and Assessment" document has been prepared for each undergraduate business course actually offered by the SBA.

Internships

The AUI Business Internship Program allows SBA students to gain practical experience in the workplace before receiving their undergraduate degrees. The internship is a required academic course. Either the SBA or the student locate companies willing to hire interns full time for a 8-week period (the minimum duration required), usually in the summer. The course grade is based on the following criteria: a portfolio made of weekly activity reports, a project report both in French and English, an employer evaluation of the intern's work and attitude, an oral presentation evaluation, a faculty advisor evaluation of the intern's responsiveness. The internship allows the BBA students to gain practical experience in the workplace before receiving their undergraduate degrees.

Capstone Case Competition

Each semester the School of Business Administration concludes with the Capstone Case

Competition. In the competition, graduating students develop and present a strategic plan for a Moroccan company listed on the Casablanca Stock Exchange. This competition is geared to challenge students' ability to apply their knowledge in management, finance, operations and marketing to solve real problems faced by Moroccan corporations today. It is an excellent opportunity for them to demonstrate their capabilities and refine their teamwork skills.

Class Field Experiences

SBA faculty members organize within their courses out-of-class activities. Example PRME field related experiences since the summer of 2013 include the following:

- Spring 2015, Mr. Othmane Benmoussa's Quality Management course examined leadership and its main impacts on the quality management system within Moroccan organizations, respectively OCP SA and REDAL (Veolia Environment in Rabat). Students conduct small surveys in order to try to qualify the causal effects of an effective quality management system in organizations having especially adopted some values and principles linked to the CSR (Corporate Social Responsibility) concept. The conclusions were reserved, which could initiate some further research in this area to help those companies overcome some barriers for a strong effective quality management system to increase their social profitability.
- April 29, 2015, Dr. Rupert's Entrepreneurship class visited the Azrou Center for Community Development. The objective was to identify social entrepreneurial opportunities. The Azrou Center for Community Development engages in activities supporting women's literacy, youth employment, medical care, merchant and craftsman support, and a host of other services for men, women, and youth.
- Fall 2014, Dr. Reinhart's Entrepreneurship students start and run a business that attempts to be socially responsible by donating any proceeds to the poor and illiterate of the Ifrane area.
- Spring 2015, students enrolled in Dr. Rupert's Principles of Management course conducted team interviews with local business owners to identify local managerial practices with focus on ethical and social responsibility initiatives.
- Spring 2014 – Spring 2015, Dr. Reinhart's Principles of Management students volunteer 2 hours per week during the semester in a local business in exchange for the opportunity to observe and reflect on the range of management issues that's introduced in the class. This is a service learning component.

International Study Opportunities

AUI has an Office of International Programs (OIP) whose mission is to expand international awareness, promote productive intercultural interaction, and foster tolerance and sensitivity in AUI students, faculty and administration. The OIP brings a global perspective to the AUI curriculum by organizing and overseeing all aspects of international study for both incoming scholars and AUI students studying outside of Morocco. Programs within the OIP provide the appropriate environment for multicultural enhancement at both academic and social levels. One of the main roles of the OIP is to ensure the internationalization of our undergraduate and graduate programs through a series of partnerships with universities all around the globe for exchange programs. The following table presents the number of students studying abroad over the last few years.

Outgoing Study Abroad BBA Students by Semester					
Summer 2013	Fall 2013	Spring 2014	Summer 2014	Fall 2014	Spring 2015
64	29	37	85	17	34

AUI Library and Student Research

The mission of the Mohammed VI Library is to provide access to information in support of AUI's education, research, and development activities. The library currently has a collection of over 80,000 books in addition to over 430 national and international academic journals, magazines and newspapers. It provides access to a wide variety of electronic resources (full-text electronic books, electronic journals, online databases, etc.) and hosts a Multimedia Learning Center (MLC) which provides support to students and faculty research projects and promotes information literacy and training in areas of information technology.

Furthermore, the Library increased its preparation of course guides for SBA courses since the institution of PRME.

BBA Course Guides by Semester				
	Fall 2012	Spring 2013	Fall 2014	Total
Accounting	1	0	0	1
Business	1	1	5	7
Economics	1	1	1	3
Finance	0	2	7	9
Management	3	4	3	10
Marketing	2	2	2	6
Total	8	10	18	36

Given the resources provided through the Library, AUI SBA students have completed the following research papers and projects:

Student Conference Papers and Publications

Topic	Date
BBA students Omar Bacadi and Khaoula Zitouni supervised by Mr. Abderrahman Hassi will present a paper at the ICEIM 2014: International Conference on Entrepreneurship and Innovation Management, Rome, Italy. Title of the presentation: Transferring World Athletic Championship-Winning Principles to Entrepreneurship: The Case of Abdelkader El Mouaziz.	September 18-19, 2014

MBA Student Theses or Projects

Student Name/ School	Title of Student Defense Thesis or Project	Date
Sarah Daoudi	Factors Affecting the Complaining Behavior of Moroccan Consumers	June 13, 2013
Othmane Eddich	Factors That Affect Customer Churning Behavior in the Telecom Industry in Morocco	June 25, 2013
Sofia Sbiti	Volatility Spillovers Between France and Spain with Morocco and Tunisia	July 4, 2013
Asmae Bennani	Personality Traits and Interest in Art among Moroccan Workers	July 8, 2013
Leila El Menzhi	Exploring Stigmatization by Association in Moroccan HIV Health Care Professionals	July 12, 2013

Rabie Baijou	Portfolio Optimization with Marginal Risk Control Applied to the Moroccan Stock Market	November 7, 2013
Lamyae Darhiri	The Association between Excessive Internet Use and Fatigue among University Students in Morocco	December 14, 2013
Abdelilah Naitlou	Budget Deficit and Stock Market: Evidence from Morocco	December 14, 2013
Sanaa Ait Ouaziz	Acceptance of Cloud Storage by Moroccan University Students	December 14, 2013
Kenza Charrat	Under/Over Valuation of Stock Prices: Case Analysis of the Casablanca Stock Exchange	December 14, 2013
Ahmed Bassim Senhaji	Direct and Indirect Predictors of Luxury Products Purchase Intention: The Case of Moroccan University Students	December 14, 2013
Samir El Khaoulani	Distress Risk, Book to Market Equity and Stock Returns: The Case of the Moroccan Stock Market	December 14, 2013
Naoufal Achour	Measuring the Efficiency of the Anti-Corruption Campaign among Moroccan Students	December 14, 2013
Zineb Ait El Aal	The Moroccan Dirham Exchange Rate Risk Management based on the Selection of Accurate Forecasting Methods	December 14, 2013
Alae Eddine El Alami	Theoretical Corporate Finance Techniques Used by Moroccan Listed Firms	December 16, 2013
Ihsane Lkarkri	Determinants of Moroccans' Intention to Use Islamic Type of Financing	December 16, 2013
Naela Ouachikh	Accuracy of Forecasting the Direction of the Rate of Return of Different Trading Strategies: Case of the Moroccan Stock Market	December 16, 2013
Yasmina El Fethouni	The Effect of Media and Economics on the Divorce Rate in Morocco	January 23, 2014
Siham Zaoui	Optimality of the CNSS Portfolio Under Sharp-Ratio-Based Constraints	January 29, 2014

Hind Rahmoun	Determinants of Life Expectancy in Morocco	February 13, 2014
Fadwa El Khalil	Market Trend and Stock Return Movement Forecasting Using GARCH and Kalman Filter Methods: Case of the Moroccan Stock Exchange Market	April 7, 2014

Co-curricular

- **Leadership Development Institute and Annual Leadership Conference**

Under the leadership of an SBA faculty member, the Leadership Development Institute uniquely develops selected students to become global leaders by adapting the best American leadership development research and practices to the needs of Moroccan students and Moroccan society. The LDI is the first such program in Morocco, one of two in the Middle East North Africa (MENA) region, and one of very few in the developing world. From its roots, the LDI is a co-curricular program teaching leadership skills through experience and service. And we seek to impact society and the quality of leadership much more broadly. Our mission is two-fold: to develop leaders for Morocco's future and to improve leadership in the developing world.

In the LDI the students apply and practice leadership skills introduced through workshops in a large service project of organizing and presenting the Leader of the Year Award, this year at the end of April. This award identifies and recognizes outstanding leadership in local associations in the Meknes Prefecture. Students are expected to practice highly ethical and socially responsible leadership as they look for local leaders who also demonstrate those qualities.

Additionally, LDI hosts the Annual Leadership Conference. The first conference began summer 2013 and will host the third conference fall 2015. The main objectives of the conference include the following:

1. Promote a leadership hub for sharing theories and practices on leadership, having AUI and LDI as its pioneer
2. Promote networking among AUI community, companies, government, third-sector actors, and international speakers and leaders
3. Potentially enable a problem-resolution forum
4. Implement and disseminate leadership skills and values and extend the outreach of our educational proposal and effectively impact communities around Morocco
5. Bring added value to the institutions involved in the organization of the conference as well as its participants by ensuring high quality conference sessions and publications

- **Community Service**

All AUI students are required to complete 60 hours of community based service. Just under 2 years ago, Dr. Catherine Louise Bachleda, an SBA faculty member took part in a joint research project with Anderson University in the US. The research focused on *how* the university system as a whole, influences moral development of the student. Each year, SBA faculty read and assess reports written by students at the conclusion of the 60 hours. The following is a current count of SBA students completing their 60 hours since summer 2013:

BBA Students Completing Community Service Requirement by Semester				
Fall 2013/14	Spring 2013/14	Summer 2013/14	Fall 2014/15	Spring 2014/15
62	88	16	58	107

Faculty

Considering the central role of faculty in university education, the SBA strategic agenda has put as one of its major goals “the recruitment, development and retention of good faculty who pursue teaching excellence, research and service to the profession and have specific interests to establish strong ties with Morocco and who share AUI values”.

During the last three years, the number of SBA faculty members increased from 14 to 26 faculty members. The percentage of international faculty also increased to around 50%. The SBA has also made significant efforts in order to recruit faculty with professional business degrees and experience to allow more involvement of the corporate world in the program delivery.

Teaching and Faculty Development

The SBA and the University offers its faculty members opportunities to develop and strengthen their teaching professional qualifications and profiles. Some of these opportunities include the following:

- Workshop 1, facilitated by Dr. Andrea Leskes, Visiting Senior Fulbright Specialist; “Intentional practice for on-going teaching and learning improvement at AUI: educational effectiveness and the interrelationships of general education and disciplinary study”; April 24, 2014
- Workshop 2, facilitated by Dr. Andrea Leskes, Visiting Senior Fulbright Specialist; “A comprehensive look at assessment for teaching and learning improvement”; April 29, 2014
- Brainstorming session facilitated by Mr. Larbi Belarbi, Vice-President of Renault Maroc Service and AUI Board Member; “Areas of improvement and growth for the School of Business Administration”; August 2014

Principle 4: Research

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Faculty Publications, Presentations, & Works-in-Progress Related to PRME

Publications

Author	Title	Source	Date
A. Hamidi Alaoui, A. Abrache, S. Aguentaou, & N. Nouas	Risk Optimization of the CNSS' Portfolio Using a Return-Constrained Markowitz Model	International Journal of Sciences: Basic and Applied Research, Volume 20 (2), pp. 383-389	2015
S. Aguentaou, O. Farooq, J. Abrache, & M. Brahimi	The Relationship between Working Capital Management and Profitability: Empirical Evidence from Morocco	Global Review of Accounting and Finance, 6 (1), pp. 118-139	March 2015
Abdelmounaim Lahrech, Youssef Boulaksil, Nada Lahrech	Transparency and Performance In Islamic Banking: Implications on Profit Distribution (research paper)	International Journal of Islamic and Middle Eastern Finance and Management (Emerald)	July 2013
Nicolas Hamelin (co-authored a chapter)	Entrepreneurship Education for a Renascent Africa in the "The Routledge Companion to Business in Africa".	Amazon: http://www.amazon.co.uk/Routledge-Companion-Companions-Management-Accounting/dp/0415635454	February 2014
Abderrahman Hassi	Case Study Method in Employee Training: Comparative Insights from Canada and Morocco.	International Journal of Teaching and Case Studies, 4(1), pp. 36-56.	Summer 2013
Chihab Benmoussa	Exploiting mobile technologies to build a knowledge mobilization capability: A Value-based method	Journal of Information and knowledge management.	Summer 2013
Nicolas Hamelin	Managing the environment, people and herds: sustainability of the Moroccan cedar	World Journal of Science, Technology and Sustainable Development an Emerald	August 2013

	forest	journal	
Nicolas Hamelin	Ethical Consumerism: A View from the Food Industry in Morocco	Journal of Food Products Marketing a Taylor and Francis journal	August 2013
Jawad Abrache, Samir Aguentaou, Abdelhamid Hamidi Alaoui & Khadija Iraqi	Evaluation of Efficiency of Firms Listed In the Casablanca Stock Exchange Using Data Envelopment Analysis	Journal of Emerging Issues in Economics, Finance and Banking (Pages 833 - 846) Vol.2 No.4 http://www.globalbizresearch.com/journal_issues.php?journalId=12	October 2013

Presentations

Presenter	Topic	Location	Date
Aderrahman Hassi	Credibility: sine qua non condition for leadership.	Annual Leadership Conference, Leadership Development Institute, Al Akhawayn University, Morocco,	June 8, 2013.
Aderrahman Hassi	Integrating Entrepreneurship in Academic Programs.	Seminar at l'École Nationale Supérieure d'Informatique et d'Analyse des Systèmes (ENSIAS), Rabat, Morocco,	May 20-21, 2013
Nicolas Hamelin	Funding Efficient entrepreneurship training: Building away from Africa's colonial past	ISBE 2013, UK (Institute for small business and entrepreneurship)	November 11-14, 2013
Abderrahman Hassi	Influence of National Culture on Designing Employee Training Activities	13th International Association of Cross Cultural competence and Management –IACCM) conference, University of Warwick, UK	26-28 June, 2014
Abderrahman Hassi, Omar Bacadi and Khaoula Zitouni (BBA students)	Transferring World Athletic Championship-Winning Principles to Entrepreneurship: The Case of Abdelkader El Mouaziz	ICEIM 2014: International Conference on Entrepreneurship and Innovation Management, Rome, Italy	Sep 18-19, 2014

Wafa El Garah	Employabilité et enseignement du management	Journée d'étude Fes Faculté de droit de Fés	December 21, 2013
Nicolas Hamelin	Building Destination Image : The case of Morocco	Dixième édition journées internationales du marketing, Marrakech	February 26-28, 2014
Abdelhamid Bennani Bouchiba	The Effect of the Handicraft Industry on Tourism in Morocco».	Dixième édition journées internationales du marketing, Marrakech	February 25-27, 2014
Wafa El Garah	Ethics and values in Leadership	LC Service-Learning Leadership Program, AUI, Ifrane	Sunday, Feb. 23 from 6-7 pm in Building 4, room 104

Competitions

Abderrahman Hassi, Lecturer of Management and Giovanna Sortie, Lecturer at the Language Center are the 1st prize winners of 2013 Emerald/AABS Case Study Competition. The winning case illustrates the values-based leadership style adopted by a leading Moroccan company.

Abderrahman Hassi	How to Design Entrepreneurship Courses and Programs for University Students.	Seminar sponsored by Intel Corporation at the International University of Agadir, Agadir, Morocco	March 28-29, 2014
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Projects

No. 1

Prof. Nicolas Hamelin

“Carbon Compensation at AUI: Towards Carbon Neutrality”

AUI-Presidential Innovation Fund

2013-2014

100,000 MAD

No. 2

Dr. Wafa El Garah

Center for Business Ethics (CBE)
Al Akhawayn University in Ifrane (AUI)

Duration 3 years
.55m Funding in U.S dollars (million)

The main objective of this project is to enhance integrity in the Moroccan business environment through the creation of a center for business ethics. The mission of the center is to raise awareness and promote clean business in different sectors, namely energy, healthcare, industry and infrastructure and cities. The Center for Business Ethics will constitute a major player in the fight against corruption through training of professionals, students, and educators as well as conducting research projects and developing teaching case studies.

The Center's activities will revolve around the following objectives:

1. Good Governance Practices: Help businesses to implement anti-corruption initiatives and adopt good governance practices through seminars and training courses for executives.
2. Curricula Development and Seminars: Integrate business ethics into undergraduate and graduate programs. Offer training dedicated to how to integrate business ethics in different disciplines.
3. Research: Conduct relevant applied research in the areas of business ethics. The goal of these research projects is to advance knowledge and best practices.
4. Auditors training: Develop and deliver training dedicated to auditors and compliance officers.

This project is supported by Siemens as part of the Siemens Integrity Initiative.

Finally, fall of 2013 SBA acquired one license of Datastream which is a database for economic and financial research data. Datastream provides a range of charting and reporting tools to enable users to display, download and manipulate data. This database will be used by SBA faculty and students in their research and theses respectively. It will also be used in teaching in Economics, Finance and Statistics courses. The database is available at the library. More licenses may be acquired in the future if we see that there is high demand.

Principle 5: Partnership

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Specifically, the School of Business Administration has built an international and national reputation for the quality of its educational programs and the quality of its teaching and learning facilities. From a national perspective, AUI has benefited from the prestige and the support of the King of Morocco.

Industry Partners

In an era when there is increasing pressure for universities to become more industry oriented to fill the gap between the theoretical materials and the real practices in the market, the SBA has put industry liaison and corporate connection as one of its four strategic goals.

First, about 70% of the SBA faculty members have working experience in the corporate world. This professional experience in the field is a major aspect of our professors' profiles, and significantly enriches their teaching. Our professors foster close links with the corporate community throughout their activity, as indicated by the following:

- In important courses that deal with the Moroccan business practice issues, either the faculty member is a part-time professional (e.g. the "Legal Issues in Business" and "Enterprises and the Moroccan Economy" courses) or the course brings regular guest speakers from the industry (e.g., the "Moroccan Accounting, Taxation, and Business Law" and "Financial Intermediation" courses).
- Our BBA Capstone course "Business Strategy and Policy" involves a major project in which students realize an in-depth study of a real company listed in the Casablanca stock exchange. The outcomes are presented at the end of semester by the students to a panel made of faculty examiners, and often a representative from the company. Other senior-level courses (e.g., "Operations Management", "Marketing Research", etc.) have similar corporate-based project, although in a less formal way.

Second, the corporate world contributes to the SBA academic program as follows:

- The AUI organizational chart shows that the Board of Trustees (BT) is mainly composed of members from the corporate world. The BT is the highest authority in decision making regarding degree approvals and amendments. Indeed, the academic committee, which is subcommittee composed from members of the board of trustees, receives initial proposals of new degrees and degrees' amendment from AUI's Academic Council, makes suggestions and modifications from a corporate perspective and approves the final proposals.
- The SBA is in the final process of creating a School Advisory Board whose members are chosen from the corporate world. The mission of this board is to provide strategic directions, assistance and orientations to the Dean of the school regarding the school curricula, student placement and industry partnerships.
- The SBA structure includes in addition to the Dean and academic coordinators an industry liaison coordinator whose main responsibility is to foster the SBA linkages with the corporate world through promoting guest speaker lectures and student internships.

Student Employment Positions in Industry

As a result of our student preparation and partnerships, AUI graduates have positions as financial analysts; marketing project managers at large national companies like BMCE Bank, OCP, Maroc Telecom; international organizations like IMF, World Bank, FAO; multinational companies like Oracle North Africa; and many students have acquired positions as Account

Officers in Lombard Odier, Maroc Telecom and positions as Auditors at Proctor & Gamble, and Ernst & Young.

From an industry specific perspective, students have obtained positions in the following:

- Banking and Finance: IMF, Bank Al Maghreb, Arab Bank, Attijari Wafa Bank, Ministry of Finance, SGMB, JP Morgan Chase (London)
- Consultancy: Ernst and Young, PriceWaterhouse Cooper, CB Richard Ellis, Deloitte & Touche
- Telecom: Meditel, Ittiscalat Al Maghreb, Wana, Cisco
- IT: Microsoft North Africa, HP Africa, Dell Maroc, IBM Maroc
- Manufacturing and distribution: Procter and Gamble, Ynna Holding, ONA Group, Nestlé, Gillette Maroc, Unilever Maghreb, Coca Cola
- Tourism and Hospitality

MOU's

Two MOUs were signed in April. The first one was with STG Maroc, a Silicon Valley company, with branches in Casablanca and Tangier. The MOU stipulates that STG Maroc will offer our students internships and eventually jobs. It also includes activities such as joint research. The second MOU was signed with the Professional Association of Trading companies (APSB). This MOU includes actions such as joint research, internships for students, research topics for Master theses, certification training, English training, and CSR events.

Finally, in the framework of the MOU signed with Casablanca Stock Exchange April 2013, a contract was signed Fall 2013 to install a display kit which includes a flat screen, a software package and a player. The screen displays real time data of Casablanca Stock Exchange news and activities and is housed in the SBA building.

Academic Partners

From an international perspective, AUI has been able to build excellent and fruitful relationships with quality academic partners from USA, Europe and Asia. These partnerships include student exchange, faculty exchange and/or double degrees. The University has also been able to attract a large international faculty.

Academic Degrees

We have graduates pursuing Ph.D. and M.Sc. degrees at strong programs. These institutions include the University of Southampton, George Washington University, University of Wisconsin-Madison, Indiana State University, California State University. Furthermore, some of the BBA program graduates have also been admitted to graduate programs at renowned institutions such as: Harvard University, London School of Economics, HEC Paris, Sciences Po Paris, University of Central Florida, University of Wisconsin-Madison, Indiana State University, and ESSEC Paris.

Global Humanities Project

AUI is part of a network of international universities working on Global Humanities Project (GHP) and will be hosting its next meeting of The Project (tentatively between June 10, 11, and 12, 2015). "The Global Humanities Project seeks to highlight the importance of the global humanities in higher education, provide a platform for ongoing meaningful dialogue and create a network of globally-connected universities working to shape global humanities as a central commitment in higher education."

SBA is considering the following contribution to the summer event: How Business and Management Sciences are affecting with the societies and cultures they interact/work with.

Practical Wisdom in Management and Management Education, Germany

In the framework of the DAAD funded project “Practical Wisdom in Management and Management Education” several mobility activities happened between AUI and Catholic University (KU) Ingolstadt, Germany. These activities included lectures of German faculty at AUI, Lectures of AUI faculty at KU, excursion visit of German students and faculty to Morocco, excursion of Moroccan students, faculty and staff to Germany. The dialogue section of the this reports lists a number of activities supported by this partnership.

Study Tour, Japan

Study tour of Japanese delegation from Tokyo Institute of Technology occurred September 17-18, 2013. Five MBA students in the SBA program participated.

Seminar at MIT

Prof. Othmane Benmoussa attended a seminar at MIT June 2015 aiming to build bridges for a joint research project on the transportation economics applied to large cities of the MENA region (Casablanca, Tunis, Cairo, and Riyadh).

Faculty Visits

September 9-10, 2013 three faculty from Wuppertal University visited AUI visitors included:

- Prof. Dr. André Betzer (Chair of Finance and Corporate Governance)
- Andrea Bieck (President of the International Office)
- Dr. Mohamed Charrak (Chair of Finance and Corporate Governance)

April 2015, Prof. Shahamak Rezaei from Roskilde University in Denmark. Prof. Rezaei met with students and faculty concerning his areas of research, Entrepreneurship, Diapora / immigration. His visit included guest lecturing.

Alumni Association Partnership

AUI’s Alumni Association (AA) plays an increasing role among alumni and graduating students. AA fosters and perpetuates lifelong relationships among alumni and between alumni and the University. Its vision is “Be the trusted bridge between our Alumni, our Students and Partners, to realize Together Our Potential”. The mission of the association is “to represent the interests of its Members” through the following:

- Supporting and defending AUI Alumni interests;
- Sustaining communication among AUI Alumni community;
- Establishing and maintaining a mutually beneficial relationship between AUI and its Alumni;
- Promoting the mission and enhancing the good image and reputation of AUI;
- Enhancing cooperation, consultation and social as well as professional interaction among AUI Alumni (Networking);
- Providing support for their professional development;
- Organizing entertainment and social activities for Alumni

Principle 6: Dialogue

Principle 6

| Dialogue: We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Graduate Council

The SBA graduate students began the MBA Council spring 2014. The mission of the Council is to promote the MBA program internally and externally. The MBA Council activities range from seminars, talks, field/study trips, job fairs, social development and business consultancy and monitoring. April 2, 2015 the Council held The Islamic Finance Day. The event served to sensitize attendees about Islamic finance and the opportunities it will have in Morocco following the governmental approval of the entry of Islamic banks to the country.

SBA Conferences, Seminars, and Symposiums

The SBA has had vibrant opportunities for dialogue through an array of platforms. Participants, speakers, and leaders have come from a host of stakeholder arenas as well as global representatives. Such platforms have allowed students and faculty to network with industry leaders, social representatives, and fellow educators invested in the development of management leaders.

Since the signing of the PRME commitment the following lists of events is a comprehensive view of dialogues between AUI's main campus in Ifrane, its Extension site in Casablanca, and its partners.

Title	Speaker	Organization	Date	Organizer(s)
First Annual Leadership Conference	Darron Anderson, Keynote Speaker Larbi, Belarbi, Keynote Speaker 15 Breakout Speaker Sessions	Leadership Development Institute	June 2013	Dr. Avis Rupert, SBA Faculty Member
Management Seminar: Ethics and Business Ethics	Dr. Wafa ElGarah, Dr. Rossitsa Borkowski, and Dr. Daniel Sauers	SBA / SHSS	October 1, 2013	Dr. Gulnara Karimova
Practical Wisdom for Management from the Spiritual Traditions - Methodical Foundations and Practical Consequences	Prof. André Habisch	Catholic University of Ingolstadt - Eichstaett	October 2, 2013	SBA
Practical Wisdom & Humanistic Management	Prof. Claus Dierksmeier	Global Ethics Institute, University of Tuingen		

Trust as central factor of success in German-Moroccan business co-operations? Empirical insights and reflections with reference for Practical Wisdom	Prof Nikolai Scherle	Business and Information Technology School - Iserlohn		
Healthcare logistics: A client-centered perspective, a big challenge?	Dr. Mohamed El Ouasghiri	Rotterdam University	October 23, 2013	SBA
Green Supply Chain Management, a revolution?			October 24, 2013	
An Introduction to Al Akhawayn University Leadership Workshop	Dean El Garah and Dr. Rinehart	35 executive employees from Silk Invest	October 31, 2013	SBA
Management Seminar: Leadership and Motivation	Dr. Gulnara Karimova	SBA / SHSS	November 26, 2013	Dr. Gulnara Karimova
The action of Transparency International fighting corruption and their specific action in Morocco	Fouad Zirari, Director of "l Observatoire de la corruption" and Head of Transparency Morocco	Transparency Morocco	February 10, 2014	Dr. Nicolas Hamelin
Experience of a Successful Moroccan Entrepreneur in the UK	Mr. Mohammed Jamal, Founding Partner and CEO	Molton Street Capital	February 26, 2014	MBA Club / SBA
How to Become a High Impact Entrepreneur	Mr. Adnane Addioui	Country Manager of ENACTUS Morocco, Global Shaper at the World Economic Forum	March 17, 2014	MBA Club
Presentation by Mr. Amine BENTALEB	Asset Management in Morocco	German students	March 19' 2014	SBA/EEC

Workshop	Practical Wisdom Management	AUI	March 27, 2014	SBA/EEC
Practical Wisdom and its Plurality	Prof. André Habisch	Catholic University of Ingolstadt - Eichstatt	March 25, 2014	SBA
Practical Wisdom and Gender Studies	Prof. Martina Stangel-Meseke	Business and Information Technology School - Iserlohn		
Practical Wisdom and Diversity	Prof. Nikolai Scherle	Business and Information Technology School - Iserlohn		
Practical Wisdom and Sustainable Tourism	Prof. Dirk Reiser	Cologne Business School		
Principes de Base de la Création d'Entreprise	Prof. Adnane Remmal, Professor and Researcher	USMBA – Université Sidi Mohamed Ben Abdellah de Fès	April 3, 2014	SBA
	Mr. Nadir Eythrib, Directeur des Investissements et Coach en Entrepreneuriat	Sherpa Finance Club		
Second Annual Leadership Conference	Mr. Mostafa El Khaledi, Country Human Resources Director at YAZAKI MOROCCO Mr. Gordon Tredgold, Specialist in transformational leadership, operational performance improvement, and	Leadership Development Institute	June 8, 2014	Dr. Duncan Reinhart, SBA Faculty Member

	organizational development Dr. Duncan Reinhart Mrs. Deborah Mac Arthur Dr. Avis Rupert			
Leadership and Self-Management	Ms. Lahlou, Consultant, Holistic and bio-energetic Therapist	SBA	May 4, 2015	SBA

Outreach Workshops for Executive MBA

Title	Speaker(s)	Organizer	Date
Leadership in the 21 ST Century	Prof. Deborah Mac Arthur	Executive MBA	Tuesday 11 th February 2014 2 sessions, exclusively for Al Akhawayn Alumni
Leadership in the 21 ST Century	Prof. Deborah Mac Arthur	Executive MBA	Thursday 13 th February
Panel Discussion on Virtues in Global Management	Dr. Wafa El Garah Pr. André Habish	Executive MBA	Thursday 26 March 2014
Executive Education Leadership Conference,	Dr. Wafa El Garah Prof. Mathew Meredith Prof. Deborah Mac Arthur Dr. Duncan Reinhart Dr. Avis Rupert Ms. Fadoua Tahari	Executive MBA	September 2014

Conclusion:

Future Objectives

- Increase dialogue with alumni to support research opportunities
- Enhance faculty partnerships with industry
- Increase student awareness and participation in study abroad opportunities
- Increase faculty development in the areas of progressive and critical pedagogy
- Increase research and publications related to PRME values

PRME Support

The School of Business Administration at Al Akhawayn University, would welcome a workshop on the integration of PRME with specific attention to business courses in a Liberal Arts context.

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