

جامعة الأخوين

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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 2017



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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: 2172 (Spring 2017)

Number of international students: 54 from 31 countries

Number of faculty: 171 (Spring 2017)

Degrees offered: Bachelor's and Master's

Academic year: August – July (semester system)

Number of alumni: 4317 (as of Spring 2017)

University color: Green

Number of programs: 7 undergraduate, 16 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: 20 (spring 2017)

Community service hours (mandatory): 60 hours

Number of student organizations: 29

Number of student media organizations: 4

Financial aid beneficiaries: 12.46% (Spring 2017)

Number of sports teams: 15

Number of athletic programs: 2

Number of athletic facilities: 9

Introduction & Renewal of Commitment

In summer 2013, Al Akhawayn University's President, Driss Ouaouicha, signed the letter of commitment to adopt the Principles of Responsible Management Education (PRME). 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. This report 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 Jawad Abrache

SBA is proud to be the leading Moroccan Business School adopting an American, Liberal Arts educational model. With our strategic location in Morocco, a hub for regional integration, commerce, and cultural exchange, our mission is to shape successful managers and leaders. Our graduates have a solid grasp of theories, techniques, and practices of business administration as well as a comprehensive understanding of their local and global environments.

We offer a diversified portfolio of programs at undergraduate, graduate, and executive levels. Our Bachelor of Business Administration, with more than a thousand students enrolled annually, provides a firm foundation through a business common core curriculum and various concentration opportunities. Classes offered focus on the major business administration disciplines that are finance, marketing, management, international business, and logistics. In addition to indispensable analytical skills, the program emphasizes the development of critical thinking, entrepreneurial, and communication skills.

All our programs are market-oriented, with reliance on practical cases and regular industry guest speakers. These programs make full use of AUT's modern educational facilities and technology, both at our main campus in Ifrane and at the University's Executive Education Center in Casablanca.

Our international faculty members are Ph.D. holders from reputable institutions and/or certified professionals with extensive experience in the industry. They bring their wealth of scholarship and expertise to the service of our students' development. Many of our professors have extensive experience in a combination of Morocco, the region in particular, and internationally.

We pride ourselves on being the first Moroccan Business School to have achieved EFMD's EPAS accreditation for our BBA program.

You are more than welcome to contact us for further information or to schedule a campus visit.

Yours sincerely,


Dr. Jawad Abrache
Dean, SBA (February 2016 to date)



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. AUI has modeled its administrative, pedagogical, and academic organization on the American university system, and English is the language of instruction. Despite its relatively young age, 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 cultures, 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.

AUI is already accredited by the Moroccan state. The institution is also voluntarily pursuing the 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. The latest accreditation visit by a NEASC Peer Review Team took place in March 2017, with an accreditation decision expected in fall 2017.

The academic organization of AUI 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 evaluated 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, (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, international business or logistics.
- 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, AUI's school of business administration (AUI) 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 spring 2017, the SBA honors the above values among the following enrolled student count:

Graduate	Undergraduate
MBA 36	1071
PTMBA 52	
EMBA 25	

Principle 3: Method

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

Accreditation

The EFMD's EPAS accreditation programme was renewed to the BBA program for 5 years on February 2017. The BBA program is the only business program EPAS accredited in Morocco and Africa.

Curriculum

In upper level studies, students receive a concentrated education in business, with a business common core and concentrations in the following areas: finance, management, marketing, international business, logistics and supply chain management. 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 BBA 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 spring 2017, around 67% of SBA courses have included “*Make Decisions Ethically*” as one of its intended learning outcomes. Furthermore, the course entitled “*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 in Finance, FIN 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 in Management, 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.

There are currently plans to add two additional minors, entrepreneurship and leadership, to the list of minors offered by SBA.

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 our curriculum a diverse understanding of the world and thus a better preparation to engage it.

Course Specific ILOs

Within its Quality Assurance and Enhancement System, 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 SBA.

Internships

SBA’s Business Internship Program allows BBA 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 identifies and approaches companies willing to hire interns on a full-time basis for a 8-week period (the minimum duration required), usually in the summer. The course grade is based on the following components: a portfolio made of weekly activity reports, a final written internship reports both in French and English, an employer evaluation of the intern’s work and attitude, an oral presentation evaluation, and 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, SBA organizes 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. Examples of PRME field-related experiences since fall of 2015 include the following:

- Fall 2016: Mr. Othmane Benmoussa's Quality Management course examined leadership and its main impacts on the quality management system within some Moroccan organizations, including CTM, Bayer, Baltiman, Coca Cola, and BMCE Bank. Students conducted 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.
- Fall 2015 to Spring 2017: 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.
- Fall 2015 to Spring 2017: 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.
- Spring 2017: Dr. Neville's Entrepreneurship student teams have published case stories about innovations onto the United Nation's platform called AIM2Flourish, a student led initiative to lift up stories of good business. Five of those stories have been designated as "Exemplar" by the organizers. One of the stories won the International award for excellence towards the UN Sustainable Development Goal #5, in the category "Gender Equality"¹.

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 semesters.

Outgoing Study Abroad BBA Students by Semester					
Summer 2015	Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017
130	27	43	286	52	59

¹ <https://www.morocoworldnews.com/2017/05/215984/two-moroccan-students-win-international-social-entrepreneurship-prize/>

http://www.huffpostmaghreb.com/2017/05/05/aim2flourish-moukef-femme-maroc-al-akhawayn-serveandhelp_n_16427154.html#

<http://actuelles.ma/?p=3657>

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.

The table below displays the BBA new course guides prepared over the last four semesters as well as the total number of business course guides available at Mohammed VI library.

	BBA New Course Guides by Semester				Total
	Fall 2015	Spring 2016	Fall 2016	Spring 2017	
Accounting	0	0	0	0	5
Business	0	0	0	1	12
Economics	0	0	0	1	7
Finance	1	0	0	1	17
Management	1	1	0	0	21
Marketing	0	0	0	1	12
MIS	0	0	0	0	1
Total	2	1	0	4	75

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
Yassine Aljaji, Ahmed Fjer, Malak Guennioui, & Ahmed Tamek: As part of the Organizational Behavior and Leadership course, the students conducted a field research about transferability of loyalty as a Japanese corporate value in the Japanese multinational companies in Morocco. The research paper "Multinational companies' Human Resource Management Practices' and their Organizational Culture Impact on Employees' Loyalty: Case of Japanese Multinational Company in Morocco" was accepted for oral presentation in Future Challenges in Management and Business Conference, organized by the Industrial Management Institute (IMI) in Istanbul on 6 and 7 July 2015.	July 6-7, 2015
The Paper entitled "Development of a Mobile Application for Home Energy Management in Smart Grids" by ImaneL'hadi (MBA student), Mohammed Bakr Sikal, Sarah Lahtani, Ahmed Khallaayoun and Rachid Lghoul has been accepted for presentation at the World Congress on Sustainable Technologies (WCST-2015), Technical Co-sponsored by IEEE UK/RI Section, to be held at the Heathrow Windsor Marriott Hotel, London, UK An extended version of the paper was accepted for publication in the International Journal of Sustainable Energy Development (IJSED).	14-16 December, 2015

MBA Student Theses or Projects

Student Name/ School	Title of Student Defense Thesis or Project	Date
Othmane El Moujahid	Measuring the Lasting Effects of Emotional Advertising on Individual's Intention and Recall: A Novel Facial Analysis Approach	December 14, 2015
Fatima-Zahra Lakhdari	Are Organic Skin Care Products Just a Western Trend? The Moroccan Perspective	December 14, 2015
Fouad Gouaaballa	TV Advertising: The Effect of Advertisements on Childrens' Attitudes: Evidence from Morocco	November 24, 2015
Mohamed Faik	Bitcoin Price Forecasting Using Hidden Markov Models	January 20, 2016
Nor El Houda Sabbar	Exploring ERP Critical Success Factors Focusing on Casablanca Stock Exchange	January 20, 2016
Mohammed Hassouni	The Impact of Internet Advertising on Young Educated Moroccans Purchasing Behavior: Evidence from the Theory of Planned Behavior	January 20, 2016
Imane L'hadi	Liberalization of the Moroccan Electricity Market: A General Equilibrium Analysis	May 4, 2016
Kacem Ouchelh	The Effect of Scientific and Testimonial Claims on the Components of the Overall Attitude	May 4, 2016
Yassine Al Jayi	Statistical-Arbitrage-Based Trading Strategies in the Casablanca Stock Exchange: A First Investigation	May 4, 2016
Jamila Barroug	Types of Risk, Buying Online, and Overall Risk: What Really Matters Online?	May 4, 2016
Dounia Chouqi	The Effect of Private Branding on Perception of Service Quality and Satisfaction	May 4, 2016
Malak Guennioui	Ownership Structure and the Cost of Debt: Evidence from an Emerging Market	June 1, 2016
Ersal Belkhayat	Does the Meaning of Happiness Influence Consumption Choice?	June 2, 2016
Tahar Kabbaj	Maximization of the Sharpe Ratio of CNSS's Portfolio Under Value At Risk Based Constraints Using ARMA-GARCH to Forecast the Returns and Variances	June 2, 2016
Hajar Idrissi	Influence of Utilitarian Cues, Observability and	July 11, 2016

	Social Norms on Intention to Eat Out Alone	
Sarah Mouaden	The Impact of Roundedness of Price on Service Purchase Intention Depending on Consumer's Service Purchase State: Feelings or Cognition	July 11, 2016
Safae Bounakaya	Analyzing Banks' Efficiency as a Measurement of Performance in the Moroccan Context: Application of CAMEL Framework	September 1, 2016
Nandy Beugre	On the Nexus Between Real Exchange Rate and Economic Growth: An Empirical Example of West African Versus French Currency Using Panel Data Analysis	September 9, 2016
Yousra El Belkacemi	The Determinant Factors Behind the Intention to Adopt Information Communication Technology Within the Procurement Process of the Moroccan Health Sector to Enhance Transparency	September 9, 2016
Chaimae Dyaz	Corporate Finance Practices in Emerging Markets: Evidence from the Casablanca Stock Exchange	September 9, 2016
Ahmed Tamek	Marketing Intangible Assets and Credit Ratings: Evidence from MENA	September 9, 2016
Ahmed Fjer	A Comparative Study of Islamic Banks Vs. Conventional Banks in Terms of Profitability in the MENA Region	May 4, 2017
Ridaa Lefriyekh	Investigating the Relationship Between Customers' Perception of Organization Growth and Contribution and Their Loyalty	May 4, 2017
Said El Yaqoubi	The Effectiveness of Brand Endorsement Type on Millennials in the Digital Age	May 4, 2017
Salma El Fatihi	The Impact of Internal Branding, Perceived Service Climate, Organizational Identification and Internal Communication on Employee Commitment and Loyalty and Customer Orientation	May 4, 2017
Salma Dahbi	Impediments to E-Commerce Adoption Among Moroccan SMEs: An Exploratory Investigation	May 4, 2017

Co-curricular Activities

- **Leadership Development Institute, Annual Leadership Conference, and the LOTY Award**

Under the leadership of an SBA faculty member, the Leadership Development Institute (LDI) uniquely develops selected students to become global leaders by adapting the best American leadership development research and practices to the needs of the 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. It seeks to impact society and the quality of leadership much more broadly, with a two-fold mission: develop leaders for Morocco's future and improve leadership in the developing world.

The LDI hosted the third Annual Leadership Conference in fall 2015. The main objectives of the conference included 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.

The LDI also organized its yearly "Leader of the year" (LOTY) Award on April 4, 2017. This initiative is aimed at recognizing and rewarding the non-governmental organizations and associations in the Ifrane-Azrou and Meknes region.

The LOTY Award aims at strengthening and promoting community leadership in Morocco, as well as encouraging community involvement in the region. The associations rewarded in the LOTY ceremony help in the reduction of poverty and illiteracy, the improvement of the quality of education in local schools, and help bring moral and financial support to the orphans and people with disabilities in the region. These associations also bring assistance to the homeless, to single mothers, and elderly people. This award identifies and recognizes outstanding leadership in local associations in the region. Students are practicing highly ethical and socially responsible leadership as they look for local leaders who also demonstrate those qualities.

- **Community Service**

All AUI students are required to complete 60 hours of community based service. Each year, AUI faculty read and assess reports written by students at the conclusion of the 60 hours. The following is a current count of AUI students completing their 60 hours since fall 2015:

BBA Students Completing Community Service Requirement by Semester				
Fall 2015	Spring 2016	Summer 2016	Fall 2016	Spring 2017
46	110	20	84	94

Faculty

Considering the central role of faculty in university education, SBA's 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".

As of fall 2016, SBA increased its faculty count to 41 members (31 core and 10 adjunct faculty). The percentage of SBA faculty holding doctoral degrees is about 66% (78% of full-time faculty hold a

doctoral degree). About 20% of SBA faculty members are international (not holding the Moroccan citizenship) and about 12% are bi-national. The school has also made significant efforts 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

Faculty Development:

Workshops: attended by your faculty, provided by the school or university	<ul style="list-style-type: none"> • Visit of Dr. Jacob Chacko, Dean, College of Business Administration, Abu Dhabi University, October 18-23, 2015 <ul style="list-style-type: none"> ◦ (October 20, 2015: Presentation on accreditation to SBA faculty.) • The SBA organized a Strategic Plan Retreat Day on November 14, 2015 at the AUI CCFC Center to come up with a set of shared values and identify strategic priorities for the school for the next five years (2015-2020). The Retreat day was animated by Mr. Mohammed QUAISSE, HR Director of STROC Industry. The stakeholders involved were as follows: SBA faculty, 1 staff member, 3 employers, 2 alumni, 1 SGA member and 1 graduate student.
Other faculty development opportunities	<p>Imad Jabbouri presented a paper entitled: Dividend Policy, Corporate Governance, and Firm Value: Evidence from MENA Emerging Markets PhD Colloquium, ESC Rennes, France, October 5-8, 2015</p> <p>Harit Satt presented a paper entitled: Financial Analysts' Recommendations: Biases and Investment Value, International Evidence, PhD Colloquium, ESC Rennes, France, October 26-30, 2015</p>

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
ElBergui O., Hamidi Alaoui A., & Charafi A	The Use of Markov Chains in Forecasting Liquidity in the Moroccan Stock Market	Journal of Emerging Issues in Economics, Finance and Banking (JEIEFB).	2017
Satt, H & Chetioui, Y	Does goodwill improve firm performance? Evidence from the MENA region.	Risk Governance and Control: Financial Markets & Institutions	2017
Bachleda, C., & Ait Ouaziz, S (MBA Alumna)	Consumer acceptance of Cloud computing.	Services Marketing Quarterly	2017
Bachleda, C., & El Menzhi, L. (MBA Alumna)	Reducing susceptibility to courtesy stigma	Health Communication	2017
Chetioui, Y & Abbar, H	Customer Relationship Management (CRM) in service firms: A model proposal to measure the impact of the implementation of CRM dimensions on Hotel Performance.	International Journal of Scientific & Engineering Research	May 2017
Satt, H	Religious Holidays And Analysts Forecast Optimism: Evidence From MENA Countries	Journal of Economic & Financial Studies	2016
Satt, H	Holidays' effect and optimism in analyst recommendations: Evidence From Europe	Corporate Ownership and Control journal	2016
Satt, H	Do high levels of analyst following improve companies' credit ratings: Evidence from MENA region?.	Journal of Governance and Regulation	2016

Satt, H	The Impact of analysts' recommendations on the Cost of Debt: International Evidence	European Journal of Contemporary Economics and Management	2016
El Fethouni, Y (MBA Alumna) & Hamelin, N.	The effect of media and economics on the change of divorce rate in Morocco.	International Journal of Academic Research and Reflection	2016
Koubida, S., Yasin, M., & Small, M.	An Analysis of the Competitiveness of the Moroccan Tourism Industry: Implications for POLICY Development and Implementation	Journal of Competitiveness Studies	2016
Lebdaoui, H	Islamic Banking Presence and Economics growth in Southeast Asia	International Journal of Islamic and Middle Eastern Finance and Management. Emerald Group Publishing Limited	2016
Bachleda, C., & Berrada-Fathi, B (MBA Alumna)	Is negative eWOM more influential than negative pWOM?	Journal of Service Theory and Practice, 26(1), 109-132. JSTP (Managing Service Quality) is an A ranked journal (ABCD 2013), published by Emerald. http://dx.doi.org/10.1108/JSTP-11-2014-0254	January 2016
Hanson, W., Moore, J., Bachleda, C., Canterbury, A., Franco, C., Marion, A., & Schreiber, C.	Theory of moral development of Business students: Case studies in Brazil, North America and Morocco.	In print: Academy of Management Learning & Education. - Academy of Management Learning and Education is an A* ranked journal (ABDC 2013), published by the Academy of Management	January 2016
Hassi, A. & Foucher, R	Employee Training Practices and Unions: Perspectives from Quebec.	International Labour Review.	February 2016
Hassi, A. Rachid, D. & Lahrichi, B.	Reggad's Secret of Establishing a Leading E-Commerce Business in Morocco: Forces of	Emerald Emerging Markets Case Studies (EEMCS).	February 2016

	Passion, Perseverance and Positive Attitude.		
Jouti, F. (MBA Alumnus), Hassi, A. & Baijou, A.	Job Preferences of Moroccan University Students: An Investigation in an Exploratory Context.	The International Journal of Education Economics and Development http://www.inderscience.com/info/inarticletoc.php?code=ijeed&year=2015&volume=6&issue=4	February 2016
Catherine Bachleda & Ait Ouaziz, S (MBA alumna)	Consumer Acceptance of Cloud Computing	Services Marketing Quarterly Volume 38, Number 3,	April 2016
Bachleda, C., & Berrada-Fathi, B. (MBA Alumna)	Is negative eWOM more influential than negative pWOM?	Journal of Service Theory and Practice, 26(1), 109-132. JSTP (Managing Service Quality) is an A ranked journal(ABCD 2013), published by Emerald. http://dx.doi.org/10.1108/JSTP-11-2014-0254	January 2016
Hanson, W., Moore, J., Bachleda, C., Canterbury, A., Franco, C., Marion, A., & Schreiber, C.	Theory of moral development of Business students: Case studies in Brazil, North America and Morocco.	In print: Academy of Management Learning & Education. - Academy of Management Learning and Education is an A* ranked journal (ABDC 2013), published by the Academy of Management	January 2016
Koubida, S	The Gap between Business Education and Business Expectations: The Case of Morocco	Journal of Applied Business and Economics, Volume 17 (01)	June 2015
Lahrech, A., & Hadir, A (PTMBA Alumnus)	Human Capital Development and Economic Growth in Morocco	"International journal of education and human development" edition July 2015 http://ijehd.cgrd.org/index .	July 2015

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Farooq, O., Rbiha, M., and Aguentaou, S.,	The Impact of Media Independence on Firm Performance: A Panel Data Analysis from Emerging Markets	Journal of Applied Business Research, 31(4), pp 1277- 1288.	July/August 2015
Aguentaou, S., Baijou, A., Safi-Eddine, H.,	Drivers of the Demand for Life Insurance in Morocco 1982 - 2010.	International Journal of Business, Accounting, & Finance Vol. 9 Issue 2, p137-146. 10p	Fall 2015,
Farooq, O., Aguentaou, S., and Amor, M. A., (MBA Alumnus)	Corporate Social Responsibility Policy and Brand Value.	<i>Journal of Applied Business Research</i> , 31(6), pp2013-2023.	November/December 2015
Satt, H	The Impact of Positive Operating Cash on Bonds ‘Pricing International Evidence	Corporate Ownership & Control / Volume 12, Issue 4 Summer 2015, Continued – 7	November 2015
Harcar, T. and Kaynak, E.	The Impact of Country-of-Origin and Ethnocentrism: An Experimental Study of Consumer Taste Preferences for Soft Drinks at a Cross-Cultural Level	Journal of Euro marketing IMDA Press, 24 (2-3), 120-132.	2015

Presentations

Presenter	Topic	Location	Date
Konou, M.	Food Price Shocks and their Macroeconomic Implications in Sub-Saharan Africa: Dynamic Stochastic General Equilibrium Model - The Case of Ghana	Presented at the 43rd Eastern Economic Association Annual Conference in New York City, USA	2017
Koubida, S	Assessment of the FTA between Morocco and Turkey: Case of Textile industry	Presented at the Annual Conference of the Western Decision Science Institute (WDSI)	2017
Aguentaou, S	Analyzing Banks Efficiency as a Measurement of Performance in the Moroccan Context: Application of CAMEL Framework	Presented at the International Conference for Multiple Academic Disciplines (ICMAD17 Dubai Conference), Dubai, UAE	May 2017
Jabbouri, I	Dividend Policy of Firms Listed on Casablanca Stock Exchange: a Panel Data Analysis	To be presented at the 15 th International Conference of Finance, Athens, Greece.	July 2017
Konou, M.	Food Price Shocks and their Macroeconomic Implications in Sub-Saharan Africa: Dynamic Stochastic General Equilibrium Model - The Case of Ghana	Presented at the 43rd Eastern Economic Association Annual Conference in New York City, USA	2017
El Garah, W	EFMD Board meeting	Budapest, Hungary	23-25 January 2016
Chetioui, Y	l'impact des facteurs organisationnels sur la performance des projets de gestion de la relation client dans les entreprises prestataires de services : cas des banques marocaines	International conference of research in economics and management Marrakech, Morocco	May 2016
Chetioui, Y	les causes d'échecs des solutions de la gestion de la relation client dans le	International conference of research and managerial practices	November 2016

	secteur des services: cas des banques au Maroc.	Université Sidi Mohammed Ben Abdellah ENCG-Fez Fez-Morocco	
Bennani Bouchiba, A	Women's Capacity for Socio-Economic Empowerment in Morocco	Cadi Ayyad, Marrakech Dakhla	March 6-12, 2016
Hilali, A	Reciprocity in an actor – to-Actor (A2A) Relationship	Academy of Marketing Science Annual Conference, Florida	May 18-21, 2016
Talha, H	An explanatory Study of Awareness of and attitudes toward Jersey Sponsorship in La Liga: the case of Rival Soccer Teams, FC Barcelona versus Real Madrid,	Presented at the 25th Annual World Business Congress of the International Management development association (IMDA), Boston University, London, UK	2016
Satt H. & Tamek, A (MBA Alumnus)	Marketing intangible assets and their impact on cost of debt, international evidence	Presented at the 2 nd SEP Multidisciplinary Conference, Madrid, Spain.	November 2016
Lahrech, A	How the Nation Brand of a Country is related to its FDI Inflows	Presented at West East Institute International Academic Conference, Rome, Italy	2016
Hassi, A	Interactions between Globalization and Culture	Presented at the International conference on Economics Finance and Accounting (ICEFA), Saudi Arabia	2016
El Garah, W	EFMD Board meeting	Budapest, Hungary	23-25 January 2016
Bennani Bouchiba, A	Women's Capacity for Socio-Economic Empowerment in Morocco	Cadi Ayyad, Marrakech Dakhla	March 6-12, 2016
Hilali, A	Reciprocity in an actor – to-Actor (A2A) Relationship	Academy of Marketing Science Annual Conference, Florida	May 18-21, 2016
Hassi, A	Influence of National Culture on Designing Employee Training Activities: A Four-	The conference was organized by the West East Institute of Business and Economics at the Radcliffe Institute for	June 8-10, 2015

	Country Comparison'	Advanced Study at Harvard University at Cambridge.	
Lahrech, A	Financial Markets integration between Morocco and France: Implications on international Portfolio Diversification.	Annual Paris Business Research conference	13-14 August, 2015
Aguentaou, S	Islamic Vs. Conventional Banks in the Mena Region''	International Academy of Business and Public Administration Disciplines (IABPAD), Las Vegas, Nevada	October 22-25, 2015
Hamidi Alaoui, A	Mean-Variance Optimization in the Moroccan Market under Shariah Regulations	International Congress on Islamic Economics and Finance (ICISEF), Sakarya, Turkey	October 21-24, 2015
Duncan, R	How American Student Leadership Development Can Work in MENA Universities	MENA Higher Education Leadership Forum, Abu Dhabi	November 8-12, 2015
Hassi, A	Effectiveness of Early Entrepreneurship Education	International Conference on Economics and Business Management, Toronto, Canada	November 15-19, 2015
El Garah, W	EFMD Board meeting	Budapest, Hungary	23-25 January 2016
Hassi, A	Influence of National Culture on Designing Employee Training Activities: A Four-Country Comparison'	The conference was organized by the West East Institute of Business and Economics at the Radcliffe Institute for Advanced Study at Harvard University at Cambridge.	June 8-10, 2015
Lahrech, A	Financial Markets integration between Morocco and France: Implications on international Portfolio Diversification.	Annual Paris Business Research conference	13-14 August, 2015
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Hamidi Alaoui, A	Mean-Variance	International Congress on	October 21-24,

	Optimization in the Moroccan Market under Shariah Regulations	Islamic Economics and Finance (ICISEF), Sakarya, Turkey	2015
Duncan, R	How American Student Leadership Development Can Work in MENA Universities	MENA Higher Education Leadership Forum, Abu Dhabi	November 8-12, 2015
Hassi, A	Effectiveness of Early Entrepreneurship Education	International Conference on Economics and Business Management, Toronto, Canada	November 15-19, 2015
Bennani Bouchiba, A	Women's Capacity for Socio-Economic Empowerment in Morocco	Cadi Ayyad, Marrakech Dakhla	March 6-12, 2016
Hilali, A	Reciprocity in an actor – to-Actor (A2A) Relationship	Academy of Marketing Science Annual Conference, Florida	May 18-21, 2016
Benmoussa, C	Enabling M-Learning Through Knowledge Mobilization: A work systems based method	E-learning Africa, 11th International Conference, Egypt	May 20-28, 2015
Hassi, A	<ol style="list-style-type: none"> 1. Valeurs culturelles et performance: cas de la formation continue 2. Valeurs culturelles en science de gestion : concepts et modèles 	Colloque international sur la Gouvernance et la Performance”, école Nationale de Commerce et de Gestion, Marrakech	December 18-20, 2015

Projects

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 (CBE) 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.

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, SBA 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, SBA has put industry liaison and connection with employers as one of the six strategic priorities of its 2015-2020 strategic plan.

More than half of SBA faculty members have greater than three years work experience in the corporate world. This professional experience in the field is a major aspect of our professors' profiles, and significantly enriches their teaching. SBA faculty members have established close links with the corporate community as indicated by the following:

- For courses that directly deal with 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 guest speakers from industry (e.g., the “Moroccan Accounting, Taxation, and Business Law” and “Financial Intermediation” courses) are regularly invited to provide lectures.
- The BBA Capstone course “Business Strategy and Policy” involves a major project in which students complete 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 comprising faculty examiners and representatives from industry. Other senior-level courses (e.g., “Operations Management”, “Marketing Research”) have similar corporate-based projects, although in a less formal way.
- SBA faculty members serve as advisors to students during their mandatory internship.
- SBA faculty members advise part-time and executive MBA students for the preparation of their theses. Given the fact that the latter generally derives from a practical problem encountered by the students in their workplace, it provides the faculty and the School with an opportunity to foster cooperative links with industry.

The corporate world also contributes to our academic programs as follows:

- The AUI organizational chart shows that the Board of Trustees (BoT) is mainly composed of members from the corporate world. The BoT is the highest authority in decision making regarding degree approvals and amendments. Indeed, the BoT's academic subcommittee 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.
- Further, the SBA Advisory Board was established in fall 2015. The Board comprises the following five members:
 - Mr. Faysal ELHAJJAMI, President; Managing Director, DHL Express and DHL Aviation Maghreb.
 - Mr. Ezzoubeir ERRHAIMINI, CEO, CTM Group.
 - Mrs. Loubna IMENCHAL Regional Director North and West Africa, Honeywell.
 - Mr. Adnan OUASSINI, CEO of STG Maroc.
 - Dr. Hicham TALBI, Head of Human Resources North Africa, Bayer.

In its first meeting on December 17th, 2015, the SBA Board discussed a number of issues including the public perception of AUI and strategies to enhance communication of AUI as a public, not-for-profit University as well as the strengths of AUI students and alumni in terms of critical thinking, presentation, communication skills and negotiation and selling skills.

Student Employment Positions in Industry

Our programs prepare graduating students to take on managerial responsibilities in public, private, and multinational organizations in Morocco and abroad. Examples of organizations that have hired SBA graduates are listed below:

- Banking and Finance: IMF, Bank Al Maghreb, BMCE Bank, Arab Bank, AttijariWafa Bank, Ministry of Economy and Finance, SGMB, Silk invest, RMA Capital, CDG Capital, Casablanca Stock Exchange.
- Consultancy: Ernst and Young, PricewaterhouseCoopers, CB Richard Ellis, Deloitte, Accenture, Capegimini.
- Telecom: Orange, Inwi, Maroc Telecom.
- IT: Microsoft, HP Africa, Dell Maroc, IBM, Amazon.
- Manufacturing and Distribution: Procter and Gamble, Ynna Holding, ONA Group, Nestlé Maroc, Gillette Maroc, Unilever Maghreb, Coca Cola, Jacobs Engineering.
- Tourism and Hospitality: Ministry of Tourism, Mazagan Beach Resort, Sofitel.

In these organizations, our graduates have served as portfolio and financial managers, traders, sales and marketing managers, operations managers, project managers, consultants, business analysts, among other positions.

MOU's

A Memorandum of Understanding (MOU) between AUI and the newly created "Association Marocaine des Métiers de la Finance et de la Gestion, (AMMFG)" was signed in Casablanca on February 2017. The MOU would allow, among other actions, for collaborative applied research where SBA faculty can work on real problems faced by Moroccan financial organizations and decision making bodies.

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.

Academic Degrees

Furthermore, some of the BBA program graduates have 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.

Faculty Visits

Within the framework of an Erasmus International Staff Mobility Program, AUI has received the visit of two professors from FHS Kufstein:

- Fall 2016: Dr. Claudia Stura visited AUI to explore possibilities of collaboration between FHS Kufstein and SBA.
- May 2017: Dr. Diane Freiburger followed up with a short visit to explore more specifically the co-development with SBA of a course certificate in Risk Management.

These visits were followed up with two visits to FHS Kufstein of Dr. Sallem Koubida (SBA Assistant Professor of Economics and Finance), on February 2017, and May 2017.

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.

SBA Conferences, Seminars, and Symposia

The SBA co-organized with Temple University's Fox Business School the "Entrepreneurial Innovation in Morocco: Opportunities and Challenges" Conference on March 8, 2016. The conference follows the 2015 event, "Unlocking the Entrepreneurial Eco-System in Morocco: Lessons for a Pan-Africa Model" which deliberated on the key elements that are necessary to inspire Morocco's entrepreneurial ecosystem and laid the foundation for a pan-African movement. Building on the insights that emerged, the 2016 conference addressed the fundamental underpinning of high-growth entrepreneurship, namely that of innovation. The conference brought together around 150 participants including decision makers, business leaders, entrepreneurs, researchers and business students. AUI executives, professors and nine MBA students participated in this conference.

The following lists of events illustrates the dialogues between AUI's main campus in Ifrane, its Extension site in Casablanca, and its partners.

<i>Title</i>	<i>Speaker</i>	<i>Organization</i>	<i>Date</i>	<i>Organizer(s)</i>
Tips on becoming an inspiring leader	Jean François Etienne, Managing Director	Unilever Maghreb	June 10, 2015	SBA
What Every Twenty-First Century Business Must Know About International Human Rights Law	Ralph G. Steinhardt, Professor of Law & Arthur Selwyn Miller Research Professor of Law	The George Washington University Law School	June 11, 2015	VPAA Office/SBA
Sales and Marketing Strategies at Nexans Maroc	Faiçal Darhrham Youness Benaissa	Nexans Maroc	October 07, 2015	Mrs. Bouchra Hamelin, SBA Faculty
Management Ethics and Social Responsibility	Faiçal Darhrham Youness Benaissa	Nexans Maroc	October 07, 2015	Mr. Abdelhamid Bennani Bouchiba, SBA Faculty
"L'Ecosystème Entrepreneurial et l'Auto-entrepreneuriat au Maroc"	Larbi Benrazzouk, General Director	Maroc PME (ex ANPME)	October 08, 2015	Dr. Hammad Kassal, SBA faculty
Transformation and Collaboration in a Global and Multi-cultural Environment	Rémi Taillefer, EMEA Global Financial Services Executive Director	Dell	October 12, 2015	SBA

Accreditation: What does it mean to students?	Dr. Jacob M. Chacko, Dean of the College of Business Administration	Abu Dhabi University	October 20, 2015	SBA
Organic Food Business in Morocco	Mr. Tarik Lechkar, Owner and Manager	“Domaine de la Pommeraié”	October 28, 2015	Mrs. Bouchra Hamelin, SBA Faculty
EU Delegation work in Morocco and EU-Morocco agenda 2015-2016	Mr. Rupert Joy, European Union Ambassador to Morocco	European Union Delegation in Morocco	November 2 nd , 2015	President’s Office Dr. Nicolas Hamelin, SBA Faculty
Presentation about the second edition of the Casablanca Stock Exchange online game “Les Champions de la Bourse”	Mr. Ahmed Bennani, Directeur Ecole de la Bourse Ms. Hiba Elmahdaoui, Cadre chargée de la formation	Casablanca Stock Exchange	November 12th, 2015	SBA
Geomarketing by Algomap	Mr. Younes Hajoui, Executive Manager	Algomap	November 26 th , 2015	SBA
Category Management: the Case of Label’Vie Carrefour.	Mrs. Leila Behamou, Merchandising and Category Manager	Carrefour	November 27 th , 2015	Mrs. Bouchra Hamelin, SBA Faculty
Diaspora, Transnational Entrepreneurs and Economic Development: the Case of Tekana Migrants from the Guelmim-Wedinoon-Region, Morocco	Dr. Ali Najib,	Uppsala University in Sweden	December 2 nd , 2015	Dr. Duncan Rinehart, SBA Faculty
ScreenDy: Reinventing Mobile App Development	Mr. Mehdi Alaoui, CEO and Founder	ScreenDy	December 3 rd , 2015	Dr. Hammad Kassal, SBA Faculty
Keynote Speaker of the Capstone Awards Ceremony (Fall 2015)	Mrs Loubna Imenchal, Director	North and West Africa of Honeywell	December 16, 2015	SBA
Moroccan Insurance	Mr. Naim Bennani, « Responsable du	INWI	February 25,	Dr. Samir Aguentaou,

Sector	département des assurances »		2016	SBA Faculty
Exploiting Careers: Financial Analyst	Mr. Abdelaziz Lahlou, Analysis and Research Director	Attijariwafa Bank	March 31, 2016	Mr. Omar Amine, SBA Faculty
Do Millenials Understand what Greenwashing is all about? Social Media and the Example of Energy East Pipeline	Dr. Michèle Paulin, Professor of Marketing	Concordia University	April 6, 2016	Dr. Asmaa Hilali, SBA Faculty
The role of Marketing research on Marketing Decision Making.	Mr. Simohammed Bellamine	TNS Director	April 8, 2016	Mr. Bennani Bouchiba, SBA Faculty
Workshop: “Management of Innovation and Creativity in Maker-space”	Moulay Abdel Jalal Ait El Harch, Ayoub Mrassli, Aymane Fahmi, Farah Doudou, Aicha Abouhaj, Yassine Tihad,	Techverse&Elecro فن's	November 01, 2016	Dr. Fatima El Yousfi, SBA Faculty
Mini-conference: “Cross-Cultural Management between Theory and Practice”	Dr. Abderrahman Hassi, Mr. Mohammed Amine Balambo, Mr. Guillaume Perdriaud, Dr. Fatima El Yousfi,	SBA	November 25, 2016	Dr. Fatima El Yousfi and Dr. Abderrahman Hassi, SBA Faculty
Presentation about CSE new E-Learning platform and the third edition of the trading competition “Les Champions de la Bourse”	Mr. Ahmed Bennani, Directeur Ecole de la Bourse Mr. Daniel Boucher, CISI Representative	Casablanca Stock Exchange	November 10, 2016	SBA
"DARI: La success story du roi du couscous"	Mr. Mohamed Khalil, CEO	Dari Couspate	November 24, 2016	Dr. Hammad Kassal's students
“The Secret of Successful Brands” “The Effect of	Mr. Mohammed Bellamine, Regional Manager	TNS Global Marketing Research Company	November 25, 2016	Mr. Abdelhamid Bennani Bouchiba, SBA Faculty

Marketing Research on Brand Advertising”				
"L'emploi des jeunes à travers l'auto-entreprenariat"	Dr. Hammad Kassal	AUI	December 1, 2016	Dr. Hammad Kassal's students
“Website Automation and the Future Business Efficiency”	Mr. Waheed Brown, Solutions Architect	Akamai Technologies , San Francisco	April 18, 2017	Mrs. Zaynab Brown, SBA Faculty
« Entreprendre au féminin : les défis et les challenges »	Mrs. Houda Rouissi	Entrepreneur	April 21, 2017	Dr. Hammd Kassal, SBA Faculty

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.

Contact Information

Al Akhawayn University in Ifrane

P.O. Box 104, Avenue Hassan II, Ifrane 53000, Morocco

Phone: +212-535862311

Fax: +212-535862060

E-mail: sbadean@au.ma

www.aui.ma