



**manage and explore
international horizons:**
global & strategic issues, african
perspectives

EXCHANGE PROGRAMME

Casablanca Campus

From September 10 to December 21 - 2018

early
makers

em
lyon
business
school

LYON . SHANGHAI . SAINT-ETIENNE . CASABLANCA . PARIS

casablanca.em-lyon.com

ECONOMIC GROWTH IN AFRICA AND MOROCCO'S SUPPORTING ROLE

In 2010 the McKinsey Global Institute described the potential and progress of African economies as “lions on the move”. Today, despite the collapse of global commodity prices and political shocks that have slowed growth in North Africa, Africa’s economic lions are still moving forward. African economies easily rank among the most resilient in the world.

Overall, the continent achieved average real annual GDP growth of 4.6% in 2015. Africa is favorably positioned to become the 2nd fastest growing region in the world and across Africa, there are enormous opportunities to make healthy returns and play a part in the continued progress of the world’s most dynamic continent. The rate of return on foreign investment is higher in Africa than in any other developing region in the world.

Morocco is playing an increasingly important role in Africa by subscribing to a long-term vision based on the virtues of South-South



cooperation and on the imperative of human development, establishing balanced and equitable economic relations.

The role of Morocco as a country (which is stable politically and economically) is crucial in developing business opportunities and South-North cooperation.

CASABLANCA - ONE OF THE TOP CITIES FOR DOING BUSINESS IN AFRICA



The economic capital of Morocco is now a key player in the African business world. It has been the top African investor in Central and West Africa. Technical cooperation, cultural and trade agreements have helped to intensify trade and investment, confirming Morocco's position as 2nd largest African source of FDI in Africa.

Casablanca has a fascinating mix of modern urban life punctuated by rich cultural traditions. With its established cosmopolitan shopping, nightlife, cafes, chic restaurants and beach clubs overlooking the Atlantic Ocean and residential boulevards that wouldn't look out of place in Beverly Hills, the “White City” is definitively the heart and soul of 21st century Morocco.

emlyon business school RANKS AMONG LEADERS

<p>Top 3</p> <p>French Business School (Le Point, Feb. 2016)</p>	<p>5,100</p> <p>Students</p>	<p>500</p> <p>Incoming students every year</p>
<p>150</p> <p>Academic partners</p>	<p>5</p> <p>Campuses : Lyon, Saint-Étienne, Casablanca, Shanghai, Paris</p>	<p>29,000</p> <p>Alumni in 118 countries</p>

emlyon business school has established itself as the most entrepreneurial business school in France over the past 30 years. Its highly innovative incubator has helped fulfill the ambition and potential of more than **1,600** entrepreneurs and has played a significant role in supporting the creation of over **1000** enterprises, which have generated more than **12,000** jobs since 1984.

emlyon business school CASABLANCA CAMPUS

Ideally located in the prestigious “Marina” business district, the campus of Casablanca is a new infrastructure with rooms that are equipped with the latest technologies. The establishment has large, modern spaces offering you exceptional conditions through our social activities, but also auditoriums and a Learning Lab.



PROGRAMME

For 2018/2019, emlyon business school Casablanca campus offers 2 different programmes taught completely in English.

Option 1 :

This programme is designed for third and fourth year undergraduates' participants who want to examine the fascinating spectrum of cultures and business practices from an international perspective with a focus on African business environment.

	TOTAL CONTACT HOURS	ECTS Credits
UE 1 : THE ORGANIZATION WITHIN ITS INTERNATIONAL ENVIRONMENT		5
▪ International Business	12	2,5
▪ African Business Environment	18	2,5
UE 2 : MANAGEMENT & FINANCE		7,5
▪ Management control	18	2,5
▪ Human resources management	18	2,5
▪ Social Entrepreneurship: Global Issues and African Perspectives	12	2,5
UE 3 : INTERNATIONAL SALES,MARKETING & COMMUNICATION		5
▪ International marketing	18	2,5
▪ Business Game international business development	18	2,5
UE 4 : DIGITAL TOOLS FOR BUSINESS		5
▪ Information & digital systems	18	2,5
▪ Competitive & Business Intelligence	12	2,5
UE 5 : REGIONAL CULTURE		2,5
▪ Moroccan & North African History and Culture	18	2,5
UE 6 : PROJECTS & IDEAS FOR MAKERS		5
▪ Integration week : Intercultural Management	18	2,5
▪ Business Challenge	12	2,5
TOTAL	200	30

Option 2:

This programme is designed for fourth year undergraduates' and first year graduates' participants who want to take a strategic view of organisations in dynamic, complex and global environments.

	TOTAL CONTACT HOURS	ECTS Credits
UE 1 : THE ORGANIZATION WITHIN ITS INTERNATIONAL ENVIRONMENT		5
▪ Corporate governance OR African Business Environment	12	2,5
▪ Managing Sustainable Innovation	12	2,5
UE 2 : MANAGEMENT & STRATEGY		7,5
▪ Strategic & Change Management	24	2,5
▪ Operations management	12	2,5
▪ Big business players	12	2,5
UE 3 : SALES, MARKETING & COMMUNICATION		5
▪ Export management	12	2,5
▪ Brand management	12	2,5
UE 4 : DIGITAL TOOLS FOR BUSINESS		5
▪ Digital transformation and new management practices	12	2,5
▪ Rethinking business models	12	2,5
UE 5 : REGIONAL CULTURE		2,5
▪ Research methods OR Moroccan & North African History and Culture	18	2,5
UE 6 : PROJECTS & IDEAS FOR MAKERS		5
▪ Global business case	12	2,5
▪ Maker lab activities	18	2,5
TOTAL	180	30

Cultural activities and Excursions

emlyon will propose additional and optional variety of cultural activities and excursions both within and outside of the city limits, such as :

- **Casablanca:** Hassan II Mosque, Museums, Stock Exchange
- **Marrakech:** Majorelle Garden, Medina
- **Tanger:** Historic sites, Med Port



ACADEMIC SEMESTER

The academic semester runs from September 10 to December 21, 2018. The semester consists of 12 weeks of lectures and group work activities, one week of self-study, one week of exams and one week of projects



Hall of residence

CREDITS AND ASSESSMENT

The grading system is based on a combination of elements. Grades are based on several different exercises for each course. Grading is on a scale of 0 to 20. Each class is graded separately, and a minimum grade of 10 is required to pass a module. Students participating in the exchange program will receive a certificate and credits for all successfully completed academic work and all obtained credits will be included on a Transcript of Records. Based on a previously approved Learning Agreement, exchange students can have these credits transferred to their home institution.

ADMISSIONS

Admission is based on prior academic performance and proficiency in English. Students from emlyon business school partner institutions should contact their International Office for assistance with the application procedure.

Deadline for application : May 20, 2018

HOUSING

emlyon business school Casablanca campus provides different housing options: student and private residences, as well as private housing (private landlords). Housing application details will be sent to the student with the acceptance letter. It will be more difficult to find housing on arrival, so we greatly advise students to register for housing as soon as we contact them. Leasing contracts are for a one semester period (Fall: September 1st till December 31st)

Our International Services Coordinators will support students in this process, so they should not hesitate to contact them for any question about housing or for assistance.

BUDGET

Cost of living in Casablanca: Between 600 and 900 Euro per month:

- **Accommodation:** from 250 to 450 €
- **Food and meals:** 200 € to 300 €
- **Transport:** 50 € (rather leisure)
- **Electricity:** 20€
- **Phone & Internet:** 30€
- **Utilities:** 50 €
- **Social:** up to you !

Testimonial - Catherine Fortin from Laval University – Canada - 2017



“As soon as we arrived in, we were immediately taken in charge by emlyon team and everything went so easily. We were so well supervised by our coordinators that it helps us to adapt more quickly. The teachers were so dynamics and the courses were so diversified that it make the session past so fast. ! I've enjoyed the experience so much that I would have stayed much longer! Traveling to Morocco is an excellent destination, because you can find several regions so different in the same country, I've had the impression of visiting many countries at the same time. The experience was excellent and I plan to return to Morocco very soon. Thanks to the emlyon business school Casablanca campus team for making this summer session an unforgettable experience.”

COURSE DESCRIPTIONS

▪ International Business

This course focuses on the emergence of a global marketplace and considers its implications for trade and payment in an increasingly globalised world. You will develop an understanding of the main international economics issues allowing you to understand why international trade and foreign investment takes place. Why some countries are unwilling to have free trade in all commodities and what role can be played by international organisations.

▪ African Business Environment

This course examines the challenges of conducting business and engaging with the African continent. The region as a whole is profiled in terms of history, culture, demographic trends, political risk, economic performance and market opportunity. Barriers to trade and foreign direct investment will be examined along with important institutions that impact business activity. The search for opportunities and the problems associated with doing business in subsistence economies on the African continent will be a central focus of this course. Intra-regional differences in levels of economic development are also discussed.

▪ Management Control

This course explores the integrative and interdisciplinary role of management control and its contribution to the strategic management process and the provision of quantitative and non-quantitative information for planning, control, and decision making. Topics include management control systems; performance measures, budgeting and planning process, results controls, action, personnel and cultural controls; financial responsibility centres including transfer pricing and incentive systems.

▪ Human Resources Management

This course examines the evolving human resources function within today's organizations. Students will examine the changing roles and responsibilities of human resources managers, the acceptance and integration of the human resources function as a full business partner, and the higher expectations placed on human resources leadership to make a significant contribution to the successful management of the organization. Topics to be examined include: the functions of Human Resource Management, recruitment and selection, performance appraisal, employee development, compensation planning, employee relations and the role of human resources in a global economy.

▪ Social Entrepreneurship: Global Issues and African Perspectives

This course offers a practical introduction to social entrepreneurship and involves entrepreneurship, innovation, society, and corporate social responsibility (CSR) issues. It focuses on key concepts in the emerging field of social entrepreneurship including organizational learning, sustainability, philanthropy, commercialization, management skills for social entrepreneurial organizations, scaling of social impact, and social performance measurement. A special emphasis will be given to African perspectives on social entrepreneurship, through the selection of African cases, discussion of the social entrepreneurial activity in Africa, and visits to a local business. Students will be expected to develop a business plan summary and investment 'pitch' to scale a social enterprise.

▪ International Marketing

This course will equip students with the tools and practices to explore and understand marketing practices of companies seeking market opportunities outside their home country and to raise your awareness about the importance of viewing marketing management strategies from a global perspective. Putting yourself as an international marketing manager, you will learn the scope and challenge of international marketing, the dynamic environment of international trade, the culture and business systems of global markets, the global market opportunities and finally, the ways to develop global marketing strategies.

Students will also learn to develop a formal analytic framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies.

▪ Business Game International Business Development

Eurosim is a business simulation that involves industrial firms from different countries. The production-distribution processes of these businesses, as well as the different economic conditions of their home countries, create opportunities for working together. This is brought about through negotiation and co-operation. To get access to outlets other than those in their domestic market, the directors must sign export contracts, of finished or intermediate products, with external partners. They can also import goods from all the other simulated firms. These import or export contracts can be of varying kinds, from the simple supply of goods to the production of goods under licence. In addition, particular attention is paid to each firm's policy regarding quality.

▪ Information and Digital Systems

This course introduces students to the fundamentals that underlie the design, implementation, control, evaluation, and strategic use of digital and information systems as an essential and valuable resource in business data processing, automation, information reporting, and decision-making. After an overview of the conceptual foundations underlying information systems, the course covers management issues surrounding information and digital systems, presents fundamental knowledge essential to managing this environment, and considers strategic issues related to technology use. These also include, knowledge management, strategic IS planning and evaluation, IS project management and data science. Management roles including, the Chief Information Officer (CIO) are considered.

▪ Moroccan & North African History and Culture

This course focuses on the history, politics and culture of Morocco and North Africa region. It will take a social and cultural history approach to understanding the nature of political authority and economic activity. It aims to provide analytical insights into moments which shaped the history of North Africa with a more particular concentration on Morocco. Successive civilizations and dynasties, moments of expansion and decline, colonial and post-colonial politics have taken turns in rearranging the configuration of historical itinerary and cultural identity of North African societies. The course will also explore the current challenges of North Africa by looking at issues related to democracy, economic liberalization, civil society, Islamic movements and women NGOs and the more recent Arab Revolts.

▪ Integration week: Intercultural management

You certainly have noticed that: As consequence of the expansion of global markets, the progress in the field of technology, and the increase of international career perspectives, multicultural situations have become a daily event in our personal and professional lives. You certainly go through several intercultural situations everyday whenever taking courses given by professors from a different cultural background but also, whenever talking and establishing interpersonal relationships with your foreign classmates, or being an exchange student abroad. The aim of this integration week is to familiarise students with cultural differences which become not only an essential factor to a high performing professional attitude; it has become a key to survival. However, globalization process lacks sensitivity and technological progress simply does not assure us an effective communication with people from other cultures. Therefore, what tools does one need in order to overcome the hurdles, to avoid pitfalls and to effectively cross the cultural borders. Being a Global Manager nowadays means being able to adapt yourself to your partners and clients' pace and style of communication. It means developing your ability to see things otherwise, it means being able to perceive and decode new environments, to analyze different practices and choose whenever to impose a standardization or otherwise to adapt to them.

■ Competitive & Business Intelligence

The objective of this course is to introduce students to the field of competitive and Business Intelligence. In an ever-competitive business landscape, companies are using all the necessary methodologies and tools to analyze their competitors, but also their own performances. Students will learn the importance of Business Intelligence and its practical application in different fields. This course will also teach the students various aspects of BI, this includes: understanding the Business needs that drive the use for Business Intelligence; identifying the various approaches in building and structuring a BI project; getting familiar with the data collection and analyses techniques. Through readings, case studies and guest speakers, students will demystify the field of Business Intelligence and can take on a real-life BI project without any apprehension.

■ Business Challenge

This project is intended for students wanting to gain practical experience in business development and business consulting. Students will be working in teams to answer an existing business issue proposed by one of our partner company. Students will perform an in-depth feasibility study of the business challenge, covering among other things market analysis and identification of specific customer segments, industry and competitor analysis, distribution channels, organization and management team development, and how to build a sustainable competitive advantage of a business idea. The result will be presented before a panel of the company directors.

■ Corporate governance

Corporate governance deals with the complex set of relationships between the corporation and its board of directors, management, shareholders, and other stakeholders. In the recent years, the regulators and legislators have intensified their focus on how businesses are being run. They are endeavoring to create a template for new corporate governance and disclosure measures, which is beneficial for both the stakeholders and controllers. The main objectives of the course are: understand concepts of corporate governance and corporate social responsibility and enable the development of a sound understanding of corporate governance practice in an international context and industries.

■ Managing Sustainable Innovation

The aim of this course is to provide students with the opportunity to develop skills in managing and sustaining different contexts of innovation in the global environment. Innovation comes in four major contexts: operational innovation, product innovation, strategy innovation, and management innovation. Understanding how to manage these different contexts of innovation is an important step to become effective managers or entrepreneurs in today's global enterprises.

■ Strategic & Change Management

The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students. It draws on theory and practice of change management to produce insights for achieving successful change giving participants the knowledge and tools needed to effectively plan and implement change efforts across a wide range of organizational settings.

■ Operations management

This course provides students with concepts, techniques and tools to design, analyze, improve core operational capabilities, and apply them to a broad range of application domains and industries. Many companies serve multiple global markets with products sourced and produced across many continents. The primary aim of this course is to develop a strategic understanding of global supply chain management through planning, sourcing, making, delivering and returning products and services to global businesses and their customers and achieve quality management and competitive advantages for the firm.

■ Big business players

The market place is already dominated by some old, experienced and established players; this holds true for each and every type of industry.

Does that mean there is no scope for beginners and startups? This course answers the following questions: who are the big business players in the world and in Africa? How do they act? And how small business could penetrate markets dominated by major players with huge promotional budgets and economies of scale?

■ Export management

This course aims to provide students with an understanding of the skills required to conduct exporting activities. Emphasis is placed on developing a pragmatic understanding of international export strategies and the paperwork, communications, planning, organization, finance, and insurance activities required to integrate exporting activities into the everyday operation of business.

■ Brand management

Effective brand management is the key to developing product and communication strategies which lead to marketing success. This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base. A range of branding theories, concepts, strategies and practices designed to build, measure and sustain brand equity will be addressed across a range of real-world contexts, product types and industries.

■ Digital transformation and new management practices

The aim of this course is to prepare students to effectively use, manage and participate in the development of digital practices in support of common business processes. It focuses on the interconnections between digital tools and business and aims to produce students capable of systems thinking. This subject will provide students with a broad understanding of the role played by digital in business activities and its impact on management practices.

■ Rethinking business models

This course analyses the concept of business model to understand how an organization could renew its approach to create value. It is based on examples that show the different steps of a business model construction. Students are asked to conduct a detailed analysis of an industry by comparing different business models of different companies. They are also faced to the question of creating a new business model.

■ Research methods

This course will provide an opportunity for participants to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches. The course introduces the language of research, challenges and the elements of the research process within quantitative, qualitative, and mixed methods approaches. Participants will use these theoretical underpinnings to begin to critically review literature relevant to their field or interests and determine how research findings are useful in forming their understanding of their work, social, local and global environment.

■ Maker lab activities

Do you want to use state-of-the-art equipment to design, build and test almost anything? Would you like to develop the technological, problem-solving and hands-on skills desired by employers? In Maker Lab activities, computer-controlled fabrication technologies such as 3D printers will be used to transform a product idea into its tangible form. Students will explore many interrelated career fields, including engineering, science, mathematics, art, graphic design, computer aided design (CAD), electronics, and entrepreneurship.

■ Global Business Case

The Global Business Case is a case competition that brings together students from the different campuses of emlyon to compete in a fast-paced and challenging business case study including issues based on the different courses of the semester.

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