



J-TERM INTERNATIONAL BUSINESS TRAVELING SEMINAR

MOROCCO, SPAIN, and FRANCE

3 CREDITS (45 CONTACT HOURS)

I. ACADEMIC OVERVIEW

The International Business Traveling Seminar is designed for students interested in studying the business environment of various economic systems. The Europe–Morocco business study tour gives students unique exposure to the facets of international business and international economics.

Students will study how businesses cope with the challenges specific to these different economies and how they seize the opportunities they offer. One of the main purposes of the International Business traveling seminar is to allow students to learn how businesses deal with public policy and regulations at the national and supra-national levels. Students will meet with policymakers from the individual countries visited, as well as decision-makers connected to the European Union.

General Travel Advisory: This trip is a serious academic and cultural one. Students are expected to be prepared for intellectual, linguistic, social, and travel challenges. We are traveling as a team, and each member must be prepared, punctual, cautious, and professional. With those important caveats, the trip promises to be an incredible experience, including fun and adventure.

II. COURSE OBJECTIVES

By the end of this course, students will better grasp the business environment in a developing country (Morocco), two major European economies (Spain and France), and the European Union institutional framework.

1. Students will learn to identify the main challenges facing businesses operating in a developing economy by studying the case of Morocco, and articulate these challenges by linking their economic and political dimensions.

2. Students will be able to differentiate between different models of market-based/developed economies by comparing the French and U.S. models and learn how France is adapting its business environment to the challenges of globalization compared to the United States.
3. Students will acquire the methodology to study business environments at different stages of development by comparing Morocco, Spain, and France.
4. Students will develop a better understanding of the EU regulatory framework's impact on European national economies and multinational companies.

III. INSTRUCTIONAL METHODS AND ACTIVITIES

- a) Site visits
- b) Seminars and lectures
- c) Discussions and reading assignments for each place visited

IV. COURSE STRUCTURE AND LEARNING OUTCOMES

Framework

This traveling seminar follows an integrated approach combining lectures, site visits, cultural immersion, and peer discussion. Each country segment emphasizes different dimensions of international business:

- **Morocco:** Business in developing economies, entrepreneurship, informal sectors, global value chains
- **Spain:** Regional European integration, digital transformation, agribusiness and traditional industries
- **France:** Luxury and heritage industries, financial services, EU institutional framework, diplomacy

Assessment Methods

1. **Attendance and Participation:** Active engagement in all scheduled activities is mandatory.
2. **Written Reports:** Three regional reports (Morocco, Spain, France) demonstrate learning progression.
3. **Final Research Paper:** A comprehensive take-home paper (due 10 days post-trip) synthesizes learning across all countries and themes.
4. **Reflective Journals:** Students maintain reflective journals documenting observations and insights throughout the journey.

Expected Learning Outcomes

Upon completion, students will:

- Understand business environments across different economic development stages
- Analyze how regulatory frameworks, culture, and institutions shape business practices
- Evaluate strategies multinational and local firms employ to compete globally
- Critically assess trade-offs between economic development, social equity, and environmental sustainability
- Develop cultural competence and adaptability in international contexts

V. READINGS AND PRIMARY TEXTBOOK

Readings will be assigned from various journals and magazines. Chapters and reports will be assigned from the following:

Morocco

1. OECD (2024), *OECD Economic Surveys: Morocco 2024*, OECD Publishing.
2. World Bank. (2019). *Doing Business 2020: Economy profile – Morocco*. World Bank Group.
3. The World Bank (2023), *Enterprise Surveys: Morocco Country Profile*.
4. World Bank. (2024). *Business Ready 2024: Morocco economy profile*. World Bank Group. <https://www.worldbank.org/en/businessready/economy/morocco>
5. World Bank. (2025). *Morocco economic monitor: Prioritizing reforms to boost the business environment (Winter 2025)*. World Bank Group.

Spain

1. OECD. (2025). *OECD Economic Surveys: Spain 2025*. OECD Publishing.
2. ICEX–Invest in Spain, Multinacionales con España, & IESE International Center for Competitiveness. (2024). **Spanish Business Climate Barometer: Survey of foreign investors – 2024 results**. ICEX–Invest in Spain
3. Lindeque, J., & Suder, G. (2018). Institutional players: How the rules and agendas of the European business environment are set. In J. Lindeque & G. Suder, *Doing business in Europe* (Chap. 4). SAGE Publications
4. Bradford, A. (2020). How the EU became a global regulatory power. In *The Brussels Effect: How the European Union rules the world* (Chap. 1). Oxford University Press
5. Bradford, A. (2020). The Brussels Effect. In *The Brussels Effect: How the European Union rules the world* (Chap. 2). Oxford University Press

France

1. Barometer AmCham-Bain 2024, "Satisfaction of American Investors in France, 24th edition," February 2024.
2. OECD (2024), *OECD Economic Surveys: France 2024*, OECD Publishing, Paris.
3. Barrère, Christian. "The French Luxury Model," *Économie appliquée* 2021, 1, pp. 51-80.
4. Crane, Diane. "Fashion and Artification in the French Luxury Fashion Industry," *Cultural Sociology* 2019, Vol. 13(3), 293-304.

VI. ATTENDANCE

Students are expected to attend and actively participate in every scheduled event, barring sickness. Students who miss sessions during the trip will normally write additional papers or assignments to compensate.

VIII. DETAILED SCHEDULE (J-TERM 2026)

The schedule below aligns with the program itinerary "International Business and Emerging Markets J-Term 2026" (Morocco, Spain and France).

MOROCCO SEGMENT

Monday, December 29, 2025 – Marrakesh (Arrival and Orientation)

- Student arrivals throughout the day (official arrival window 09:00–14:00, Marrakesh Menara Airport).
- 17:00 – Group introduction and orientation at the hotel (course overview, expectations, safety, logistics).
- Evening – Short neighborhood orientation and grocery stop; group dinner at Hotel El Andalous.

Tuesday, December 30, 2025 – Marrakesh: History and Entrepreneurship

- Morning – Lecture: History of Morocco and introduction to Morocco's political economy (Prof. Jamai).
- Late morning – Visit: Emerging Business Factory (startup incubator) with discussion of entrepreneurial ecosystems and innovation in Morocco.
- Lunch – Group lunch at Amal Association with founder; focus on social entrepreneurship, women's empowerment, and inclusive business models.
- Afternoon/Evening – Guided excursion to Jamaa el-Fna square and surrounding medina to observe informal economy and tourism impacts; group dinner at hotel.

Wednesday, December 31, 2025 – Marrakesh: Rural Development and Tourism

- Morning – Lecture: Morocco's business environment and key sectors (tourism, manufacturing, agriculture).
- Late morning/afternoon – Excursion to Ourika Valley / Lalla Takerkoust and High Atlas area, including group lunch and camel riding; focus on rural development, sustainable tourism, and local livelihoods.
- Evening – New Year's Eve cultural activity and discussion of tourism, culture, and globalization.

Thursday, January 1, 2026 – Marrakesh → Casablanca → Rabat (Travel Day and Institutions)

- Morning – Depart Marrakesh by bus toward Casablanca.
- Midday – Group lunch in Casablanca and visit to Hassan II Mosque with guided discussion of urban development and religious tourism.
- Late afternoon – Transfer to Rabat and hotel check-in; evening group dinner at hotel.

Friday, January 2, 2026 – Rabat: Capital City and Governance

- Morning – City tour of Rabat: Royal Palace (exterior grounds), Mausoleum of Mohammed V, Chellah Necropolis, and Kasbah des Oudayas; focus on institutions, history, and governance.
- Afternoon – Group lunch followed by free time for individual exploration and observation.
- Early evening – Guest lecture by author Abdelilah Hamdouchi (held at hotel) on contemporary Moroccan society and politics.
- Evening – Group dinner at hotel.

Saturday, January 3, 2026 – Rabat → Assilah → Tangier (Regional Development)

- Morning – Bus departure from Rabat to Assilah; guided walking tour of Assilah medina focusing on cultural industries, tourism, and coastal development.
- Midday – Group lunch and limited free time in Assilah.
- Late afternoon – Continue to Tangier; hotel check-in.
- Evening – Lecture at Université Abdelmalek Essaâdi (UNE) campus in Tangier on regional development and northern Morocco's integration into global markets.
- Group dinner at hotel.

Sunday, January 4, 2026 – Tangier & Chefchaouen: Gender, Rural Entrepreneurship, and Cooperatives

Full-day excursion:

- Stop in Tetouan – Visit to Souk Chamali and women's cooperatives; focus on gender, cooperatives, and local value-chains.
- Visit to a women's cooperative (aromatic and medicinal plants) near Benkarrich; discussion of women's economic empowerment.
- Rural entrepreneurship visit near Chefchaouen (weaving and crafts cooperative); exploration of constraints facing rural entrepreneurs.
- Visit to the Museum of the Mediterranean Diet and culinary workshop in Dardara (traditional bread and local dish).
- Evening – Return to Tangier; group dinner at hotel.

Monday, January 5, 2026 – Tangier: Industry and Global Value Chains I

- Morning – Lecture and debrief on cooperatives, industrial zones, and global value chains in northern Morocco.
- Late morning – Company Visit: TE Connectivity (automotive industry) or similar industrial firm in the Tangier industrial zone; focus on FDI, supply chains, and labor issues.

- Afternoon – Group lunch followed by guided city/market visit in Tangier medina (e.g., Casabarata); observation of informal trade and local commerce.
- Evening – Group dinner at hotel.

Tuesday, January 6, 2026 – Tangier: Industry and Global Value Chains II

- Morning – Breakfast and company visits:
 - **Polydesign (10:00-11:30)** – Manufacturing and design firm in the Tangier region.
 - **Larinor Textile Industry (12:00-13:00)** – Confirmed textile manufacturing company showcasing Morocco's textile sector strength.
- Afternoon – Group lunch followed by free time to explore.
- Evening – Group dinner at hotel.

Wednesday, January 7, 2026 – Tangier → Madrid (Travel Day)

- Morning – Breakfast at hotel and checkout.
- TBD – Private bus departure from Hotel to Tangier-Ibn Battouta International Airport for flight FR 3877.
- Afternoon – Arrival in Madrid (17:40); private shuttle to Hotel Princessa Plaza.
- Evening – Metro card distribution; dinner on your own.

SPAIN SEGMENT

Thursday, January 8, 2026 – Madrid: Business Environment and Agribusiness

- Morning – Breakfast at Hotel Princessa Plaza.
- 10:00–11:30 – Business Visit: Vineyard near Madrid with ACM-IAU Madrid Professor; focus on agribusiness, branding, and wine industry economics.
- Afternoon – Return to Madrid city center; time for lunch (12:30–14:00); city tour led by Aboubakr (14:30–16:30).
- Evening – Dinner on your own.

Friday, January 9, 2026 – Madrid: Media, Marketing, and Sports

- Morning – Breakfast at Hotel Princessa Plaza.
- 10:00–11:30 – Business Visit: WPP/Studio X (WPP & Coca-Cola) in Madrid; focus on media, advertising, digital content, and marketing strategy.
- Afternoon – Time for lunch (12:30–14:00); afternoon visit to Atlético Madrid soccer club (TBD).
- Evening – Dinner on your own.

Saturday, January 10, 2026 – Madrid: Culture and Arts

- Morning – Breakfast at Hotel Princessa Plaza.
- 10:30–12:00 – Visit to the Prado Museum; art and cultural heritage appreciation.
- Afternoon – Time for lunch (12:00–14:00); free time for individual exploration.
- Evening – Dinner on your own.

Sunday, January 11, 2026 – Madrid → Paris (Travel Day)

- Early morning – Bagged breakfast at Hotel.
- 05:00 – Private bus transportation to Madrid-Barajas Airport.
- 08:00 – Air Europa Flight UX 1027 to Paris Orly; arrival 09:55.
- Afternoon – Private bus transportation to Hotel Novotel Paris Center Tour Eiffel; metro card distribution.
- Late afternoon – Activity/lecture TBD.
- Evening – Dinner on your own.

FRANCE SEGMENT

Monday, January 12, 2026 – Paris: Lecture and Luxury Strategy

- Morning – Breakfast at Hotel Novotel Paris Center Tour Eiffel.
- 09:30–10:45 – Lecture by Professor Jamai (held at hotel conference space).
- Midday – Time for lunch (12:00–14:00).
- Afternoon – "Exploration of Luxury and Marketing in Commerce" session with Anne Flore Sangan (confirmed).
- Evening – Dinner on your own.

Tuesday, January 13, 2026 – Paris: Luxury, Strategy, and Consulting

- Morning – Breakfast at hotel.
- 10:00–12:00 – French Luxury Tour led by Jessica Terrier (confirmed); exploration of luxury brands and heritage.
- Midday – Time for lunch (12:00–14:00).
- Afternoon – Lecture by Elie Etienne Moynier (Ex-McKinsey consultant): "From the Case Study to the Boardroom: Applying Strategy in a Volatile World" (held at hotel or business site TBC, confirmed).
- Evening – Dinner on your own.

Wednesday, January 14, 2026 – Paris: Diplomacy, Culture, and Banking

- Morning – Breakfast at hotel.
- 10:30–12:00 – Visit to U.S. Embassy in Paris with Charles Ranado, Minister Counselor for Commercial Affairs; discussion of U.S.–EU trade and business policy.
- Midday – Time for lunch (12:00–14:00).
- 14:30–15:30 – Visit to the Institute of the Arab World (Institut du Monde Arabe); cultural and institutional insights.
- 16:00–17:00 – Visit to Société Générale (major French bank); discussion of financial services and European banking.
- Evening – Dinner on your own.

Thursday, January 15, 2026 – Paris: Final Activities and Farewell

- Morning – Breakfast at hotel.
- TBC – Final visit or activity (subject to confirmation).
- Midday – Time for lunch (12:00–14:00).
- Afternoon – Free afternoon for individual exploration and reflection.
- Evening – Joint Farewell Dinner (IB&EM and Euro programs, TBC).

Friday, January 16, 2026 – Paris (Departure Day)

- Morning – Breakfast at hotel.
- 11:00 – Checkout of hotel.
- Students depart according to individual schedules.

IX. COMPANY VISITS: DESCRIPTIONS AND RATIONALES

MOROCCO

Emerging Business Factory (Marrakesh)

Emerging Business Factory is a technology-driven startup incubator located in the Sidi Ghanem industrial district of Marrakesh. The facility supports early-stage entrepreneurs and innovative ventures in Morocco's growing tech ecosystem. This visit is crucial for understanding how Morocco is developing its innovation capacity and entrepreneurial culture. By examining the incubator's services, funding mechanisms, and success stories, students gain insight into the challenges and opportunities facing entrepreneurs in developing economies, particularly regarding access to capital, talent acquisition, and market entry strategies.

Amal Association (Marrakesh)

Amal Association, founded by Nora Fitzgerald, is a social enterprise dedicated to empowering underprivileged women and young people in Morocco through culinary training and employment. The organization operates a restaurant staffed primarily by women from marginalized backgrounds, combining business viability with social impact. This visit exemplifies inclusive business models and corporate social responsibility in an emerging market context. Students learn how businesses can address social challenges while operating profitably, understanding the intersection of gender economics, poverty alleviation, and sustainable livelihoods in developing countries.

TE Connectivity (Tangier Industrial Zone)

TE Connectivity is a major multinational corporation specializing in connectivity and sensor solutions for industries including automotive, aerospace, and communications. Operating in Morocco's Tangier industrial zone, it represents significant foreign direct investment (FDI) and integration into global supply chains. This visit illuminates how multinational enterprises navigate emerging markets, manage labor relations, and transfer technology and skills. Students examine the benefits and challenges of FDI for host countries, including employment creation, infrastructure development, and potential concerns regarding labor practices and environmental responsibility.

Polydesign (Tangier)

Polydesign is a design and manufacturing firm based in Tangier serving local and regional markets. This company represents mid-market manufacturing in Morocco's industrial landscape, demonstrating how businesses leverage geographic location, labor costs, and market access to compete. By visiting Polydesign, students understand the operational realities of manufacturing in a developing economy, including supply chain management, quality control, workforce development, and strategies for competing in an increasingly globalized market where cost alone is insufficient for sustainable competitive advantage.

Larinor Textile Industry (Tangier)

Larinor is a confirmed textile manufacturing company showcasing Morocco's strength in the textile and apparel industry, a traditional but still vital sector for the Moroccan economy. Textiles represent one of Morocco's key export industries and employment generators. This visit provides students with insight into how traditional industries adapt to modern

challenges, including automation, sustainability pressures, and competition from lower-cost producers. The company exemplifies how mature industries in emerging markets must innovate in processes, materials, and business models to maintain competitiveness.

SPAIN

Vineyard near Madrid

The vineyard visit provides exposure to Spain's important agribusiness and food production sector. Spain is a global leader in wine production, and this visit highlights how established agricultural sectors adapt to modern challenges including climate change, sustainability requirements, and market consolidation. Students examine branding strategies, export markets, regulatory compliance within the EU framework, and how traditional agricultural knowledge integrates with modern business practices. The visit illustrates Spain's role in global commodity markets and the economic importance of heritage industries to regional economies.

WPP/Studio X (Madrid)

WPP/Studio X, affiliated with WPP (a global advertising and marketing communications company), represents the digital media, advertising, and communications sector in Spain. This visit exposes students to creative industries, brand strategy, digital transformation, and how multinational media firms operate across European markets. Students learn about the intersection of culture, technology, and commerce, understanding how Spanish firms and foreign multinationals compete in the digital economy, manage consumer engagement, and drive innovation in marketing and content creation.

FRANCE

U.S. Embassy – Commercial Affairs Office (Paris)

Meeting with Charles Ranado, Minister Counselor for Commercial Affairs at the U.S. Embassy, provides direct exposure to diplomatic and trade policy perspectives. This visit bridges the academic study of international business with real-world policy formulation and trade relations. Students engage with how governments support and regulate international commerce, understand bilateral and multilateral trade negotiations, and gain insight into current U.S.-EU business challenges and opportunities. This engagement illustrates the critical role of public institutions and policy frameworks in shaping the international business environment.

Institute of the Arab World (Institut du Monde Arabe)

The Institute of the Arab World, located in the Latin Quarter of Paris, bridges European and Arab cultures through exhibitions, research, and educational programs. While not strictly a business visit, this cultural institution provides context for understanding Morocco and the broader Middle East and North Africa (MENA) region. The visit enriches students' understanding of intercultural business practices, the importance of cultural competence in international negotiations, and how institutions facilitate knowledge exchange and economic partnerships between regions.

Société Générale (Paris)

Société Générale is one of Europe's largest banking and financial services companies, headquartered in Paris. This visit provides students with direct exposure to international financial institutions, banking operations, and the European financial system. Students learn about how major financial institutions manage global operations, navigate regulatory frameworks (particularly EU and ECB requirements), assess and manage international business risks, and support cross-border commerce. The visit illustrates the critical role of financial intermediaries in enabling international business and the challenges facing European banking post-financial crisis.

X. LOGISTICS AND ESSENTIAL INFORMATION

Accommodations

- **Marrakesh:** Hotel El Andalous
- **Rabat:** Hotel Atlantic Agdal
- **Tangier:** Hilton Garden Inn Tangier City
- **Madrid:** Hotel Princessa Plaza
- **Paris:** Hotel Novotel Paris Center Tour Eiffel

Transportation

- Private charter buses provided throughout Morocco segment
- Flights and ground transportation arranged for Spain and France segments
- Metro cards provided in Madrid and Paris

Faculty and Staff

- **Lead Faculty:** Prof. Aboubakr Jamai
- **Program Coordinator:** Chloe Dunnigan
- **ACM-IAU In-Country Staff:** Aboubakr (Morocco, Spain); local Paris coordinators (France)

Safety and Conduct Expectations

Students are expected to:

- Maintain punctuality and preparedness for all scheduled activities
- Respect local customs, traditions, and regulations
- Participate respectfully in discussions with business leaders and policymakers
- Ensure personal safety and support fellow students
- Report any concerns immediately to faculty or staff

Communication

Regular updates will be provided via email and WhatsApp group. Students must maintain communication devices and carry emergency contact information at all times.

XI. CONTACT INFORMATION

Faculty Lead: Prof. Aboubakr Jamai | aboubakr.jamai@iau.edu | +33 785658368

Program Coordinator: Chloe Dunnigan | chloe.dunnigan@iau.edu | +1 760-453-8517

For questions or concerns, students should contact the faculty lead or program coordinator promptly.