

# CIM 2026

## THE 7<sup>TH</sup> INTERNATIONAL CONGRESS ON MANAGEMENT

### RETHINKING MANAGEMENT IN AFRICA

Between Heritage,  
Innovation & Singularity



June 5-6, 2026



MARRAKESH, MOROCCO  
UCA Conference Center

#### MAIN TRACKS

- Human Resources Management
- Strategic Management
- Financial Management
- Marketing & Logistics
- Entrepreneurship & Innovation

[cim2026.sciencesconf.org](http://cim2026.sciencesconf.org)



Organized by **NPG Laboratory** - New Management Practices

## OVERVIEW

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## PREAMBLE

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The **Research Laboratory New Management Practices (NPG)** of **Cadi Ayyad University**, is pleased to announce the **International Management Conference (CIM 2026)**, under the theme: **“RETHINKING MANAGEMENT IN AFRICA: BETWEEN HERITAGE, INNOVATION & SINGULARITY”** in **Marrakech on May 22–23, 2026**.

In a context of profound economic, technological and societal transformations, African organizations are developing innovative and hybrid management practices shaped by local cultures, institutional environments and global influences. **CIM 2026** aims to provide an international platform for **researchers, doctoral students, academics, professionals and decision-makers** to present research, exchange ideas and discuss contemporary management challenges in Africa.

The conference also offers a unique opportunity for **companies, institutions and partners** to engage with the academic community, promote knowledge exchange and support the development of innovative and sustainable management practices in Africa through **sponsorship and strategic partnerships**.

## OVERVIEW AND GENERAL BACKGROUND

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There is a groundswell of scientific interest in management of African organizations. The launch of the African Journal of Management demonstrates need for further research on management in Africa. Over the past decade, the way African organizations are run has changed dramatically. As a result, the perception that these organizations are ill-equipped to deal with challenges of competition in a global economic context is changing. For decades, prevailing view has been that African organizations lack resources and capabilities to address and overcome challenges. This has led many scholars to call for a rethink of the way organizations are managed in Africa. Blame has often been placed squarely (and sometimes perhaps rightly) on legacy and persistence of ineffective colonialist management practices (Nkomo, 2011; Yousfi 2014). Many approaches were suggested, including return to Indigenous or hybrid management practices.

While Africa presents a particular challenge for researchers in terms of access to data and university funding to support research, there is now hope that scarcity of high-level research will not last much longer (Michael J. Mol et al. 2017). One of the main reasons for this optimism is the opportunity that Africa presents as an underexplored context. Efforts directed at China and India have allowed researchers to challenge established ideas (Palich, Cardinal and Miller, 2000; Khanna and Palepu, 2000). These authors have drawn attention to phenomena such as the role of state in internationalization (Peng and Heath, 1996) or institutional vacuums in host countries (Khanna and Palepu, 2000). In management research, context is not just a control variable, but a central construct that shapes theory (Tallman & Pedersen, 2015). Not studying Africa means that we will not be able to develop a theory that explains mechanisms of informal economy and the transition of businesses from informal to formal economy. This means that we will not be able to fully appreciate new ecosystems and the complex relationship between business and politics.

While African market is increasingly attractive to competition, businesses also face challenges, for example because Africa is widely perceived to suffer from political instability, corruption, poverty, and ongoing military, religious, and ethnic conflicts, many of which extend beyond national borders. Perceptions are often mistaken as these descriptions do not apply uniformly to Africa, but the continent continues to struggle with its negative image.

As Africa is an understudied region, it seems useful to check whether Western theories apply to it, and whether Africa is really different or rather like everywhere else (Mellahi & Mol, 2015).

Management in Africa is undergoing a profound change today, torn between the weight of historical and cultural heritage, the need to respond to contemporary challenges and the desire to assert a singular identity. In the age of globalization, it is becoming essential to question forms, practices and managerial models that are emerging on the continent. How do African traditions and values influence current management methods? What challenges and opportunities do the integration of technological or organizational innovations from elsewhere generate? What original models, born of a local dynamic, can inspire the world? This conference aims to shed light on these questions through cross-disciplinary approaches, to better understand and value the diversity of African managerial practices.

## **OBJECTIVES**

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This conference aims to provide a space for reflection, exchange and debate on current issues, scientific advances and perspectives related to the particularities of management in Africa. We encourage multidisciplinary approaches and papers offering original analyses, case studies, innovative methodologies or feedback. We also stress the imperative to highlight and enhance cultural, institutional, economic specificities of African countries and their effects on management and organizations in Africa.

## CONFERENCE TRACKS:

### Axis 1: Human Resources Management

- The evolution of professions and skills in the era of digitalization and artificial intelligence
- Participative management and transformational leadership
- Practices of motivation, evaluation, and talent retention
- Diversity, equity, and inclusion within organizations
- Health, well-being, and quality of work life

### Axis 2: Strategic Management

- Governance models and change management
- Strategic steering and global performance management
- Economic intelligence and knowledge management
- Innovation and digital transformation strategies
- Strategic management of public and territorial organizations

### Axis 3: Financial Management

- Management control and financial steering tools
- Investment, financing, and budgetary governance policies
- Sustainable finance, green accounting, and ESG models

- Digitalization of the financial function (FinTech, blockchain, AI)

### Axis 4: Marketing and Logistics

- Digital marketing and the transformation of consumer behavior
- Sustainable development and responsible marketing
- Branding, innovation, and positioning strategies
- Customer experience, multichannel communication, and social media
- Integrated logistics and supply chain management
- Flow optimization, traceability, and logistical performance
- The role of artificial intelligence in customer relations and distribution

### Axis 5: Entrepreneurship and Innovation

- Individual, collective, and social entrepreneurship
- Startups, incubators, accelerators, and entrepreneurial ecosystems
- Innovation financing and venture capital
- Women's and youth entrepreneurship: challenges and opportunities
- Rural and sustainable entrepreneurship as a lever for territorial resilience

As the list is not exhaustive, any paper proposal related to the central theme will be examined by the Scientific Committee. Empirical work will be particularly appreciated.

## DOCTORAL CONSORTIUM

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### PAPER STRUCTURE

Doctoral Consortium in business and economics are invited to submit a proposal (10 pages maximum) or a poster. Submissions should include the following components:

- **Topic & Research objectives**
- **Issues addressed**
- **Theoretical framework**
- **Methodology or approach**
- **Anticipated findings or results**
- **Selected bibliography**

### INSTRUCTION FOR FULL PAPER SUBMISSION

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The maximum number of characters is 45,000 (Tools / statistics / spaces included).

Paper Size -> 8 1/2 x 11 inches (A4)

Margins -> 1 inch on each side

Spacing -> Single-spaced

Body manuscript -> Times New Roman 12, spacing before 6pt and after 0 pt, justified

Title 1: Times New Roman 14, bold and small capitals, spacing before and after 12 pt, center

Title of the parts: maximum 3 levels to be numbered (1. 1.1, 1.1.1)

Title 2: Times New Roman 14, bold, spacing before and after 12pt, left alignment, paragraph solidarity

Title 3: Times New Roman 12, bold and italic, spacing before and after 6 pt, left alignment, paragraph solidarity.

Title 4: Times New Roman 12, italics, spacing before and after 6pt, left alignment, paragraph in solidarity

Reference in the manuscript: (Durkheim, 1934, 35)

Bibliography: Include all references in alphabetical order at the end of the document.

Book:

Durkheim E. (1934), The Division of the Labor Society, London, Macmillan

## IMPORTANT DATES & DEADLINES

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- **January 31, 2026** - Deadline for proposal submissions;
- **February 20, 2026** - Notification to authors;
- **March 22, 2026** - Deadline for submission of full papers;
- **April 15, 2026** - Final program;
- **June 5 & 6, 2026** – Conference.

Send your proposals in Word format, in either French or English, to the following address:

[cim.npg@gmail.com](mailto:cim.npg@gmail.com) / [p.chaouki@gmail.com](mailto:p.chaouki@gmail.com)

Attach a separate document with the names of the co-authors and the contact details of the corresponding author.

## REGISTRATION FEES

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- **1500 MAD PROFESSIONAL PRACTITIONERS AND BUSINESS COMMUNITY (150 €)**
- **1000 MAD FACULTY MEMBERS AND RESEARCHERS (100 €)**
- **500 MAD DOCTORAL STUDENTS (50 €)**

*THESE FEES COVER ACCESS TO THE SESSIONS, DOCUMENTATION, COFFEE BREAKS AND LUNCHESES*

*TO PARTICIPATE TO GALA DINNER, AN ADDITIONAL FEE OF 500 MAD (50€) IS REQUIRED*

## CONFERENCE COMMITTEES

### SCIENTIFIC COMMITTEE

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## CONTACT & FURTHER INFORMATION

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<https://cim2026.sciencesconf.org/>

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