

# Newsletter ManaGlobal project

Number 5 | June 2022

## Editorial

*Dear colleagues,*

*Finally and after two years characterized by COVID-19, the ManaGlobal project secondments between the South and the North have been resumed in this spring 2022. Many colleagues and doctoral students have been able to benefit from this. We hope that this encouraging development will continue in the coming months.*

*In February 2022, I went to Cameroon to discuss with Professor M. Fouda and Dr. A. Abate and their university hierarchy as well as the Executive Direction of GICAM and Dr. Amang the possibility of organizing the Winter School of 2022 in Douala. The choice of organizing the Winter School in December 2022 in Casablanca was discarded by the Steering Committee because of the likely re-closure of Morocco's borders in the fall and winter of 2022. Welcoming colleagues from the North and South to Douala seemed a much wiser decision.*

*An advise: Please, don't forget to be in touch with the administrative and scientific staff of the different ManaGlobal locations when you plan a secondment starting in September 2022. It's now the time to prepare this secondment.*

*This Newsletter prepared by Simon Wuidar shows the vitality of our network, its publications, its interventions during secondments and offers you calls for proposals for several events. Please contact the people in charge of these events if you want to contribute.*

*Wishing you a pleasant summer period and a well-deserved rest, I send you my warmest regards.*

*Ulrike Schuerkens*

*Scientific Coordinator of the ManaGlobal network*

***We are sad to announce the death of Mr. Papa Samba Coulibaly, President and Founder of AFI-L'Université de l'Entreprise, on April 4, 2022 in Dakar, Senegal.***

*A chartered accountant with a passion for teaching and research, Mr. Coulibaly actively participated in the ManaGlobal Summer School in Dakar in June 2021, with remarkably in-depth presentations. In addition, Mr. Coulibaly had seen the start of ManaGlobal's distance learning modules, which he had always supported within AFI-UE, which has promoted them since February 2022.*

*ManaGlobal extends its condolences to his family and, in particular, to his wife Mariama Coulibaly and all the staff of AFI-L'Université de l'entreprise.*

***May he rest in peace in the place where his soul has retired.***

## Presentation of future events

### 1. ManaGlobal Winter School in Douala (Cameroon)

From December 12-16, 2022, the ManaGlobal Winter School will be held at the University of Douala in Cameroon. The theme of the conference is “What does the Covid-19 crisis tell us about the resilience and transformation capacities of African enterprises?”

[A call for communications](#) has already been launched for this event. Here are its timings:

- Deadline for abstract submission: May 30, 2022
- Committee response date: July 15, 2022
- Final manuscript due: November 15, 2022
- Conference dates: December 12-16, 2022

Information about the event will arrive gradually in the coming weeks.

### 2. Seminar of the RegulatingWork project in Liege (Belgium)

On June 9 and 10, the research seminar of the RegulatingWork project will take place at the University of Liege. This seminar focuses on the dynamics of work beyond the formal/informal divide in the North and South. Several members of the ManaGlobal network will be present and are supported by the project to attend (Michel Villette, Raphael Nkakleu, Catherine Boloa Fouda).

The two-day seminar program:

#### **Thursday, 09 June 2022**

13:00 - 13:10 François Pichault, Welcome and Introduction

13:10 - 13:50 Benjamin Rubbers, “The Regulating work project. Theoretical challenges and directions”

#### **Panel 1 - Navigating state control in the transport sector**

13:50 - 14:30 Peter Lambertz, “Baleinières and the regulation of small-scale transportation in Tshopo Province, DR Congo”

14:30-15:10 Chloé Brassart, “Going against the odd: is it possible to gain institutional legitimacy through relational management of gig workers?”

15:10 - 15.30 Coffee break

15:30 - 16:10 Sophia Galiere, “Organizing informality in platform work: The emergence of religious community logics facing the void of the state and managerial regulations”

16 : 10-16:50 Donita Nshani, “Trade Unions, a regulating body in the road transport sector in Yaounde Cameroon”

16.50 - 17:00 Short break

17:00 - 17.40 Michel Villette, "On the boundaries between formal and informal work: West Africa, Maghreb and Europe"

**Friday, 10 June 2022**

08:45-09:00 Welcome

**Panel 2 - Livelihood practices and the control of urban spaces**

09:00 - 09:40 Daniel Sosna, "Forms of informality: Searching for meaningful life at Czech landfills"

09:40 - 10:20 Kevin Yildirim, "Condoning informal recycling work in Istanbul: The moral basis of legitimacy"

10:20 - 10:40 coffee break

10:40 - 11:20 Héritier Mesa, "Kinshasa's streets and markets: Contested and negotiated trade spaces"

11:20 - 12:00 Ludovic Bakebek, "Negotiating urban formalities: municipal administrations and the regulation of construction in Douala (Cameroon)"

12:00-13:00 lunch

**Panel 3 - Negotiating the place of law and taxes**

13:00-13:40 Sidy Cissokho, "Enforce labour law in a hostile context: The hard daily life of labour inspectors in Senegal"

13:40-14:20 Luisa Piart, "Qualities and inequalities: New labour standards and shifting work configurations in the shipping industry" General discussion

14:20 - 15:00 Simon Wuidar, "Enforcing legislation in complex environments: A focus on labor inspections in the construction industry"

15:00 - 15:20 Coffee break

15:20 - 16:00 Raphaël Nkakleu et al., "The success of the work of barefoot entrepreneurs in Cameroon: What strategies in the context of public regulation through taxation?"

16:00 - 17:00 Concluding roundtable discussion

## News from Work Package 4 (Training and Capacity building)

A new online training, in partnership with AFI-UE!

Within the framework of the AFI-L'UE - ManaGlobal partnership and the AFI-L'UE - Rennes 2 University agreement, fully subsidized training courses have been developed and put online. This training is given by eminent professors from major French and African universities. It targets graduates with at least three years of higher education, professionals, and entrepreneurs from the African continent and the diaspora. This training is divided into five modules:

1. **Basic elements of management**
2. **Socio-economics of globalization and localization in sub-Saharan Africa and the Arab region** by Professor Ulrike Schuerkens, Université Rennes 2, Professor Moustapha Tamba, UCAD, Dr. Moustapha Seye, UCAD.
3. **Socio-economics of emerging countries** by Professor Marc Lautier and Lecturer Diadié Diaw University of Rennes 2, Professor Ababacar Dieng, UCAD.
4. **Sociology and management of international companies in Africa** south of the Sahara and in the Arab world by Professor Michel Villette, AgroParisTech.
5. **Management of Innovation and New Business Models** by Professor Nada Soudi, ISCAE.

Please, consult the following link to learn more about this online training (the conditions of access to the training and the learning objectives are specified here):

<https://afi-ue.sn/formation-professionnelle-en-management/>

A second session of the courses will start in October 2022 upon registration with AFI-L'UE. For the first session, about 50 participants have been enrolled.

### Book review

Review of the book “**Pour une sociologie du management en Afrique et dans le monde arabe**, Schuerkens Ulrike, Branine Mohamed and Mamman Aminu (eds). Paris: L'Harmattan, 2019, 240 p.” by Professor Bachir WADE, Cheikh Anta Diop University, Dakar, Senegal, and Djib FAYE, PhD student, Cheikh Anta Diop University, Dakar, Senegal

**Link to the review:** <https://managlobal.hypotheses.org/1706>

## Scientific productions and resources of the semester

### Article

**« Une banque mutualiste peut-elle rester à la fois sociale et compétitive ? Le cas du Crédit populaire du Maroc »** an article by Pr. Rachid M'RABET, Pr. Fouad MACHROUH, Pr. Meriem SEFFAR and Badr FIGUIGUI (ISCAE group) published in the journal “*Réalités Industrielles*” (Annales des mines).

*Summary:* Historically at the service of craftsmen, small and medium-sized enterprises, the Crédit populaire du Maroc, a mutualist bank, has been confronted, for several years, with tough competition and the changing needs of its historical clientele. Like European mutual banks, “Crédit populaire du Maroc” has been forced to look for new ways to improve its performance and profitability. Thus, the Bank has integrated new business lines, developed its financing and investment activities for large companies and become a reference player in sub-Saharan Africa. Despite its unique capital structure in Morocco, the banking group has excellent activity and profitability indicators. However, one question remains: has Crédit populaire du Maroc remained faithful to its original missions of financial inclusion, bankization of the low-income population, financing of small traders and socially responsible banking?

[Link to the special issue of the journal “Réalités Industrielles”](#)

### **Announcement of the special Africa issue of the journal “Gérer et comprendre”**

In December 2022, issue 150 of the review Gérer & Comprendre will feature a special issue on management in the African context. Several members of the ManaGlobal network have participated, as you can see in the following overview:

#### ***Introduction du numéro thématique Afrique***

Françoise CHEVALIER et Michel VILLETTE.

#### ***Intermédiation du travail en arène politique locale : le recrutement de la main-d'œuvre locale sur le projet du barrage de Nachtigal au Cameroun***

Simon WUIDAR et Ludovic BAKEBEK

#### ***Comment fonctionne « l'entreprise africaine » ? Une tentative de modélisation***

Jean BIWOLÉ FOU DA et Geneviève CAUSSE

#### ***Ce que les dynamiques de reterritorialisation de trois entreprises franchisées au Burkina Faso, au Niger et en Éthiopie nous apprennent sur la complexité de l'entrepreneuriat africain***

Roberta RUBINO

#### ***Les raisons de la formalisation des entreprises informelles dans les pays africains : Étude de deux entreprises au Niger.***

Istifanous ADO et Richard SOPARNOT

**Retour d'expérience sur un projet entrepreneurial universitaire : cas d'une business school camerounaise**

Emmanuel KAMDEM et Blaise Marie OUAFO

**Décoloniser le management : entre faux débats et vraies controverses. Les apports de trois penseurs du « Sud »**

Yves LIVIAN

## **Secondment – Feedbacks**

**1. Four Cameroonian researchers are currently doing research at the University of Rennes 2. Here are their testimonies:**

*"I am grateful to ManaGlobal for this opportunity that was offered to me, which I conceive as "a scientific retreat". As a doctoral student at the University of Douala in Cameroon, I was in the process of building the theoretical framework of my thesis when I was seconded to the University of Rennes 2. My thesis is about the contribution of the adaptation of the psychological contract to cultural values, specific to the Cameroonian context, in the conciliation of the interests of the employees and the employer. The objective is to propose a model of HRM that satisfies both the expectations of employees, while promoting the performance of the company. At the end of my first month, my personal assessment is very motivating. Indeed, the access to documentation that was offered to us, as well as the exchanges already made with researchers from the University of Rennes 2, including my thesis director, allowed me to have a clearer understanding of my thesis, to enrich and have an even broader view of the aspects to be considered in the literature review, as well as to reinforce my knowledge of qualitative research methods. In addition, I see an encouraging improvement in the structuring of my theoretical paper project. I intend to continue to make the most of my remaining weeks to make even more progress. All this will allow me, as soon as I return, to carry out exploratory studies on good bases".*

**MONMILIP Nadège, Doctoral student in management sciences University of Douala, Cameroon.**

*Thanks to the ManaGlobal project, I had the opportunity to be hosted at the University of Rennes 2 for a two-month stay. During this period, I was able to intensify my review of the literature and all of these documentary resources led me to redefine my research theme and to draw up a state of the art of the new management practices of talent management, the main elements that characterize it as well as the link that exists between these practices and the performance of SMEs. I was also able to benefit from the expertise of Ms. Schuerkens and Ms. Urasadettan, as well as Mr. Diadié and Mr. Glemain, who were available to evaluate our work and enrich it with their valuable advice, with the support of Mr. Fouda and Mr. Abaté. My return to Cameroon will undoubtedly be marked by fieldwork that will bring me closer to the reality of these SMEs. As part of the ManaGlobal project, I have transcribed an interview with an entrepreneur, which will be followed by an analysis of all the data collected to date. My deepest gratitude to the entire ManaGlobal team, Ms. Olivard for her support in all administrative procedures, Ms. Kwizera*

and Ms. Thior for their pleasant company and their sympathy. This secondment was very enriching from a scientific and social point of view.

**NYAMA NKE Sandrine, Doctoral student in management sciences**

*“Within the framework of the Managlobal project as a doctoral student, I benefited from a stay at the University of Rennes 2 thanks to professors Ulrike Schuerkens, Maurice Fouda and André Abate. This stay was very important for me on various aspects. According to the orientation of my research work, on the academic level it was a great joy to explore the updated documentary review from top to bottom, allowing me to enrich my research work. In this same perspective, the support in terms of orientation and scientific exchange with teachers from the University of Rennes 2, namely Professors Ulrike Schuerkens, Pascal Glemain, Jennifer Urasadettan and Diadié Diaw, allowed me to have a better oriented and clearer vision of my theoretical approach of the subject. All of this has allowed me to advance considerably in the perspective of perfecting my research work and finally to bring something more to science. I could not end this note of gratitude without appreciating the different culinary varieties discovered in Rennes, thinking especially of the exquisite taste of the pancakes of Brittany. A deep thought also to Mrs. Manon Olivard for her unequalled availability”.*

**MASSOCK Hanette, Doctoral student in management sciences University of Douala in Cameroon.**

*“Thanks to the Managlobal project, I had the opportunity to discover Rennes and the University of Rennes 2. The stay was academically, culturally and socially enriching. Academically, I was able to access a vast amount of literature from various well-known international journals that helped me flesh out the article I am working on. The books borrowed from the library have allowed me to further develop and flesh out the courses I teach at the University of Douala in Entrepreneurship. The exchanges with Professor Ulrike Schuerkens also helped me structure my paper. I also focused on transcribing and processing interviews that were conducted in Cameroon regarding emerging entrepreneurs with Professor Fouda. Culturally, I was able to observe the difference between the two countries' lifestyles. I was able to appreciate the food (especially the pastries), the modes of transportation, the museums etc. Socially, I was able to exchange with people from other countries and their experiences. In short, it was an enriching experience”.*

**NGO BETOMOL Annick G., Doctor of Management Sciences University of Douala, Cameroon.**



**2. Simon Wuidar (PhD student at the University of Liege) is currently in Cameroon for a one-month mobility. Here is his testimony.**

“Thanks to the ManaGlobal project, I am fortunate to be able to conduct a second research visit to Cameroon, under the supervision of the University of Douala. After having carried out a rich fieldwork around the Nachtigal dam during the first stay (Yaoundé region), our current fieldwork focuses on the contractors of the Building sector. We seek to understand how these contractors engage in public procurement. In doing so, we study their professional trajectories, the reasons for their success (and failure), and the strategies they develop to navigate the complex world of public procurement. We have already been able to meet with some fifteen entrepreneurs in the sector and the material collected is very promising! Professor Fouda and Dr. Abate are once again a valuable resource in our various approaches on site.”



## Various news

### 1. Call for papers

[Call for papers](#) in the Erasmus+ Morocco program. A symposium (Erasmus scientific days 2022) is organized on October 17 and 18, 2022. Its theme is: "Cooperation and research for Higher Education and innovation".

Temporality and submission of papers:

- Launch of the call for applications: April 4th, 2022. The submission will be done through our official web page (<https://erasmusplus.ma/erasmus-scientific-days-2022/>)
- Abstract submission deadline: June 15, 2022
- Notification on the acceptance of abstracts: July 31th, 2022
- Deadline for submission of full accepted papers: September 30th, 2022
- Erasmus Scientific days: October 17 and 18, 2022 in Marrakech

### 2. Rencontres des études africaines (REAF 2022)

Ludovic Bakebek (LASC doctoral student, University of Liège) and his director Benjamin Rubbers (Professor of Anthropology, University of Liège) are coordinating a panel at the upcoming Rencontres des études africaines to be held from June 28 to July 1 in Toulouse, France. Their panel (A13) is entitled: "Mobility and Sectoral Logics in African Urban Economies".

<https://etudes-africaines.cnrs.fr/les-rencontres-du-gis/>

### 3. Three sessions with Ulrike Schuerkens at the XX ISA World Congress of Sociology in Melbourne, Australia (+ call for papers):

In the course of the XX ISA World Congress of Sociology to be held in Melbourne, Australia from June 25 to July 1, 2023, Professor Ulrike Schuerkens will organize three sessions that may be of interest to ManaGlobal members. These three sessions are part of the RC09 entitled: "Social Transformations and Sociology of Development".

#### a. COVID-19 and Societies on the African Continent (ENG, FR)

*Session description:* This session reunites research on COVID-19 and the African countries. Presentations may include topics that analyze the multiple consequences of the pandemic on societies on the continent: social, economic, and cultural consequences that build on an empirical sociological analysis can be suggested.

#### b. Digitalisation, Entreprises et Le Continent Africain (FR)

*Session Description:* This session will describe the IT situations of businesses in Africa. Regional trends and regional hubs of digital transformation will be discussed. New products, new services and new forms of cooperation will be discussed. It will be shown that digital entrepreneurship is progressing not only in the technology hubs, but also in all regions where

there is access to the internet. Links to local, regional and global markets will be highlighted. The long-term implications of digital transformations for businesses in Africa will also be discussed.

**c. Women Entrepreneurs on the African Continent (ANG, FR)**

*Session description:* There are many research outputs on women in entrepreneurship such as literature on the challenges and obstacles. However, most of this research focusses on women entrepreneurs in the North, including the United States and Europe (Edoho 2015; Sheriff & Muffatto 2015). Studies on Senegalese women can be found in two PhD theses that used mainly quantitative approaches (Diop Thiam 2015 and Mbodji Diop 2019). However, there is a lack of information on challenges and obstacles of women in Africa (Arab countries and Africa South of the Sahara) to manage and start a new business. Thus, the research question is as follows: how do female entrepreneurs perceive and describe the experience of running a successful formal business in Africa and beyond? This session intends to understand how women entrepreneurs make meaning from their lived experiences. Empirical case studies from the African continent and the African diaspora are invited for this session.

**4. Past scientific animations:**

As part of the scientific animation of the Research Laboratory on Economic and Social Transformations of IFAN Ch. A. Diop, Pr Ulrike SCHUERKENS, Professor of Sociology and Social Anthropology at the University of Rennes 2 and coordinator of the European program ManaGlobal gave a **lecture on the theme: “Student-entrepreneurs: Professional learning between studies and business”**.

<https://lartes-ifan.org/fr/seminaire-pr-ulrike-schuerkens>

**5. News from the consortium:**

Moroccan ManaGlobal partner “Phone Assistance” changes its name to "Majorel". This follows the expansion of Phone Group into Majorel, the result of the merger of the customer relationship management activities of SAHAM and Bertelsmann. Majorel is present in 28 countries across 4 continents, grouped in 6 different regions. The 7600 employees in Morocco and West Africa are now part of the France, Africa, Netherlands region.

## **Announcement of the next newsletter (and announcement on the ManaGlobal Working Papers page)**

The next newsletter will be published in the first half of 2023. We encourage you to share the progress of your work. We would like to highlight pedagogical documents, case studies, articles in progress or finalized in each African country involved in the project. Any feedback from the field, even in progress, is interesting to share with the goal of disseminating ManaGlobal's outputs.

ManaGlobal Working Papers page: In order to centralize these different productions, a dedicated page on the Intranet of the University of Rennes 2 website has been created. It is dedicated to the publication of the Working Papers (in French and in English) produced in the framework of the ManaGlobal project.

[Link](#) to the submission page

## **Project reminder and credits**

The ManaGlobal project explores local management practices in selected African and Arab countries. The aim is to explore how companies and subsidiaries become profitable and grow. It will highlight the differences between the norms and standards of management resulting from globalisation and the ways of doing business at the local level. The process of merging these norms and management styles is called glocalization or hybridization. ManaGlobal's objective is to contribute to research on glocal management through surveys conducted by a pioneering team of 16 African, Arab and European partners from 8 countries, including researchers, business leaders and institutional decision-makers. See [www.managlobal.hypotheses.org/](http://www.managlobal.hypotheses.org/)

**ManaGlobal: Marie Skłodowska-Curie Actions (MSCA) - Staff exchange in the field of research and innovation - RISE.**

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