

	<p style="text-align: center;">Mohamed BENMERIKHI, PhD</p> <p style="text-align: center;">Assistant Professor – Strategy & Operations</p> <p style="text-align: center;">Phone: + 33 (0)3 20 15 45 00 Fax : +33 (0)3 20 15 45 01 E-mail : mohamed.benmerikhi@edhec.edu</p>
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Mohamed is an assistant professor at EDHEC Business School. He has over 20 years of practice and managerial experience in diverse industry sectors ranging from the Aeronautical industry to consultancy work. He is interested in how actors coordinate their actions in new forms of organizing under conditions of complexity and uncertainty. Mohamed's current research investigates how mechanisms and artefacts combine to achieve coordination in complex product systems projects. Mohamed has taught diverse strategy and management courses in renowned schools including: Manchester Business School, Ecole Polytechnique Universitaire de Lille, IAE de Lille, EDHEC Business School.

EDUCATION

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|-----------------------|--|
| 2013 – 09/2018 | IAE de Lille
PhD in Strategic Management
Coordinating in Knowledge Intensive Forms of Organizing: The Case of a Complex Product Systems Project |
| 2011 – 2012 | IAE de Lille,
Masters of Research in management (distinction) |
| 2009 – 2010 | Manchester Business School, University of Manchester, UK
Graduate Teaching Assistant Certificate |
| 2008 – 2009 | Institute of Leadership and Management (ILM), UK
Certification in management |
| 1988 – 1992 | University of Salford, UK
Bachelor of Engineering in Aeronautics (B. Eng with Honours) |

ACADEMIC PROFESSIONAL EXPERIENCE

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|------------------------|--|
| 09/2017–Present | EDHEC Business School
Assistant professor in Strategy and Operations |
| 09/2015–08/2017 | IAE de Lille, Université de Lille Nord de France
Lecturer in Strategic Management (ATER ¹) |

- 2010 – 11/ 2014 **Université de Lille Nord de France, Polytech–Lille**
Project Leader: European funded project operating in the domain of Intelligent transport systems
- Developed and implemented a coordination strategy that helped the project reach its objectives as defined by the co-funding authority
 - Taught courses: Project management, Innovation management.
- 2008 – 2010 **Manchester Business School, University of Manchester**
Project manager: Leadership–focused European project
- Developed a leadership role model to assist the expatriation of the managers of a large European firm to countries in the MENA region
 - Taught courses: Leadership, Inter–cultural Management

NON-ACADEMIC PROFESSIONAL EXPERIENCE

- 2004 – 2008 **Don Giovanni’s Ltd**
Operations director
- Developed and implemented an operations strategy to align with business objectives
 - Helped to reengineer business processes of the purchasing and operations functions to achieve efficiency gains
 - Organizational lead on risk management
 - ERP system « *Pixelpoint* »: consulting, programming and reporting
 - Ensured organizational cohesion through multi–level liaising with employees and external stakeholders
 - Managed within the budget limits of other departments
- 1999 – 2004 **Speedy Products (Manchester, UK)**
Business development Manager
- I delivered a winning business development strategy which involved analyzing and structuring the geographical landscape where the company’s products were sold, and then reducing the product range. This enabled the company to focus on a limited number of products with unique features thus, helping to achieve a superior revenue and more competitiveness
- 1997 – 1999 **Bacchus Wines**
Company founder and director
- First entrepreneurial endeavor involving a range of imported top quality wines from Slovenia, Hungary and Bulgaria. The company grew and was sold to Ciborio ltd two years later.
- 1994 – 1997 **Coopers & Lybrand (Manchester, UK)**
Junior consultant
- Lead on various business analysis missions, which included reports with strategic recommendations and benefits for our clients.

1992 – 1994

British Aerospace Preston

Aerodynamics engineer

Developed a model for simulation, and then carried out wind tunnel tests of a small scale model of the EFA fighter aircraft (later to be named Eurofighter Typhoon) to validate the model under different airflow conditions.

RESEARCH

Articles in the pipeline:

Benmerikhi. M, & Demil. B, (2018), Determinants of Coordination Requirements in Complex Product Systems Projects: A Conceptual Model and Research Propositions, *International Journal of Managing Projects for Business* (recent submission following rejection from PMJ).

Benmerikhi, M. & Demil. B, (2018), From knowledge transfer to the diffusion of a project management practice standard: the determinant role of communities of practice, *Knowledge Management Research and Practice*

Benmerikhi, M. (2018), What happens when you cross design thinking with project management? Making entrepreneurial endeavors last. *PM World Journal* (forthcoming)

Peer-reviewed Conferences:

Benmerikhi, M. (2018), While Bridging the Gaps: Developing Interdependencies in Complex Product Systems Projects (accepted for presentation), *European Academy of Management*, June, Reykjavik

Benmerikhi, M. (2018), What happens when you cross design thinking with project management? Making entrepreneurial endeavors last. *Entrepreneuriat et Territoires Innovants, International Conference*, EHEC Alger, April

Benmerikhi, M. & Demil. B, (2017), From knowledge transfer to the diffusion of a project management practice standard : the determinant role of communities of practice, *10ème conférence de l'Association de la Gestion de la Connaissance (AGeCso)*, June, Montreal

Benmerikhi. M, & Demil. B. (2016), Determinants of Coordination Requirements in Complex Temporary Organisations: A Knowledge-Based Model and Research Propositions. *European Academy of Management conference*, June, Paris.

Benmerikhi, M. (2016), Les Relations de Coordinations dans les Projets d'Exploration : une étude de cas enchâssée. *84ème Conférence Internationale de l'ACFAS*. May, Montreal

Benmerikhi. M, & Garcias. F. (2016), Islands are Boundaryless: Exploring the benefits of an open system's view in project management. *2nd International Conference on Projects and Logistics*. May, Agadir

Benmerikhi. M, & Leuridan. G. (2015), Exploring a Doctoral Literature Review through the Process of Questioning. *24ème Conférence Internationale de Management Stratégique (AIMS)*, June, Paris

Benmerikhi. M, & Demil.B, (2014), Transferring Knowledge in the Project Management Communities of Practice: The Case of the PMBOK Guide. *23ème Conférence de l'Association Internationale de Management Stratégique (AIMS)*. May, Rennes

Other:

Benmerikhi. M, (2013), Fluidifier le transport portuaire, *Le nouveau Trait d'Union*, revue des ingénieurs Polytech-Lille. N°71. May

Articles in professional journals:

Benmerikhi. M, (2013), Future ports to benefit from Intelligent Autonomous Technology. *World Port Development*, April 13.

Benmerikhi. M, & Margarino. S, (2012), InTraDE project's IAV Prototype to Revolutionize Port Operations? *The EU Parliament*, Issue 24, October

Working papers:

Benmerikhi. M, Project Management Evolution: A historical analysis

Benmerikhi. M, Exploring the Outcome of Collaboration in a Transnational Project: The case of an Interreg 4B complex product systems project

Benmerikhi. M, Skeptimizing: A Decision-making Ideal-type for 21st Century Project Management

Benmerikhi. M, From Anatomy to Physiology: How to Scaffold Dynamic Theoretical Models from Static Data Structures?

Master's Dissertation:

Coordination in Complex Projects: Managing complexity beyond tools

PhD Thesis:

Coordinating in knowledge-intensive forms of organizing: A Longitudinal Investigation of a Complex Product Systems Project in the Form of Essays.

LECTURING AND ACADEMIC ACTIVITIES

Lecturing:

EDHEC Business School 2017-Present

Business development and innovation; Operations Management; Managing Change in Organizations, Change Leadership for Supply Professionals; Strategic Management.

IAE de Lille: 2015-2017

Lecturing at Master 1 and Master 2 Levels

Formation initiale & Apprenticeship tracks:

Internationalization of firms; Strategic Management; Project Management; Entrepreneurship; Geopolitics; Six Sigma Quality; Organizational change

Manchester Business School, UK: 2008-2010

Lecturing in executive education: Leadership; Inter-cultural Management

-Follow up of Masters students in their apprenticeships with onsite visits

-**Blended learning:** creation of e-content, virtual cases, MCQs, teaching cases

Coaching:

-Business development and innovation: coaching M1 students for EDHEC Open Innovation challenge (3 months coaching & follow up with four companies: pwc, Wavestone, Sopra Steria, Schneider Electric)

Reviewing:

- Reviewer for IEEE Transactions on Engineering Management 2015–present
- Ad-hoc reviewer for AIMS¹ conference 2015–present.
- Reviewer for the 9th International PhD seminar in Management, Chamonix. Organised by EMLyon 2016.
- Reviewer for EURAM² conference 2016–present.
- Reviewer for 3rd Africalics conference 2017
- Reviewer for 16th Globelics conference 2018
- Participant in admission jurys @IAE de Lille : L3, M1, M2 : 2015-2017

Tutoring:

Masters dissertations supervised:

- Les Entreprises en situations extrêmes : Dans un environnement concurrentiel, comment la Société Générale a pu évoluer après les séries de scandales répétés qu'elle a connues ces dernières années ? *N'da Kouame Urbain*, Master 1 dissertation, 2017.
- Le désengagement au travail, *Florence Marion*, Master 1 dissertation, 2017.
- La nouvelle vie des anciennes marques de luxe, *Laure Le Floch*, Master 1 dissertation, 2017.
- Internationalisation des PME, *Paul Malmanche*, Master 1 dissertation, 2017.
- La renaissance des anciennes marques : Malgré une concurrence rude et innovante, comment une marque ancienne disparue fait-elle aujourd'hui pour se relancer ? *Louis Cadiou*, Master 1 dissertation, 2017.
- L'insertion des personnes handicapées dans les entreprises, *Marine Le Maitre*, Master 1 dissertation, 2017.
- Quelle est l'influence du développement des circuits courts sur la distribution en grandes et moyennes surfaces ? Le cas des produits issus du commerce équitable local, *Fanny Van Den Berg*, Master 1 dissertation, 2017.
- Le travail du consommateur, *Camille Menneveux*, Master 1 dissertation, 2017.
- Comment une association crée sa proposition de valeur pour s'adapter à une nouvelle politique publique de financement ? *Ambroise Laidebeur*, Master 1 dissertation, apprenticeship track, 2017.
- Comment évolue l'évènementiel sportif dans le team building au regard des nouvelles

¹ Conférence de l'association Internationale de Management Stratégique

² European Academy of Management

dynamiques d'entreprise, *Hémeline Sinturet*, Master 1 dissertation, apprenticeship track, 2016.

-Comment le développement de l'innovation sociale amène les structures associatives à changer pour plus d'efficacité ? *Batiste Lecas*, Master 1 dissertation, apprenticeship track, 2016

-Mise en place d'une politique de développement durable au sein de la régions Hauts de France dans le cadre de la fusion avec les Ardennes : une approche par le change management, *Jacques Deledalle*, Master 1 dissertation apprenticeship track, 2016.

La recherche des facteurs d'inefficience dans la distribution des produits locaux, *Mamadou Bakane*, Master 1 dissertation Apprenticeship track, 2016

-Le projet Top 1000 chez ADEO, *Alexis Viard*, Master 1 dissertation, apprenticeship track, 2016

-Comment créer un café concept innovant, *Timothè Guibourde*, Master 1 dissertation, apprenticeship track, 2016.

-Le Business case d'un projet de rénovation du système d'enregistrement pour la comptabilisation des situations chez EDF : Etude technique et budgétaire, *Samir M'chichi*, Master 2 Management par projets, 2016.

-La capitalisation des connaissances dans les projets, *Abdelchafi Benbouta*, Master 2 Management par projets dissertation, 2015. (co-supervisor)

-L'adaptation des outils de management de projets à des situations de projets distribués complexes, *Omar Baali*, Master 2 Management par projets dissertation, 2015.

Presentations in seminars & workshops:

Benmerikhi, M. (2013), *Grounded Theory Method*, University of Reading, UK (November 7th).

Benmerikhi, M. (2014), *Artifacts, Practices and Knowledge Elaboration: An Interdisciplinary perspective*, Université de Nice Sophia Antipolis, MSH, (March 7th)

Benmerikhi, M. (2015), *Exploring the Literature for a Doctoral Review Through the Process of Questioning*, CLERSE, Université de Lille 1, Novembre

Benmerikhi, M. (2016), Coordination relations in complex projects, *9th Ph.D International Seminar in Management*. Chamonix

Benmerikhi, M. (2017), *Project Management Profession Day: discussion around project manager's careers*, Skema Business School, Lille (November 23rd)

TRAINING

-Case Method teaching and the use of Harvard Business School Publishing, September 2017 @ EDHEC Lille

-Tableau Software Workshop series, November 27th, 2017 @ EDHEC Lille

-Blackboard pedagogical platform training series, teaching sequences, blended learning and MCQs, November 28th, 2017 @ EDHEC Lille

OTHER SKILLS

IT skills

Blackboard, Tableau, MS Project, ERP (Pixelpoint, SAP), Nvivo

Languages

-English, French, Arabic: fluent

-Italian, Spanish: beginner

Other

-Strategic analysis, Complex project management, Knowledge Management, Innovation management, Business Consulting, Business development, Six Sigma Quality, Operations Management

-‘*Super Collègue*’ certificate, Dassault Aviation. Certificate as a recognition of the ability to work with disabled people

MEMBERSHIP

Academic:

-Academy of Management (**AOM**)

-Association Internationale de Management Stratégique (**AIMS**)

-Association Canadienne Francophone du Savoir (**ACFAS**)

-Association de la Gestion de la Connaissance (**AGeCso**)

-European Academy of Management (**EURAM**)

Professional:

-Project Management Institute (**PMI**)

-Harvard Business Review (**HBR**)

HOBBIES & INTERESTS

Cultural: -Philately, world literature, blues music

Sports: -Swimming, snooker

Games: -Sudoku, chess