Associate Professor Mohamed MAKHLOUF

Academic Department: Operations Management and Decision Science

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RESEARCH INTERESTS

- Governance Analytics
- Business Analytics
- Data Analytics
- Artificial Intelligence

TEACHING DOMAINS

- Business Analytics

EDUCATION

Highest degree :

2005   PhD in Management, Information Systems, France

ACADEMIC AND PROFESSIONAL EXPERIENCE

Academic career

Since 2022   Associate Professor of Business Analytics, ESSCA School of Management, France

2013 - 2022   Professor and Head of Digital Business MSc, Kedge Business School, France

2010 - 2012   Scholar, France

Company career path

2005 - 2010   Senior Manager

INTELLECTUAL CONTRIBUTIONS

Peer-reviewed articles

BOUTAIB, S., BECHIKH, S., PALOMBA, F., ELARBI, M., MAKHLOUF, M. and SAID, L.B. (2021). Code smell detection and identification in imbalanced environments. *Expert Systems with Applications*, 166, pp. 114076.

ELARBI, M., BECHIKH, S., COELLO COELLO, C.A., MAKHLOUF, M. and BEN SAID, L. (2020). Approximating Complex Pareto Fronts With Predefined Normal-Boundary Intersection Directions. *IEEE Transactions on Evolutionary Computation*, 24(5), pp. 809-823.

HAMMAMI, M., BECHIKH, S., LOUATI, A., MAKHLOUF, M. and SAID, L.B. (2020). Feature construction as a bi-level optimization problem. *Neural Computing and Applications*, 32(17), pp. 13783-13804.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2019). Strategic Values of Cloud Computing Transformation. *Journal of Global Information Management*, 27(1), pp. 128-143.

DARDOUR, A., BOUSSAADA, R., YEKINI, S. and MAKHLOUF, M. (2019). The Determinants of CEO Turnover: Evidence from France. *Recherches en Sciences de Gestion*, N° 129(6), pp. 29-55.

BOUOUD, I., ROUIS, S., BOUGHZALA, I. and MAKHLOUF, M. (2016). Impact of object manipulation, customization and social loafing on competencies management in 3D Virtual Worlds. *Information Systems Frontiers*, 18(6), pp. 1191-1203.

ALLAL-CHÉRIF, O., BIDAN, M. and MAKHLOUF, M. (2016). Using serious games to manage knowledge and competencies: The seven-step development process. *Information Systems Frontiers*, 18(6), pp. 1153-1163.

ALLAL-CHÉRIF, O. and MAKHLOUF, M. (2016). Using serious games to manage knowledge: The SECI model perspective. *Journal of Business Research*, 69(5), pp. 1539-1543.

MAKHLOUF, M. (2015). Pertinence and Feasibility of a Unifying Holistic Approach of IT Governance. *International Journal of IT/Business Alignment and Governance*, 6(1), pp. 1-14.

KINRA, A., GAMMELGAARD, B., PROCKL, G., ANDREASEN, P.H., SCHRAMM, H.J., WIELAND, A. and MAALOUF, M. (2015). NOFOMA 2014 Special Issue. *International Journal of Physical Distribution and Logistics Management*, 45(4).

ALLAL-CHÉRIF, O., MAKHLOUF, M. and BAJARD, A. (2015). Les serious games au service de la gestion des ressources humaines : une cartographie dans les entreprises du CAC40. *Systèmes d'Information et Management*, 19(3), pp. 97-126.

Scholarly Books

MAKHLOUF, M. (2013). *Gouvernance Corporate et Gouvernance des Systèmes d'Information : Une approche unificatrice globale*. 1 ed. Presses Académiques Francophones, 256 pages.

Chapters in book

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2021). Strategic Values of Cloud Computing Transformation. In: Information Resources Management Association (ed.). *Research Anthology on Architectures, Frameworks, and Integration Strategies for Distributed and Cloud Computing*. 1 ed. IGI Global, pp. 1668-1684.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2016). IS Governance, Agility and Strategic Flexibility in Multi-approaches Based Management Companies. In: Cecilia Rossignoli, Mauro Gatti, Rocco Agrifoglio eds. *Organizational Innovation and Change*. 1 ed. Springer International Publishing, pp. 131-143.

MAKHLOUF, M. (2014). Converging the Streams: Information Systems Governance Unifying Framework. In: Álvaro Rocha, Ana Maria Correia, Felix . B Tan, Karl . A Stroetmann eds. *New Perspectives in Information Systems and Technologies, Volume 1*. 1 ed. Springer International Publishing, pp. 347-358.

Conference papers (with selection committee)

MAKHLOUF, M. (2023). Navigating the Future of EU Sustainable Governance: The Integration of Artificial Intelligence in Central and Eastern European Policy Making and Administration Mechanisms. In: EU*Asia Institute's Governing Sustainability in Europe. Budapest.

MAKHLOUF, M. (2022). BIG: Big Data Intelligence Framework. In: IEEE Big Data Conference. Osaka.

BOUTAIB, S., ELARBI, M., BECHIKH, S., MAKHLOUF, M. and BEN SAID, L. (2021). Dealing with Label Uncertainty in Web Service Anti-patterns Detection using a Possibilistic Evolutionary

Approach. In: IEEE World Congress on Services (ICWS). Chicago.

HAMMAMI, M., BECHIKH, S., MAKHLOUF, M., HUNG, C.C. and BEN SAID, L. (2020). Class Dependent Feature Construction as a Bi-level Optimization Problem. In: IEEE World Congress on Computational Intelligence / IEEE Congress on Evolutionary Computation. Glasgow.

ELLEJMI, M., MAKHLOUF, M., TOUSSAINT, J. and DE VISSCHER, I. (2019). Safety studies of reducing minimum radar separation for high performing airport operations. In: 2019 Integrated Communications Navigation and Surveillance (ICNS) Conference. Washington.

MAKHLOUF, M. (2018). Utilisation du Machine Learning pour la proposition d'un système d'aide au positionnement méthodologique dans la recherche en systèmes d'information. In: 23e conférence de l'AIM. Montréal.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2017). Multiple information-system-management approaches in a transversal logistics project. In: 30th International Conference on Technology, Knowledge & Society (ICTKS). Toronto.

DARDOUR, A., BOUSSAADA, R. and MAKHLOUF, M. (2016). Corporate Performance, Governance mechanisms and CEO Turnover: Evidence from French listed companies. In: EURAM Annual Conference. Paris.

BOUOUD, I. and MAKHLOUF, M. (2016). A Methodological Framework for Studying Team Collaboration in 3D Virtual-Worlds. In: Global Innovation and Knowledge Academy - GIKA 2016. Valencia.

MAKHLOUF, M., ALLAL-CHÉRIF, O. and DUMAS, N. (2016). Determinants of the Decision to Transform Towards Cloud: an Exploratory Analysis of 225 CISCO Case Studies. In: 49th Hawaii International Conference on System Sciences. Kauai, Hawaii.

ALLAL-CHÉRIF, O. and MAKHLOUF, M. (2015). Using serious games to manage knowledge: the SECI model perspective. In: Global Innovation and Knowledge Academy, GIKA. Valencia.

MAKHLOUF, M. (2015). Agilité et flexibilité stratégique des systèmes d'information dans une organisation multi-approches managériales en l'absence d'une vision processus globale. In: 8e Colloque International GeCSO, Gestion des connaissances dans la société et les organisations. Bordeaux.

MAKHLOUF, M., ALLAL-CHÉRIF, O. and DUMAS, N. (2015). Les déterminants de la prise de décision de transformation vers le cloud : une analyse exploratoire de 225 études de cas CISCO. In: Conférence de l'AIM. Rabat.

ALLAL-CHÉRIF, O. and MAKHLOUF, M. (2015). Utiliser des jeux pour collecter, formaliser et diffuser les connaissances et les bonnes pratiques : une étude exploratoire orientée par le modèle SECI. In: Conférence de l'AIM. Rabat.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2015). Pertinence and feasibility of a unifying holistic approach of IT governance. In: 48th Hawaii International Conference on System Sciences. Kauai, Hawaii.

ALLAL-CHÉRIF, O. and MAKHLOUF, M. (2015). Serious Games and Their Use in HRM: A Typology of Uses in CAC40 Companies. In: 48th Hawaii International Conference on System Sciences. Kauai, Hawaii.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2014). IS Governance, Agility and Strategic Flexibility in Multi-Approaches Based Management Companies. In: 11th Conference of the Italian Chapter of AIS, Digital Innovation and Inclusive Knowledge in Times of Change. Genova.

MAKHLOUF, M. and ALLAL-CHÉRIF, O. (2014). Mise en œuvre d'un projet logistique transversal dans une entreprise où plusieurs approches managériales différentes sont utilisées : Une étude de cas dans un grand groupe de télécommunication. In: 10e Rencontres internationales de recherche en logistique - RIRL 2014 : "Enjeux et mutations des chaînes logistiques". Marseille.

MAKHLOUF, M. (2014). Une approche sous forme de construction, modèle, méthode et instanciation pour la gouvernance des systèmes d'information. In: Conférence de l'AIM. Marseille.

MAKHLOUF, M. (2014). Converging the streams: Information Systems Governance Unifying Framework. In: WorldCIST'14 - World Conference on Information Systems and Technologies. Funchal.

MAKHLOUF, M. (2012). Case Study: Impacts on Information Systems Governance, Strategic Flexibility and Agility of Several Simultaneous Implementation of Process Approaches. In: International Conference on Communications and Information Technology (ICCIT 2012), IEEE Computer Society. Hammamet.

MAKHLOUF, M. (2012). Construction of a unifying framework for the governance of information systems. In: Conférence de l'AIM. Bordeaux.

MAKHLOUF, M. (2011). Study of problems related to the implementation process of multiple approaches in enterprise. In: International Conference on Research Challenges in Information Science, (RCIS 2011), IEEE Computer Society. Basse-Terre, Guadeloupe.

MAKHLOUF, M. (2011). Implementation in enterprise of multiple process approaches: Impacts on governance, strategic agility and flexibility. In: Conférence de l'AIM. Saint-Denis, Île de la Réunion.

RESEARCH ACTIVITIES

Service to the academic discipline

Scientific committee of an academic conference

2018 - 2018   Chair of Track "Transformation vers le Cloud Computing", conférence HICSS, Hawaii International Conference on System Sciences (HICSS), United States of America

Membership in an academic association

Since 2015   Professional affiliation, ISACA - Information Technology, United States of America

Since 2014   Professional affiliation, Association Information and Management (AIM), France