



### Mohamed BENMERIKHI, PhD

Assistant Professor – Strategy & Operations Management

Phone: + 33 (0)3 20 15 45 00

Fax : +33 (0)3 20 15 45 01

E-mail : [mohamed.benmerikhi@edhec.edu](mailto:mohamed.benmerikhi@edhec.edu)

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. Mohamed is engaged in teaching and research in strategic and operations management. His research focuses on coordinating in temporary organizations. More specifically, Mohamed's research investigates how different types of artifacts combine to achieve coordination in knowledge-intensive temporary forms of organising. Mohamed has also a keen interest in theory development cross-fertilising knowledge from distinct disciplinary horizons. Mohamed has taught diverse strategy and management courses in schools such as: Alliance Manchester Business School, Ecole Polytechnique Universitaire de Lille, IAE de Lille, and EDHEC Business School.

## EDUCATION

---

<b>2013 – 2019</b>	<b>IAE de Lille</b> PhD in Strategic Management
<b>2011 – 2012</b>	<b>IAE de Lille,</b> Masters of Research in management (distinction)
<b>2009 – 2010</b>	<b>Manchester Business School, University of Manchester, UK</b> Graduate Teaching Assistant Certificate
<b>2008 – 2009</b>	<b>Institute of Leadership and Management (ILM), UK</b> Certification in management
<b>1988 – 1992</b>	<b>University of Salford, UK</b> Bachelor of Engineering in Aeronautics (B. Eng with Honours)

## ACADEMIC PROFESSIONAL EXPERIENCE

---

<b>09/2018–Present</b>	<b>EDHEC Business School</b> Assistant professor - Strategy and Operations Management
<b>09/2017–Present</b>	<b>EDHEC Business School</b> Teaching Assistant - Strategy and Operations Management

- 09/2015–08/2017 **IAE de Lille, Université de Lille Nord de France**  
Full Time Lecturer in Strategic Management (ATER<sup>1</sup>)
- 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
  - Taught courses: Project management, Innovation management.
- 2008 – 2010 **Manchester Business School, University of Manchester**  
Project manager: Leadership–focused European project
- Developed leadership role model to assist in the expatriation of managers from a large European firm to countries in MENA region
  - Taught courses: Leadership, Inter–cultural Management

## **NON-ACADEMIC PROFESSIONAL EXPERIENCE**

---

- 2004 – 2008 **Don Giovanni's Ltd**  
Operations director
- Developed and implemented operations strategies to align with evolving business objectives
  - Reengineered business processes 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 **Spedy Products (Manchester, UK)**  
Business development Manager
- Delivered a winning business development strategy enabling the company to focus on a limited number of products with unique features thus, helping to achieve 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 was sold to Ciborio ltd two years later.
- 1994 – 1997 **Coopers & Lybrand (Manchester, UK)**  
**Strategy consultant**
- Lead on various consulting missions and strategic recommendations.
- 1992 – 1994 **British Aerospace Preston**  
Aerodynamics engineer
- Developed a model for simulation, and wind tunnel testing 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., Determinants of Coordination Requirements in Complex Product Systems Projects: A Conceptual Model and Research Propositions, (*in progress*)

Benmerikhi, M. & Demil, B., From knowledge transfer to the diffusion of a project management practice standard: How the PMBOK Guide ensures the coordination of communities of practice, (*in progress*)

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

### Peer-reviewed Conferences:

Benmerikhi, M. & Demil, B. (2019), From Knowledge Transfer to the Diffusion of a Project Management Practice Standard: How the PMBOK Guide ensures the coordination of communities of practice?. *5th International Conference on Projects and Logistics*, June, Metz.

Benmerikhi, M. (2019), Overcoming coordination barriers in complex product systems projects: A longitudinal analysis, *30th International Conference on Operations Research*, June, Dublin.

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

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, Scaffolding conceptual models: From Anatomy to Physiology

**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**

**Lecturing** at BBA and Master levels

Business development and innovation; Operations Management; Project management; Managing Change in Organizations, Change Leadership for Supply Professionals; Strategic Management; Information systems and ERP implementation.

**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

**Tutoring:** Master students in their apprenticeships and company 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: coaching & follow up with the following companies: pwc, Wavestone, Sopra Steria, Schneider Electrics, BNP Paribas, Butagaz, La Redoute, LVMH...)

**Reviewing:**

- IEEE Transactions on Engineering Management Journal 2015–present
- Ad-hoc reviewer for AIMS1 conference 2015–present.
- 9th International PhD seminar in Management, Chamonix. Organised by EMLyon 2016.
- EURAM2 conference 2016–present.
- 3rd Africalics conference 2017
- 16th Globelics conference 2018-present
- ICIS conference 2019-present

**Supervisions:**

- Master's dissertations (62)
- BBA final year projects (40)

**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 23<sup>rd</sup>)

## CERTIFICATIONS

---

**Harvard Business Publishing** : Teaching with Cases, January 2020

**SAP ERP** : Teaching with SAP ERPsim business game, January 2020

## TRAINING

---

- *Case Method teaching and the use of Harvard Business School Publishing*, September 2017
- *Tableau Software Workshop series*, November 27th, 2017

---

<sup>1</sup> Conférence de l'association Internationale de Management Stratégique

<sup>2</sup> European Academy of Management

- *Blackboard* pedagogical platform training series, teaching sequences, blended learning and MCQs, using Blackboard Collaborate for online teaching

- *SAP HANA Introduction* @ Technical University of Munich, TUM September 12-14th 2018

## **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