

Kaïs LASSOUED

Associate Professor

H-D-R (Habilitation for Supervising Doctoral Research)

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**Ph. D in Business Administration, Management
Consultant and trainer in Strategic Management
Professional Certification in Balanced Scorecard System**

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1- EDUCATION

- 2008, H-D-R degree (Habilitation for Supervising Doctoral Research) in Business Administration - Management. Faculty of Economics and Management of Sfax (FSEGS), University of Sfax, Tunisia.
- 2001, Ph.D. in Business Administration, Institut de Gestion de Rennes IGR - IAE Rennes Graduation School of Management, University of Rennes1, France (AACSB's Business Education Alliance member, SGS-Qualicert, BSIS, EIASM, EFMD, CIDEGEF, FNEGE) : <https://www.igr.univ-rennes1.fr/en/#711-720> in ***QS World University Rankings 2024***
Dissertation: “Contribution to the analysis of the influence of corporate culture in management control: an empirical study of 50 Tunisian industrial companies”.

Members of Jury: Profs. Hélène RAINELLI-LE MONTAGNER (Université de Rennes1, President), Michel GERVAIS (Université de Rennes1, Research Supervisor), Robert DESCARGUES (Université de Toulouse3), Gervais THENET (Université de Rennes2) et David ALIS (Université de Rennes2). Awarded very honorable.

- 1990, Advanced Degree of Applied Research (post-Master’s degree) in Business Administration, General Policy of Organizations, Application on Public Organizations. University of Paris9-Dauphine, France. ***#355 in QS World University Rankings 2024***. EQUIS (European Quality Improvement System), EFMD (European Foundation for Management Development), HR Excellence in Research.
Dissertation: “Issue of management control in Tunisia: the case of public companies”.
Advisor: Professor Raymond DANZIGER, University of Paris9-Dauphine.
- 1985, Master of Science in Business Administration, General Policy and Strategy of Large Organizations. University of Paris9-Dauphine, France.
- 1984, Bachelor in Business Administration, Management. Faculty of Economics and Management of Sfax (FSEGS), University of Sfax, Tunisia.

2- ACADEMIC EXPERIENCE

- Since January 2024, Associate Professor in Business Administration– Management, Arab East Colleges, Riyadh, Saudi Arabia.
- September 2022-January 2024, Associate Professor in Business Administration - Management, Institute of Advanced Business Studies (IHEC), University of Carthage, Tunisia.
- May 2019-August 2022, Associate Professor in Business Administration - Management, MENA College of Management, Dubai, UAE.
- February 2015-February 2019, Assistant Professor in Business Administration - Management, Military Program Department, Abu Dhabi University (ADU) in cooperation with the Joint Command and Staff College and Zayed Military College.
- September 2012-January 2015, Assistant Professor in Business Administration - Management, Emirates College of Technology (ECT), Abu Dhabi, UAE.
- October 2004-Août 2012, Assistant Professor H-D-R (equivalent to Associate Professor) in Business Administration - Management, Institute of Advanced Business Studies (IHEC), University of Carthage, Tunisia.
- June 2003–September 2004, Assistant Professor in Business Administration - Management, Faculty of Economics and Management of Sfax (FSEGS), University of Sfax, Tunisia.
- October 1991 - June 2003, Lecturer in Business Administration - Management, Management, the Faculty of Economics and Management of Sfax (FSEGS), University of Sfax, Tunisia.

3- MAIN COURSES TAUGHT

Teaching language: French, English, Arabic

Courses in the field of Management

Research in Strategic Management (postgraduate); Strategic Management (postgraduate and undergraduate); Responsible Management and CSR (postgraduate); Innovation Management (postgraduate); Organizational Theory (postgraduate and undergraduate); Introduction to Management (undergraduate); Small Business Management (undergraduate); Change Management (undergraduate and postgraduate); Leadership Management (undergraduate and postgraduate); International Business (postgraduate and undergraduate,) Management (undergraduate); Research Methods in Management (postgraduate and undergraduate), Comparative Management (undergraduate); Entrepreneurial Ecosystem (postgraduate); Entrepreneurship (undergraduate).

Courses in the field of Human Resources Management

Organization and Human Resources Management (postgraduate); Human Resource Management (undergraduate); Business Ethics (undergraduate); Organizational Behavior (postgraduate and undergraduate); Ethics of Contemporary Managers (postgraduate); Skills and Strategies of Negotiation (undergraduate); Organizational Performance Management (undergraduate); Salaries and Compensation Management (undergraduate); Job and Performance Appraisal (undergraduate); Management of Wages and Salaries (undergraduate); Human Relations (undergraduate); Contemporary Issues in Human Resources Management (undergraduate); Organizational Culture (undergraduate); Strategic Resource Management (undergraduate).

Other Courses

Control Concepts (postgraduate); Management Control (undergraduate); Marketing (undergraduate); Business Law (undergraduate); Research Applications (undergraduate); Operational Management (undergraduate); Information Systems (undergraduate).

4- INDUSTRY EXPERIENCE

- Since 1998, Consultant and Trainer in Management.
 - SODERHO: Consulting Office in Organization.
Avenue des martyres, Imm. Pic Ville Centre, 3000 Sfax – Tunisia.
Tel. +216 74 408 029
 - Go Training: Consulting Office in Management.
Rue des lacs de Mazurie, Imm. Silac, 1053 Les Berges du Lac, Tunis- Tunisia. Tel. +216 71 963 807
 - Phoenicia Consulting: Consulting Office in Finance and Banking Management.
16 Rue Mohamed Badra, Montplaisir, Tunis-Tunisia. Tel. +216 71 903 215
 - Easy Consult: Consulting Office in Industrial and Logistics Management.
6 Rue des Camillas, 2080 Ariana-Tunisia. Tel. +216 71 702 098

Main fields of interest: Strategic Management; Performance Management.

Companies involved: Tunisian industrial companies in different sectors; Emirati Higher Education Institutions

Examples of Training and consulting Themes:

- Preparation of the company strategic plan.
 - Key performance indicators of the company.
 - Management dashboard.
 - Strategic dashboard (Balanced Scorecard).
 - Management and organization of business performance.
 - How to assist the company to define and evaluate its strategy.
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- Since 2008, Strategy Consultant of many companies: - Phénicia Foods Company - Kelibia - Tunisia; - LB Trading Company – Paris – France; - Private Mediterranean University of Tunis (UMLT), Tunisia; - Mena College of Management – Dubai – UAE.
 - September 2008, Co-founder of Phoenicia Consulting: Training and Consulting Office in Finance and Banking Management. License number: 09/990/11-1 - Ministry of Education and Training, Tunisia.
 - September 2008 – August 2012, Associate Director of Phoenicia Consulting.
 - August 2009 - December 2010, International and National Students Recruitment Manager, Private Mediterranean University of Tunis (UMLT), Tunisia.
 - January 2003, Participation as a Delegate, representing the Tunisian Union of Industry, Trade and Crafts (UTICA), in the International Exhibition and Conference on Free Zones and Technology Parks, Dubai, United Arab Emirates.
 - 2003, Chairman of the Organizing Committee of the Conference on the Free Trade Zone of Sfax. Tunisian Union of Industry, Trade and Crafts (UTICA), Sfax, Tunisia.

- 2005-2006, Member of the Coordination Committee for the Higher Education Quality Support Program, Tunisian Ministry of Higher Education, Tunisia.
- 2008: Member of the National Employment Consultation Commission. Member of the specialized sub-commission “Enterprise, Growth and Employment”. Tunisia.

5- RESEARCH INTERESTS

1- CONTROL SYSTEM PRACTICES

- Effects of organizational culture on management control systems.
- Adaptation of management control to national cultural.
- Control by culture.
- Typology of Management control system in the Tunisian context.
- Cultural adaptation of Information and Communication Technologies to the Tunisian context.

2- STRATEGIC MANAGEMENT PRACTICES

- Strategic planning Practices in the Tunisian context.
- Strategic performance evaluation using the balanced scorecard in the Emirati higher education context.
- The role played by Strategy implementation in investigating company’s sensitivity toward innovation performance.

3- INFORMATION SYSTEM PRACTICES

- Quality of audit and management of earnings in the Tunisian context.
- Accounting information systems practices in SMEs.
- Cultural adaptation of Information and Communication Technologies to the Tunisian context.
- Effectiveness of Digital Communication in the political world.

4- HUMAN RESOURCE MANAGEMENT PRACTICES

- Ingenuity, organizational learning, and business innovation.
- Impact of Managerial Empowerment on Problem Solving & Decision-Making Skills.
- Measuring the Outcomes of Training Programs.

6- PUBLICATIONS AND CONFERENCES

Refereed Journal Articles

- **Kais Lassoued**, "Control by culture: The experience of a Tunisian company". *Kepes*, Volume 21, Issue 3, 2023, pp. 665-685 (indexed in SCOPUS, Q1).
- Thouraya Snoussi, **Kais Lassoued** and Sofien Abidi, " ‘Live’ to ‘Survive’: Women and Digital Political Communication in Tunisia". *Information, Communication and Society*, Volume 1, No 1, 2023 (indexed in: SCOPUS, Q1; ABS, 2; ABDC, A; Web of Science | Social Sciences Citation Index).
- **Kais Lassoued**, Fathy Mahgoob and Rafika Ben Guirat. "Measuring the Outcomes of Training

Programs in the Hotel Industry: The Egyptian case". *African Journal of Hospitality, Tourism and Leisure*, Volume 11, No 1, 2022 (indexed in SCOPUS, Q3).

- **Kais Lassoued**, Atef Awad and Rafika Ben Guirat. "The impact of managerial empowerment on problem solving and decision-making skills: the case of Abu Dhabi University", *Management Science Letters*, Volume 10, No 4, 2020, pp. 665-685 (indexed in: SCOPUS, Q2; Web of Science | Social Sciences Citation Index)

- **Kais Lassoued**, "Balanced Scorecard implementation in higher education: an Emirati perspective", *Corporate Ownership and Control*, Volume 15, Issue 3, Spring 2018, Continued- 1 (indexed in ABDC, B).

- **Kais Lassoued** and Moez Ben Yedder, "Ingenuity, organizational learning and business innovation in Tunisia", *Human Systems Management*, Volume 36, No. 2, 2017, pp. 95-101 (indexed in: SCOPUS, Q3; ABDC, B; CNRS, 4; FNEGE, 4; Web of Science | Emerging Sources Citation Index).

- **Kais Lassoued** and Ibtissem Bacha, "The impact of quality audit on the management of earnings". *Corporate Ownership and Control*, Volume 12, Issue 3, 2015, pp. 146-154 (indexed in SCOPUS, Q3).

- **Kais Lassoued**, "Relation culture d'entreprise - contrôle de gestion: une étude empirique" [Relationship corporate culture - management control: an empirical study], *La Revue Des Sciences De Gestion, Direction et gestion des entreprises*, No. 216, November-December 2005 (indexed in ProQuest, ABI/INFORM and EBSCO; indexed in FNEGE, 4).

- **Kais Lassoued**, "Contrôle de gestion et culture nationale : un essai d'adaptation dans le contexte tunisien" [Management control and national culture: an attempt to adapt in the Tunisian context], *International Management*, Volume 12, No. 3, Spring 2008 (indexed in EBSCO; indexed in CNRS, 3 ; indexed in FNEGE, 2).

- **Kais Lassoued**, "Pratiques de planification stratégique dans les entreprises industrielles tunisiennes" [Strategic Planning Practices in the Tunisian industrial companies], *La Revue Des Sciences De Gestion, Direction et gestion des entreprises*, No. 207, May-June 2004 (indexed in ProQuest, ABI/INFORM and EBSCO ; indexed in FNEGE, 4).

Refereed Book chapters

- **Kais Lassoued**, "Une approche culturelle de l'implémentation des technologies de l'information et de la communication : cas de la Tunisie" [A cultural approach to the implementation of information technology and communication : case of Tunisia]. In *Les technologies numériques comme miroir de la société*, under the direction of R.Bautier and J. Do-Nascimento, Editions L'harmattan, Paris, 2012.

Refereed Conferences Proceedings and Presentations

- Rafika Ben Guirat, **Kais Lassoued** and Stavroula Kalogeras. "The Impact of UAE collectivist Culture on buying Luxury Brands". The International Conference on Global Economy in Business, Management, Social Science and Humanity Perspective, Research Leagues, Brussels, 14-15 February, 2023.

- Thouraya Snoussi, **Kais Lassoued**, Sofien Abidi, " Women and Digital Political Communication in Tunisia", Women and Digital Political Communication in Non-Western Societies. *An IAMCR 2022 Pre-conference*, Beijin, July 8, 2022.

- **Kais Lassoued**, Atef Awad and Rafika Ben Guirat, "The Impact of Managerial Empowerment on the Enforcement of Problem Solving & Decision Making Skills". The 3rd International Conference on Organization and Management 2017, Abu Dhabi University, Abu Dhabi, November 19-20, 2017.
- **Kais Lassoued** and Ibtissem Bacha, "The impact of the quality of audit on the management of the earnings". The 8th International Finance Conference, IFC8, Mediterranean Financial Summit, Paris, 12-14 March 2015.
- **Kais Lassoued** and Ines Abdelmoula, "Les déterminants de l'utilisation des systèmes d'information comptables dans les PME: une recherche empirique dans le contexte tunisien" [The determinants of the use of accounting information systems in SMEs: empirical research in the Tunisian context]. In proceedings of the 27th Congress of the Francophone Association of Accounting (Association Francophone de Comptabilité, AFC), Tunis, 10-12 May 2006, pp.CD-Rom. (halshs-00581065).
- **Kais Lassoued**, "Vers une adaptation des technologies de l'information et de la communication à la culture tunisienne" [Towards an adaptation of information and communication technology to tunisian culture]. The 1st MINT Conference of the Transcultural International Management Laboratory, Institut National des Télécommunications (France), Innovation Technology: Globalization and Cultural Aspects, Paris, 1-2 December 2005.
- **Kais Lassoued**, "Contraintes culturelles et technologies de l'information dans le contexte tunisien" [Cultural constraints and information technologies in the Tunisian context]. The symposium of the ARFORGHE, in conjunction with ISCAE, the Information and Communication Technologies and Human Resources Management; Tunis, 28-29 April 2005.
- **Kais Lassoued**, "La réflexion stratégique dans le contexte tunisien : une étude contingente" [Strategic thinking in the Tunisian context: a contingent study]. In proceedings of the 12th International Conference of Strategic Management (AIMS), Tunis, 4- 6 June 2003.
- **Kais Lassoued**, "Diagnostic de la culture d'entreprise : approche par la méthode du questionnaire" [Diagnosis of corporate culture : approach by the method of the questionnaire]. Seminar of the CIDEGE and the Tunisian Association of Management Sciences (ATSG), Culture, Corporate Culture and Management; Tunis 7-9 March 2002.
- **Kais Lassoued**, "Culture d'entreprise: mesures et relation avec les pratiques de contrôle de gestion" [Organizational culture: measures and relationship with management control practices]. In proceedings of the 2nd International Research Days in Management Science, Tunisian Association of Management Sciences (ATSG), Tunis, 7, 8 et 9 February 2002.

7- SUBMITTED PAPERS

- Rafika Ben Guirat, **Kais Lassoued** and Stavroula Kalogeras. "The impact of UAE collectivist culture on buying luxury brands". Submitted for publication, March 2023.
- Walid Derbel, Haythem Ayachi, Rafika Ben Guirat, **Kais Lassoued**, Makrem Sassi. "An applied framework to investigate the Tunisian bank's sensitivity toward innovation performance: what role played by the strategy implementation?". Submitted for publication, September 2023.

8- RESEARCH IN PROGRESS

- The effect of management control system on corporate performance: the mediating role of Strategy implementation.
- Impact of Entrepreneurial Education on Entrepreneurial Skills of Emirati Tourism Graduate Students.

9- ACADEMIC SERVICES

Administrative Services

- 2021, member of MCM Advisory Board, Mena College of Management, Dubai, UAE
- 2021, Director of Mena Innovation Center, Mena College of Management, Dubai, UAE.
- 3/2021-6/2021, Participation in MCM Strategic Plan 2021-2023 elaboration, Mena College of Management, Dubai, UAE.
- 2020-2021: Creation of many research related policies as per the UAE Ministry Standards: Research Support, Ethical Research, Student Involvement in Research, Commercialization of Research Output, Graduation Project, Risk Management. Mena College of Management, Dubai, UAE.
- 2020-2021, member of College Council, Mena College of Management, Dubai, UAE.
- 2019-2020, chair of the Research Committee, Mena College of Management, Dubai, UAE.
- 2019-2021, member of the program development committee for the Master “Tourism and International Events Management”, Mena College of Management, Dubai, UAE in partnership with EM Normandie Business School, Le Havre, France.
- 2019-2020, member of the program development committee for the Bachelor “Entrepreneurship and Innovation”, Mena College of Management, Dubai, UAE in partnership with EM Normandie Business School, Le Havre, France.
- 1/2017-3/2017, Participating in Strategic Refresh process of Abu Dhabi University. Institutional Research and effectiveness. Abu Dhabi University, UAE.
- 2013-2015, Member of the New Programs Accreditation Committee, Emirates college of Technology, Abu Dhabi, UAE.
- 2013-2015, Member of the Research Committee, Emirates College of Technology, Abu Dhabi, UAE.
- 2013-2015, Member of the Exam Committee, Emirates college of Technology, Abu Dhabi, UAE.
- 2013-2015, Business Administration Program Chair, Emirates College of technology, Abu Dhabi, UAE.
- Since 2012, Course coordinator of many undergraduate and postgraduate courses, Emirates College of Technology and Abu Dhabi University, UAE.

- 2010-2012, Academic Coordinator of Master programs. Private Mediterranean University of Tunis (UMLT), Tunisia.
- 2002-2004, Head of Management Department, Faculty of Economics and Management of Sfax (FSEGS), University of Sfax, Tunisia.
- 2004-2006, Member of the post Graduate Committee of the Certified Public Accountants. Institute of Advanced Business Studies (IHEC) of Carthage, Tunisia.

Research Supervision and Evaluation

- Ph.D. theses supervision in progress

- Since 2022, supervision of a Ph.D. thesis: “The effect of leadership styles on employee efficiency: the mediating role of the psychological capital in the Jordanian private hospitals”. Oussama Al-Zioud, Institute of Advanced Business Studies (IHEC), University of Carthage, Tunisia.
- Since 2022, supervision of a Ph.D. thesis: “The effect of integration between supply chain risk management strategies and the collaborative planning and forecasting model in improving the overall performance of the Iraqi industrial companies”. Ala Ameer, Institute of Advanced Business Studies (IHEC), University of Carthage, Tunisia.

- Examination panels

- Since 2022, Rapporteur for several Ph.D. theses in Management., IHEC de Carthage-Tunisia.
- Since 2022, Jury defense member of several Ph.D. theses in Management., IHEC de Carthage-Tunisia.
- Since 2022, President of the Committee of Defense of many master’s degree thesis in Management, IHEC de Carthage-Tunisia.
- Since 2022, President of the Committee of Defense of many master’s degree thesis in Management, IHEC de Carthage-Tunisia.
- Since 2004, Member of the Committee of Defense of many master’s degree thesis in Management, FSEG de Sfax-Tunisia, IHEC de Carthage-Tunisia, UMLT-Tunisia.
- 2008-2011, Member of the scientific panel for Recruitment of contractual teachers in Management. Institute of Advanced Business Studies (IHEC) of Carthage, Tunisia.
- 2006-2012, Member of the scientific panel for selection of students of master’s degree in management. Institute of Advanced Business Studies (IHEC) of Carthage, Tunisia.
- June 2024, Member of the jury for the oral exams of students applying for the ECRICOME, Neoma Business School, Rouen, France.

- Other research supervision

- Since 2003, Supervision of many academic master research dissertations in Management, FSEG de Sfax-Tunisia, IHEC de Carthage-Tunisia, UMLT-Tunisia, FSEG de Tunis-Tunisia.
- Since 2001, Supervision of many professional master research dissertations in Management and in

Human Resources Management, FSEGS-Tunisia, IHEC of Carthage-Tunisia, UMLT-Tunisia, ECT-United Arab Emirates, ADU- United Arab Emirates.

- Since 1991, Supervision of many bachelor graduation research dissertations in different fields of business administration, FSEGS-Tunisia, IHEC of Carthage-Tunisia, ECT-United Arab Emirates, ADU-United Arab Emirates, MCM-United Arab Emirates.

- Since 1991, Supervision of many Internship reports, FSEGS-Tunisia, IHEC of Carthage-Tunisia, ECT-United Arab Emirates, ADU- United Arab Emirates, MCM-United Arab Emirates.

Students Tutoring

- October 2022- August 2023, tutor of many Bachelor and Master students to supervise and review their dissertations. EM Normandie Business School-France.

- Since November 2023, academic supervisor of many Master students in the accomplishment of their graduation internships. Neoma Business School-France.

Business Creation Projects Evaluation

- Member of the jury for the evaluation of business creation projects. HEC Challenge 2007 and 2008. Institute of Advanced Business Studies (IHEC), University of Carthage, Tunisia.

Ad Hoc Reviewer

- Since August 2015, Member of Editorial Board/Reviewer's Team for International Journal of Transformations in Business Management (e-ISSN: 2231-6868 | p-ISSN : 2454-468X) and International Journal of Research Social Sciences and Humanities (e- ISSN : 2249 - 4642 | p-ISSN: 2454 – 4671) published by IRA Publications.

- Since December 2017, Member of Editorial Board/Reviewer's Team For International Journal of Law, Management and Social Sciences (e-ISSN: 2581-3498) published by Bharat Publication.

- Since June 2018, Member of Editorial Board/Reviewer's Team for International Journal of Economics Matters (ISSN: 2002- 2107) published by Pencut Publishing.

- Refereeing and reviewing research papers for the 10th International Finance Conference, IFC10, Hammamet, Tunisia, 2012 April 2018.

Professional Affiliations

- 2008-2010, Vice-President of the Tunisian Association of Management Sciences.

- 2005-2007, Member of the Research Laboratory in e-management, Information System and Globalisation (E-masig), Faculty of Economics and Management Sciences of Tunis. Tunisia.

- 2008-2013, Member of the Research Laboratory in Quantitative Economics Development (Larequad), Faculty of Economics and Management Sciences of Tunis. Tunisia.

- Since January 2023, Member of the Research Laboratory in Economic and Strategic Prospective, Innovation, Management and Entrepreneurship (Prestige), Institute of Advanced Business Studies of Carthage (IHEC- Carthage). Tunisia.

Scientific Conference Organization

- Member of the Organizing Committee of “HEC Doctoriales 2023”. The Doctoral School, IHEC of Carthage, Hammamet, 31 May-1 Juin 2023.
- Member of the Organizing Committee of the 8th International Finance Conference, IFC8, Paris, 12-14 March 2015.

10- PROFESSIONAL DEVELOPMENT ACTIVITIES

- "How to Use TOWS Matrix to Analyze and Set Strategy", Online Course Certificate, Coursera, February 2023.
- Online Workshop Certificate on “Academic Advising”, Center for Learning Innovations & Customized Knowledge Solutions (CLICKS) and Mena College of Management, 14 March 2021.
- Webinar on “Leadership Supervision and Skills”, Training and Development Center, Mena College of management, Dubai, April 2021.
- Strategic Management, Online Course Certificate. By Robert Austin, Professor of Management of Creativity and Innovation, Copenhagen Business School, Denmark, October 2020.
- Online Workshop Certificate on “Re-thinking Student Assessment in Online Learning”, Center for Learning Innovations & Customized Knowledge Solutions (CLICKS) and Mena College of Management, 22 September 2020.
- Online Workshop Certificate on “Effective Online Teaching”, Center for Learning Innovations & Customized Knowledge Solutions (CLICKS) and Mena College of Management, 15 September 2020.
- Professional Certification in BALANCED SCORECARD MANAGEMENT SYSTEM, the KPI Institute, Melbourne, Australia, August 2020.
- Online Workshop, “How to Sustain Students’ Momentum of Learning during Online Teaching”. Hang Seng University of Hong Kong, Hong Kong, 20 May 2020.
- IEQA workshop on developing assessment methods that align with course learning outcomes. Mena College of Management, Dubai, 28 November 2019.
- The interactive PowerPoint presentations sessions for faculty development. Abu Dhabi University, 8-9 May 2017.
- Participation in Faculty Development Workshops on Teaching & learning. Theme: Evaluation and Measurement in Education, Abu Dhabi University, 4 May 2017.
- The International Conference on Inclusive Education: Education for Diversity 2016. The College of Arts and Sciences, Abu Dhabi University, Abu Dhabi, 15 March 2016.
- Training workshop Certificate on “The Effectiveness Approaches of Teaching and Learning”. Emirates College of Technology, Abu Dhabi, 16-20 December 2012.

- IT training workshops on the Course Management Systems using MOODLE Application. Emirates College of Technology, Abu Dhabi, 20 and 27 September 2012.
- Training course Certificate for Innovation Managers. German Technical Cooperation (GTZ), Tunis, 31 October-2 November 2007.
- Training Course Certificate on "Practical training of quality managers". Aproquem, Training and Council Company, Tunis, April-May-June 2007.
- Training course Certificate on "Use and apply the ISO 9001 version 2000". Aproquem, Training and Council Company, Tunis, 18, 19-20 January 2007.
- Training Workshop Certificate on "ICT and pedagogy". Instructor: Marcel Lebrun, Professor at the Catholic University of Leuven, Belgium. Virtual University of Tunis, 28-29 September 2006.

11- SPECIFIC SKILLS

- Online learning Platforms and systems: Moodle, Smart Student System, Cisco Webex, Microsoft Teams, Zoom, Safe Exam Browser.
- Statistical Software: SPSS, STATISTICA, AMOS, PLS.
- Office Automation: Word, Excel, Power point.
- Languages: Arabic (native speaker), French (fluent), English (very good skills).

12- EXTRA CURRICULA ACTIVITIES

- Volunteering, Emirati Red Crescent, UAE (volunteering number: 17830).