

**Moncef Belhadjali**  
**Norfolk State University**  
**School of Business**  
**757-823-8996 Office**  
[mbelhadjali@nsu.edu](mailto:mbelhadjali@nsu.edu)

## **EDUCATION**

PhD, Wharton School, University of Pennsylvania, 1989

Business Administration/Management Information Systems

Dissertation Title: Decision Support Systems Evaluation: A Systemic Approach

MA, Wharton School, University of Pennsylvania, 1987

## **RANK**

Full-Professor (2016), Tenure (1998)

## **EMPLOYMENT HISTORY**

At Norfolk State University

July 2025 – Present	Associate Dean, School of Business
January 2024 – June 2025	Interim Dean, School of Business
July 2018 – December 2023	Associate Dean, School of Business
August 2016 – June 2018	Full-Professor, School of Business
January 2011 – July 2016	Associate Professor, School of Business
July 2009 – December 2010	Acting Associate Dean, School of Business
July 2007 – June 2009	Associate Dean, School of Business
	Acting Department Head, Management, Marketing, and Entrepreneurship
August 2006 – June 2007	Acting Associate Dean, School of Business
2005 - 2006	Associate Professor, Accountancy, Finance, and

	Information Management Department
1997 - 2005	Department Head, Management Information Systems
1989 - 1997	Assistant Professor, Management, Management & Decision Sciences, Management Information Systems Departments

## CERTIFICATION

December 2009	PMI: Project Management Professional (PMP)
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## PROFESSIONAL DEVELOPMENT

- **Certificate:** Blockchain Essentials. Issued by Course Class, Powered by IBM Developer Skills Network. January 2021.
- **Certificate:** Cybersecurity: Technology, Application and Policy. Issued by MIT Professional Education. November 2016.
- **Certificate:** Introduction to Clementine and Data Mining. Issued by SPSS Training and Education Services, January 14-15, 2008.
- **Internship:** Pacific Northwest National Laboratory, Rich Interactions Environment, Computational and Informational Sciences Directorate, Richland, WA (Department of Energy), May 2006 - July 2006.

## RESEARCH

### Summary of Intellectual Contributions

Portfolio of Intellectual Contributions				Types of Intellectual Contributions			
Basic or Discovery Scholarship	Applied or Integration/Application Scholarship	Teaching and Learning Scholarship	Total	Peer-Reviewed Journal Articles	Additional Peer- or Editorial-Reviewed Intellectual Contributions	All Other Intellectual Contributions	Total
	53	7	60	35	24	1	60

### Refereed Journal Articles:

1. Belhadjali, M. & Lusk, E. **(2025)**. The RAE FM [Triage] Protocol: Selection among forecasting model candidates. *European Journal of Science, Innovation and Technology*, Vol. 5, No. 3. (AP)
2. Belhadjali, M. & Lusk, E. **(2025)**. Probing the nature of inferential decisions: fine-tuning the false negative error [ $\beta$ -Risk%]. *European Journal of Business and Management Research*, Vol 10, Issue 2. (AP)
3. Belhadjali, M., Abbasi, S., & Whaley, G. **(2025)**. The decision to select a major in college: an application of the analytic hierarchy process. *Research in Higher Education Journal*, Vol. 46. (TL)
4. Abbasi, S. & Belhadjali, M. **(2025)**. Leadership competency: The missing component in board's selection of CEOs. *Journal of Behavioral Studies in Business* Volume 14. (AP)
5. Belhadjali, M. & Lusk, E. **(2024)**. Vetting the extrapolation caution of Tamhane & Dunlop: A time series forecasting analysis. *Archives of Business Research*, 12(11). 23-39. (AP)
6. Abbasi, S. & Belhadjali, M. **(2024)**. Authentic leadership: The link to turnover and talent retention. *International Journal of Business & Management Studies*, Vol. 5, No. 6. (AP)
7. Abbasi, S. & Belhadjali, M. **(2023)**. The great resignation: Some observations regarding its impact on the business environment. *Competition Forum*, Vol. 21. (AP)
8. Abbasi, S. & Belhadjali, M. **(2023)**. Leadership competency: The missing component in board's selection of CEOs. *Journal of Behavioral Studies in Business*, Vol. 14. (AP)
9. Belhadjali, M., Abbasi, S., & Whaley, G. **(2022)**. Automation adoption decision: A snapshot of attitudes in the USA. *Journal of Technology Research*, Vol. 11. (AP)
10. Belhadjali, M., & Abbasi, S. **(2021)**. Americans and digital knowledge: A snapshot of privacy and security. *Journal of Technology Research*, Vol.10. (AP)
11. Belhadjali, M., Abbasi, S. & Whaley, G. **(2021)**. Personal information privacy: Some findings on gender difference. *Archives of Business Research*, Vol. 9. (AP)
12. Belhadjali, M. & Abbasi, S. **(2020)**. COVID-19: The Role of leadership in response to disruption. *International Journal for Innovation Education and Research*, Vol. 8, No. 8. (AP)

13. Abbasi, S. & Belhadjali, M. **(2019)**. Unethical behavior at work: Issues and observations. *Competition Forum*, Vol. 17, No. 2. (AP)
14. Belhadjali, M., Whaley, G. & Abbasi, S. **(2019)**. Assigning responsibility for preventing the spread of misinformation online: Some findings on gender differences. *International Journal for Innovation Education and Research*, Vol. 17, No. 5. (AP)
15. Abbasi, S. & Belhadjali, M. **(2018)**. Managerial competency: Putting the missing link to employee loyalty.” *Competition Forum*, 16(2). (AP)
16. Belhadjali, M., Whaley, G. & Abbasi, S. **(2017)**. Online information systems: Who should be responsible for preventing the spread of fake news? *Archives of Business Research*, 5(12). (AP)
17. Belhadjali, M., Whaley, G. & Abbasi, S. **(2017)**. Misinformation online: A preliminary review of survey results on Americans’ perceptions by gender, ethnicity, and party affiliation. *Competition Forum*, 15(2). (AP)
18. Belhadjali, M., Abbasi, S. & Whaley, G. **(2016)**. Social media applications preference by generation and gender: An exploratory study. *Competition Forum*, 14(1). (AP)
19. Abbasi, S. & Belhadjali, M. **(2016)**. A closer look at millennials at work: A literature review. *International Journal of Humanities and Social Science Review*, 2(4). (AP)
20. Abbasi, S., Whaley, G. & Belhadjali, M **(2013)**. An overview of creativity in the context of innovation. *Competition Forum*, 11(2). (AP)
21. Abbasi, S., Belhadjali, M. & Whaley, G. (2012). Innovation: A descriptive approach to the new form of competitiveness. *Competition Forum*, 10(1). (AP)
22. Abbasi, S., Belhadjali, M. & Hollman, K. (2011). Inability to adapt: Some observations and remedies for managerial failure. *Competition Forum*, 9(2). (AP)
23. Belhadjali, M., Abbasi, S. & Whaley G. (2010). A text mining approach to the health care debate. *Competition Forum*, 8(2). (AP)
24. Abbasi, S., Belhadjali, M. & Hollman, K. (2009). Managing knowledge workers for sustaining competitive advantage. *Competition Forum*, 7(1). (AP)
25. Adya, M., Lusk, E. & Belhadjali, M. (2009). Decomposition as a complex-skill acquisition strategy in management education: A case study in business forecasting. *Decision Sciences Journal of Innovative Education*, 7(1), 9-36. (TL)

26. Whaley, G. & Belhadjali, M. (2009). A Comparative analysis of ethnic groups in military and federal services on measures of perceived organizational EO climate, commitment and job satisfaction. *Journal of Academic and Business Ethics*, 2(1), 1-8. (AP)
27. Belhadjali, M., Tucker, S., Whaley, G. & Abbasi, S. (2007). A quick look into the status of diversity in AACSB accredited business schools. *Competition Forum*, 5(1), 207-210. (TL)
28. Belhadjali, M., Whaley, G. & Abbasi, S. (2006). Training a neural network for knowledge discovery. *Competition Forum*, 4(1), 131-134. (AP)
29. Lusk, E., Belhadjali, M., Halperin, M., & Matzner, D. (2005). DSS utilization: A comparative study for major firms in Germany and the USA: An examination of the implementation paradox. *Problems and Perspectives in Management*, 3(2), 40-44. (AP)
30. Belhadjali, M. & Whaley, G. (2004). A data mining approach to neural network training. *Information Management & Computer Security*, 12(1), 117-124. (AP)
31. Mapp, J., Williams, J. & Belhadjali, M. (1997). HBCU's perceptions of a five-year accounting program. *New Accountant*, 13(1). (TL)
32. Belhadjali, M. & Boyd, J. (1997). A Framework for building an expert system for entrepreneurship. *Business Research Yearbook*, Vol. IV. (AP)
33. Belhadjali, M. & Mapp, J. (1997). A fifth year in Accounting: The perception of HBCU faculty. *Business Research Yearbook*, Vol. IV. (TL)
34. Belhadjali, M. & Raggad, B. (1996). Information retrieval: An image theory approach. *Business Research Yearbook*, Vol. III. (AP)
35. Makridakis, S., Hibon, M., Lusk, E. & Belhadjali, M. (1987). Confidence intervals: An empirical investigation of the series in the M-Competition. *International Journal of Forecasting*, Vol. 3. No. 3. (AP)

#### **Conference Proceedings:**

1. Belhadjali, M., Abbasi, S. & Whaley, G. (2021). COVID-19: Assessing the impact of the sources of facts on individual behaviors. In *Proceedings of the SAM International Business Conference*, 76<sup>th</sup> Annual Conference. (AP)
2. Belhadjali, M. (2020). Temporal patterns of students' behavior in online courses: Some observations through association-rule mining. In *Proceedings of the SAM International Business Conference*, 75<sup>th</sup> Annual Conference. (TL)

3. Whaley, G., Belhadjali, M., Abbasi, S. & Hall, T. (2013). An examination of competing perspectives of corporate social responsibility in strategic management. International Academy of Business and Public Administration Disciplines. (AP)
4. Abbasi, S., Whaley, G., Belhadjali, M. & Hollman, K. (2007). Colin Powell's leadership style: A commentary on knowledge intensive organizations and management. Society for Advancement of Management International. (AP)
5. Whaley, G., Abbasi, S. & Belhadjali, M. (2006). Some theory and recent history of prejudice, power and discrimination: Implications for managers. Society for Advancement of Management International. (AP)
6. Whaley, G. & Belhadjali, M. (2005). A Comparative analysis of military and federal service employees by race on measures of perceived organization climate and job satisfaction. American Society of Business and Behavioral Science Annual Meeting Proceedings. (AP)
7. Belhadjali, M., Stanley-Brown, J. & Richardson, E. (2003). An empirical study of internet usage patterns. Southeastern Chapter of the Institute for Operations Research and the Management Sciences Proceedings. (AP)
8. Belhadjali, M., Stanley-Brown, J. & Richardson, E. (2001). Predicting internet addiction through neural networks. Southeastern Chapter of the Institute for Operations Research and the Management Sciences Proceedings. (AP)
9. Belhadjali, M., Richardson, E. & Stanley-Brown, J. (2001). Towards a better understanding of small business failures. Southeastern Chapter of the Institute for Operations Research and the Management Sciences Proceedings. (AP)
10. Belhadjali, M. & Whaley, G. (2000). Neural Network Training: An investigation of some relevant questions. Academy of Business Administration. (AP)
11. Belhadjali, M. & Whaley, G. (1999). Predicting trends in small business failures through neural networks. Southeastern Chapter of the Institute for Operations Research and the Management Sciences. (AP)
12. Belhadjali, M. & Raggad, B. (1998). The internet: A taxonomy of electronic commerce practices. Southeastern Institute for Operations Research and the Management Sciences. (AP)
13. Belhadjali, M. & Raggad, B. (1997). Simulation: An application to the entrepreneurial decision. Southeastern Chapter for the Institute for Operations Research and the Management Sciences. (AP)

14. Belhadjali, M. & Raggad, B. (1997). Hybrid intelligent system for outsourcing decisions. Northeastern Decision Sciences Institute. (AP)
15. Belhadjali, M. (1996). An information systems approach to TQM in health care. Southeastern Chapter for the Institute for Operations Research and the Management Sciences. (AP)
16. Belhadjali, M. (1995). Microcomputers applications: Structural versus perceived query complexity in SQL. Urban Business Association. (AP)
17. Belhadjali, M. & Raggad, B. (1995). Applying TQM in health care: A neural network approach. Urban Business Association. (AP)

#### **Presentations ONLY:**

1. Belhadjali, M., Whaley, G. & Abbasi, S. (2006). Neural networks: An application to job satisfaction by race/ethnicity and gender. International Academy of Business Disciplines. (AP)
2. Whaley, G., Abbasi, S. & Belhadjali, M. (2006). Prejudice, power and discrimination: Lessons from Rosa Parks. Research Expo: Global Challenges, Local Solutions, Norfolk, VA. April 5. (AP)
3. Raggad, B. & Belhadjali, M. (2006). A simple design of an intrusion detection and response system. Southeast Decision Sciences Institute. (AP)
4. Belhadjali, M., Whaley, G. & Abbasi, S. (2006). Neural networks: An application to job satisfaction by race/ethnicity and gender. International Academy of Business Disciplines. (AP)

#### **Other Journal Articles:**

1. Lusk, E., Oppenheim, L. & Belhadjali, M. (1997). Towards a statistical analysis of the use of color in some Nouveau Romans. *New Novel Review*, 4(2). (AP)
2. Raggad, B. & Belhadjali, M. (1995). Object-oriented design for library applications. *Library Software Review*, 14(1). (AP)

#### **Book Chapter:**

1. Belhadjali, M. & Lusk, E. (1999). A Statistical analysis of Beckett's musical metaphors. Samuel Beckett and the Arts, Edited by Lois Oppenheim. (AP)

#### **Book Review:**

1. Belhadjali, M. & Raggad, B. (1995). The Innovation Matrix, Herbig, P. Quorum Books, 1994. Journal of Global Business. (TL)

### **Faculty-Student Publication:**

**Content Analysis of Newswire Articles.** TENISHA BARNES, MONCEF BELHADJALI, & SAMUEL MITCHUM (Norfolk State University, Norfolk, VA 23504) ANTONIO SANFILIPPO (Pacific Northwest National Laboratory, Richland, WA, 99352), 2006.

### **ARTICLES THAT HAVE BEEN CITED**

(Source: SCISPACE 5/13/2025 at 1:12 PM)

- Makridakis, S., Hibon, M., Lusk, E. & Belhadjali, M. (1987). "Confidence intervals: An empirical investigation of the series in the M-Competition." International Journal of Forecasting, 3(3). **Cited by 100.**

(Source: Google Scholar 4/6/2022 at 1 PM)

- Abbasi, S., Belhadjali, M., and Hollman, K. (2009). "Managing knowledge workers for sustaining competitive advantage." Competition Forum, 7(1). **Cited by 41.**
- Adya, M., Lusk, E., and Belhadjali, M. (2009). "Decomposition as a complex-skill acquisition strategy in management education: A case study in business forecasting." Decision Sciences Journal of Innovative Education, 7(1), 9-36. **Cited by 12.**
- Belhadjali, M., Abbasi, S., and Whaley, G. (2016). "Social Media Applications Preference by Generation and Gender: An Exploratory Study." Competition Forum, 14(1). **Cited by 9.**
- Abbasi, S., Belhadjali, M., and Whaley, G. (2014). "USA Reshoring: A Review of the Literature." Competition Forum, 12(1). **Cited by 6.**
- Belhadjali, M. and Whaley, G. (2004). "A data mining approach to neural network training." Information Management & Computer Security, 12(1), 117-124. **Cited by 6.**
- Whaley, G., and Belhadjali, M. (2009). "A Comparative analysis of ethnic groups in military and federal services on measures of perceived organizational EO climate, commitment and job satisfaction." Journal of Academic and Business Ethics, 2(1), 1-8. **Cited by 5.**
- Lusk, E., Belhadjali, M., Halperin, M., and Matzner, D. (2005). "DSS utilization: A comparative study for major firms in Germany and the USA: An examination of the implementation paradox." Problems and Perspectives in Management, 3(2), 40-44. **Cited by 4.**

### **SERVICE**

- Member of the University Curriculum Committee
- Member of the University Assessment Advisory Committee
- Ex-Officio of the School of Business Assurance of Learning & Curriculum Committee

- Member of FPES, 2014
- Member of SCAS, 2012
- Member of COLA Dean Search Committee, 2012
- Member of the Academic Support Services Task Force, 2011
- Member of the GENED Council, 2007-2010
- Co-Chair, Retention Committee, 2007-2008
- Member of the Strategic Planning, and Participants Standards 2011
- School of Business Title III Activity, Director, 2004-2005
- Volunteer soccer coach VB NYSL 2008
- Volunteer, soccer assistant coach, Booker T. Washington High School, 2002.
- Member, Muslim Community of Tidewater (MCT), Norfolk, Virginia, 2002-Present