

Call for papers

THE RESEARCH LABORATORY IN ECONOMICS, MANAGEMENT, FINANCE, AND
ORGANIZATIONAL STRATEGIES OF FSJESM -LAREMSO-

ESSEM – Business School

The University of Upper Alsace

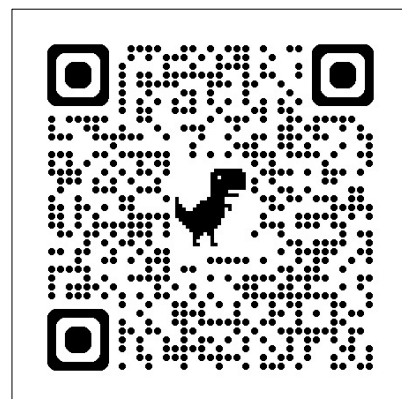
ORGANISE THE INTERNATIONAL CONGRESS ON GOVERNANCE AND
ORGANIZATIONAL PERFORMANCE UNDER THE THEME:

ARTIFICIAL INTELLIGENCE AND PERFORMANCE MANAGEMENT: RISKS OR OPPORTUNITIES FOR THE ORGANIZATION

CIGPO'25

15 & 16 APRIL 2025

FSJESM



ARGUMENT

The management and the steering of the Organisations Performance are central and interdisciplinary themes. They are constantly drawing the ink of many researchers and practitioners from different backgrounds, particularly with the integration of artificial intelligence (AI) in the management of the Organisations Performance.

The theme of the International Congress on the Governance and Performance of Organisations, CIGPO'25 under the theme "AI and Management of the Performance: risks or opportunities for the Organisation", is in line with this approach. It targets a set of possible themes around the issues of AI and the management of the Organisations Performance.

Currently, Artificial Intelligence (AI) has already profoundly transformed many aspects of the management of businesses and the performance of organisations in general. With its capabilities for advanced analytics, automation and prediction, AI offers unique opportunities to improve the efficiency, accuracy and relevance of performance management processes.

Today, the growing rise of artificial intelligence is stimulating its adoption and integration into Organisations. This technology is mainly linked to autonomous decision-making, which makes it attractive for organisations to extend its use to exclusively human domains.

Various forms of AI, such as robotic process automation, deep learning algorithms, not only provide managers with data-driven decision-making capabilities, but also transform organisational capabilities and procedures. Recently, generative AI such as large language models has attracted particular attention as a driver for change.

At this level, Morocco has witnessed, over the past few years, a real technological boom, placing Artificial Intelligence at the heart of this digital explosion, as an essential lever of the governance and the management the performance in a variety of fields. However, AI brings with it both opportunities and risks in terms of its economic, human and societal implications. AI is a revolutionary technology with applications in a variety of fields, including Human Resources (HR), Industry and Finance:

- Human resources: AI is used to improve HR practices by automating administrative tasks, optimizing recruitment processes and facilitating talent management. It also helps to reduce human biases when selecting candidates by evaluating them objectively.
- Industrial sector: In industry, AI optimises manufacturing processes, improves product quality and anticipates machine breakdowns. For example, automatic learning algorithms analyse sensor data to detect anomalies in equipment.
- Finance: In finance, AI is used for data analysis, risk management and fraud detection. AI algorithms analyse large sets of financial data in real time, identify patterns and trends, and facilitate informed decision-making as investment. This strengthens the security of financial institutions and protects the interests of customers.
- Online commerce: Chatbots are widely used to simplify online shopping recommendations and provide customer support. They help customers find products that match their needs, suggest alternatives, answer questions about products and services and facilitate transactions.

In addition, PricewaterhouseCoopers (PWC) conducted, in November 2023, a survey of 4702 business managers in 105 countries. This study indicated that 60% of CEOs expect AI to create efficiency benefits in their organisations. The same study revealed that CEOs anticipate numerous positive commercial impacts from AI. These include applications that increase

revenues, for example through improved product quality and customer confidence, as well as applications that increase efficiency. Indeed, the majority of CEOs see AI primarily or entirely as an opportunity rather than a risk. However, on a societal level, the impact of AI is uncertain insofar as the gains made from AI mean a reduction in the workforce, at least in the short term. The above-mentioned study reveals that 1/4 of CEOs expect to reduce their workforce by at least 5% in 2024 due to AI.

All in all, the integration of AI into the management and the steering of organisations performance offers considerable opportunities for improving the efficiency, accuracy and relevance of performance management processes.

From data collection and analysis to the automation of reporting and planning processes, and the enhancement of strategic decision-making, AI has the potential to revolutionize how businesses manage performance. However, to fully harness the benefits of AI, organizations must address significant challenges, including investing in the right technologies, establishing robust data governance policies, and addressing ethical and confidentiality concerns. By overcoming these challenges, businesses can position AI as a pivotal catalyst for innovation and growth in corporate performance management.

This international congress aims to facilitate a multidisciplinary exchange of ideas among researchers, practitioners, and decision-makers on this critical topic in today's context. CIGPO'25 will provide a platform to discuss and debate the congress theme, bringing together researchers, experts, socio-economic actors, and international partners to explore pressing questions, such as:

- How does AI impact management and organizational processes?
- What organizational transformations are needed to improve performance management, especially after the extensive integration of AI in corporate performance management?
- How does digitalization enhance governance and performance management, both generally and specifically in Moroccan organizations?

To this end, the international congress will be structured around the following thematic areas, though the list is non-exhaustive and open to further proposals.

Axis 1: AI, Resilience, and Organizational Innovation

- Leveraging AI to enhance organizational resilience in times of crisis.
- AI as a driver of innovation in organizational processes.
- The impact of AI on improving business flexibility and adaptability.
- AI technologies as catalysts for digital transformation and innovation.
- Organizational risk management with AI: anticipation and rapid response.

Axis 2: Entrepreneurship in the Era of AI: Opportunities and Challenges

- Developing AI-focused businesses: market opportunities.
- Ethical and regulatory challenges for entrepreneurs in the AI sector.
- Innovative business models enabled by artificial intelligence.
- AI as a growth accelerator for tech startups.
- Barriers to AI adoption by SMEs and young entrepreneurs.

Axis 3: AI and Ethics

- Ethical and regulatory frameworks guiding AI development and use.
- Tools and methods to ensure transparency and explainability in AI-driven decisions.
- Ethical challenges and moral dilemmas in AI software experimentation.
- Ethical issues in human interaction and autonomous decision-making by AI systems.
- Information systems and data protection.

Axis 4: AI, Management Control, and Performance Steering

- Automation of management control processes using AI.
- Optimizing organizational performance with predictive data analytics.
- Evaluating AI tools to enhance decision-making in management.
- The role of AI in real-time performance measurement.
- Comparative analysis of AI and traditional methods in management control.

Axis 5: AI, Auditing, and Risk Management

- Using AI to identify and anticipate financial and operational risks.
- Automating auditing processes through AI technologies.
- AI and fraud detection in financial audits.
- AI tools for proactive risk management.
- The impact of AI on the evolution of risk governance practices.

Axis 6: Supply Chain in the Era of Big Data and AI

- Optimizing supply chains through artificial intelligence and big data.
- Demand forecasting and inventory management using AI algorithms.
- Improving logistics performance and reducing costs with AI.
- The impact of AI on transparency and traceability in supply chains.
- Big data and AI as tools to strengthen supply chain resilience.

Axis 7: Knowledge Transfer and Intelligent Human Resource Management

- AI-driven strategies for knowledge transfer within organizations.
- Using AI for talent management and training.
- The role of AI in acquiring and retaining key skills.
- Human-machine collaboration in human resource management.
- The impact of AI on agile and intelligent team management.

Axis 8: AI, CSR, and Sustainable Development

- AI supporting CSR strategies for sustainable development.
- AI and resource optimization to reduce the ecological footprint.
- AI technologies to enhance the social and environmental impact of businesses.
- AI as a lever for promoting sustainable development initiatives.
- Ethical risks associated with using AI in CSR projects.

Axis 9: AI, Marketing, and Consumer Behaviour

- Personalizing marketing campaigns through AI and big data.
- Analysing purchasing behaviour and predictive segmentation with AI.
- Automating customer interactions using AI tools (chatbots, virtual assistants).
- The influence of AI on purchasing decisions and the customer journey.
- The impact of AI-based recommendations on customer loyalty and engagement.

Axis 10: AI and the Legal Environment

- AI and legal responsibility: civil and criminal.
- Legal frameworks governing AI use in public and private sectors.
- Regulating AI systems to ensure compliance with data protection standards.
- Artificial intelligence and the right to privacy.
- AI in combating cybercrime and financial fraud.
- Legal challenges linked to automated decision-making by AI systems.
- AI and intellectual property rights.

Axis 11: AI and Education

- Learning pathways in the era of artificial intelligence.
- AI tools to optimize teaching and assessment strategies.
- The impact of AI on teaching methods and the transformation of pedagogical practices.
- The role of AI in managing spaces and supporting remote learning.
- Ethical concerns regarding AI in education and teacher-learner relationships.

ORGANIZING COMMITTEE

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SCHEDULE AND KEY DATES

31/12/24	Deadline for submission of papers, presentations and progress proposals to the doctoral consortium
8/1/25	Decision by the steering committee
1/2/25	Camera-ready deadline
20/2/25	Notification of the final decision
5/4/25	Final program of the CIGPO'25 congress
15-16/04/2025	CIGPO'25 International Congress takes place

PARTICIPATION IN THE CONGRESS

Participation in the International Congress on Governance and Performance of Organizations (CIGPO'25) can be in Arabic, French, or English, and can take the following forms:

- Communications addressing one of the thematic axes of the congress mentioned above;
- Presentations in doctoral workshops, providing young PhD candidates the opportunity to present the progress of their thesis projects and receive constructive feedback from jury members;
- Attendance at a research methodology training, covering problem formulation, epistemological and methodological frameworks, as well as the use of data processing software.

PROPOSAL SUBMISSION

All submissions must be in Microsoft Word DOC/DOCX format. Incomplete applications, those in other file formats, received after the deadline, or composed of multiple files will be rejected.

Format and Instructions for the Thesis Proposal Summary:

The thesis proposal summary should outline the candidate's research and take the form of a brief thesis proposal. It must include a cover page with the following information:

- Title of the proposal
- Candidate's information, including name, university affiliation, thesis supervisor's name, and contact details: email address, postal address, and phone numbers.

The summary should provide a rationale for the research relevance, the research question(s), a presentation of the theoretical foundation and research context, a description of the research approach and methodology, preliminary results, and the expected contributions to knowledge. The extended summary should not exceed 2,500 words in total.

SUBMISSION GUIDELINES

Les intentions de communication et les textes complets doivent être envoyés à l'adresse suivante : cigpo.2025@gmail.com

SUBMISSION STANDARDS

- Format: The submitted document must be in Word format (.doc). It should be named as follows: LastName.FirstName (doc).
- Formatting Standards: Margins of 2.5 cm; line spacing (1.5); Times New Roman (size 12); Justified.
- First Page: The first page must include the following information:
 - o Title of the paper (Font size 16)
 - o Author(s): Name(s), First Name(s), Institution(s), Complete Address(es), Phone Number, Email Address
- Abstracts: Must be provided in both English and French or Arabic, with a maximum of four keywords.
- Proposals: The proposal should contain between 800 and 1000 words.
- Full Text: The full text must not exceed 20 pages, including appendices, endnotes, and bibliography. It should use 1.5 line spacing and Times New Roman (size 12).
- References: Must follow the APA 7th edition citation standards.

REGISTRATION FEES

The registration fees for the International Congress CIGPO'25 cover access to the scientific event, documentation, lunches, and coffee breaks.

500 MAD	50 €	Doctorant-e-s
800 MAD	80 €	Enseignants
1000 MAD	100 €	Professionnels

Payments must be made by bank transfer or deposit to the ESSEM account:

	Bank Code	City Code	Account Number	RIB Key
RIB	230	780	2858206221004400	55
B.I.C / SWIFT	CIHMMAMC			

PUBLICATIONS

- Accepted papers by the scientific committee (only for authors registered and present at the Congress) will be published in the CIGPO'25 international congress proceedings with an ISBN and distributed to participants in print format.
- Selected articles by the CIGPO'25 scientific committee will be published in a collective volume and in national and international scientific journals.

PROGRAM OF THE CIGPO'25 CONGRESS

15 & 16 APRIL 2025

The CIGPO'25 International Congress will span two days:

- Opening session,
- Plenary session (national and international speakers),
- Workshops:
 - ✚ Research methodology and scientific writing
 - ✚ Data processing software
- Oral presentations in parallel sessions and workshops,
- Closing session and awards ceremony.

Our Partners



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