





PEOPLE'S AND DEMOCRATIC REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH
UNIVERSITY OF MOHAMMAD BOUDIAF – M'SILA

Under the high patronage of the Wali of Willaya of M'Sila and the Rector of Mohamed
Boudiaf University - M'Sila

The Entrepreneurship House of Mohammed Boudiaf University - M'Sila
and Faculty of Economic, Commercial and Management Sciences
in partnership with

Research laboratory "Stratégies et Politiques Economiques en Algérie (SPEA)";

Research laboratory "STRATEV";

Chamber of commerce and industry El-Hodna
organize in hybrid mode (In presence and online)

2nd Edition of International Colloquium

Entitled

Supporting and Reinforcing Industrial Subcontracting: Challenges and Perspectives

30 - 31 October 2023



Executive committee of the colloquium

- **Honorary president** : Prof. Amar Boudella Rector of the University Mohamed Boudiaf – M'sila
- **General supervisor** : Prof. Mohamed Laid Khatim, Dean of the Faculty of Economic, Commercial and Management Sciences
- **President** : Dr. Boudjemâa Amroune, University of Mohamed Boudiaf – M'sila
- **General coordinator** : Prof. Abdelhamid Berrahouma, University of Mohamed Boudiaf – M'sila
- **President of the scientific committee** : Dr. Hamza Aib, University of Mohamed Boudiaf – M'sila
- **President of the organizing committee**: Prof. Samia Kherkhache, University of Mohamed Boudiaf – M'sila
- **Webmaster**: Dr. Hamza Aib, University of Mohamed Boudiaf – M'sila
- **Guest of honor**: Prof. Bachir Mazouz, Ecole Nationale d'Administration Publique, Canada

CALL FOR PAPERS

Throughout the experience of the industrial countries, industrial sub-contracting has demonstrated a substantial contribution in the development of their industrial sector. Industrial sub-contracting has become one of the main streams in several research disciplines, including strategic management, supply chain management, international business, information systems, as well as technology and engineering disciplines. This managerial practice is followed by a voluminous number of enterprises around the world. Enterprises that engage in sub-contracting relationships traditionally aim to derive cost advantages and focus on strategic competencies. Therefore, they transfer organizational processes and value chain activities to outsourcing partners. To ensure efficient and effective sub-contracting relationship, partners have to use suitable information and infrastructures, coordination and monitoring mechanisms, and logistic capabilities. From a macro-economic point of view, industrial sub-contracting allows intensifying the economic web and ensuring work division and specialization.

In the context of the relaunch of its industrial sector, Algeria has seized this strategic choice in the portfolio of its strategic alternatives due to its effect on the national economy in general, and on the enterprises engaged in this field in particular. The Algerian government has deployed numerous initiatives and efforts in order to activate, support, reinforce, and modernize the practice of industrial sub-contracting among the Algerian enterprises. Since the beginning of the economic opening in 1990s, an organism called "Bourse Algérienne de Sous-traitance et de Partenariat" (Algerian Sub-contracting and Partnership Exchange - ASPXs), which groups four regional ASPXs, was created. Simultaneously, a national Council was created in order to manage all these initiatives. This national Council is considered as the backbone for the development of industrial sub-contracting practice. The Algerian government has also followed the creation of these institutions by a considerable set of laws and rules.

Despite the creation, since more than two decades, of the "Conseil National de Développement de la Sous-Traitance" (National Council for the Development of Sub-contracting) and the four regional ASPXs across the Algerian territory, their presence did not reach the level of projected ambitions and aspirations. This situation may due to the absence of sub-contracting culture among shareholders, the lack of outsourcing parties' trust in sub-contractor small and medium enterprises (SMEs), the expansion of the informal economy, besides the lack of industrial enterprises' awareness of the important role of sub-contracting practice in the development of the industrial sector in general, and their enterprises in particular.

OBJECTIVES OF THE COLLOQUIUM

This colloquium is part of the Algerian university opening towards its socio-economic environment. The colloquium aims to rally all potential actors in order to discuss the theme of the colloquium, including researchers, public authorities, businessmen, enterprises' managers, as well as students of the faculties of economics and business, management, engineering, and technology of different universities. It also aims to group new start-up creators, particularly those who aim to engage in industrial sub-contracting relationship. Moreover, the colloquium aims to establish a bridge of communication, coordination, and integration between

enterprises that desire to outsource some of their activities, sub-contractor SMEs, the Sub-contracting and Partnership Exchange of the East, located in Constantine (Algeria), as well as the National Council for the Promotion of Sub-contracting in Algiers.

The purpose of the colloquium is to get practical and helpful conclusions, which may provide innovative, appropriated and successful solutions by researchers to the stakeholders of industrial sub-contracting practice. The colloquium will further allow to benefit from the transfer of knowledge, know-how, as well as from the international expertise in this field of research. Scientifically, the colloquium aims to shed more light on the fields of research that focus on methods, mechanisms, and tools, which in turn allow developing, modernizing, and relaunching the practice of the industrial sub-contracting in Algeria and overseas.

COLLOQUIUM TRACKS

Papers should focus on researches that analyze how to support and reinforce the development and the practice of industrial sub-contracting. Therefore, submitted papers should belong to one of the following tracks:

TRACK I: INDUSTRIAL SUBCONTRACTING PROJECT: MOTIVATIONS, PERFORMANCE AND CHALLENGES

Potential themes include, but are not limited to:

- Conceptual framework of industrial subcontracting;
- Motivations and criteria for selecting partners in an industrial subcontracting project;
- Treatment between competitors in the context of an industrial subcontracting project;
- Structural activities in the context of industrial subcontracting;
- Impact of the diversity of service providers in an industrial subcontracting project;
- Role of integration and networks in the context of an industrial subcontracting project;
- Success and failure of industrial subcontracting.

TRACK II: RULES AND MECHANISMS FOR RESOLVING CONFLICTS BETWEEN ORDERING FIRMS AND SUBCONTRACTORS

Potential themes include, but are not limited to:

- Industrial governance and subcontracting;
- Design of the subcontracting interface;
- Role of the initial conditions in the integration of the contract of subcontracting;
- Role of procedural, distributive and interactive justice;
- Role of trust and convergence of the organizational culture of the partners;
- Impact of the duration of the relationship and the frequency of communication between the partners;
- Innovative conflict resolution techniques between partners.

TRACK III. EFFECTS OF INDUSTRIAL SUBCONTRACTING ON FIRMS DECISIONS AND ADMINISTRATIVE PRACTICES

Potential themes include, but are not limited to:

- Internalization versus outsourcing;
- Internationalization option;
- Business model and change management;
- Price Transfer decisions;
- Knowledge transfer and attribution of intellectual property rights;
- Employment policy,
- Manufacture or purchase decisions;
- Delivery process;
- Risk management models in the production chain.

TRACK IV. INDUSTRIAL ENVIRONMENT AND SUBCONTRACTING

Potential themes include, but are not limited to:

- Industrial standards and sustainability;
- Experience in the industry and mutual experience;
- Number of operators and partner opportunities;
- Manipulation and social responsibility of the partners;
- Mechanisms for delegation and monitoring of partners;
- Ability to negotiate and change.

TRACK V. IMPACT OF GLOBALIZATION ON INDUSTRIAL SUBCONTRACTING ACTIVITIES

Potential themes include, but are not limited to:

- Globalization of value chains;
- Industrial subcontracting and cultural distance;
- Industrial subcontracting and multinational enterprises;
- Industrial subcontracting and international economic relations;
- Industrial subcontracting and international tax planning;
- Institutional environment and industrial subcontracting.

TRACK VI. INTERNATIONAL EXPERIENCES IN INDUSTRIAL SUBCONTRACTING

Potential themes include, but are not limited to:

- Industrial subcontracting in the Middle East and North Africa;
- Industrial subcontracting in Africa;
- Industrial subcontracting in Asian and Pacific States;
- Industrial subcontracting in North America and Western Europe.

TRACK VII. SPECIAL SUBMISSION

This special track is for papers that do not belong to conference tracks as well as for authors who have conflict of interest with track chair(s).

INTENDED PARTICIPANTS

- Teachers-researchers of universities and research centers in Algeria and overseas;
- Directors of research centers and laboratories in the Algerian universities;
- Cadres of ministries and agencies that work in the development of industrial sector;
- Businessmen, managers of SMEs, large enterprises and industrial consortiums;
- Doctoral and master students of different faculties, particularly those of Economics and Business, Engineering, and Technology.

DOCTORAL WORKSHOP

- The workshop will provide a not-to-miss opportunity for doctoral students to develop their research ideas as well as building a successful academic career in their field of academia. Doctoral students should receive feedback on their research projects, wealthy ideas and guidance for their research agenda by scholars from Algeria, as well as overseas universities and business schools.
- To make the workshop effective, a restricting number of 16 participants will be considered. Selection will be based on research quality.

- Priority will be given to research on industrial sub-contracting in all fields of research. A second priority will be given to all researches in management sciences. Doctoral students should submit their research proposals by **10 September 2023**.

WORKSHOP GROUPING RESEARCH LABORATORIES, BUSINESS MEN AND BUSINESS EXECUTIVES

Within this occasion, a special session will be organized, in which universities research laboratories should participate with businessmen and business leaders, in particular SMEs in industrial subcontracting, in order to find knowledge and know-how opportunities enabling product development in the context of the subcontracting relationship.

WORKSHOP ON RESEARCH AND PUBLICATION IN INTERNATIONAL JOURNALS

In this workshop, teachers-researchers, Ph.D. and master students will have the opportunity to follow a session on how to publish in international peer-reviewed journals as well as a session on the ethics of research and publication. These sessions are practical to build a successful research career.

- **Session 1. How to publish in an international peer-reviewed journals?**
Prof. Bachir Mazouz, Ecole Nationale d'Administration Publique de Montréal, Canada
- **Session 2. Ethics of research and publication: National and international standards**
Dr. Hamza Aib, University of M'sila, Algeria

TRAINING COURSE ON LEADERSHIP

A pre-colloquium training course on building and managing leadership skills will be held for two days (**28 & 29 October 2023**) at the University of Mohamad Boudiaf - M'sila. Teachers-researchers as well as managers who desire to attend are required to register.

Course Instructor: Prof. Jamal Ben Mansour, GRH (University of Québec at Trois-Rivières), Canada

EXHIBITION FAIR FOR ORDER-GIVING COMPANIES, SUBCONTRACTOR SMEs AND ENTREPRENEURIAL SUPPORT INSTITUTIONS

On the sidelines of this event, an exhibition will be organized for subcontracting companies, ordering companies active in the industrial sector, sponsoring companies and government institutions for entrepreneurial support. The objectives of this fair are numerous, among others:

- Give an opportunity to those who wish to develop opportunities for the creation of small and medium-sized enterprises (SMEs) on the basis of the subcontracting relationship;
- Seek to encourage university youth to familiarize themselves with the opportunities for creating business projects within the framework of the subcontracting relationship, while providing the required and instantaneous information, all on the same platform.

PARTICIPATION GUIDELINES

- Research papers should belong to one of the colloquium tracks;
- Research should be characterized by their originality and scientific rigor;
- Research should not be published in any journal or book chapter;
- Authors are the unique responsible of their research content;
- It is possible to participate in the conference with a maximum of three papers, providing that the papers have to be submitted to different colloquium tracks.
- Authors who have conflict of interest with track chair(s) have to submit their paper in special submission track.

- Submitted papers will be reviewed anonymously. It is not allowed to mention the surname, name, affiliation, or any identification in the submitted papers. All personal information that allow identifying the author(s) should be deleted and inspected to allow anonymous evaluation. Any information identifying the paper's author(s) are desk rejected.
- In case of paper acceptance, the author (at least one author in case of co-authorship) engages to present the research.
- Empirical research, as compared to theoretical research, will be given the priority in the selection of papers.

EDITORIAL GUIDELINES

- Languages accepted for manuscripts are English, Arabic, and French;
- The number of pages should not exceed 20 pages (A4 format), including appendices and references.
- For doctoral workshop, research proposals should not exceed 5 pages (A4 format), including appendices and references.
- Authors should respect the template of the colloquium. The template can be downloaded from the following link:
<https://sous-traitance.sciencesconf.org/data/pages/Templates.zip>
- The first page should not include any information on author's name, surname, affiliation, e-mail, or phone number. The place of names in the template should be in blank.
- Papers should be exclusively submitted on the following link :

<https://sous-traitance.sciencesconf.org/submission/submit>

PUBLICATION OPPORTUNITIES

All accepted paper will be published in proceedings. The best twenty (20) papers will be published in a special number in "Strategy and Development Review". The best selected papers should follow the conditions of the scientific committee.

IMPORTANT DATES

10 September 2023: Deadline for papers reception

10 September 2023: Deadline for doctoral proposals reception

30 September 2023: Deadline for decision

30-31 October 2023: Colloquium dates

COLLOQUIUM PLACE

The colloquium will be held at the University of Mohamed Boudiaf – M'sila (Algeria).

PARTICIPATION FEES

- Teachers from the Algerian universities: **5000.00 DZD**
- Doctoral students: **1500.00 DZD**
- International teachers and researchers: **150.00 EUR**

CONTACT

- President of the colloquium : boudjemaa.amroune@univ-msila.dz
- President of the scientific committee : hamza.aib@univ-msila.dz
- President of the organizing committee : samia.kharkhache@univ-msila.dz
- Webmaster : hamza.aib@univ-msila.dz; sous-traitance@sciencesconf.org

SCIENTIFIC COMMITTEE

President of the scientific committee: Dr. Hamza Aib

Members of the scientific committee	
Prof. Abdelkader Djeflat	University of Lille, France
Prof. Azmi Awadh	Palestine Technical University, State of Palestine
Prof. Bachir Mazouz	Ecole Nationale d'Administration Publique, Canada
Prof. Cataldo Zuccaro	Université du Québec à Montréal
Prof. Fairouz Aldhmour	University of Bahrain, Bahrain
Prof. Hemant Mechant	Florida International University, United States
Prof. Jacques Liouville	University of Strasbourg, France
Prof. Jamal Ben Mansour	University du Québec à Trois-Rivières, Canada
Prof. Lelo Matondo	University du Québec à Montréal
Prof. Michel Plaisent	University du Québec à Montréal
Prof. Michel Sayumewe	University du Québec à Montréal
Prof. Mohammad Khalifa	International University of Africa, Sudan
Prof. Prosper Bernard	Université du Québec à Montréal, Canada
Prof. Sihem Dekhili	Ecole de Management de Strasbourg, University of Strasbourg, France
Prof. Sylvain Favreau	Université du Québec à Montréal, Canada
Prof. Taïeb Hafsi	HEC Montréal, Canada
Dr. Aziz Nafa	University du Québec à Trois-Rivières, Canada
Dr. Didier Grandclaude	EM Strasbourg Business School, University of Strasbourg, France
Dr. Emna Moalla	ESSCA Paris, France
Dr. Foued Cheriet	Institut Agro Montpellier, France
Dr. Hammod Al Omar	King Khalid University, Saudi Arabia
Dr. Lovanirina Ramboarison-Lalao	EM Strasbourg Business School, University of Strasbourg, France
Dr. Nadia Mansour	University of Sousse, Tunisia
Dr. Rafika Hellal-Guendouzi	EM Strasbourg Business School, University of Strasbourg, France
Dr. Ridha Derrouiche	EM Strasbourg Business School, University of Strasbourg, France
Dr. Samer El-Hajjar	National University of Singapore
Prof. Abdallah Khababa	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Abdelaziz Cherabi	University Constantine 2 Abdelhamid Mehri, Algeria
Prof. Adala Laadjal	University Abdelhamid Ibn Badis – Mostagnem, Algeria
Prof. Ali Debbi	Conseil National Economique, Sociale et Environnemental, Algeria
Prof. Amel Choutri	University Mohamed El Bachir El Ibrahimi – Borj Bou Arreridj, Algeria
Prof. Abdelraouf Azzeddine	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Hamza Gharbi	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Kamel Gasmi	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Layachi Adjlane	University of Mohamed Boudiaf – M'sila, Algeria
Prof. M'hammed Bendine	African University Drayeia – Adrar, Algeria
Prof. Moussa Benelbar	University of Mohamed Boudiaf – M'sila, Algeria

Prof. Nabila Djaidja	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Rabeh Bouguerra	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Samia Kharkhache	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Samira Ammiche	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Talal Zeghba	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Yahia Saidi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Aimad Datoussaid	University of Djillali Liabès de Sidi Bel Abbès, Algeria
Dr. Amel Dakhane	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Aymen Zeid	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Abdelouahab Djebbari	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Abderrahmane Afeissa	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Abdessamad Saoudi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Athmani Mira	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Aymen Zeid	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Bachir Kechroud	Ministry of Industry and Mining, Algeria
Dr. Boubaker Rezigat	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Djahida Nassili	University of M'hamed Bougara – Boumerdès, Algeria
Dr. Djilani Belouadah	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Fairouz Chine	University Mohamed Khider – Biskra, Algeria
Dr. Fatiha Dilmi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Fatima Bakdi	University Djilali Bounaama of Khemis Miliana
Dr. Habiba Guechi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hadjira Ghanem	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hamida Zouaoui	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hamza Aib	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hamza Fichouche	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hichem Messaoudi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Ismail Sebti	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Laid Korichi	University of Mohamed Seddik Ben Yahia – Jijel, Algeria
Dr. Lamria Laadjal	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Louisa Bouchair	University of Algiers 3 Ibrahim Sultan Cheibout, Algeria
Dr. Mhenni Bouriche	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Athmani Mira	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Messaoud Bouibaoune	University of Larbi Ben M'hidi - Oum El Bouaghi, Algeria
Dr. Mohamed Aissa Mohamed Mahmoud	University of Abdelhamid Ibn Badis – Mostagnem, Algeria
Dr. Mohamed Laid Bayoud	University of Ferhat Abbas Sétif 1, Algeria
Dr. Mohammed Ridha Boucenna	University of Larbi Ben M'hidi - Oum El Bouaghi, Algeria
Dr. Mostapha Grid	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Mostapha Redif	University of Djillali Liabès de Sidi Bel Abbès, Algeria
Dr. Moufid Abdallaoui	University of Echahid Hama Lakhdar d'El Oued, Algeria
Dr. Mustapha Houhou	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nassima Djellouli	University of Abdelhamid Ibn Badis – Mostagnem, Algeria

Dr. Nadjat Wassila Belghanami	University Center of Ali Kafi – Tindouf, Algeria
Dr. Naoua Benyoucef	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nasreddine Benamara	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nouredine Asli	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Rabiaa Mellal	University of Saida Dr. Moulay Tahar, Algeria
Dr. Razika Tabani	University of Badji Mokhtar – Annaba, Algeria
Dr. Razika Mekhoukh	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Rezki Kettaf	University of Mohamed Lamine Debaghine – Setif 2, Algeria
Dr. Sabrina Manaa	University of Abbas Leghrour de Khenchela, Algeria
Dr. Salah Bouabdallah	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Sonia Betgha	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Yacine Nadir	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Zineb Nedjem	University of Mohamed Boudiaf – M'sila, Algeria

ORGANIZING COMMITTEE

President of the organizing committee: Prof. Samia Kharkhache

Members of the organizing committee	
Dr. Abdelkrim Zehioua	University of Constantine 2 Abdelhamid Mehri, Algeria
Prof. Abdelmoutaleb Bissar	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Abdessamad Saoudi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Abdelouahab Djebbari	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Ahmed Esegbir Graoui	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Aissa Ouali	University of Yahia Fares - Médéa, Algeria
Dr. Fateh Merzougui	Office de Promotion et de Gestion Immobilière de M'sila, Algeria
Dr. Fouaz Ouadah	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hacene Boubaya	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hadjira Ghanem	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Hamza Aib	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Hamza Gharbi	University of Mohamed Boudiaf – M'sila, Algeria
Mrs. Hatti Shaker Al-Siraj	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Ismail Sebti	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Laid Ferahtia	University of Mohamed Boudiaf – M'sila, Algeria
Prof. Lakhdar Kharchi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Malika Haddouche	University of Algiers 3 Ibrahim Sultan Cheibout, Algeria
Dr. Mounir Azouz	University of Mohamed El Bachir El Ibrahimi – Borj Bou Arreridj, Algeria
Dr. Moussa Hadjab	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Moussa Rahli	Chambre of Commerce and Industry Hodna – M'sila, Algeria
Mr. Mustafa Mekki	University of Algiers 3 Ibrahim Sultan Cheibout, Algeria
Dr. Nabil Guellil	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nabila Djaidja	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nabila Mimoune	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Nadir Azizi	University of Constantine 2 Abdelhamid Mehri, Algeria
Dr. Rabeh Merouani	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Razika Mekhoukh	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Said Bendrimia	Ministry of Industry and Mining, Algeria
Dr. Said Benlakhdar	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Said Laadjal	Chambre of Commerce and Industry Hodna – M'sila, Algeria
Dr. Salah Bouabdallah	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Sara Bentoumi	University of Mohamed Boudiaf – M'sila, Algeria
Dr. Yacine Attallah	University of Mohamed Boudiaf – M'sila, Algeria
Mr. Zohair Benyahia	Ets Concrex Tiaiba, Algeria
Mr. Zohair Boudia	Ministry of Industry and Mining, Algeria