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CAREER PROFILE

A Management Faculty Member/Business Consultant and Executive with extensive background in operations management, resources optimizations, information systems analysis and design within the public and private sectors. A Ph. D in business administration coupled with a proven record of accomplishments in operations, restructuring, process reengineering, benchmarking and managerial training.

WORK EXPERIENCE

AGM - Head of Banking Operations

Sep 2012 –Aug 2014

Al Rajhi Bank Public Company; 5001-10,000 employees; Banking industry

Banking operations requires a lot of expertise and knowledge of the field. This division is often viewed as the engine of the bank. This role involving supervision and management of Payments, ATM Operations, Fraud monitoring, Treasury Back office, Trade Finance Operations, Clearing, Cash Centers Operations and Reconciliations. Leading a team of 450 staff with a primary objective of having operations aligned with business divisions in the following attributes: Adaptability, Service Commitment, Service Quality, Collaboration, Joint Project Support, Relationship Building, Strategic Initiative Contribution, Operations Processes, Risk Management and Business Support. Analyzing operational risks, procedures, work flow, and controls on an ongoing basis for continual improvement of operational systems. The following details are the major responsibilities of this role:

- Managing cash inflow and outflow between all Al Rajhi entities (SAR 3.2T), as well as managing the biggest "Off-Site" ATM fleet in the whole Kingdom.
- Responsible for the replenishment and reconciliation as well as daily cash optimization forecasting for the ATM (3800) Kingdom wide.
- Responsibility to serve all the branches and remittance centres Kingdom wide (600 branches and 200 remittance centres) as well as coordination and movement of money to and from SAMA.
- Monitoring and measuring the daily cash processing in all the cash center for Al Rajhi assists from the Branches, Remittance centres, Treasury and VIP Clients.
- Monitoring the daily clearing of cheques inward and outward annually of 2.6m cheques Kingdom wide
- Responsible for completing operations of the settlement systems of the bank handling around 4M + domestic & foreign payments per month
- Providing Operational support to Treasury, Corporate, Retail, Tahweel, Al Rajhi Capital, Al Rajhi Kuwait & Jordan, Government Ministries & Corporates
- Responsibility of ATM & POS claims processing for Rajhi customer`s and all local banks as well as compensating customer`s in within the agreed SLA by SAMA.
- Settling daily reconciliation with service providers and branches for all Al Rajhi`s ATM network as well as settling shortages created in ATM by service providers.
- Manage, control and process all SAMA legal requests and all Bank Dormant and Unclaimed accounts.
- Responsible for the reconciliation of more 500 Suspense accounts and all NOSTRO & VOSTRO accounts
- Provide end-to-end banking operations support services for all retail and corporate finance products.
- Monitoring and early detecting unauthorized transactions bank wise as well as managing high risk activities through a central unit.
- Verifying and validating newly established relations with the bank and ensure their compliance with KYC regulations by tracing and checking all customer information physical documentations

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AGM - Head of Administration

Aug 2011 – Sep 2012

Al Rajhi Bank

- Responsible for working closely with the departments heads and 100+ employees to manage the bank Contracting and procurement, Security , Maintenance, documents management/archiving and Support Services activities.
- Leading the budget activities for the whole bank shared services (> Billion) and coordinating with Finance , IT, business units, and other stakeholders cross the bank.
- Overseeing all aspects of banks purchasing operations and ensure cost effective buying and ensuring key relationships are built with all key vendors and service providers.
- Leading the development and implementation of strategic plans related to maintenance and archiving and security and Ensuring efficient and cost-effective management of all maintenance and support operations.
- Revamping the documents management and archiving processes and ensuring a high level of quality assurance and retrieval availability
- Ensuring the protection and security of the building, materials, equipment's , premises cross the country and managing the relation MOI and SAMA in this regard.

KING SAUD UNIVERSITY, Riyadh, Saudi Arabia

1987– present

Professor

Since 2013

Associate Professor

2008-2013

Assistant Professor

1998-2008

Major Responsibilities:

Teaching Business Courses:

Operations Management (Undergraduate + Graduate), MIS (Undergraduate + Graduate), Decision Support Systems (Undergraduate), Decision Making Theory (Graduate), Business Process Reengineering (Graduate), Management Science (Graduate), E-Business (Graduate).

Key Accomplishments:

- Developed and maintained good relationships with local businessmen through my students
- Conducted detailed analysis of manufacturing processes and operations through my MBA students and suggested practicable strategies which improve production efficiency, maximized equipment usage and control overhead expenses.
- Combined my theoretical background with practical backgrounds of my executive MBA students in our MBA classes

MBA Director

Oct 1998 – Sep 2002, Sept 2004 –Jan 2007

Major Responsibilities:

- Chairing MBA committee for interviewing and admitting MBA applicants
- Assuming full responsibility for coordination between MBA program and Graduate School
- Representing MBA students in the Department Council
- Managing MBA students affairs in the College
- Coordinating with other graduate programs in the university

Key Accomplishments:

- Benchmarking more than 100 North American MBA programs
- Chairman of MBA curriculum development Committee
- Successfully redesigned MBA curriculum to be more attractive and practical to executive managers
- Member of BBA curriculum development Committee.

Continues...

- Member of TAs and graduate students studying abroad committee.
- Member of Graduate Programs Evaluation Committee in the College of Administrative Sciences.

Chairman, Dept. of MIS

Jan 2007 – Mar 2008

Major Responsibilities:

- Managing Dept. affairs and developing academic activities.
- Organizing relationship of the Dept. members with college and the university.
- Planning the Dept.'s research programs as well as other education ones.
- Working hard to get different Dept.'s needs
- Assigning tasks to the Dept.'s staff members and ensuring execution
- Managing Dept.'s council and following up the execution of decisions and recommendations.

Vice Dean for Quality and Development

Jul 2008 – Apr 2011

Major Responsibilities:

- Managing all quality activities in the college
- Managing development tasks in the college
- Managing performance measurement activities
- Managing evaluation and academic accreditation
- Setting and executing strategic plan
- Managing Computer Center in the college
- Managing College's website on the internet

Board member in the College of Business Administration Council

Jan 2007 – Apr 2011

Professional Training on Excellence Assessment:

- Driving Academic Excellence in the 21st Century 18-22 Aug, 2008
European Centre for TQM, School of Management, University of Bradford, Bradford, UK
- How to Start the Journey towards Excellence 27-29 Aug, 2008
European Foundation for Quality Management, EFQM, Brussels, Belgium
- Accredited European Excellence Assessor Since Oct, 2008
European Foundation for Quality Management, EFQM, Brussels, Belgium
- EFQM Assessment Masterclass 28-30 Jan, 2009
European Foundation for Quality Management, EFQM, Brussels, Belgium

CONSULTING EXPERIENCES

In Higher Education Industry

Participating in developing and/or inspecting/reviewing curricula for Business Administration Programs in:

- Establish a private college project, Dr Asem Arab Consulting Center. 2004.
- College of Business Admin at KSU. 2008
- MIS Dept. at Dar AlHikma College in Jeddah. 2000
- College of Business Admin at Prince Salam University in Al-Kharj. 2008
- College of Business Admin at University of Tabuk. 2012

Participating in conducting Feasibility Studies in establishing private colleges:

- Feasibility Studies in establishing Al-Ghad International College for Health Sciences in Riyadh. 2007
- Feasibility Studies in establishing Al-Ghad International Colleges for Health Sciences in Jeddah, Dammam, Tabuk, Qassim and Abha. 2008.

Participating in translation of the Feasibility Study Report of Suleiman Al-Rajhi University Hospital in Albukairiyah Governorate, Al-Qassim Region: Through King Abdullah Institute for Research and Consulting Studies, KSU. 1427 H - 2007 G.

Continues...

Participating in translation of the Feasibility Study Report of the Three Colleges of Suleiman Al-Rajhi University in Albukairiyah Governorate, Al-Qassim Region: Through King Abdullah Institute for Research and Consulting Studies, KSU. 1427 H - 2007 G.

Participating in the Ministry of Higher Education **Plan for the Future of University Education in the Kingdom (AAFAQ)**. Private Higher Education Track. 1427 H – 2006 G.

Conducting **the Vision & Mission Workshop for College of Business Administration at Prince Sultan University**. 2008 .

Member of Certificate Equivalency Committee; Ministry of Higher Education: For two consecutive years: 2010-2011.

In Business Industries:

FedEx Express, SMSA, Riyadh

Operations Principal Consultant In Reengineering Project

Oct 1999 – Jun 2001

Major Responsibilities:

- Comparing actual vs. written operations Policies & Procedures Manuals
- Specifying reasons for inconsistency
- Writing local Policies & Procedures Manuals Committee
- Modeling the routing network (within the whole Kingdom) and specifying the routing methodology
- Meeting related ISO 9002 requirements
- Specifying additional requirements in the Operations IS
- Following up implementation of approved suggestions

Other Responsibilities:

As a key consulting team member I also participated in:

- Designing a Schedule of Authority
- Drawing Organization chart
- Evaluating staffing, compensation, training, career development and performance evaluation policies
- Evaluating the existing accounting system

Key Accomplishments:

- Wrote a complete Operations Policies and procedures Manual (Station Binder)
- Conducted a detailed job analysis of more than 25 positions in Operations Dept.
- Wrote Job descriptions manual (25 titles) for Operations Dept.
- Participated for more than one year and a half with other three consultants (Ph.D. holders) in a weekly meeting to review the progress of the consulting team.
- Introduced, initiated and participated in the Voice of the Customer
- Participated with another consulting team member on building a new routing network that covers more than 120 cities in the whole Kingdom (using optimization techniques).

COUNCIL OF SAUDI CHAMBERS OF COMMERCE

Activating and Restructuring National Committees

In Council of Saudi Chambers of Commerce

June-1999 –April-2000

I conducted, with another colleague, this reengineering project for activating and restructuring National Committees.

Major Responsibilities:

- Comparing actual vs. written Policies & Procedures Manuals
- Specifying reasons for inconsistency
- Surveying the committees' members as well as staff to pinpoint the major issues
- Writing Policies & Procedures Manual for National Committees Dept.
- Developing Organizational Structure for National Committees Dept.

Continues...

- Developing Job Descriptions for National Committees Dept. *Key Accomplishments:*
- A final report that pinpointed the weaknesses and strengths in the whole Dept.
- A new organizational Structure for National Committees Dept.
- Full job descriptions report
- Policies & Procedures Manual for National Committees Dept.

RIYADH CHAMBER OF COMMERCE AND INDUSTRY, Riyadh

Project Consultant (a key member of steering team)

April-2001 – March-2002

With other members of the steering team, and executive sub-teams, I worked on the first stage of the project which is building five databases.

Major Responsibilities of the Steering Team:

- Providing consultancy and supervision to the executive teams
- Taking final decisions on collecting, reviewing, and analyzing data.
- Evaluating the performance of the whole project.
- Coordinating the tasks among the sub-teams.

AL-KASSIM CONSULTANTS, Riyadh

April-2002 – May-2003

Al-Kassim Consultants office provides variety of consultancy business such as: financial, investment, and managerial consultations as well as commerce opportunities marketing.

Principal Consultant

Major Responsibilities:

- Conducting Feasibility Studies
- Developing Strategic Planning
- Organization Structure Development
- Job Analysis and Job Descriptions
- Developing Policies & Procedures Manuals

AL-RASHED CONSULTANTS & CPAs, Riyadh

March-2004 – April -2004

Al-Rashed Consultants office provides variety of consultancy business such as: Accounting, Auditing, Strategic Planning, Privatization, Process Reengineering, Managerial and Financial Consultations.

Principal Consultant

Major Responsibilities:

- Feasibility of Privatization Project
- Process Reengineering Planning
- Developing Policies & Procedures Manuals

King Abdullah Research and Consulting Institute (King Saud University)

Principal Consultant

Developing IT Strategic Plan for Ministry of Transportation

October-2003 – May 2004

Key Accomplishments: (Deliverables of the first stage)

- Documenting the future directions of Ministry's operations
- Determining external/internal factors affecting Ministry's operations
- Determining the future visions of mechanisms that achieve strategic directions
- Determining the basic needs of information for the whole Ministry
- Thorough description of Ministry's core processes

King Abdullah Research and Consulting Institute (King Saud University)

Principal Consultant

Technical Supervising of Information Technology Development at SAPTCO

Aug-2004-Aug-2005

Major Responsibilities:

Continues...

- Developing Organization Structure as well as Job Descriptions for IT unit at SAPTCO
- Participating on Strategic Steering Committee for consulting job provided by Booz Allen Hamilton. Tasks including:
 - o Ensuring that the strategic plan meet the key criteria of alignment, measurement and accountability
 - o Observing and following up Booz Allen Hamilton on providing a wide-range strategic planning activities.
 - o Monitoring and reporting the progress of strategic planning activities

Saudi Food & Drug Authority (SFDA)**Principal Consultant****Feb-2005 – June-2013****On both Strategic Plan project and the Required Infrastructure for strategic plan Implementation****Major Responsibilities:**

- Assist on defining the well-known consulting houses for both projects
- Assist on writing RFPs
- Assist on selecting the best consulting house
- Working as Strategic plan facilitator between SFDA and consulting firms
- Participating on Strategic Steering Committee for consulting job provided by selected consulting firms

Ektsadyiat (Business Magazine)**Editorial Advisor****May-2004 – Oct-2010****Saudi National Business Process Reengineering Committee President****May-2005 –Feb 2009****Saudi National Quality Committee****Executive Board Member****Jan-2006 –Mar 2010****Horizon Group, Riyadh****April-2003 – Feb 2004****Software Development Manager and General Director for Riyadh Institute****HYAT FOR TRAINING, Riyadh****General Director****April-2002 – May-2003****Skills & Duties:****Key Skills and Competencies:**

- Speak, listen, and write fluently both Arabic & English
- Having a robust and business-focused approach to running a company.
- Ensuring that everything works to the highest possible professional standards.
- Possessing a proven track record in senior management.
- A charismatic but pragmatic leader.
- Proven ability to identify new business opportunities.
- Can maintain close relationships with external bodies, suppliers and clients.
- Evaluating and decision-making.
- An enterprising and creative thinker, with a commercial eye, exceptional financial acumen.

Duties:

- Formulation of the direction and strategy of the company.
- Responsible for all aspects of human performance issues.
- Working on full development lifecycle projects. Negotiating legal contracts with suppliers.
- Budgetary forecasting.
- Developing detailed project plans.
- Responsible for all Project Management controls.
- Producing informative, well-organized presentations for senior management.
- Chairing bi-weekly meeting with Managers and Supervisors.

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EDUCATION

KING SAUD UNIVERSITY, Riyadh, Saudi Arabia

Bachelor in Business Administration (BBA)

Jan, 1987

Major: General

SAINT LOUIS UNIVERSITY, St. Louis, Missouri

Master in Business Administration (MBA)

Jan, 1992

Major: General

Minor: Finance

UNIVERSITY OF WESTERN ONTARIO, London, Ontario, Canada

Ph.D. in Business Administration

April 1998

Major: Management Science.

Minor: Management Information Systems

RESEARCH ACTIVITIES:**Publications in Refereed Academic Journals:**

- Al-Hudhaif, Sulaiman. A., "Telecommuting as an alternative work arrangement for Saudi female graduates", Journal of King Saud University: Administrative Sciences(2), Volume 13, pp. 17-47, Riyadh. 1421/2001.
- Al-Hudhaif, Sulaiman. A., "Adopting IS Technologies for Achieving Strategic Competitive Advantages". Journal of the Faculty of Commerce for Scientific Research. No (1). Vol. 45. Jan. 2008 .Alexandria University. Alexandria.
- Al-Hudhaif, Sulaiman. A., "Process Redesign: Reengineering Core Process at Computer Department - a Case of SWCC". Business Process Management Journal. UK. 2009.
- Al-Hudhaif, Sulaiman. A., "Managing International Information Systems & Global Information Strategy" Accounting, Management, and Insurance Review. No (10). Faculty of Commerce. Cairo University. Cairo. 2007.
- Al-Hudhaif, Sulaiman. A., and others, "Information Technology Strategic Planning A Case Study: Ministry of Transport in the Kingdom of Saudi Arabia". Journal of King Abdulaziz: Economics and Administration No (2). Vol. 21. Jan. 2007.
- Al-Hudhaif, Sulaiman. A., "Measuring Quality of Information Systems Services in Manufacturing Organizations in Riyadh". Journal of King Abdulaziz: Economics and Administration No (1). Vol. 24. Jan. 2010.
- Al-Hudhaif, Sulaiman. A., "The Critical Success Factors for Implementation of Customer Relationship Management in the Banking Sector of Saudi Arabia". The Journal of Global Business Management. Volume 7. No. 1. April 2011.
- Al-Hudhaif, Sulaiman. A. and Abdullah Alkubeyyer., "E-Commerce Adoption Factors in Saudi Arabia", International Journal of Business and Management. Volume 6. No 9. September. 2011.
- Al-Hudhaif, Sulaiman. A., "ERP Implementation at King Saud University", Global Journal of Management and Business Research Volume 12 Issue 5 Version 1.0 March 2012.
- Al-Hudhaif, Sulaiman. A., "Assessing the Role of MIS on Improving Customer Services at Medical Supply Companies in Saudi Arabia ", Journal of Economic & Administrative Sciences (in Arabic) Volume 27 Issue 1 2011.
- Al-Hudhaif, Sulaiman. A., "Success Factors for Implementing SCM and their Relations to Customer Satisfaction in Saudi Government organizations", Jordan Journal of Business Administration (in Arabic). Volume 8 Issue 1. 2012.
- Al-Hudhaif, Sulaiman. A., "The role of Implementing Digital Firm on Improving Management Efficiency in Small Businesses: An Empirical Study on private Clinic in Riyadh", Journal of Al-Imam Muhammad Ibn Saud Islamic University: Humanities and Social Sciences. (in Arabic) No. 29. Shawal 1434.

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- Al-Hudhaif, Sulaiman. A., "Investigating Customers' Acceptance of Online Banking Based on Technology Acceptance Model: An Empirical Study in the Saudi Banking Market". Journal of King Saud University: Administrative Sciences (2), Volume 25, 1435/2014.
- Al-Hudhaif, Sulaiman. A. and Nisar Ahamad. Nalband,, "Impact of Information Technology on Employment of Women in Saudi Arabia" Journal of Theoretical and Applied Information Technology. June 2012. Volume 40. No. 2.
- Al-Hudhaif, Sulaiman. A. and Saleh Alqahtani,, "Exploring Study for Using Marketing Information Systems in the Top 100 Saudi Companies" 2014. Working paper.
- Al-Hudhaif, Sulaiman. A. and Emad Abduljaleel, "Designing and Developing an Expert System for Pricing Risk of Civil Liability for Vehicles in Saudi Arabia" 2014. Working paper.

Funded Research Projects:

- Al-Hudhaif, Sulaiman A. "Developing The Cooperative Medical Insurance System In Saudi Arabia., Funded by King Abdulaziz City for Science & Technology (KACST), Saudi Arabia, HGP. 11-2. Role: **Principal Investigator**, April 2011- September 2013, Budget SR 501,000. The project is completed.
- Al-Hudhaif, Sulaiman A. "Manpower Development in the Government Sector in the Kingdom of Saudi Arabia in a Changing Environment., Funded by King Abdulaziz City for Science & Technology (KACST), Saudi Arabia, HGP. 32-6. Role: **Principal Investigator**, June 2013- Present, Budget SR 466,000. The project is underway.
- Al-Hudhaif, Sulaiman A. "Positive and Negative Factors Affecting the Employees' Performance in The Civil Service, kingdom of Saudi Arabia., Funded by King Abdulaziz City for Science & Technology (KACST), Saudi Arabia, HGP. 32-7. Role: **Co PI**, Sept 2013- Present, Budget SR 435,000. The project is underway.

Conferences Presentations:

- Al-Hudhaif, Sulaiman. A. and Sandy Staples "What do Decision Makers Think of VIM? Results from a Survey of Decision Makers Who Have Used a Visual Interactive Model for Decision Making," presented in Canadian Operational Research Society (CORS 1993) conference, Halifax, Canada. 25-27 May 1993.
- Al-Hudhaif, Sulaiman. A. "A Visual Interactive GP-Based DSS: An Empirical Assessment," presented in the Canadian Operational Research Society (CORS 1997) conference, Ottawa, Canada, 26-28 May, 1997.
- Al-Hudhaif, Sulaiman. A. "A Visual Interactive GP-Based DSS: An Empirical Assessment," presented in INFORMS Dallas Fall 1997. Dallas, TX, U.S.A, 26-29 October 1997.
- Al-Hudhaif, Sulaiman. A., "Automobile Insurance Knowledge Mining" Proceeding of The 2009 International Conference on Data Mining. WORLDCOMP'09. July13-16, 2009. Las Vegas, NV. USA.
- Al-Hudhaif, Sulaiman. A. and Ayedh A. Alaltom, "Reassessing Telecommunication Customer Relationship Management Processes: A Customer Prospective". Proceeding of the WASET 2012 International Conference. Paris, France. June 27-28. 2012.
- Al-Hudhaif, Sulaiman. A. and Saleh Alqahtani,, "Customers' Acceptance of Online Shopping in Saudi Arabia" Proceeding of the Academic and Business Research Institute Conference: San Antonio, TX. USA. 27-29-March.2014.

PERSONAL INFORMATION:

Born on December 2, 1962 (2nd of Rajab 1382 H) in Albukereia, Qassim, Saudi Arabia. Married. Fluent in Arabic and English

REFERENCES Available upon request.