

AUS | الجامعة الأميركية في الشارقة
American University of Sharjah

CHAIR ACTIVITY REPORT

_____ for year 5 _____



2023–2024



THE SAID T. KHOURY
CHAIR OF LEADERSHIP STUDIES

Chair Holder:
Professor **Virginia Bodolica**, PhD

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About the Chair: BACKGROUND

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah (AUS) was established in 2019 to honor the legacy of a prominent entrepreneur, business person, philanthropist and father. In early 1950s, Mr. Said T. Khoury co-founded Consolidated Contractors Company (CCC) and led its transformation from a small subcontracting firm into an international construction engineering giant. Headquartered in Athens, Greece, CCC is now one of the top 25 companies in the world in its industry of operation, having a workforce of approximately 130,000 employees and executing major projects in more than 40 countries.

The Said T. Khoury Chair of Leadership Studies is dedicated to the development and dissemination of impactful knowledge about leadership that manifests itself across different levels of analysis, transcending disciplinary silos, functional areas and industry boundaries. The distinctiveness of the Chair is found in its balanced approach to leadership theory and practice, which is materialized through a fruitful combination of academic endeavors and practice-focused initiatives. The Chair strives to conduct a series of closely interrelated activities in three mutually reinforcing areas, namely youth engagement, scholarly production, and non/academic outreach.

Vision Statement of the Chair

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah seeks to develop a well-established knowledge platform in the region for the generation, dissemination, and promotion of impactful leadership studies, practices and insights.

Mission Statement of the Chair

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah provides an open venue for students, alumni, scholars and practitioners to create and share relevant knowledge about leadership in its broadest sense and its various manifestations. Through a mix of synergistic and mutually reinforcing actions and initiatives that strike a balance between research and practice, the Chair is committed to producing outcomes that have impact and span across levels, industries, sectors and spheres of activity.

Chair Website:

www.aus.edu/sba/partnerships/our-partners/the-said-t-khoury-chair-of-leadership-studies

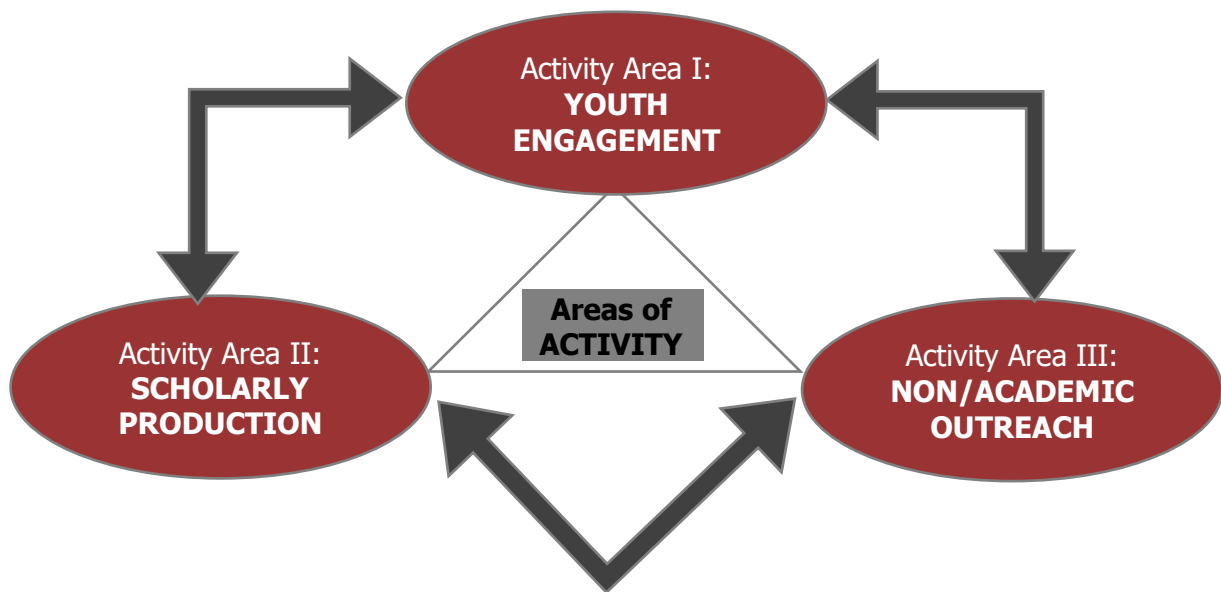
Chair Holder:

Professor **Virginia Bodolica**, PhD, vbodolica@aus.edu

Summary: 3 MAJOR AREAS OF CHAIR ACTIVITY

To achieve its vision and keep the promise made in its mission statement, The Said T. Khoury Chair of Leadership Studies at AUS initiated and conducted a series of closely interrelated activities in three mutually reinforcing areas.

Figure 1. The 3 Interrelated Areas of Activity of the Chair



Activity Area I: YOUTH ENGAGEMENT

A number of initiatives were conceptualized and implemented with the purpose of developing youth skills, enhancing the practical relevance of their knowledge, and contributing to their employability in the labor market. These initiatives aimed to boost the connectivity between course material and practical applications to enhance the overall learning experience of students within and beyond the classroom boundaries.

➤ **Teaching Activities**

The Chairholder taught multiple sections of the following graduate-level capstone course in the MBA program at the business school:

- **MBA 618 Strategic Management** (multiple sections)

Due to the strategic nature of this course, the topic of leadership was constantly tackled throughout the semester. A specific emphasis was placed on the role of corporate leadership and governance in streamlining the activities of an organization and directing people effectively to secure the achievement of desired strategic outcomes. Different case studies on the role of CEOs and board of directors were analyzed to boost students' understanding of the centrality of corporate leadership in paving the way to success in today's unpredictable business world.

➤ **Creative Student Assignments**

In the strategy sections taught, MBA students were asked to practice and further develop their leadership competencies by completing some creative assignments.

Sample creative assignment

- In strategy courses taught, students were asked to develop their *metaphorical thinking* and *new venture creation skills* in an innovative manner. In particular, they had to talk about their hobby and discuss various strategic ways of monetizing their hobby. By applying different strategic management tools discussed in class to the analysis of their hobby or favorite pastime, they had to imagine how to launch a new venture using their hobby and how to lead their business venture toward success.

➤ **Visiting International EMBA Program**

This year, the Chair contributed to initiating and forging a teaching collaboration between the School of Business at AUS and Business School XXI Century-Consult from Minsk (Belarus). This collaboration resulted in the development of a customized module for an EMBA class from Belarus. The module was part on an International Immersion Program on Entrepreneurship and Innovation that materialized in a study visit of EMBA students from Belarus to SBA and AUS. Students benefited from four days of instruction in Russian language at SBA and two corporate visits in Sharjah and Dubai.

○ **Teaching to EMBA Belarus participants**

Module 1: Entrepreneurship	The first module of this customized program dealt with the development of an entrepreneurial mindset and analysis of various business models. This module was taught by a visiting guest scholar, Dr. Galina Shirokova , from the Higher School of Economics in Saint Petersburg, Russia.
Module 2: Innovation	The second module of this international immersion program for EMBA Belarus tackled issues related to innovation, such as national systems of innovation and innovative approaches to business creation. This module was delivered in Russian by the Chairholder, Dr. Virginia Bodolica .

○ **Corporate visits of EMBA Belarus participants**

<p>Visit 1: Entrepreneurship</p>	<p>The first visit was organized in Sharjah, where EMBA Belarus participants had the opportunity to visit the premises of Sharjah Research Technology and Innovation Park.</p>
<p>Visit 2: Innovation</p>	<p>The second visit was organized in Dubai, allowing EMBA Belarus participants to visit the headquarters of Mashreq Bank and get to know more about their experience in creating a fully digital bank.</p>



➤ **Engaging with High Schoolers in Different Activities**

<p>High schoolers' visits to the school</p>	<ul style="list-style-type: none"> ▪ Engaging in discussions with high schoolers during their visits to the school ▪ Explaining the nature of the management major and the different courses offered, as a possible future career choice
<p>Tech business pitches by high schoolers</p>	<ul style="list-style-type: none"> ▪ Judging the tech business pitches made by high school students as part of SBA Hackathon Challenge ▪ Evaluating the pitches in collaboration with other judges in the panel and deciding on a winner

➤ Mentoring Students/Alumni in Research

The Chair is actively engaged in mentoring and coaching AUS students and alumni to help them develop their research and academic writing skills. This year, these mentoring activities resulted in joint article presentations at international conferences and joint journal publications with *Muneebah Jabeen* (former undergraduate student) and *Ayesha Siddiqi* (former under- and post-graduate student). These activities also resulted in winning an international case writing competition in co-authorship with an AUS alumna.

❖ Presenting papers at conferences with AUS students/alumni

- Co-authored paper presented with Ms. **Jabeen, M.** (2023) – MitiMeth’s journey: Transforming invasive weed, creating sustainable livelihood, empowering riverine communities – at ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19.
- Co-authored paper presented with Ms. **Siddiqi, A.** (2023). Tackling food wastage: Sustainable transformation within the kitchen. ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19.

❖ Publishing articles with AUS students/alumni

- Case study co-authored with Ms. **Jabeen, M.** (2023). Mitigating methanol: How a deadly plant became a beloved resource. Case Study. *Emerald Emerging Markets Case Studies*, 13(3), 1–11.
- Teaching notes co-authored with Ms. **Jabeen, M.** (2023). Mitigating methanol: How a deadly plant became a beloved resource. Teaching Notes. *Emerald Emerging Markets Case Studies*, 13(3), 12–26.
- Case study co-authored with Ms. **Siddiqi, A.** (2023). Bon voyage: A vacation from food wastage. Case Study. *Emerald Emerging Markets Case Studies*, 13(2), 1–15.
- Teaching notes co-authored with Ms. **Siddiqi, A.** (2023). Bon voyage: A vacation from food wastage. Teaching Notes. *Emerald Emerging Markets Case Studies*, 13(2), 16–31.

❖ Winning case writing awards with AUS students/alumni

- Co-authored case study and teaching notes with Ms. **Siddiqi, A.** (2023) – Bon Voyage: A Vacation from food wastage – **Winner of the 2023 CEEMAN & Emerald Case Writing Competition.**

➤ Students' Thesis Committee Member

- **Member of the Master's Thesis Committee**, Title "Applied theatre and the role of improvisation on team building and leadership", Ms. Lilas Mansour, Master of Business Administration Program, American University of Sharjah (UAE) –
 - ***Thesis proposal presented in May 2024***
- **Member of the Master's Thesis Committee**, Title "Leadership transition and succession in family businesses post-passing", Mr. Rashid bin Hadda, Master of Business Administration Program, American University of Sharjah (UAE) –
 - ***Thesis proposal presented in May 2024***
- **Member on the Master's Thesis Committee**, Title "*Founder narcissism and IPO performance*", Ms. Aizhan Uzakova, Master of Science in Finance Program, American University of Sharjah (UAE) –
 - ***Thesis successfully defended in May 2024***

Activity Area II: SCHOLARLY PRODUCTION

➤ Scholarly Publications

Several research projects in collaboration with international scholars were initiated by the Chair, some of which have resulted in scholarly publications in different academic outlets in the field of business and management. Many of these projects are cross-disciplinary in nature, that underscores the heterogeneity of leadership-related connotations in today's business world, in line with the vision and mission of The Said T. Khoury Chair of Leadership Studies at AUS. The publications of the Chair can be classified into the macro-, meso-, and micro-level research outcomes, as per the below:

- **Macro-Level Research:**

- (2024). Adaptation strategy, international experience and export performance of Moroccan handicraft firms: The mediating role of partnerships. *International Journal of Emerging Markets*, 19(2), 412-434. Scopus Q1 - Top 25% (with Dassouli, S., Satt, H., & M'hamdi, M.).
- (2023). What people talk about online and what they intend to do: Related perspectives from text mining and path analysis. *Eurasian Business Review*, 13(4), 931–956. Scopus Q1 - Top 10% (with Chang, S.-Y., Hsu, H.-H., & Lu, H.-P.).

- **Meso-Level Research:**

- (forthcoming). Learning goal orientation and turnover intention: An interplay between cultural intelligence and organizational commitment. *International Journal of Organizational Analysis*. Scopus Q1 – Top 25% (with AlMazrouei, H., & Zacca, R.).
- (2023) ADHD symptoms of CEOs and business model innovation in the SME context. *Technovation*, 128, 102845. Scopus Q1 – Top 3% (with Artamoshina, P., Shirokova, G., & Osiyevskyy, O.).

- **Micro-Level Research:**

- (2023). Mitigating methanol: How a deadly plant became a beloved resource. Case study. *Emerald Emerging Markets Case Studies*, 13(3), 1–11. Scopus Q4 (with AUS student Jabeen, M.).
- (2023). Mitigating methanol: How a deadly plant became a beloved resource. Teaching notes. *Emerald Emerging Markets Case Studies*, 13(3), 12–26. Scopus Q4 (with AUS student Jabeen, M.).
- (2023). Bon voyage: A vacation from food wastage. Case study. *Emerald Emerging Markets Case Studies*, 13(2), 1–15. Scopus Q4 (with AUS student Siddiqi, A.).
- (2023). Bon voyage: A vacation from food wastage. Teaching notes. *Emerald Emerging Markets Case Studies*, 13(2), 16–31. Scopus Q4 (with AUS student Siddiqi, A.).

Several collaborative research projects with local and international peers, on topics across the three levels of leadership studies, are currently at different stages of development. The chair is particularly focused on **mentoring junior scholars and students** in various research techniques and paper development practices with the purpose of contributing to knowledge sharing.

➤ **Paper Presentations at Conferences**

The research projects conducted by the Chair were presented at various academic conferences and received developmental feedback from local, regional, and international experts in respective fields of study.

- (2024). Green intellectual capital and sustainable performance: The role of organizational citizenship behavior and psychological contract. ***International Conference of the Social Responsibility Research Network***, Quito (Ecuador), April 3–6 (with Nawaz, A., Soomro, S.A., Umrani, W.A., & Riaz, A.).
- (2024). Understanding leadership in philanthropy: A bibliometric analysis of research trends over the 1991-2021 period. ***International Conference of the Social Responsibility Research Network***, Quito (Ecuador), April 3–6 (with Ben Jaafar, S.).
- (2024). Toward a grounded model of technology adoption in Moroccan handicraft SMEs. ***Africa Academy of Management Conference***, Cape Town (South Africa), January 8–10 (with Dassouli, S., Satt, H., & Teffahi, K.).
- (2024). Africanization of developmental state model: On Rwanda’s industrial policy and institutional arrangements. ***Africa Academy of Management Conference***, Cape Town (South Africa), January 8–10 (with Gaudreault, F.).
- (2023). Narrowing the entrepreneurial gender gap: An analysis of East European educational settings. ***Academy of International Business AIB-MENA Conference***, Rabat (Morocco), December 10–13 (with Uskova, A., Yangiboeva, N., & Shirokova, G.).
- (2023). Understanding the co-CEO leadership and governance structure: A conceptual framework and multidomain research agenda. ***Academy of International Business AIB-MENA Conference***, Rabat (Morocco), December 10–13 (with Zakharova, A., & Shirokova, G.).

- (2023). Business model innovation and new venture performance: The role of founder personality. ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19 (with Veksler, K., Dvorkina, D., Amarantov, I., & Shirokova, G.).
- (2023). Female students’ engagement in entrepreneurial activities: The role of entrepreneurship education and university environment. ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19 (with Shirokova, G., Kozachenko, E., Uskova, A., & Yangiboeva, N.).
- (2023). Tackling food wastage: Sustainable transformation within the kitchen. ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19 (with Siddiqi, A.).
- (2023). MitiMeth’s journey: Transforming invasive weed, creating sustainable livelihood, empowering riverine communities. ***Entrepreneurship for Sustainability & Impact Conference***, Doha (Qatar), October 17–19 (with Jabeen, M.).
- (2023). Measurement bias in the financial performance of family firms. ***International Conference on Management Studies***, Istanbul (Turkey), September 10 (with Dupuis, D., & Nanik, K.).

➤ International Scholar’s Guest Visit



Dr. Galina Shirokova, Director of the Center for Strategic Entrepreneurship and Professor of Management in Higher School of Economics (HSE) Saint Petersburg (Russian Federation)

Dr. Galina Shirokova visited the School of Business and the Chair of Leadership during the Spring semester. She delivered a teaching module on entrepreneurship and business models to participants of the EMBA Belarus International Immersion Program. The Chair had the opportunity to discuss with Dr. Shirokova the ongoing research activities and initiate new projects on several topics related to new venture founders’ personality and entrepreneurial outcomes, co-CEO leadership structure and governance implications, youth’s leadership style and entrepreneurial behavior, and CEOs’ cognitive biases and organizational outcomes.

Chair's Honors & Awards:

(2024). **Best Paper Award Winner** for the paper titled "*Africanization of developmental state model: On Rwanda's industrial policy and institutional arrangements*", Track: Public Policy, Administration of Government, and Non-Governmental Organizations, *Africa Academy of Management Conference*, Cape Town (South Africa).

(2024). **Best Paper Award Winner** for the paper titled "*Understanding the co-CEO leadership and governance structure: A conceptual framework and multidomain research agenda*", *Academy of International Business AIB-MENA Conference*, Rabat (Morocco).

(2023) **Best Paper Award** for the paper titled "*Measurement bias in the financial performance of family firms*", *International Conference on Management Studies*, Istanbul (Turkey).

(2023). **Winner of the 2023 CEEMAN & Emerald Case Writing Competition**, for the case study and teaching notes titled "*Bon Voyage: A Vacation from food wastage*".

❖ **AIBMENA 2023 Best Paper Award for the co-CEO leadership article**



**AFAM 2024
Best Paper Award**



**ICSM 2023
Best Paper Award**



Activity Area III: NON/ACADEMIC OUTREACH

Academic Outreach

Among the key academic outreach activities of the Chair there are conferences and events' organization, academic service engagements, media diffusions, journal editorial boards, professional memberships, and invited keynotes at scholarly and practitioner conferences.



➤ **Invited Keynotes at Academic Conferences**

- (2024). **Invited Panelist**, Topic "Business Strategies for Tech-Driven Sustainability", *International Research Conference on Xplore*, Lahore Business School, University of Lahore (Pakistan), May 10–11
- 2024). **Keynote Speaker**, Topic "Technological Disruption and Innovative Leadership in Today's Business World", *International Research Conference on Xplore*, Lahore Business School, University of Lahore (Pakistan), May 10–11

LAHORE BUSINESS SCHOOL

THE UNIVERSITY OF LAHORE

**INTERNATIONAL RESEARCH CONFERENCE
XPLORE 2024 - CHAPTER 5**
MAY 10TH - 11TH, 2024
Keynote Speaker

DR. VIRGINIA BODOLICA

Professor of Management
Head of Department, Management, Strategy, & Entrepreneurship,
American University of Sharjah, United Arab Emirates

- Teaches in areas such as strategy and innovation, corporate governance, family business, and human resource management.
- Consults for private and public organizations, delivering customized executive programs globally.
- With over 100 publications and 2,300 citations.

AACSB Business Education Alliance Member

CENTER FOR RESEARCH EXCELLENCE

- (2024). **Invited Panelist**, Colloquium on "Is Artificial Intelligence a Threat for Corporate Social Responsibility?", *International Conference of the Social Responsibility Research Network*, State University of Milagro, Quito (Ecuador), April
- (2024) **Panelist**, "Women in Business" Panel Discussion, *School of Business Administration*, American University of Sharjah, March 8
- (2024). **Invited Speaker**, Topic "At the Intersection of Family Business Leadership, Corporate Governance, and Financial Performance", *Center for Strategic Entrepreneurship Research Seminar Series*, Higher School of Economics University (Russia), January 26

- (2024). **Invited Panelist**, Panel Discussion on "Ethical Implications and Regulatory Frameworks in AI", *Symposium on Generative AI: Challenges and Opportunities*, Rochester Institute of Technology Dubai (UAE), January 11
- (2024). **Invited Participant**, Roundtable Discussion on "Cultural Competence: The Intrinsic Strategic Advantage", *Platform for Connected Leadership*, Capital Club Dubai (UAE), January 11
- (2023). **Invited Panelist**, "Meet the Editors" Session, *International Conference on Management Cases*, BIMTECH Birla Institute of Management Technology (India), November 25
- (2023). **Invited Panelist**, Panel Discussion on "Case Writing and Teaching in Arab Countries: Assessing the Current Landscape and Navigating Future Prospects", *Entrepreneurship for Sustainability & Impact Conference*, Doha (Qatar), October 19



The poster for the 13th International Conference on Management Cases (ICMC) 2023 features the following content:

- Logos:** BIMTECH BIRLA INSTITUTE OF MANAGEMENT TECHNOLOGY, AACSB ACCREDITED, USF MUMA COLLEGE OF BUSINESS UNIVERSITY OF SOUTH FLORIDA, and UNIVERSITY OF EASTERN FINLAND.
- Title:** 13th ICMC 2023
- Subtitle:** International Conference on Management Cases
- Main Text:** Meet the Editors
- Date:** 25th November 2023, Virtual From 1830 IST to 2000 IST
- Venue:** Zoom Platform, BIMTECH, Greater Noida (NCR), India
- Speakers:**
 - Dr. Virginia Bodolica**: Associate Editor (Emerging Market Case Studies & Asian Journal of Management Cases)
 - Dr. Wei Tian**: Editor-in-Chief (Asian Case Research Journal), Deputy Editor, Management and Organization Review, Associate Editor, Asian Case Research Journal
 - Sudhir Rana**: Associate Professor, Marketing and Strategy Program Director, Bachelor of Science in Healthcare Management and Economics (BSc.HME)
 - Ajoy K. Dey, D.Phil**: Chairperson, Centre of Management Case Development, Birla Institute of Management Technology, Editor of the South Asian Journal of Business & Management Cases
- Call to Action:** Open to all management faculty and scholars
- Contact:** For Queries Contact : e-mail at: icmc@bimtech.ac.in | Visit us at : www.bimtech.ac.in

➤ Academic Service Engagements

- (2024). **Chair**, “CSR, social capital, & environmental impact” session, *International Conference of the Social Responsibility Research Network*, Quito (Ecuador), April 3–6.
- (2023). **Chair**, “Sessions 1, 2, & 3: Case study” track, *Entrepreneurship for Sustainability & Impact Conference*, Doha (Qatar), October 17–19.
- (2023). **Discussant**, “Small and medium-sized enterprises” session, *Eurasia Business and Economics Society Conference*, Budapest (Hungary), October 11–13.
- (2023). **Chair** of the judging panel, *American University in Cairo & Emerald Publishing Case Writing Competition* for authors based in MENA, Pakistan & Turkey, October–November

➤ Journal Editorial Boards

- **Editor-in-Chief:**
 - *Emerging Markets Case Studies* (by Emerald)
- **Associate Editor:**
 - *Eurasia Business Review* (by Springer)
 - *Asian Journal of Management Cases* (by Sage)
- **Editorial Board Member:**
 - *Middle East Journal of Management* (Inderscience Publishers)
 - *International Journal of Organizational Analysis* (Emerald Group Publishing)
 - *South Asian Journal of Business and Management Cases* (Sage)
 - *Corporate Ownership & Control* (Virtus Interpress)
- **Advisory Board Member:**
 - *International Journal of Comparative Management* (Inderscience Publishers)
- **Ad-hoc reviewer:**
 - A broad range of academic journals, teaching case study outlets, and scientific conferences

The Chair strived to provide constructive feedback to all submitting authors to help them develop their manuscripts and successfully publish their research in academic journals.

➤ Professional Memberships

- (2007 to date). Member of the Academy of Management (**AOM**)
- (2020 to date). Member of the Eurasian Business and Economics Society (**EBES**)
- (2024 to date). Member of Social Responsibility Research Network (**SRRN**)
- (2023 to date). Member of Academy of International Business and MENA Chapter (**AIB-MENA**)

➤ Academic Service Engagements

- (2024). **External Reviewer** of teaching, scholarship, and service activities produced by faculty applying for Promotion to Associate Professor of Management (Sultan Qaboos University, Oman)
- (2023). **External Reviewer** of scholarship produced by faculty applying for Promotion to Associate Professor of Management Information Systems (Arab Open University, Saudi Arabia).

Non-Academic Outreach

➤ Relationship with Industry

- The Chair continued to strengthen the relationship with different companies from the region by connecting with and inviting managers and employees from regional businesses to take part in ongoing research projects and events or to deliver guest speeches in different classes taught.

ACKNOWLEDGEMENTS:

The Chair would like to acknowledge the valuable work of several teaching and research assistants, including:

- *Undergraduate Teaching Assistant:*

Ms. Muneebah Jabeen

Ms. Sara Eltayeb

Ms. Rooth Shaji

Ms. Radwa Rashed

Ms. Diala AlMalik

Ms. Ayesha Siddiqi

- *Graduate Research Assistants:*

Conclusion: ONGOING CHAIR ACTIVITIES

The Said T. Khoury Chair of Leadership Studies at AUS continues to carry out a series of activities across each of the three areas. Many new research collaborations were initiated during the past academic year with scholars from different institutions around the world. These collaborations resulted in several collaborative research projects that are expected to bear fruit in the near future and result in conference presentations and subsequent publications in specialized academic journals.