

# AZADDIN SALEM KHALIFA

## CURRICULUM VITAE

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**DBA.** (Scenario Planning) Strathclyde University; **MSc.** (O.R.) Strathclyde University; **PGD** (Arabic Lit.) Tripoli University, Tripoli; **BSc.** (Ind. Eng.), Benghazi University, Benghazi.

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### Personal Information

- Marital Status: Married.
- Nationality: Libyan.
- Date of Birth: 19/6/1961
- Place of Birth: ash-Shati - Libya.

### Summary of Qualifications

1997 (7/7/1997)	Strathclyde Business School, Glasgow, SCOTLAND <ul style="list-style-type: none"><li>➤ DBA (Dissertation: Developing a Game-based Approach for Scenario Writing)</li></ul>
1992 (6/11/1992)	Strathclyde Business School, Glasgow, SCOTLAND <ul style="list-style-type: none"><li>➤ MSc. in Operational Research (Dissertation: Dynamic Models of Conflict).</li></ul>
1988 (Fall 1988)	Department of Arabic Language and Literature, Tripoli University (previously: A Fateh University), Tripoli, LIBYA <ul style="list-style-type: none"><li>➤ P/G Diploma in Arabic Literature (PT).</li></ul>
1983 (Fall 1983)	Faculty of Engineering, Benghazi University (previously: Garyounis University), Benghazi, LIBYA <ul style="list-style-type: none"><li>➤ BSc. in Industrial Engineering</li></ul>

### Languages

- Arabic and English.

### Current Position

Associate Professor,  
College of Business Administration,  
University of Sharjah,  
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Sharjah, UAE  
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## Publications

1. Jabnoun, N. A., & Khalifa, A. S. (Forthcoming). Authentic strategy – Calling for more than just good strategy. *The University of Sharjah Journal of Humanities and Social Sciences*.
2. Khalifa, A. Salem (2022). Contesting Mintzberg's five Ps for strategy: it's time for a product recall. *Journal of Strategy and Management*, (ahead-of-print), <https://doi.org/10.1108/JSMA-12-2021-0243>
3. Khalifa, A. Salem (2021). Strategy and what it means to be strategic: redefining strategic, operational, and tactical decisions. *Journal of Strategy and Management*, 14(4), 381-396. DOI 10.1108/JSMA-12-2020-0357.
4. Khalifa, A. Salem (2021). Strategy, nonstrategy, and no strategy. *Journal of Strategy and Management*, 14(1), 35-49.
5. Khalifa, A. Salem (2020). Strategy: restoring the lost meaning. *Journal of Strategy and Management*, 13(1), 128-143.
6. Khalifa, A. Salem (2012). Mission, purpose, and ambition: redefining the mission statement. *Journal of Strategy and Management*, 5(3), 236-251.
7. Khalifa, A. Salem (2011). Three Fs for the mission statement: what's next?. *Journal of Strategy and Management*, 4(1), 25-43.
8. Khalifa, A. Salem (2010). Rethinking the current dominant approach to business school strategy. *European Business Review*, 22(6), 591-607.
9. Khalifa, A. Salem (2009). Drawing on students' evaluation to draw a strategy canvas for a business school. *International Journal of Educational Management*, 23(6), 467-483.
10. Khalifa, A. Salem (2009). Student-as-aspirant: strategic implications for business education. *European Business Review*, 21(2), 172-190.
11. Khalifa, A. Salem (2008). The "strategy frame" and the four Es of strategy drivers. *Management Decision*, 46(6), 894-917.
12. Jabnoun, N., & Khalifa, A. (2005). A customized measure of service quality in the UAE. *Managing Service Quality: An International Journal*, 15(4), 374-388.
13. Khalifa, A. Salem (2004). Customer value: a review of recent literature and an integrative configuration. *Management Decision*, 42(5), 645-666.
14. Jabnoun, N., Khalifa, A., & Yusuf, A. (2003). Environmental uncertainty, strategic orientation, and quality management: a contingency model. *The Quality Management Journal*, 10(4), 17.
15. Khalifa, A. S. (2003). The Multidimensional Nature and Purpose of Business in Islam. Accounting, Commerce, and Finance: *The Islamic Perspective Journal*, 7(1&2), 1-25.
16. Khalifa, A. S. (2001). Towards an Islamic foundation of strategic business management. Research Center, International Islamic University Malaysia Press. [Won a consolation prize in the Isma' l al-Farouqi Award for Academic Excellence]
17. Bennett, P., & Khalifa, A. (2000). Scenarios, rational choice and prediction. *Electronic Review of World Politics*, 1(2) no pages. Online at [www.kent.ac.uk/politics/research/erwp/](http://www.kent.ac.uk/politics/research/erwp/).
18. Khalifa, A. S., & Bennett, P. G. (1994). *Incorporating Conflict into Scenario Building Process: An Outline of a Game-theoretic Approach*. Working Paper 94/11, Management Science Theory, Method and Practice Series, Strathclyde Business School, University of Strathclyde.

## Papers Under Revision

## Conference / Seminar Papers

1. Sarker, A. E., Tipu, S. A., Zervopoulos, P., Khalifa, A. S., Jamali, D., Al Athmay, A. A., & Sultan, R. (2023) Value creation through the interaction effects between entrepreneurship and corruption. Conference on Business and Technology (ICBTISTANBUL'2023), May, 28.
2. Khalifa, Azaddin S. (2020), "Strategy, NonStrategy, and No Strategy" University of Sharjah, Departmental Seminar, 12 March.
3. Khalifa, Azaddin S. (2018), "Strategy as a Theory of Winning" University of Sharjah, Departmental Seminar, 15 Nov.
4. Khalifa, Azaddin S. (2005), "The Many Faces of Strategy: Clearing the Confusion" University of Sharjah, Departmental Seminar, 18 April.
5. Khalifa, Azaddin S. (2002), "The Multidimensional Nature and Purpose of Business in Islam," accepted for presentation at the Accounting, Commerce, and Finance: The Islamic Perspective, Conference V, 11-13 Feb., Kuala-Lumpur, Malaysia.
6. Khalifa, Azaddin S. (2001), "From the Assumption of Rationality to the Ideal of Hikmah: Developing an Islamic-based Framework for Strategic Decision Making," presented at the Accounting, Commerce, and Finance: The Islamic Perspective, Conference IV, 12-14 Feb., Palmerston-North, New Zealand.
7. Khalifa, Azaddin S. (2000), "Hikmah as an Alternative to Economic Rationality," Kulliyah of Economic and Management Sciences Seminar Series, IIUM, K.L., Malaysia, Feb.
8. Khalifa, Azaddin S. (1999), "Toward an Islamic Foundation of Strategic Business Management: The Concepts of Falah, Hikmah, and Rizq as a Framework," accepted for presentation at the 28th annual convention of the Association of Muslim Social Scientists October 29-31, Leesburg Virginia, USA.
9. Khalifa, Azaddin S. (1999), "Profit Maximization: The Case Against," Department of Business Administration Seminar Series, IIUM, K.L., Malaysia, Feb.
10. Khalifa, Azaddin S. (1998), "From the Science of the Probable to the Art of the Possible," Department of Business Administration Seminar Series, IIUM, July.

## Membership of Advisory Boards and Academic Journal & Conference Papers Refereeing

### ➤ Member of Editorial Advisory Board of the Following Academic Journals:

- International Journal of commerce and Management, Emerald, UK (2013 –2015)
- University of Sharjah Journal for Humanities & Social Sciences (2012-2019)

### ➤ Academic Journal Papers Refereeing:

- Accounting, Commerce, & Finance: The Islamic Perspective Journal, 2003, 2004
- Business Perspectives and Research, 2021

- Educational Management, Administration and Leadership – Published by the Emerald Group UK, 2013
- European Journal of Operational Research – Published by Elsevier, 2004
- IIUM Journal of Economics & Management – Published by the International Islamic University Malaysia), 2002, 2003, 2004, 2010
- International Journal of Commerce and Management – Published by the Emerald Group UK, 2013, 2014, 2015
- Journal of Accounting, Business and Management – Published by MCE Publishing Board, Indonesia, 2006
- Journal of Strategy and Management – Published by the Emerald Group UK., 2017
- Management Decision – Published by the Emerald Group UK., 2008, 2010, 2016, 2017, 2021
- Quality Assurance in Education – Published by the Emerald Group UK, 2010
- University of Sharjah Journal for Humanities & Social Sciences, 2009-Present
- University of Sharjah Journal of Pure & Applied Sciences, 2006, 2007
- Review of International Business and Strategy – Published by the Emerald Group UK., 2017.

➤ **Conference Papers Refereeing:**

- A Preliminary Enquiry Into Paradigmatic Differences Among the Conventional and Islamic Approaches to Management Studies (for the Fifth International Conference of Accounting, Commerce, and Finance: The Islamic Perspective – July 2004 Australia)
- A Model for Training Muslim Entrepreneurs (For the Fourth International Conference of Accounting, Commerce, and Finance: The Islamic Perspective – Palmerston North, New Zealand 12-14 Feb. 2001).
- An Evaluation of Financial Decisions from the Viewpoint of Islamic Teachings and Its Impact on Corporate Health (For the Fifth International Conference of Accounting, Commerce, and Finance: The Islamic Perspective – KL, Malaysia; 11-13 Feb. 2002).

**EMBA Projects (Supervised, Revised, and Examined)**

**Acting as Supervisor:**

- Towards Fostering the Digital Economy in Dubai: Strategic Scenarios for the Professional Activities of Information Technology – 2021 (DBA Dissertation, University of Sharjah).
- Knowledge Management Adoption in UAE: An Exploratory Study – 2009 (EMBA Dissertation, University of Sharjah).
- Developing a Balanced Scorecard for Al-Shola Private School – Sharjah –2009 (EMBA Dissertation, University of Sharjah).
- A Road Map for Developing Strategic Position for Etisalat Contact Center: A Case Study – 2007 (EMBA Dissertation, University of Sharjah).
- Outsourcing Support Services at a Healthcare Organization: The Case of a Governmental Hospital – 2007 (EMBA Dissertation, University of Sharjah).

- TQM Implementation: The Case of DEWA – 2006 (EMBA Dissertation, University of Sharjah).
- Exploring the Relationship between Strategic Orientation, Customer Mind-Set, and Performance: The Case of UAE's Islamic Banks – 2005 (EMBA Dissertation, University of Sharjah).
- Competitive and Cooperative Purchasing Orientations: The Case of Sharjah International Airport – 2003 (EMBA Dissertation, University of Sharjah).
- Managing Change During An Economic Crisis: The Case of Consolidated Cable Sdn. Bhd. – April 2000 (MBA Dissertation, International Islamic University Malaysia).
- The Environmental Challenges and Opportunities Confronting Industry Today: The Case of APMC Sdn. Bhd. – April 2000 (MBA Dissertation, International Islamic University Malaysia).
- Aspects of Organizational Learning and Scenario Planning: The CELCOM (M) Sdn. Bhd. Experience – June 1999 (MBA Dissertation, International Islamic University Malaysia).

#### **Acting as Second Reader:**

- Market Orientation and Organizational Performance: A Study of Hospitality Companies in the UAE – 2008.
- Customer-Facing Staff Integration in the RTA Dubai – 2008 (University of Sharjah).
- TQM, Leadership Style and Performance in Dubai Governmental Agencies – 2006 (University of Sharjah).
- Leadership Behaviors Supporting the Implementation of ISO 9000:2000 – 2003 (University of Sharjah).
- Management Perception of Leadership Styles at Governmental Units in Sharjah – 2003 (University of Sharjah).
- Quality of a Computerized Traffic Test: Users' Perspective – 2003 (University of Sharjah).
- Significance of ISO Certification in Determining Service Quality in UAE Private Hospitals – 2003 (University of Sharjah).
- ISO 9000 Certification: The Case of Etisalat – 2002 (University of Sharjah).
- Perceived Benefits of District Cooling Systems in UAE to Develop a Marketing Plan for Tabreed – 2002 (University of Sharjah).

#### **Acting as Internal Examiner:**

- An Evaluation of DEWA Services: A Customer Perspective – 2007 (EMBA Dissertation, University of Sharjah).
- Personality Traits, Organizational Culture and Perceived Quality of Air Cargo Services – 2007 (EMBA Dissertation, University of Sharjah).
- Quality Audit in UAE ISO Certified Companies – 2007 (EMBA Dissertation, University of Sharjah).
- Performance Dimensions & Employees Job Satisfaction at DEWA – 2003 (EMBA Dissertation, University of Sharjah).

### An External Examiner for a PhD Thesis:

- Strategic Information Systems: Control Practices in New Zealand (Overseas Examiner – Messey University, New Zealand, 2002)

### Community Service (Consulting, Training, and Refereeing)

- Member of the Board of Trustees of Sharjah Prize for Doctoral Dissertations In Management Science in the Arab World (2016 – Present)
- **Consulting Project for the American University of Ras Al Khaima:**
  - ⇒ Review and Development of the University Strategic Plan.
- **Consulting Project for the Municipality of the Emirate of Ras Al Khaima:**
  - Review and Development of the Municipality Strategic Plan (2008-2011) and Alignment of Structure and Job Design.
- **Assessment and Refereeing for Awards:**
  - Al-Auwais Award for Studies and Innovation, The Cultural and Scientific Association, Dubai, 2002.
  - The Economic Excellence Award of the Sharjah Chamber of Commerce, 2005, 2006, 2007 & 2008.
  - The Distinguished Employee Award in the Government of Sharjah, 2008 & 2009.
- **Training Materials Prepared and Delivered:**
  - Management of Strategy
  - Problem Solving and Decision Making.
  - Leadership and Motivation.
  - Conflict and Cooperation Analysis.
  - Organizational Transformation.

### Work Experience with Current Employer (2000-now)

- Vice Dean, University of Sharjah. (Sept. 2018 – 2019)
- Director, Executive MBA Program, College of Business Administration, University of Sharjah. (Sept. 2014 – Sept. 2017)
- Chair of AACSB Accreditation Committee (Sept. 2011 - Present)
- Chair, Department of Management, Marketing, and Public Administration, College of Business Administration, University of Sharjah. (from Sept. 2012 to Sept. 2014)
- Assistant Dean, College of Business Administration, University of Sharjah. (from Sept. 2011 to Sept. 2012)
- Associate Professor, Department of Management, Marketing, and Public Administration, College of Business Administration, University of Sharjah. (2011 - Present)

- Assistant Professor, Department of Management, Marketing, and Public Administration, College of Business Administration, University of Sharjah (2000-2011)
  - Undergraduate courses being taught:
    - Advising and Guidance.
    - Creative Thinking and Problem Solving for Managers.
    - Ethics and Islamic Values in Business
    - Introduction to Management Science.
    - Islamic Perspectives of Business.
    - Operations Management.
    - Principles of Management.
    - Purchasing Management.
    - Strategic Management.
    - Total Quality Management.
  - EMBA/MBA Courses:
    - Strategic Management.
    - Operations Management.
    - Managerial Decision Making
    - Business Ethics
  - DBA Courses:
    - Behavioral Decision Making for Leaders.
    - Evidence-Based Decision Making for Leaders.
  - Current Research Interests:
    - Conceptual Issues of Strategy
    - Entrepreneurship
  - Served in the following University Committees:
    - Academic Affairs Committee
    - Committee for Refereeing the Annual Faculty Incentive Awards
    - Committee for Studying the Proposal for a Post-Graduate Diploma Program in Library and Information Technology.
    - Distinguished Employee Award
    - Graduate Program Committee
    - Students Affairs Committee
    - Study Plans and Curricula Committee
    - University Advisory Academic Council (UAAC)
    - University Committee for Studying the Establishment of a University Press
    - University Research Development Committee

- UOS Board of Editors of the Journal for Humanities and Social Sciences
- Served in the following College Committees:
  - AACSB Accreditation Committee
  - College Council
  - Faculty Development Committee
  - Graduate Program Committee
  - Internship Committee
  - Marketing & Outreach Committee
  - Recruitment & Selection Committee
  - Some other Ad Hoc committees
  - Steering Committee, International Conference on Business Excellence (2012)
  - Strategic Planning Committee
  - Students Affairs Committee
  - Study Plans and Curricula Committee
- Served in the following Department Committees:
  - Accreditation and Curriculum Committee
  - Course Review Committee
  - Recruitment & Selection Committee
  - Scheduling Coordinator
  - Seminars and Workshops Coordinator
  - Strategy Development Committee

### Previous Work Experience

**Kulliyyah of Economics and Management Sciences, IIUM Kuala Lumpur, Malaysia.**  
**Assistant Professor, Department of Business Administration (1997-2000)**

- Undergraduate Courses Taught:
  - Decision Science.
  - Operations Management.
  - Strategic Management.
- MBA Courses Taught:
  - Operations Management
  - Strategic Management
- MBA Project Papers Supervised:
  - Aspects of Organizational Learning and Scenario Planning: The CELCOM (M) Sdn. Bhd. Experience (June 1999)
  - Managing Change During An Economic Crisis: The Case of Consolidated Cable Sdn. Bhd. (April 2000)



- The Environmental Challenges and Opportunities Confronting Industry Today: The Case of APMC Sdn. Bhd. (April 2000)
- Membership of Department and Kulliyah Committees:
  - Executive BBA Program Committee.
  - Kulliyah Computer Committee.
  - Kulliyah Islamic Orientation Program Committee.
  - MBA Project Paper Committee.
- Conducted a five-day training program in organizational transformation for top managers, organized by the Management Center.

**Faculty of Engineering, Sebha University, Sebha, LIBYA (1988-1990)**

- Head of Registry Office.

**Secretariat of Light Industries (Sebha Region), Sebha, LIBYA (1986-1988)**

- Head of Industrial Projects Department (1986-7)
- Head of Partnerships Department (1987-8)
- Member of Sebha Public Committee of Light Industries (Sebha Region, 1987/8)

**The General Public Committee of Heavy Industries (Libyan Ministry of Heavy Industries), Tripoli, LIBYA (1985-1986)**

- Member representing Sebha Region.

**MIO (A Manufacturing Organization), Sebha, LIBYA (1983-1986)**

- Quality Control Engineer

**Referees**

- On Request