

AZADDIN SALEM KHALIFA

CURRICULUM VITAE

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

Current Position (From Sep. 2014)

Director, Executive MBA,
College of Business Administration,
University of Sharjah,
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Summary of Qualifications

1997 (7/7/1997)	Strathclyde Business School, Glasgow, SCOTLAND ➤ DBA (Dissertation: Developing a Game-based Approach for Scenario Writing)
1992 (6/11/1992)	Strathclyde Business School, Glasgow, SCOTLAND ➤ MSc. in Operational Research (Dissertation: Dynamic Models of Conflict).
1988 (Fall 1988)	Department of Arabic Language and Literature, Tripoli University, Tripoli, LIBYA ➤ P/G Diploma in Arabic Literature (PT).
1983 (Fall 1983)	Faculty of Engineering, Benghazi University, Benghazi, LIBYA ➤ BSc. in Industrial Engineering

Languages

- Arabic and English.

Personal Information

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

Publications

1. Khalifa, Azaddin S. (2012), "Mission, Purpose, and Ambition: Redefining the Mission Statement," *Journal of Strategy and Management*, (Vol. 5 No.: 3, pp.236 – 251).
2. Khalifa, Azaddin S. (2011), "Three Fs for the Mission Statement – What's Next?," *Journal of Strategy and Management*, (Vol. 4 No.: 1, pp.25 - 43).
3. Khalifa, Azaddin S. (2010), "Rethinking the Current Approach to Business School Strategy," *European Business Review*, Vol. 22, No. 6, pp 591-607.
4. Khalifa, Azaddin S. (2009), "Drawing on Students' Evaluation to Draw a Strategy Canvas for a Business School," *International Journal of Educational Management*, Vol. 23 No. 6, pp 467-483.
5. Khalifa, Azaddin S. (2009), "Student-as-Aspirant: Strategic Implications for Business Education," *European Business Review*, Vol. 21 No. 2, pp 172-190.
6. Khalifa, Azaddin S. (2008), "The Strategy Frame and the 4 E's of Strategy Drivers," *Management Decision*, Vol. 46, No. 6, pp 894-917.
7. Jabnoun, Naceur, and Khalifa, Azaddin S. (2005), "A Customized Measure of Service Quality in the UAE," *Managing Service Quality*, Vol. 15, No. 4, pp 374-388.
8. Khalifa, Azaddin S. (2004), "Customer Value: A Review of Recent Literature and an Integrated Configuration," *Management Decision*, Vol. 42, No. 5, pp. 645-666.
9. Jabnoun, Naceur, Khalifa, Azaddin S., and Yusuf, Attahir (2003) "Environmental Uncertainty, Strategic Orientation, and Quality Management: A Contingency Model," *Quality Management Journal*, Vol. 10, No. 4, pp. 17-31.
10. Khalifa, Azaddin S. (2003), "The Multi-Dimensional Nature and Purpose of Business in Islam," *Accounting, Commerce, and Finance: The Islamic Perspective Journal*, Vol. 7, No. 1&2, pp. 1-26.
11. Khalifa, Azaddin S. (2001), *Toward an Islamic Foundation of Strategic Business Management*, Research Center, International Islamic University Malaysia. [Won a consolation prize in the Isma' l al-Farouqi Award for Academic Excellence]
12. Bennett, Peter G., and Khalifa, Azaddin S. (2000), "Scenarios, Rational Choice and Prediction. *Electronic Review of World Politics*, Vol. 1, No. 2, no pages. (Co-authored with Peter Bennett) Online at www.kent.ac.uk/politics/research/erwp/.
13. Khalifa, Azaddin S., and Bennett, Peter G. "Incorporating Conflict into Scenario Building Process: An Outline of a Game-theoretic Approach," Working Paper 94/11, *Management Science Theory, Method and Practice Series*, April 1994.

Conference / Seminar Papers

1. Khalifa, Azaddin S. (2005), "The Many Faces of Strategy: Clearing the Confusion" University of Sharjah, Departmental Seminar, 18 April.
2. 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.
3. 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.

4. Khalifa, Azaddin S. (2000), "Hikmah as an Alternative to Economic Rationality," Kulliyah of Economic and Management Sciences Seminar Series, IIUM, K.L., Malaysia, Feb.
5. 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.
6. Khalifa, Azaddin S. (1999), "Profit Maximization: The Case Against," Department of Business Administration Seminar Series, IIUM, K.L., Malaysia, Feb.
7. Khalifa, Azaddin S. (1998), "From the Science of the Probable to the Art of the Possible," Department of Business Administration Seminar Series, IIUM, July.

Work-In-Progress

1. Khalifa, Azaddin S., "Employee Value and the Value of Employee"
2. Khalifa, Azaddin S., "Education Value: The Offering and the Strategy"
3. Khalifa, Azaddin S., "The Sense and Essence of Mission"
4. Khalifa, Azaddin S., "New Insights into the Strategy Concept"

Academic Journal and Conference Papers Refereeing

➤ **Academic Journal Papers Refereeing:**

1. University of Sharjah Journal for Humanities & Social Sciences, 2014
2. International Journal of Commerce and Management – Published by the Emerald Group UK, 2013 (2 articles)
3. Educational Management, Administration and Leadership – Published by the Emerald Group UK, 2013
4. IIUM Journal of Economics & Management – Published by the International Islamic University Malaysia), , 2010
5. Quality Assurance in Education – Published by the Emerald Group UK, 2010
6. Management Decision - Published by the Emerald Group UK., 2010
7. University of Sharjah Journal for Humanities & Social Sciences, 2009 (3 articles)
8. Management Decision - Published by the Emerald Group UK., 2008
9. University of Sharjah Journal of Pure & Applied Sciences, 2007
10. Journal of Accounting, Business and Management – Published by MCE Publishing Board, Indonesia, 2006 (2 articles)
11. University of Sharjah Journal of Pure & Applied Sciences, 2006.
12. European Journal of Operational Research – Published by Elsevier, 2004
13. IIUM Journal of Economics and Management - Published by the International Islamic University Malaysia, 2003/4
14. Accounting, Commerce, & Finance: The Islamic Perspective Journal, 2003/4 (2 articles)
15. IIUM Journal of Economics and Management – Published by the International Islamic University Malaysia, 2002

➤ **Conference Papers Refereeing:**

1. 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)
2. 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).
3. 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:

1. Knowledge Management Adoption in UAE: An Exploratory Study – 2009 (University of Sharjah).
2. Developing a Balanced Scorecard for Al-Shola Private School – Sharjah – 2009 (University of Sharjah).
3. A Road Map for Developing Strategic Position for Etisalat Contact Center: A Case Study – 2007 (University of Sharjah).
4. Outsourcing Support Services at a Healthcare Organization: The Case of a Governmental Hospital – 2007 (University of Sharjah).
5. TQM Implementation: The Case of DEWA – 2006 (University of Sharjah).
6. Exploring the Relationship between Strategic Orientation, Customer Mind-Set, and Performance: The Case of UAE's Islamic Banks – 2005 (University of Sharjah).
7. Competitive and Cooperative Purchasing Orientations: The Case of Sharjah International Airport – 2003 (University of Sharjah).
8. Managing Change During An Economic Crisis: The Case of Consolidated Cable Sdn. Bhd. – April 2000 (International Islamic University Malaysia).
9. The Environmental Challenges and Opportunities Confronting Industry Today: The Case of APMC Sdn. Bhd. – April 2000 (International Islamic University Malaysia).
10. Aspects of Organizational Learning and Scenario Planning: The CELCOM (M) Sdn. Bhd. Experience – June 1999 (International Islamic University Malaysia).

Acting as Second Reader:

1. Market Orientation and Organizational Performance: A Study of Hospitality Companies in the UAE – 2008.
2. Customer-Facing Staff Integration in the RTA Dubai – 2008 (University of Sharjah).
3. TQM, Leadership Style and Performance in Dubai Governmental Agencies – 2006 (University of Sharjah).
4. Leadership Behaviors Supporting the Implementation of ISO 9000:2000 – 2003 (University of Sharjah).

5. Management Perception of Leadership Styles at Governmental Units in Sharjah – 2003 (University of Sharjah).
6. Quality of a Computerized Traffic Test: Users' Perspective – 2003 (University of Sharjah).
7. Significance of ISO Certification in Determining Service Quality in UAE Private Hospitals – 2003 (University of Sharjah).
8. ISO 9000 Certification: The Case of Etisalat – 2002 (University of Sharjah).
9. Perceived Benefits of District Cooling Systems in UAE to Develop a Marketing Plan for Tabreed – 2002 (University of Sharjah).

Acting as Internal Examiner:

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

An External Examiner for a PhD Thesis:

1. Strategic Information Systems: Control Practices in New Zealand (Overseas Examiner – Massey University, New Zealand, 2002)

Community Service (Consulting, Training, and Refereeing)

- **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)

Director, Executive MBA Program, College of Business Administration, University of Sharjah. (from Sept. 2014)

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 - now)

Assistant Professor, Department of Management, Marketing, and Public Administration, College of Business Administration, University of Sharjah (2000-2011)

➤ Undergraduate courses being taught:

1. Advising and Guidance
2. Creative Thinking and Problem Solving for Managers
3. Introduction to Management Science
4. Islamic Perspectives of Business
5. Operations Management
6. Principles of Management.
7. Purchasing Management.
8. Strategic Management
9. Total Quality Management

➤ EMBA Course:

- ⇒ Strategic Management.

➤ Current Research Interests:

- ⇒ Different Aspects and Perspectives of Customer value
- ⇒ Internal Organizational Issues of Strategy
- ⇒ Strategy in the Context of Higher Education

➤ Served in the following Department Committees:

- ⇒ Accreditation and Curriculum Committee
- ⇒ Recruitment Committee
- ⇒ Seminars and Workshops Coordinator

- ⇒ Scheduling Coordinator
- ⇒ Strategy Development Committee
- ⇒ Course Review Committee

- Served in the following College Committees:
 - ⇒ College Council
 - ⇒ Students Affairs Committee
 - ⇒ Graduate Program Committee
 - ⇒ Internship Committee
 - ⇒ Faculty Development Committee
 - ⇒ Some other Ad Hoc committees

- Served in the following University Committees:
 - ⇒ University Advisory Academic Council (UAAC)
 - ⇒ University Research Development Committee
 - ⇒ University Committee for Studying the Establishment of a University Press
 - ⇒ UOS Board of Editors for Humanities and Social Sciences Journal
 - ⇒ Graduate Program Committee
 - ⇒ Academic Affairs Committee
 - ⇒ Students Affairs Committee
 - ⇒ Committee for Studying the Proposal for a Post-Graduate Diploma Program in Library and Information Technology.

Previous Work Experience

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

- Undergraduate Courses Taught:
 - ⇒ Strategic Management.
 - ⇒ Operations Management.
 - ⇒ Decision Science.

- Postgraduate (MBA) Courses Taught:
 - ⇒ Strategic Management
 - ⇒ Operations 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:
 - ⇒ MBA Project Paper Committee.
 - ⇒ Executive BBA Program Committee.
 - ⇒ Kulliyah Computer Committee.
 - ⇒ Kulliyah Islamic Orientation Program 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