

MARINA APAYDIN

Professor of Strategy, International Business & Leadership
The American University in Cairo (AUC)
Onsi Sawiris School of Business
Heikal Department of Management

A scholarly academic, a former senior management professional and international diplomat, with three Master's degrees, a Ph.D. and over 30 years of experience in finance, and consulting, across a dozen industries in Russia, Europe, Middle East and the USA, I have conducted and taught business in **English, French, Italian, Russian, and Arabic**. An international polymath by nature, my academic interest lies at the crossroads of international business strategies and leadership, especially in the context of the Middle East. My publication record has an **H index on Google Scholar** of **11** (6,848 citations). I developed and published the **3A framework** for critical thinking, which was later became the basis of "*Contemporary Management*" textbook by McGraw-Hill Publishing. It also became a way of life for hundreds of my students who adopted this acronym for their alumni association.

AUC: <https://www.aucegypt.edu/fac/marina> Scopus: <https://www.scopus.com/authid/detail.uri?authorId=36191643500>

Google Scholar profile: <https://scholar.google.com/citations?hl=en&user=0m1oc4AAAAAJ>

Academia profile: <https://aub.academia.edu/MarinaApaydin> ORCHID ID 0000-0002-0492-4951

EDUCATIONAL BACKGROUND

UWO IVEY BUSINESS SCHOOL Doctor of Philosophy - Business Strategy, Innovation, & General Management Specialization: innovation, leadership, organizational learning, M&A, FDI	London, ON, Canada 2009
UCLA CENTER FOR NEAR EASTERN STUDIES Master of Art in Islamic Studies Specialization: medieval history, art history and literature	Los Angeles, CA, USA 2005
UCLA ANDERSON SCHOOL OF MANAGEMENT Master of Business Administration Specialization: finance, international business, entrepreneurship	Los Angeles, CA, USA 1996
LENINGRAD ELECTRICAL ENGINEERING UNIVERSITY Bachelor & Master of Science in Electrical Engineering Magna Cum Laude, Dean's List 1982-88 Specialization: automatic control systems for unmanned aerial vehicles (UAV)	St. Petersburg, Russia 1988

ACADEMIC EMPLOYMENT HISTORY

THE AMERICAN UNIVERSITY IN CAIRO www.aucegypt.edu Academic Director of CEMS-MIM program Professor of International Business, Strategy & Leadership Associate Professor of Management	Cairo, Egypt 2024 - Present 2026 - Present 2021 – 2025
ESLSCA University www.eslsc.edu.eg Visiting Professor of Cross-Cultural Management & Case Method	Cairo, Egypt 2020 - 2021
THE AMERICAN UNIVERSITY OF BEIRUT www.aub.edu.lb Assistant Professor of Strategy & International Business	Beirut, Lebanon 2012 – 2021
THE AMERICAN UNIVERSITY IN CAIRO www.aucegypt.edu Assistant Professor of International Business and Communication	Cairo, Egypt 2009 – 2010
SUN YAT-SEN UNIVERSITY www.sysu.edu.cn Visiting Lecturer – Strategic Management	Guangzhou, China Spring 2008

PUBLICATIONS IN REFEREED JOURNALS

1. Apaydin, M. 2025. Optimizing Implementation Schedules for a Successful Post-Merger Integration (PMI): A Behavioral View. *Journal of Business Strategy*, 46 (1-2), pp. 11-28.
2. Eldomiati, T., Azzam, I., El Kolaly, H., Apaydin, M., & William, M. 2025. Determinants of Stochastic Uncertainty of Firm Growth. *Risks*, 13: 183.
3. Eldomiati, T., Apaydin, M., Fouad, J., Anwar, M., & El Zahed, H. 2023. Firm growth and total factor productivity: A methodology for examining the size controversy. *International Journal of Business and Economics*, 22, pp. 99-112.
4. Eldomiati, T., Apaydin, M., El-Schwagy, A., & Rashwan, M. 2023. Institutional quality and firm-level financial performance: implications from G8 and MENA Countries. *Cogent Economics & Finance*, 11(1), pp. 222-249.
5. Eldomiati, T., Apaydin, M., Rashwan, M. & Yusuf, M. 2023. How do stock market development & competitiveness affect equity risk premium? *International Journal of Financial Studies*, 11(1), 1-30.
6. Demirbag, M., Apaydin, M., & Sahadev, S. 2021. Micro-foundational dimensions of firm internationalization as determinants of knowledge management strategy. *Technology Forecasting & Social Change*, 165, 1-15.
7. Apaydin, M., Jiang, F., Demirbag, M., & Jamali, D. 2021. The importance of corporate social responsibility strategic fit and times of economic hardship. *British Journal of Management*, 32(2): 399-415.
8. Apaydin, M., Thornberry, J., & Sidani, Y. 2020. The role of informal social networks as intermediaries in the foreign markets. *Management and Organization Review*, 16(3): 629-656.
9. Apaydin, M., Bayraktar, E., & Hossary, M. 2018. Achieving economic and social sustainability through hyper-connectivity. *Benchmarking: An International Journal*, 25 (9): 3607-3627.
10. Apaydin, M. & Hossary, M. 2017. Achieving metacognition through cognitive strategy instruction. *International Journal of Educational Management*, 31(6): 696-717.
11. Apaydin, M. 2016. The Sogdian horseman: Visual representation of a hunting scene in pre-modern Central Asia and Iran. *Romano-Arabica*, XVI: 179-182.
12. Apaydin, M. 2015. Reframing the Islamic city: from definition to deconstruction. *The Maghreb Review*, 40 (4): 473-492.
13. Apaydin, M., & Wahsh, R. 2014. The role of context in knowledge & innovation strategies. *European Scientific Journal*, November Special Edition, V1: 61-69.
14. Apaydin, M. 2014. The role of time in post-merger integration. *European Scientific Journal*, June Special Edition, V1: 559-569.
15. Apaydin, M. 2014. The full circle: Case teaching and writing in business courses. *European Journal of Educational Sciences*, 1(3): 26-38.
16. Apaydin, M. 2014. Development of Andalusian group identity. *Journal of Andalusian Studies (Revista de Estudios Andaluces)* 31: 85-97.
17. Apaydin, M., Koura, P., El-Gabaly, N., & El-Noury, F. 2012. El Sewedy Cables: Expansion into Russia and Kazakhstan. *International Journal of Commerce & Management*, 22(3): 235-246.
18. Demirbag, M., Apaydin, M., & Tatoglu, E. 2011. Survival of Japanese subsidiaries in the Middle East & North Africa. *Journal of World Business*, 46 (4): 211-245.
19. Crossan, M.M., & Apaydin, M. 2010. A multi-dimensional framework of organizational innovation. *Journal of Management Studies*, 47(6): 1154-1191.

20. Apaydin, M. 2009. Analyzing foreign direct investment trends in Turkey, Central and South-Eastern Europe, and the Middle East. *International Journal of Emerging Markets*, 4 (1): 72-97.
21. Apaydin, M. 2008. Making a Case for the Case Method in Turkey. *Journal of Management Development*, 27 (7): 678-692.
22. Apaydin, M. 2008. Cracking the success paradox: Integration complexity and organizational learning in post-merger integration. *International Journal of Business Strategy*, 8 (1): 30-42.

WORK-IN-PROGRESS FOR REFEREED JOURNALS

1. Apaydin, M., Awada, H. & Hamza, Z. The role of gender in determining individual values and time orientation. *Gender, Work & Organization* (submitted)
2. Apaydin, M., den Hartigh, E., Crossan, M.M., & Bou Hamad, I. Testing a Comprehensive Model of Organizational Innovation (CMOI). *Journal of Management Studies*
3. Raudone, O. et al "Illuminating Identity Impresarioship". Registered report for *Leadership Quarterly*

PUBLICATIONS IN NON-REFEREED JOURNALS

INTERNATIONAL JOURNAL OF LINGUISTICS, LITERATURE AND CULTURE

4. "Oriental Discourse in Russia: The Case of Alexander Pushkin." *IJLLC* 2019, 6(1): 1-19.
5. "The Reality Effect in Early Muslim Literature." *IJLLC* 2017, 4(2): 16-19.

AL-MACHRIQ (in Arabic)

3. "The Role of Arab Seafarers in Evolution of Geographical Knowledge," *ALM* 2017, 91(1): 295-306.
4. "The Evolution of the Oriental Discourse in Russian Literature," *ALM* 2016, 90(2): 585-596.
5. "Evolution of Religion, Ethnicity and Community in the Ancient Iran," *ALM* 2016, 90(1): 195-217.
6. "Islamic City: a Rhetorical Argument or a Political Tool?" *ALM* 2015, 89(1): 313-328.
7. "Reconstructing Abi Hanifah's personality based on secondary accounts," *ALM* 2014, 88(2): 489-508.

BOOK CHAPTERS

Apaydin, M & Eshak, M. "Egyptian leadership character in the context of change" in **ROUTLEDGE HANDBOOK ON BUSINESS & MANAGEMENT IN THE MIDDLE EAST** by Y. Sidani (Ed.), Routledge, Oxon, UK, (pp. 68–85), 2024.

Apaydin, M. "External environment analysis and global strategy: using a SWOT framework to decide on café expansion." In **SAGE DATA DECISIONS: STRATEGIC MANAGEMENT** by B. Walters (Ed.), Sage Publications Inc, 2024.

Kilian-Yasin, K. & Apaydin, M. "MENA: A German-Arab team" in **GLOBAL LEADERSHIP PRACTICES** by Gehrke, B. et al. (Eds.), Edward Elgar Publishing, 2024. Ch 11: 210-229.

Mostafa, H., Apaydin, M., Gold, S., & Hammada, B., "From Books to Blogs" in **CONTEMPORARY ENTREPRENEURSHIP: Global Perspectives & Cases** by Hammada, B. et al. (Eds.), Routledge, 2024.

Apaydin, M; Branch, J. & Gillett, A. "Business & Culture: A Virtual Exchange Across Four Countries." In: Perez, A. & Orakci, S. (Eds.). **PEDAGOGY, PRESENCE, AND MOTIVATION IN ONLINE EDUCATION**. Hershey, USA: IGI Global, 2022.

THE SAGE INTERNATIONAL ENCYCLOPEDIA OF TRAVEL AND TOURISM, by L. Lowry (Ed.), Sage Publishing, 2017 [22 articles on Middle Eastern and other countries, and tourism concepts]

Apaydin, M. "The 3A Approach: Practice-Based Interactive Learning Methods in the Middle East" in **LEADERSHIP LEARNING FOR THE FUTURE**, Information Age Publishing, 2014, Ch 6: 87-93.

Vera D., Crossan M., & Apaydin. M. "Framework for Integrating Organizational Learning, Knowledge Management, Dynamic Capabilities, & Absorptive Capacity" in **BLACKWELL HANDBOOK OF ORGANIZATIONAL LEARNING & KNOWLEDGE MANAGEMENT 2ND Edition**, Wiley, 2011 Ch.8: 153-181.

BOOKS AND TEXTBOOKS

THE INTERNATIONALIZATION OF HIGHER EDUCATION by Apaydin, M., Branch, J., Dent, M., & Regalado-Pezua, O. (Eds). Information Age Publishing Co. USA, **2023**.

CONTEMPORARY MANAGEMENT, 2nd Middle East Edition by Apaydin, M., Jones, G., George, J., & Belkhodja, O. (Eds.), McGraw-Hill Publishing, **2017, 2019**.

SCHOLARSHIP OF APPLICATION (BUSINESS CASES)

IVEY PUBLISHING (over 26,228 copies of cases sold worldwide as of March 23, 2025*)

1. “K2Europe: A Leadership Reimagined” (Egypt) **2026** (W47904)
2. “Zooba: International Expansion” (Egypt) **2026**
3. “El-Dandara Tribes: Female Empowerment in Arab Leadership” (Egypt) **2024** (W34647) [43]*
4. “Corona Confectionary Egypt: At the Crossroads” (Egypt) **2024** (W34126) [57]*
5. “El Amara Tribe of Egypt: Conflict Resolution” (Egypt) **2024** (W34656) [439]*
6. “Breadfast: International Expansion” (Egypt) **2024** (W33470) [541]*
7. “Democrata: Exploring Opportunities for Growth” (Lebanon) **2020** (9B20M025) [488]*
8. “Al Baba Sweets: an Expansion Opportunity” (Lebanon) **2019** (9B19M121) [1,026]*
9. “Profico: The Way Forward”(Lebanon) **2019** (9B19M096) [114]* +Chinese vers.
10. “Chateau Ksara: Local Focus vs Global Reach” (Lebanon) **2017** (9B17M186) [609]*
11. “Ixsir Winery of Lebanon” (Lebanon) **2017** (9B17M044) [401]*
12. “Tatev Revival Project” (Armenia) **2015** (9B14M151) [473]*
13. “Azza Fahmy Jewelry: Restructuring A Successful Start-up” (Egypt) **2014** (9B13M097) [454]*
14. “Azza Fahmy Jewelry: Expand Locally or Internationally” **2014** (9B13M098) [256]*
15. “Azza Fahmy Jewelry: International Expansion” (Egypt) **2014** (9B13M099) [2,107]*
16. “Azza Fahmy Jewelry: Moving Online Post Revolution” **2014** (9B14M023) [119]*
17. “Jabwood International: The Risky Business of Expanding East” (Lebanon) **2012** (9B12M099) [9,426]* - included in *International Marketing*, 11e by Terpstra, Foley, Sarathy, Naper Publishing Group – 2015. +Chinese vers.
18. “Olympic Group Acquisition of Ideal” (Egypt) **2012** (9B12M047) [568]* +Chinese vers.
19. “El Mawardy: Expansion during a Recession” (Egypt) **2011** (9B10M051) [713]*
20. “Orascom Telecom: Risks of Internationalization” (Egypt) **2011** (9B11M023)[2,310]*
21. “Dacia Duster SUV”(Romania) **2011** (9B10A031) [2,603]*
22. “Akbank: Credit Card Division”(Turkey) **2009** (9B09M002) [2,957]*

EMERALD EMERGING MARKETS CASE STUDIES

23. “Emad Elsewedy: Crisis management through the lens of a leader,” **2023**, Vol. 13 (3), 1-23.
24. “Dr. Mahmoud Khattab: leading by example through an Egyptian revolution,” **2023**, V.13 (3)
25. “Amr Allam: Outgrowing a Family Business,” **2023**, Vol. 14 (1), 1-23.

COGNELLA PUBLISHING

The New Global Marketing: Local Adaptability for Sustainability and Profit, 2016

26. “Egypt’s IT-Worx: Expansion into Africa” (Egypt) pp. 321-333.

PALGRAVE PUBLISHING (UK)

Economics for Business, 3rd edition, 2015

27. “Uniceramic” (Lebanon) for the chapter on International Trade
28. “Arab Bank” (Jordan) for the chapter on Inflation
29. “Emirates Airlines” (UAE) for the chapter on Macroeconomic Policy and Business
30. “Chiloian Gallery” (Lebanon) for the chapter on Costs and Revenues
31. “Gandour” (Lebanon/Saudi Arabia) for the chapter on Globalization
32. “Soliver” (Lebanon) for the chapter on Factor Market

McGRAW-HILL PUBLISHING

Operation Management, Stevenson, W.J., 12th Global Edition 2014

33. “Maison M” (Lebanon) Ch. 1, pp. 33-35.
34. “Middle East Airlines” (Lebanon) Ch. 2, pp. 70-73.
35. “3MPlast” (Lebanon), Ch. 12, pp. 541-543.
36. “Al-Rifai” (Lebanon), Ch 13, pp. 601-603.
37. “Vitale Barberis” (Italy), Ch 14, p. 638.

International Marketing, 4th Global Edition 2014

38. “El Dawar Foods: Expansion In The USA and Hong Kong” (Egypt) Case 3.2, p. 492-502.
39. “El Sewedy Electrometers” (Egypt) Case 4.2, pp. 518-528.

Strategic Management, 1st Global Edition 2013

40. “Technica: Expansion into Africa” (Lebanon) pp. C-234-355.

PEARSON PUBLISHING

Strategic Management: Concepts and Cases (Arab World Edition) 2011

41. Case 1: “Moderna Textiles” (Egypt) pp. 2-10.
42. Case 7: “El Sewedy Electric (Cables Division)” (Egypt), pp. 60-73.
43. Case 20: “Prime Group” (Egypt), pp. 222-230.

SAGE PUBLISHING

44. SAGE Data Decisions: “Cilantro Café Expansion” (Egypt) 2024

45. “Safir Konak Hotel: Turkish Tourism and Online Presence” 2022

Business Cases 2016

46. “Edita Foods: The Prospects of International Expansion to Jordan and South Africa” (Egypt)
47. “Insumat Conquers New Markets Internationally” (Egypt)
48. “Balancing Heritage Management and Tourism in Tripoli” (Lebanon)
49. “Crossing the Chasm: Choosing Between Investment Options” (Armenia)

KHAZINDAR CASE CENTER (KCC) PUBLISHING

50. “Dr. Ahmed Abdel Wahab: Developing Egypt’s Automotive Industry” (*Case Focus* – Issue 5)- 2024

51. “Sherif Elkholy: Navigating the COVID Crisis” (*Case Focus* – Issue 4) – 2023

52. The MENA Journal of Business Case Studies 2012: “Seven K Strategy Development”, pp: 1-23.

51-60. 10,000 Women (Goldman Sachs) – 11 mini-cases on women-entrepreneurs (Egypt) – 2010

SELECTIVE CONFERENCE PRESENTATIONS

INTERNATIONAL CONFERENCE ON GENDER & DIVERSITY ICMS 47 Brussels, Belgium

“Diversity and Social Identity Leadership Within the Al-Amara Tribes” 2026

EUROPEAN CONGRESS OF WORK & ORG. PSYCHOLOGY

Prague, Czech Republic

“Leadership across Cultures” symposium

2025

USEK INTERNATIONAL RESEARCH SYMPOSIUM

Kaslik, Lebanon

“Unleashing Innovation: Testing a Comprehensive Model”

2024

ACADEMY OF INTERNATIONAL BUSINESS (AIB) - MENA

“Arab tribal leadership – the case of Egypt”

Rabat, Morocco – 2023

“The Role of Gender in Determining Individual Values and Time Orientation”

Amman, Jordan – 2019

“Firm Internationalization as Determinants of Knowledge Management Strategy”

Dubai, UAE - 2017

“Time Factor in M&A Success across Continents and Cultures”

Best Paper Award Dubai, UAE – 2015

“Implementing Interactive Learning Methods in the Middle East”

Cairo, Egypt - 2013

INTERNATIONAL MALATYA CULTURE AND TOURISM CONFERENCE Malatya, Turkey

“Cruise tourism and sustainability: on a dangerous path”

2022

INTERNATIONAL SCIENTIFIC RESEARCH & INNOVATIVE STUDIES	Antalya, Turkey
“Disruptive innovation in education”	2021
INT’L CONFERENCE ON HIGHER EDUCATION ADVANCES	Valencia, Spain
“ Innovation² : Innovative Course on Innovation Takes on the Lebanese Revolution”	2019
INT’L CONFERENCE ON ORGANIZATION & MANAGEMENT	Abu Dhabi, UAE
“The Role of Gender in Determining Individual Values and Time Orientation”	2023
“Measuring Economic and Social Impacts of Hyper-connectivity: A Cross-Country Comparison”	2016
“Testing a comprehensive model of organizational innovation: Global and Egyptian practices”	2015
INTERNATIONAL CONFERENCE ON TEACHING & LEARNING	Beirut, Lebanon
“Achieving Metacognition through Self-Reflexivity”	2015
“Case Teaching and Writing as a Pedagogical Tool”	2014
EURASIAN MULTIDISCIPLINARY FORUM	Tbilisi, Georgia
“The Role of Context in Knowledge & Innovation Strategies: Global vs. Egyptian Sample”	2014
THE ACADEMY OF MANAGEMENT (AOM)	Philadelphia, USA
“Role of Informal Networks in Mitigating the Liability of Outsidership: Case of the Iranian Bazaar”	2014
Journal of Management History Best Paper Award – Finalist of Carolyn Dexter Best Paper Award	
MEDITERRANEAN FORUM ON SOCIAL SCIENCES & HUMANITIES	Beirut, Lebanon
“The Role of Time in Post-Merger Integration”	2014
THE ACADEMY OF INTERNATIONAL BUSINESS (AIB)	
“The Full Circle: Case Teaching and Writing in International Business Courses”	Istanbul, Turkey – 2013
“Survival of Japanese Subsidiaries in the Middle East & North Africa”	San Diego, USA - 2009
INTERNATIONAL CONFERENCE ON MANAGEMENT LEARNING	Vienna, Austria
“The 3A Approach: A Practice-Based Interactive Learning Method”	2010
THE ACADEMY OF MANAGEMENT (AOM)	Chicago/Anaheim, USA
“Organizational Innovation: A New Theoretical Perspective” (with M. Crossan)	2009
“Innovation: Practice-Based View” (with M. Crossan)	2008
MIDDLE EASTERN STUDIES ASSOCIATION (MESA)	Boston/ Washington, D.C., USA
“The Development of the Andalusian Group Identity”	2009
“The Roots of the Oriental Discourse in Russia”	2008
INTERNATIONAL ACADEMY OF BUSINESS AND ECONOMICS	Las Vegas, USA
“Integration Complexity and Org. Learning in Post-Merger Integration”	2008
INTERNATIONAL CONFERENCE ON BUSINESS, MANAGEMENT AND ECONOMICS	
“Japanese Foreign Direct Investment in the Middle East”	Izmir, Turkey - 2008
ADMINISTRATIVE SCIENCES ASSOCIATION OF CANADA	Montreal, Canada
“Cracking Success Paradox: The Role of Time in Post-Merger Integration”	2007

TEACHING

COURSES TAUGHT

- **Undergraduate:** Capstone *Strategic Management*, *International Business*, *Management Consulting*, *Cross-Cultural Management*, *Strategic Management of Innovation*, *Business Communication*, and *Entrepreneurship & Innovation*
- **Graduate:** *Global Leadership*, *Global Strategic Management*, *International Business*, *Advanced Business Communications* and *Management Consulting*
- **Executive education:** *Strategic Management*, *Judgement & Decision-Making*, *Teamwork*, *Change Management & Innovation*, *Doing Business in the Middle East* in Lebanon, Jordan, Bahrain, Qatar, Kuwait, Algeria, Morocco
- One of the highest instructor teaching evaluation scores at AUB (4.7/5)
- Nominated for AUB Teaching Excellence Award by students and colleagues in 2019 & 2020

STUDENT SUPERVISION & MENTORING

- PhD dissertation reader – Xiaoshi Xu, Aalto University, 2022; Chloe Le Lan, FGV, Brazil, 2024
- Master Thesis Supervisor of Narine Boulghourjian, 2019
- Led a team of 12 students to develop materials for *Contemporary Management* textbook by McGraw-Hill in 2017
- Mentored Mohammad Hossary in academic research which resulted in two highly cited PRJ publications
- Advised numerous students about their careers and wrote hundreds of recommendation letters
- Initiated student case writing in 2012 with more than 40 cases published by Ivey, McGraw-Hill, Sage, Palgrave
- Organized 3A Alumni association (now counting more than a 2000 members) to help AUB graduates to network in Lebanon, Egypt, region and internationally

EDUCATIONAL INNOVATIONS & ACADEMIC CONTRIBUTIONS

- All elective courses taught by me were developed from my research, and the core capstone strategy course significantly revamped in 2012
- Adopted a 3A Approach to introduce critical thinking in the classroom
- Published academic articles in PRJs to promote interactive methods and advanced technologies
- Regular presenter at international conferences about best practices in teaching & learning
- Published cases about sustainable heritage development in Armenia, Turkey, Lebanon and Jordan in 2015

SERVICE

SERVICE TO UNIVERSITY

- **Academic Director** of CEMS Master in International Management program, AUC **2024-Present**
- **Chair** of the **Research Committee** and a member of the **Promotion & Tenure Committee**, AUC **2022-25**
- **AUC P&G Case Competition Judge** **2025**
- **AUC Engineering and Commerce Case Competition judge** **2022**
- **AUC International Case Competition Judge** **2022**
- **EFMD Case Writing Competition Judge** **2021**
- Academic advisor to **AUB Consulting Club** in 2014-2020 and to the **AUB** case competitions in 2012 & 2013
- Leading **Case Initiative** and **Innovation Index** project at OSB/AUB – 2020
- Member of Promotion Committee and Recruitment Committee, AUB
- Member of the Responsible Leadership Committee and International Business taskforce in 2014
- Administered Assessment of Learning (AOL) in the undergraduate program (Business Proficiency, Globalization and Teamwork rubrics) and MBA program (Teamwork) every semester
- Conducted dozens of workshops for students and faculty on case method learning and writing cases
- Organized *Career Date @OSB* events for graduating students in 2013 and 2014
- Led MENA Case Center Initiative in 2012 resulted in development of a web portal for MENA case resources

SERVICE TO THE PROFESSION

Ad-hoc reviewer

- | | |
|------------------------------------|--|
| • Journal of Management Studies | • Int'l Journal of Emerging Markets |
| • Organization Studies | • International Business Review |
| • Management & Organization Review | • Nonprofit and Voluntary Sector Quarterly |
| • Journal of Business Research | • Journal of Arabian Studies |

Contributor to Babson College Syllabus Book **2022**

Academy of International Business (AIB) MENA

- | | |
|-------------------------------|------------------|
| • North Africa Outreach Chair | 2023-2025 |
| • GCC Outreach Chair | 2016-2021 |

International Advisory Committee Member
International Conference on Organization and Management Abu Dhabi, UAE, 2015-2017
Al-Ahli CSR development program Dubai 2014, Beirut 2016

External Examiner – Georgian University of Patriarchate of Georgia
Master of Business Administration in Cultural Tourism Tbilisi, Georgia, 2014

Conference track chair
Academy of International Business – MENA Conference Cairo, Egypt, 2013

PROFESSIONAL AND COMMUNITY SERVICE

Robert Mouawad Group www.mouawad.com Beirut-Bahrain
Strategic Advisor to the President 2014 – 2015

Levantine Cultural Center www.levantinecenter.org West Hollywood, USA
Member of the Board of Directors 2004 – 2005

INVITED SPEECHES

1. **Egypt Ministry of Communication & IT – Climathon** (2022): “Cruises Sustainability” Online
2. **EFMD MEA Conference:** “Navigating the crisis, transformation, and scarcity” (2021) Online
3. **ESLSCA Paris:** “Learning & Teaching with Cases” (2020) Online
4. **Haigazian University:** “How to develop professional expertise” (2017) Beirut, Lebanon
5. **Egyptian Pharmaceutical Federation:** “Professional Development” (2016) Cairo, Egypt
6. **Kristu Jayanti College:** “International Careers” (2014) Bangalore, India
7. **Al Ahli Holding Group:** “Business for a Good Cause” (2014) Dubai, United Arab Emirates
8. **Venice International University:** “World Heritage” *lectio magistralis* (2011) Venice, Italy
9. **Council of Europe: SEE Ministers of Culture Summit** (2011) Yalta, Ukraine
10. **Mayor’s Office of Pisa:** “Italian World Heritage” (2011) Pisa, Italy
11. **Global Tourism Forum (UNWTO):** “Sustainable Tourism” (2011) Andorra
12. **Institute of Cultural Diplomacy:** “Culture and Development” (2011) Berlin, Germany
13. **Governors of Val de Loire Regions:** “French World Heritage” (2010) Tours, France

MANAGEMENT & DIPLOMATIC EXPERIENCE

WORLD HERITAGE CENTRE, UNESCO www.unesco.org Paris, France
Managing Director (International diplomatic status D1) 2010 – 2012

COUNTRYWIDE FINANCIAL CORP www.countrywide.com Los Angeles, USA
 S&P500, Forbes500 and Fortune500 diversified financial services company specializing in mortgage banking
Vice President, Strategic Planning & Business Process Reengineering 2001 – 2005

INVESTCORP BANK www.investcorp.com Bahrain - New York - London
 \$3 billion private equity and global asset management firm specializing in North America and Europe
Risk Manager (ALM) 1997 – 2000

MOUAWAD GROUP www.mouawad.com Jeddah - New York - Paris - Geneva
 \$500 million international luxury goods firm founded in 1890.
Chief Financial Officer & Financial Advisor 1996 – 1997

BATTERYMARCH- EBRD- SALOMON INC- SAATCHI&SAATCHI – C&W Russia
Management Consultant 1988 - 1994