



# **Strategic Alliance Between AGBA and NIDA**

*Presents*

**Faculty Development Workshops Program**

*to be Delivered by  
Globally Renowned Experts*

**Conference Theme**

**"Business and Entrepreneurship Development in a  
Globalized and Digitalized Era"**

**Academy for Global Business Advancement's  
15<sup>th</sup> World Congress Held at the AACSB Accredited  
National Institute of Development Administration  
Bangkok  
Thailand  
on July 2 --- 4, 2018**

**Faculty Development Workshops Program**  
**Created by**

**Christopher J. Marquette**  
**Visiting Professor of Finance**  
**Department of Finance**  
**Tabor School of Business**  
**Millikin University**  
**Decatur, Illinois,**  
**USA**

**Gary L. Frankwick**  
**Director of International Engagement,**  
**Professor of International Business, and**  
**Marcus Hunt Chair of International Business**  
**College of Business**  
**University of Texas at El Paso**  
**El Paso, Texas,**  
**USA**

**Viput Ongsakul**  
**Dean**  
**NIDA Business School**  
**(AACSB Accredited)**  
**National Institute of Development Administration**  
**Bangkok**  
**Thailand**

**Zafar U. Ahmed**  
**Founder, President and CEO**  
**Academy for Global Business Advancement (AGBA)**  
**Blacksburg, Virginia,**  
**USA**



### **AGBA Brief:**

**Academy for Global Business Advancement (AGBA) is a global association of professionals in the fields of business administration, commerce, economics, entrepreneurship, information technology, tourism, and hospitality management.**

**AGBA is an independent, non-aligned and not-for-profit, charitable NGO registered in the state of Texas (USA) with a worldwide network of over 1000 members based across more than 50 countries that include scholars from reputed academic institutions, corporate leaders, governmental officials, policy makers, entrepreneurs and consultants hailing from both western and emerging countries.**

**AGBA, as a global organization, aims to help academics and scholars at business schools across emerging countries to connect with the western (developed) world for mutual benefit. Such collaboration would accelerate the process of globalization by furnishing ample opportunities to scholars in emerging countries to get recognition, disseminate new knowledge and assert themselves on the global stage.**

### **AGBA's Vision**

**To be globally recognized as a leading "not-for-profit charitable NGO" dedicated to serve the academic, professional, government, corporate and entrepreneurial sectors worldwide.**

### **AGBA's Mission**

**Building on the dynamics of the ongoing globalization process, AGBA is committed to provide a global platform aimed at assisting academics, scholars, professionals, officials, entrepreneurs and consultants of emerging countries to assert themselves on the global stage for recognition, networking and dissemination of knowledge.**

### **AGBA's Core Business:**

- **Nurture globally competitive talents; expertise and skills in academics across the emerging countries;**
- **Arrange apprenticeships for academics, scholars, professionals, officials, entrepreneurs and consultants on the global stage;**
- **Provide advisory services to upcoming business schools across the emerging countries for accreditation by the US based Association to Advance Collegiate Schools of Business (AACSB);**
- **Provide advisory services to peers worldwide to obtain "Fulbright Grants" from the US government successfully;**
- **Offer customized training and professional development programs globally;**
- **Act as a platform for the advancement of "Global Entrepreneurship"; and**
- **Act as a platform for the publications of scholarship in globally respected and world-class journals.**

## AGBA Officials and Notables for its 15<sup>th</sup> Annual World Congress

Conference Chair	Conference Co-Chair	Conference Co-Chair	Conference Patron
<p><b>Gary L. Frankwick</b>            Marcus Hunt Chair of            International Business            University of Texas at El Paso            El Paso, Texas,  <b>USA</b></p>	<p><b>Viput Ongsakul</b>            Dean            NIDA Business School  <u>(AACSB Accredited)</u>            National Institute of            Development            Administration  <b>Thailand</b></p>	<p><b>Sonjaya S. Gaur</b>            Chair            Department of Marketing            Sunway University            Kuala Lumpur  <b>Malaysia</b></p>	<p><b>Pradit Wanarat</b>            President            National Institute of            Development Administration  <b>Thailand</b></p>
Keynote Speaker # 1	Keynote Speaker # 2	Keynote Speaker # 3	Keynote Speaker # 4
<p><b>Norman Wright</b>            Dean            Woodbury School of Business            Utah Valley University            Orem, Utah,  <b>USA</b></p>	<p><b>Najiba Benabess</b>            Dean            Tabor School of Business            Millikin University            Decatur, Illinois  <b>USA</b></p>	<p><b>Cihan Cobanoglu</b>            McKibbin Endowed Chair            Professor of Hospitality &amp;            Former Dean            University of South Florida            Sarasota-Manatee, Florida  <b>USA</b></p>	<p><b>Xiaohong He</b>            Professor of International Business            School of Business            Quinnipiac University            Hamden, Connecticut  <b>USA</b></p>
Distinguished Speaker # 1	Distinguished Speaker # 2	Distinguished Speaker # 3	Distinguished Speaker # 4
<p><b>Paul Sergius Koku</b>            Professor of Marketing            Florida Atlantic University Boca            Raton, Florida  <b>USA</b></p>	<p><b>Abdul A. Rasheed</b>            Chair            Department of            Management            University of Texas at            Arlington            Arlington, Texas  <b>USA</b></p>	<p><b>Bharath Josiam</b>            Professor of Hospitality            and Tourism Management            University of North Texas            Denton, Texas,  <b>USA</b></p>	<p><b>Joseph Mark Munoz</b>            Professor of            International Management            Tabor School of Business Millikin            University            Decatur, Illinois  <b>USA</b></p>
Distinguished Speaker # 5	Distinguished Speaker # 6	Distinguished Speaker # 7	Distinguished Speaker # 8
<p><b>Zainal Abidin Mohamed</b>            Associate Dean            Graduate School of            Muamalat            Islamic Science University  <b>Malaysia</b></p>	<p><b>Eugene Seeley</b>            Associate Professor of            International Business            Utah Valley University            Orem, Utah  <b>USA</b></p>	<p><b>Khurram Jahangir Sharif</b>            Department of Marketing            College of Business            Administration            Qatar University  <b>Qatar</b></p>	<p><b>Sahil Raj</b>            School of Management            Punjabi University            Patiala, State of Punjab,  <b>India</b></p>
AGBA Patron # 1	AGBA Patron # 2	AGBA Patron # 3	AGBA Patron # 4
<p><b>Daing Nasir Ibrahim</b>            Vice Chancellor/President            University of Malaysia at Pahang            Kuantan, State of Pahang  <b>Malaysia</b></p>	<p><b>Munim Kumar Barai</b>            Professor of Finance            International            College of Management            Ritsumeikan Asia Pacific            University            Beppu, Oita  <b>Japan</b></p>	<p><b>Muhammad Mukhtar</b>            Former Vice            Chancellor/President            Islamia University of Bahawalpur            Bahawalpur, State of Punjab  <b>Pakistan</b></p>	<p><b>Ali Mohammad Shah</b>            Former Vice Chancellor/President            University of Kashmir            Srinagar            State of Jammu and Kashmir  <b>India</b></p>

# **2018 AGBA Conference Program**

## **First Day, July 2, 2018**

- Conference Registration
- Conference Reception
- Conference Inauguration
- **Faculty Development Workshops**

## **Second Day, July 3, 2018**

- **Academic Sessions**
- Professional Sessions
- Gala Dinner and Award Ceremony

## **Third Day, July 4, 2018**

- **Global Business Forum**
- Business Networking
- One-to-One Mentoring of Selected Doctoral Students

## Table of Contents

---

<b>FDW # 1 --- Achieving AACSB Accreditation: Pathway to High Quality Business Education and International Legitimacy .....</b>	<b>8</b>
<b>_FDW # 2 --- Developing a US Style Ph.D., Program in Business Administration.....</b>	<b>10</b>
<b>FDW # 3 --- Designing a Good Doctoral Research.....</b>	<b>12</b>
<b>FDW # 4 --- Designing Publishable Research that Contributes to Various Stakeholders.....</b>	<b>15</b>
<b>FDW # 5 --- The Top 10 Reasons Why Manuscripts Are Not Accepted for Publication.....</b>	<b>18</b>
<b>FDW # 6 --- Engaging in Academic Peer Review: Benefits and Strategies.....</b>	<b>20</b>
<b>FDW # 7 --- Strategies for Success in the Global Academic Arena .....</b>	<b>22</b>
<b>FDW # 8 --- Globalizing Malaysian Universities: A Case Study of University of Malaysia at Pahang (UMP).....</b>	<b>24</b>
<b>FDW # 9 --- 5Is Approach to Experiential Teaching.....</b>	<b>26</b>
<b>FDW # 10 --- Are We Ready In This Rapid Evolving Era Of Digital Globalization?.....</b>	<b>28</b>
<b>FDW # 11 --- Creative Management Education: Using Reality TV Shows as Case Studies.....</b>	<b>30</b>
<b>FDW # 12 --- Navigating the Forest of Professors: A Dean’s Perspective.....</b>	<b>32</b>
<b>FDW # 13 --- Writing Local Cases.....</b>	<b>34</b>
<b>FDW # 14 --- Tips For Writing and Using Cases in Teaching From Emerging Country Perspectives.....</b>	<b>37</b>
<b>FDW # 15 --- Giving Structure to Unstructured Data .....</b>	<b>40</b>
<b>FDW # 16 --- Transformative Leadership.....</b>	<b>43</b>

# **“Achieving AACSB Accreditation: Pathway to High Quality Business Education and International Legitimacy”**

By

**Prof. Dr. Norman Wright**

Dean

Woodbury School of Business

Utah Valley University

Orem, Utah,

**USA**

Many universities across Africa and other parts of the world suffer from a lack of brand recognition outside of their own borders. This lack of recognition impacts significant strategic activities ranging from recruitment of international students to the ability to form partnerships with universities abroad. One way to establish a quality brand is by achieving globally recognized accreditation through organizations such as the Association to Advance Collegiate Schools of Business (AACSB) or the European Quality Improvement System (EQUIS). Even more importantly, however, accreditation goes beyond establishing a brand, putting in place the processes needed to ensure that the recognized brand is backed by continuously improving quality that results in positive outcomes for students. Indeed, 95% of schools surveyed report that AACSB accreditation improves quality in areas that include curriculum, program design, and instructional delivery methods.

Of the major accrediting bodies, AACSB is the largest and most well known throughout the world and its accreditation is held by such prestigious universities as Harvard, Stanford, and the University of Pennsylvania (Wharton). Yet, AACSB accreditation is not limited to only top tier schools but also works to assure the quality of business education at less well known schools such as Utah Valley University, American University of Sharjah, and Universidade Nova de Lisboa.

Drawing on my experience as a Peer Review Team member, initial accreditation mentor, and Dean of a business school holding AACSB accreditation, this workshop addresses several topics in introducing participants to AACSB accreditation. These include:

- Why accreditation?
- Is AACSB accreditation right for your university?
- Addressing the core themes of innovation, engagement, and impact
- Meeting standards for strategic management and innovation
- Meeting standards for high quality students, faculty, and professional staff
- Meeting standards for effective learning and teaching
- Meeting standards for academic and professional engagement
- Understanding the AACSB accreditation process

**Biopic of Presenter:**



Prof. Dr. Norman Wright has served as the Dean of the Woodbury School of Business at Utah Valley University (USA) for the past seven years leading that institution through the introduction of several new programs including a top ten ranked Personal Financial Planning Program and full and part-time MBA degrees.

Prof. Wright holds a Ph.D. in Management from Wharton as well as an M.A. degree in Management from the University of Pennsylvania. Prof. Wright also attended Brigham Young University where he earned a Master's degree in Public Administration and a Bachelor's degree in Economics. Prior to joining the Woodbury School of Business, Prof. Wright was the Founding Dean of the College of Business at Alfaisal University in Riyadh (Kingdom of Saudi Arabia). He also worked for the American University in Washington, D.C. as a consulting Dean for the School of Business and Entrepreneurship at their affiliate University (American University of

Nigeria). He also served as a professor and academic administrator at Zayed University in the United Arab Emirates, the American University of Sharjah (UAE), and Brigham Young University Hawaii.

Prof. Wright has published many articles in significant business journals such as Organization Science, Cross Cultural Management, and the Journal of Management History. He served as the editor of the Journal of Microfinance for several years focusing on the role of finance and business in reducing poverty. While he is best recognized for his work in cross-cultural management, his research has also focused on entrepreneurship in developing markets. With his wife/business partner, Prof. Wright has engaged in entrepreneurial ventures with a recent focus in property investment and management in Hawaii.

Prof. Wright is also an active trainer, consultant, and personal coach working with such diverse organizations as Dubai Municipality, HSBC, World Wildlife Fund, China Youth Travel Services, Valmont International, and the Polynesian Cultural Center.

---

## **AGBA Faculty Development Workshop # 2**

# **“Developing a US Style Ph.D., Program in Business Administration”**

**By**

**Prof. Dr. Gary L. Frankwick**

Director of International Engagement  
Professor, and Marcus Hunt Chair of  
International Business  
College of Business  
University of Texas at El Paso  
El Paso, Texas,  
**USA**

US Style Business PhD programs tend to be cohort - course based programs with a dissertation component. A university planning to initiate a PhD program in business probably has many of the necessary elements already in-house, and can complement those elements through a collaboration agreement with a US based university until they have established the necessary skills for themselves. This workshop presents the basic course structure, general administrative structure, and

typical supplemental elements needed for a typical US style PhD program in business administration. The workshop will cover typical student recruiting and desired cohort composition, courses in content, method, and supporting coursework. We will discuss the variety of administrative structures and control mechanisms needed for managing the program and mentoring a student through the process. In addition, we will discuss comprehensive exams versus first-year and second-year papers, and combinations of the two alternative approaches. We will discuss traditional as well as contemporary analytical methods emerging in PhD programs in the US. Further, we will discuss supporting research and field emersion to help students become part of the academic business community. Finally, we will discuss the dissertation process and requirements for a research program designed to help the student on his or her way to tenure in a research oriented school.

**Biopic of Presenter:**



Prof. Dr. Gary L. Frankwick is the Director of International Engagement, Professor of Marketing, and Marcus Hunt Chair of International Business in the College of Business Administration at The University of Texas at El Paso (UTEP). Previously, he was the Associate Dean for Faculty Development and Research. Prior to his appointment at UTEP, he was associate professor of marketing in the Spears School of Business at Oklahoma State University. He served as the Ph.D. coordinator for the marketing specialization at both UTEP and OSU. He currently serves as senior editor for the *Journal for Global Business Advancement* (JGBA), and as the Chair of AGBA's Global Board of Trustees. He earned his PhD. at Arizona State

University. His research interests include international marketing, entrepreneurship, inter-organizational relationships, new product development, sales management, and marketing strategy. He has published research in the *Journal of Marketing*, *Journal of Business Research*, the *European Journal of Marketing*, *Journal of Product Innovation Management*, *Journal of Supply Chain Management*, *Journal of Personal Selling & Sales Management*, *Journal of Marketing Theory and Practice*, and the *Journal of Business-to-Business Marketing* among others.

---

### **AGBA Faculty Development Workshop # 3**

## **“Designing a Good Doctoral Research”**

**By**

**Prof. Dr. Paul Sergius Koku**

Professor of Marketing  
Department of Marketing  
College of Business  
Florida Atlantic University  
Boca Raton, Florida

**USA**

The motivation to conduct a doctoral research could come from several different sources. To some people, generally in the sciences, the motivation could come from a drive to solve a pernicious problem that they have personally encountered while working on some other research project. To many in the social sciences though, the motivation may come from something that they may have read somewhere – which probably posed a question or advanced a reasoning with which they disagreed. Regardless of the source of the motivation, completing and writing the doctoral research marks the end of an “apprenticeship” and the coming of age. For that reason, the doctoral research could be considered your masterpiece, however painting or composing a masterpiece requires, amongst other things, good preparation, a tremendous effort, time and insight. To those who are not adequately prepared, designing a good doctoral research could be a nightmare. Hence, to avoid that sort of negative experience, this workshop is intended to acquaint participants with insights on what it takes to conduct a good doctoral research.

I have chosen to break the processes down into 7 steps, however, some may argue that the steps are fewer or more than 7; to me such an argument is irrelevant so long as all the necessary touch points are captured.

Step one

The preparation

- Know yourself

#### Step two

The problem to be solved

- Have a clear understanding of the problem that you want to solve
- Be able to state the problem to be solved in words or in an equation
- Which tools will you need to solve this problem (qualitative, quantitative or mixed methods?)

#### Step three

What will a solution of the problem look like?

- You will not know that the problem has been solved if you do not know how the solution will look like.

#### Step four

The literature

- You must be thoroughly grounded in the literature  
(A clear knowledge of the literature will show you what used to be the state of the art and what is the current state-of- affairs. A student who is very familiar with the literature will also be knowledgeable on the past as well as the current techniques).
- Develop your hypotheses or your propositions

#### Step five

Data

- Primary data
- Secondary data

#### Step six

Analysis

- Techniques to use and why

#### Step seven

The findings

- What do the findings really mean?
- Implications

## **Biopic of Presenter:**



I am tenured Full Professor of Business Administration at Florida Atlantic University, but I consider myself first an accidental academic and a life-long learner. I am an accidental academic because unlike many in this field, I entered the academy purely by accident. I was given a teaching job in Tuskegee University in 1984 after my first MBA degree. Before then, I thought I was preparing myself for a career in the financial services, however, while teaching at Tuskegee University, I discovered that I liked university teaching and might even like conducting research although I did not, at the time, know fully what conducting research actually meant. After cutting my teeth at teaching for a few years, I applied to go back to graduate school.

I enrolled in Rutgers University in the fall of 1987 and proceeded to earn a series of advanced degrees. First, I earned the MA in Applied Economics. The degree afforded me the opportunity to study areas in Economics that had always fascinated me. I was introduced to signaling theory and Michael Spence's seminal articles in the area. The fascination that I'd developed for signaling theory in the master's program led to my specialization in Information Economics and in using the theory in my doctoral dissertation. I proceeded to earn the MBA with concentration

in Finance and the Ph.D. in Finance and Marketing all at Rutgers before embarking on the next phase of my academic teaching.

I accepted a teaching position in marketing at Florida Atlantic University (FAU) in 1992 when I was ABD and have remained at FAU since. However, I have been able to enjoy sabbaticals in Australia and have also had the opportunity to teach in South Korea, Spain, Ghana, and The Republic of Macedonia (FRY), where I served as a Fulbright Scholar. "To fit in" at FAU, I developed an interest in services marketing, as FAU marketing department has a Center in Services Marketing, and have published several articles in the area in ABS rated journals. Currently, I am one of the Associate Editors of the *Journal of Services Marketing*.

In addition to signaling theory or perhaps as a result of my love for signaling theory, I developed a keen interest in litigation and law. This interest grew more and more over the years and came to a point where earning a law degree became an obsession. I could not ignore it any longer, therefore I took a sabbatical and enrolled in Law School on full-time basis. I earned the *Juris Doctorate* degree in 2003 and licensed to practice in both Federal and State Courts in the State of Florida where I devote my time to helping indigents.

With an interdisciplinary background, I conduct interdisciplinary research and have won several research awards.

---

#### **AGBA Faculty Development Workshop # 4**

## **"Designing Publishable Research that Contributes to Various Stakeholders"**

By

**Prof. Dr. Sanjaya Singh Gaur**

Professor and Head  
Department of Marketing  
School of Business  
Sunway University  
**Malaysia**

Developing and designing an impactful research which can find a place in a good journal due to its unique contribution is necessary for any academic

researcher. The most research fail to articulate its contribution and therefore, never gets published. How do I identify, design, and articulate contribution that impresses various stakeholders (e.g., examiners, reviewers, editors etc.)? What type of contribution can be made? What should be critical elements in my research that will help me conduct such research? What are the techniques involved?

This session of faculty development workshop will attempt to answer above mentioned questions and invites participants to discuss examples of their own research and get feedback from the speaker.

**Biopic of Presenter:**



Prof. Dr. Sonjaya S Gaur is currently Professor and Head of the Marketing department at the Sunway University Business School, Malaysia. He is also Vice President (Scholarship) of Academy of Global Business Advancement (AGBA). He has been the Director on the board of Bank of India (NZ) Limited during 2012-2017. Prior to this, he was an Associate Professor of Sales and Marketing at the Department of Marketing, AUT School of Business, Auckland University of Technology, New Zealand. At AUT, he was also the head (academic leader) of the Sales Management area. Prior to joining AUT, he was an Associate Professor of Marketing at the SJM School of Management, Indian Institute of Technology (IIT), Bombay and Marketing discipline chair at the SP Jain Institute of Management and Research (SPJIMR), Bombay. At different institutions where he worked, he has been instrumental in developing several new marketing programs and course offerings at

multiple levels. He has designed and conducted many custom made executive training programs for corporates, and generated substantial revenue for the affiliated institutions. He has also consulted many multinational corporations including GlaxoSmithKline (GSK), Advanced Medical Optics (AMO), Johnson & Johnson, HSBC, Ranbaxy Laboratories Limited, RFCL, Geologistics India Ltd., 1mailspot.co.nz limited, Pajas Infopath, KMPL, SGS and Godrej & Boyce Mfg. Co. Ltd. In recognition of his contributions as a teacher and educator, IBC Cambridge has conferred him with the distinction of being among the "Top 100 Educators 2008 of the World", and "Leading Educators of the World". Dr Gaur has also been conferred with the Award for Excellence in Teaching in Management at IIT Bombay. He has also received several "best paper" awards for his research.

While teaching is Dr Gaur's passion, he has also been active in research as is evident from a number of publications that he has in peer reviewed journals. He had several visiting and adjunct appointments in leading universities around the world. He has been a visiting scholar at the University of Michigan, Ann Arbor, working on several research projects with Professor Richard Bagozzi. He has also been associated with Rice University, Ohio State University, Rutgers University and Old Dominion University as a visiting scholar. In addition, he had adjunct appointments at the University of Hoseo and SIT University in South Korea, LiU School of Management, Linköping University, Sweden, Marketing Centrum Muenster, Westphalian Wilhelms University (WWU) of Muenster, Germany and the Graduate School of Venture, University of Hoseo, South Korea.

With almost 25 years of university teaching and research experience, Professor Sonjaya Gaur is well published and is an experienced graduate supervisor. His research spans across micro and macro levels. At the micro level, his research is in the broad domain of behavioral research involving socio-psychological constructs such as research into human emotions, decision making, social identity, ethics, and action. This work has been applied to the study of consumers, salespersons, managers, patients, doctors, and organizations. At the macro level, he has examined how firm level issues such as market orientation, governance, CSR, inter-organizational trust and top management team characteristics affect the strategies and performance of firms in different geographical settings. The research settings in his empirical work include Malaysia, India, China, Germany, and New Zealand. The methods he uses include experimentation, survey research, as well as qualitative research. His book entitled "Statistical Methods for Practice and Research" is a recommended text book in several universities around the world at the masters and doctoral levels in disciplines as varied as Business, Psychology, Sociology and Statistics. His research has appeared in top ranked journals including the Journal of Management Studies, Management Decision, Journal of Service Theory and Practice, Managing Service Quality, Journal of Business Research, European Journal of Marketing, Management & Governance, Journal of Knowledge Management, International Business review etc.

## **Faculty Development Workshop # 5**

# **“The Top 10 Reasons Why Manuscripts Are Not Accepted for Publication”**

By

**Prof. Dr. Cihan Cobanoglu**

McKibbon Endowed Chair of Hospitality Management & Director of M3 Center  
College of Hospitality and Tourism Leadership  
University of South Florida at Sarasota-Manatee  
Sarasota, Florida,  
**USA**

This workshop will highlight the main reasons why manuscripts not accepted for publication. I edit three journals and receive about 200 articles per year. Of which, 150 of them are rejected each year. Based on my experience with authors whose papers are not accepted, I have developed this workshop where I categorize the main mistakes that authors do. By studying this list, you can avoid some of the big mistake that authors make and increase the chance of your manuscript being accepted by good journals. The following list is my accumulation of most common mistakes that will result your manuscript being rejected.

- Paper is not well positioned for the journal
- Paper does not answer the “So What” question
- Inconsistency – sections do not connect well
- What was promised (research questions) is not delivered
- Outdated literature review
- Major methodological problems
- Unreadable
- Not clear and certain about its contribution
- Exact replication of a previous study
- Plagiarism
- Failed to follow author guidelines for the journal

There are also some mistakes that authors do which will not cause a manuscript to be rejected solely based on these mistakes, but they are important to avoid. They can be listed as:

- Formatting issues/problems
- Title and content misfit
- Long title

- Grammatical errors
- Spelling errors
- Missing references

### **Biopic of Presenter**



Prof. Dr. Cihan Cobanoglu is a McKibbon Endowed Chair Professor of the College of Hospitality and Tourism Leadership (CHTL) at the University of South Florida Sarasota-Manatee (USFSM), who also serves as the Director of the M3 Center for Hospitality Technology and Innovation and Coordinator of International Programs in the College of Hospitality and Tourism Leadership. He is a Certified Hospitality Technology Professional (CHTP) commissioned by Hospitality Financial & Technology Professionals (HFTP) and Educational Institute of American Hotel & Lodging Association (AHLA). He is the Editor of the Journal of Hospitality and Tourism Technology (JHTT), co-editor of International Interdisciplinary Business-Economics Advancement Journal (IIBA Journal), Co-Editor of Journal of Global Education and Research (JGER) and a co-author of five textbooks and two conference proceedings. He is also currently serving as the President of Association of North America Higher Education International (ANAHEI) Dr. Cobanoglu served as the chair of the American Hotel and Lodging Association's (AHLA) Technology and E-Business Committee from 2009 to 2011 and also a member of CHTP Advisory Council and Editorial Advisory Board of HFTP. In addition, Dr. Cobanoglu is a visionary board member of Hospitality Technology magazine and editorial board member of Cornell Hospitality Quarterly, International Journal of Contemporary Hospitality

Management, International Journal of Hospitality and Tourism Administration and Journal of Hospitality and Tourism Education. Dr. Cobanoglu also serves the industry as consultant. He is the founder of International Interdisciplinary Business-Economics Advancement Conference (IIBA). Dr. Cobanoglu created curriculum for hospitality software: innRoad Property Management System, M3 AccKnowledge Hotel Accounting System, and M3 Link Hotel Business Intelligence System.

---

## **AGBA Faculty Development Workshop # 6**

# **“Engaging in Academic Peer Review: Benefits and Strategies”**

By

### **Dr. Maureen Andrade**

Professor of Leadership  
Department of Organizational Leadership  
Woodbury School of Business  
Utah Valley University  
Orem, Utah,  
**USA**

Peer reviewing is an essential aspect of journal manuscript publication, conference proceedings, books, textbooks, academic programs, teaching, research grants and professional examinations. The peer review process is one way to confirm new knowledge, verify research protocols, improve manuscript quality and increase journal prestige. Providing reviewer services can be a mechanism for professional development to keep current in your field, increase your professional network, improve your own research and writing, boost your confidence, gain visibility for yourself and school, provide service to your profession, shape academic meeting agendas and support academic career paths towards tenure and promotion. However, peer reviewing is both art and skill riddled with problems related to incomplete or never completed reviews, excessive detail and a lack of developmental intentions. Editors struggle to get good peer-reviews of submitted manuscripts. That said, people who review are more likely to get published. This workshop will provide participants with an intentional and mindful overview and rationale for peer reviewing, as well as procedural ideas for meaningful reviews (i.e.,

reading, thinking, comments, organizing and decisions), content considerations, developmental frameworks, and collegiality aspects.

**Biopic of Presenter:**



Prof. Dr. Maureen Snow Andrade is a Professor in the Organizational Leadership Department at Utah Valley University. She has an EdD in higher education leadership from the University of Southern California. She also holds the distinction of being the Principal Fellow from the Higher Education Academy in the UK for leadership in teaching and learning, evidenced by a consistent record of impact at institutional and international levels.

Dr. Andrade's research interests are business education, international student transitions and linguistic development in schools of business, assessment and learning outcomes for business programs, expatriate adjustment, leadership, work-life balance, and job satisfaction. She is a regular presenter at national and international conferences and has authored or co-authored over 90 book chapters, journal articles, and conference proceeding articles; edited or co-edited two special journal issues; and written, edited, or co-authored 5 books.

Dr. Andrade is an associate editor for *Higher Education Pedagogies* and former editor of the *TESL Journal*. She is a regularly invited reviewer for journals such as the *American Educational Research Journal*, *Bilingual Research Journal*, *Distance*

*Education, Higher Education, International Journal of Online Pedagogy and Course Design, International Multilingual Research Journal, Journal of Multilingual & Multicultural Development, TESOL Quarterly, Learning and Individual Differences, and the European Journal of Educational Research.*

She is also a former associate vice president, associate dean, department chair, and program director.

---

## **AGBA Faculty Development Workshop # 7**

# **“Strategies for Success in the Global Academic Arena”**

By

### **Prof. Dr. Abdul A. Rasheed**

Eunice and James L. West Distinguished Chair Professor,  
Professor of Management and Head  
Department of Management  
College of Business  
University of Texas at Arlington  
Arlington, Texas,  
**USA**

Management education which was once very much the preserve of North American universities has now diffused around the world. Universities in Asia, Europe, and South America are now offering MBA programs. Many of them now figure prominently in various international rankings of business schools. Global competition for MBA students and the demands for accreditation have led to greater pressure on faculty to publish in academic journals. Based on my experience as a researcher over the last three decades, I will cover many of the challenges involved in successfully publishing a research paper. Topics covered will include:

- Crafting a paper
- Managing the R&R process
- Managing relationship with coauthors
- Finding an outlet for your research
- Establishing a research agenda

Although considerable importance is placed on research, it is still only one part of the role expectations of a faculty member. Given that a faculty job is multidimensional, achieving balance among conflicting demands on time is one of

the major challenges faculty members face. Based on my experience not only as a researcher, but also as an academic administrator and teacher in various programs around the world, I would like to share some of the lessons learned. The discussion about managing academic careers will cover topics such as

- Globalization of academic labor market
- Alternative career paths
- Career life cycle
- Institutional vs Professional service
- Updating skills in teaching and research

**Biopic of Presenter:**



Prof. Dr. Abdul A. Rasheed is Eunice and James L. West Distinguished Chair Professor, Professor of Management and Chair of the Department of Management at the University of Texas at Arlington. He obtained his PhD from the University of Pittsburgh in 1988 and his MBA from the Indian Institute of Management, Calcutta in 1981. Prof. Rasheed's areas of research interest include strategic decision processes, environmental analysis, outsourcing, franchising, foreign market entry, international comparisons in strategy and governance, and corporate restructuring. Prof. Rasheed's research has appeared in journals such as *Academy of Management Review*, *Strategic Management Journal*, *Journal of Management*, *Journal of*

*International Business Studies, Journal of Management Studies, Strategic Organization, Management International Review, Journal of International Management, International Business Review, Academy of Management Executive, and Corporate Governance: An International Review.* Along with Toru Yoshikawa, he recently edited a monograph entitled, "The convergence of corporate governance: Promise and prospects," published by Palgrave MacMillan. He also recently co-edited a special issue of *Journal of International Management* on the implications of capital market integration for firm strategies. He has taught at Nanyang Technological University (Singapore), Hong Kong Polytechnic University, Tongji University (China), and the Beijing University of Science and Technology (China). He has won numerous awards for his teaching and research and serves on the editorial board of several journals. He has also chaired nearly a dozen doctoral dissertations. Prior to joining academics, Dr. Rasheed spent a decade working in senior positions such as Manager, Indian Bank, Finance Executive, Crompton Greaves, Bombay, India, and Executive Assistant to the General Manager, Bank of Bahrain and Kuwait, Bahrain.

---

### **AGBA Faculty Development Workshop # 8**

## **"Globalizing Malaysian Universities: A Case Study of University of Malaysia at Pahang (UMP)"**

By

**Prof. Dr. Daing Nasir Ibrahim**

Vice Chancellor

University of Malaysia at Pahang

Kuantan, State of Pahang,

**Malaysia**

In an effort for higher education in Malaysia to stay relevant and secure its position as a global education hub, tremendous changes and growth should be prominent in the nation's universities. Additionally, for Malaysia to compete in the global education market, each university must be more competitive in demonstrating its institutional excellence. In line with this, University of Malaysia at Pahang (UMP) has developed strategies and initiatives to partake in globalizing the higher education market in which the effects are evident in the academic and numerous activities carried out by the staff and students. As one of the global education

providers, UMP thrives to ensure the degree conferred is of a greater prominence through certification by the international accreditation bodies like ABEST and Washington Accord. The dual-degree programs offered by UMP and its strategic partner universities also enhance the global experience through the sharing of experiences by the prominent professors from renowned institutions worldwide. Utilization of MOOC and the Global Classroom concept further magnify the globalization initiative by UMP. Another significant global attribute at UMP is the recognition of the staff as outstanding researchers who, among others, have managed to secure international grants, published in high impact journals, and produced UMP Scopus indexed journal. Promoting students to take part in activities geared to globalization has also been the university's effort, for instance, participation in outbound mobility program and global CSR work as well as engagement in various international competitions like 3MT thesis and Chinese Bridge. With all the strategies in globalization, UMP has achieved a significant 2.4% in 2018 QS Asia University ranking, and hence situating UMP as one of the players at global education arena.

**Biopic of Presenter:**



Prof. Dr. Daing Nasir Ibrahim is a Chartered Accountant (Malaysia), a Fellow of the Certified Practising Accountants of Australia (FCPA) and a former Vice President of its Malaysia Division. He was on the Council of the Malaysian Institute of Accountants and on several of its committees. His areas of expertise are

Management Accounting and Control, Corporate Governance, and Research Methodology. More than 20 PhD candidates had successfully graduated under Professor Daing's supervision. Professor Daing has been undertaking contract research and consultations. He was a member of the advisory board of the Kuala Lumpur Malay Chamber of Commerce and was a member of the Board of Directors of Usains Holding, a wholly owned company of Universiti Sains Malaysia (USM). Professor Daing was Dean of School of Management, USM for ten years and Director of the University's Advanced Management Center before leaving for Universiti Malaysia Pahang (UMP) as Vice-Chancellor. In helming UMP, Professor Daing promotes an administration that is "Values-based, strategy focused and performance driven". He believes that every aspect of the university activities must reflect a culture of excellence.

---

### **AGBA Faculty Development Workshop # 9**

## **"5Is Approach to Experiential Teaching"**

By

**Dr. Khurram Jahangir Sharif**

Associate Professor of Marketing  
Department of Marketing  
College of Business & Economics  
Qatar University  
Doha  
**Qatar**

The key purpose of this session will be to refresh existing pedagogy skills by following a simple framework of experiential teaching. Hence, the prime aim of the talk will be to share experiential teaching strategies that empower students to take ownership of their learning. More specifically, this mini workshop will outline the 5Is (i.e. Introduce, Involve, Interact, Instruct and Intensify) Framework for experiential teaching. First I (Introduce) will be about how to open up a teaching session in a fun and an interesting manner that warms-up and motivates the students for active learning. Second I (Involve) will discuss the creation of a conducive learning environment that maximizes the extent of learning diffusion. Third I (Interact) will outline the teaching strategies that would enhance learner participation and enable productive exchange of ideas and knowledge. Fourth I (Instruct) will go into

conducive communication tactics for passing on the content and landing key learning messages. Fifth I (Intensify) will conclude the session with details of the activities that can improve learner retention of the created knowledge.

**Biopic of Presenter:**



Dr. Khurram Sharif earned his Bachelor of Engineering from the University of Kent (UK), his Masters in Medical Electronics from University of Manchester (UK), his MBA from Lancaster University (UK) and his Ph.D., in Marketing from Kingston University (UK). He is currently serving AACSB Accredited College of Business at Qatar University (QATAR) as Associate Professor of Marketing.

Dr. Khurram Sharif divides his time between a senior marketing faculty position at Qatar University and corporate training. He has worked with a number of public and private organizations in the Gulf Cooperation Council (GCC), South East Asian and European regions. His clients have come from the pharmaceutical, telecommunications, higher education and petroleum sectors.

More recently, his training and research interests have been focused on 'Innovation Management and Efficient Marketing'. In particular, he has delivered two to three day workshops within the domains of Business Model Generation, Strategic Selling, High Impact Training The Trainer (HITTT), Marketing Innovations,

**AGBA Faculty Development Workshop # 10**

**“Are We Ready In This Rapid Evolving Era Of Digital Globalization?”**

By

**Prof. Dr. Xiaohong He**

Professor and Founding Chair  
Department of International Business  
School of Business  
Quinnipiac University  
Hamden, Connecticut  
**USA**

In this fast changing era of digital globalization, around the world policy makers, business leaders, educators, students, citizens and employees alike are all amazed with enjoyment and excitement by the convenience brought by this digitally connected world. At the same time, many face pressures and, sometimes, threats with future uncertainties at personal level.

To this end, in this faculty development workshop, I would like to address four questions. Is this new and in historical perspective where are we coming and where are we going? How has ICT technology evolved into an unavoidable borderless world given rising tide of anti-globalization? With emergence of new business models in this digital era, firms become asset-light and can achieve rapid growth, massive scale and wealth built-up in a very short period, which took traditional firms much longer. At the same time, how should business address privacy at work, in cyber market, in society and ultimately sustainability? In this context, what are implications for business education and research?

Influenced by Nikolai Kondratiev Wave (1892-1938), Joseph Schumpeter's (1883-1950) cycle of innovation and entrepreneurship has long predicated and foresaw the shortening cycles of technology powered revolution. Technology is the application of scientific knowledge to overcome human limitations. As the consequence, each wave of technology revolution has changed our environment, the way we work, interact and view things. In turn, it has changed us. In the past 200+ years, each wave built on one another producing progress in the human history that make us healthier, live longer and freer, while at the same time, it has brought

drawbacks of world wars, environmental degenerations, etc. Although this is not our first time at the cross road in our short human development trajectory, as scholars it maybe our professional duty to think ahead practically and philosophically. What is different this time and where are we heading? We, business scholars, are usually behind at first when new cycle arrives, then we would catch up with insights, conceptual models and theories to help business leaders and students to think long-term issues that affect our future generation. Like entrepreneurs, we need first to define problems to see what changes that shift business paradigm and what new problems and solution alternatives are. I hope through this faculty development workshop, it can attract more discussions and debates from diverse perspectives and experiences from both developed and developing economies. We may raise more questions than answers but it helps us to think critically about business research and education in this fast evolving digital world.

**Biopic of Presenter:**



Prof. Dr. Xiaohong He is the professor and founding chair of the International Business Department at Quinnipiac University, Hamden, CT, USA. Professor He received her Ph.D. from University of Texas at Dallas in International Management Studies. She also holds an M.S. in Finance and an M.A. in International Management. Her undergraduate degree is in Mechanical Engineering from China.

Prior coming to the US, Dr. He worked as a research engineer for the National Academy of Agricultural Mechanization Sciences in China for eight years. She also worked as a business consultant and executive in the transportation sector in the US before joining the academia. Dr. He teaches at Quinnipiac University in Connecticut, USA and in subjects including international business, global entrepreneurship, international finance, etc. She is a recipient of Excellence in Teaching Award from Quinnipiac University.

Dr. He published in many international journals about MNCs, FDI, and developmental entrepreneurship with focus on emerging markets; and wrote several books related to international business & globalization and international education. She received several best paper awards and citation excellence Awards. She was an invited speaker at Yale University, Brown University, and Columbia University. She also was invited to give talks abroad such as Jordan, Turkey, India, France, China, etc. She was AIB-North East Chapter annual conference chair for several years and served on leadership positions on several other professional and community organizations.

---

### **AGBA Faculty Development Workshop # 11**

# **“Creative Management Education: Using Reality TV Shows as Case Studies”**

By

**Prof. Dr. Bharath M. Josiam**

Professor of Hospitality and Tourism Management  
Department of Hospitality and Tourism  
College of Merchandising, Hospitality and Tourism  
University of North Texas,  
Denton, Texas,  
**USA**

The higher the level of student engagement, the greater the learning. This puts the onus on the professor to utilize methods and techniques that interest and engage students. Management has been taught for decades using a “Case Study” approach utilizing techniques of Problem-Based-Learning. These cases present problems in industry and the professor guides the students to utilize theory and techniques to analyze the problem and provide solutions. In a world of continual stimulation through many dynamic audio-visual media, students today are *not*

engaged in passive professor-centered lecture lectures. To engage and teach students it is imperative to use these same multi-media technologies.

This workshop will present the use of Reality TV shows such as "Kitchen Nightmares," and "Hotel Impossible" as multi-media case studies. These shows demonstrate both operational and managerial issues in the workplace in a dynamic way. They show how the "Expert Consultant" analyzes the problems and utilizes management techniques such as Conflict Management and Team Building to help the owner turn around the failing business.

This workshop will illustrate:

- What are the business TV Reality Shows that can be utilized
- How can professors and students access these shows
- How to structure the class lectures to use these shows as on-going illustrations of management problems and solutions
- How to structure the term project to bring together the management topics covered in the semester
- Professor Bharath Josiam will share his templates for the term project and student presentations to enable you to deploy this engaging technique.

**Biopic of Presenter:**



Prof. Dr. Bharath M. Josiam is a Professor of Hospitality & Tourism Management in the College of Merchandising and Hospitality Management at the University of North Texas, Denton, TX, USA. He has been a faculty member at universities in the USA for 30+ years.

Now a US citizen, Bharath received his 3-year Diploma in Hotel/Restaurant Management from the Institute of Hotel Management, Catering & Nutrition, New Delhi, India and his Bachelors Degree in Commerce from Delhi University, India.

He has worked in hospitality operations in mid-scale and 5-Star hotels in India for seven years in Food & Beverage and Lodging Management as well as Special Events management.

Bharath obtained his MS in Hotel, Restaurant & Travel Administration from the University of Massachusetts at Amherst, MA, USA and his Ph.D. in Business and Marketing Education from the University of Minnesota, Minneapolis, MN, USA.

His primary research interests are in consumer behavior of tourists and hotel/restaurant customers. He has co-authored over 50 refereed journal articles, and presented over 100 papers at international conferences. His work has been cited over 1,500 times and downloaded over 15,000 times! He serves on the editorial board of various journals. He also serves as an External Examiner for Ph.D. theses for universities worldwide and on the paper review committee for many scholarly organizations.

---

## **AGBA Faculty Development Workshop # 12**

# **“Navigating the Forest of Professors: A Dean’s Perspective”**

By

**Prof. Dr. Najiba Benabess**

Dean

Tabor School of Business

Millikin University

Decatur, Illinois,

**USA**

As leaders in your academic schools, deans, directors and department chairs foster a sense of cohesive team building within their units and represent their

departments to other areas of the university. They direct and motivate faculty to ensure the academic quality of their programs. Join me to share strategies to motivate faculty by type.

**Biopic of Presenter:**



Prof. Dr. Najiba Benabess serves as the Dean of the Tabor School of Business at Millikin University in Decatur IL (USA). She has served as the Director of the School of Business and Management at Norwich University in Northfield VT (USA). Prof. Benabess holds a Ph.D. in Economics from the University of Wisconsin Milwaukee and Master's degree in Economics from Western Illinois University. Her areas of research include Industrial Organization, International Economics, and Fiscal Policy. She has taught variety of courses at the undergraduate level such as Economics, Finance and Quantitative Methods; and at the Master of Business Administration programs such as Strategic Resources Management and International Business. Prof. Benabess has a wide research and publications in national and international conferences and journals such as Journal of Business and Economics Research; International Journal of Humanities and Sciences; Global Journal of Management and Business Research; Journal of American Academy of Business, Cambridge; Journal of the Business Review, and in the Advances in Geo-economics book. Some of her papers have been selected for "the best paper" award. Prof. Benabess serves as a peer reviewer for Higher Learning Commission, a board director of the Macon County Foundation and Editor in Chief of *Journal of Research in Industrial Organization*.

---

## **AGBA Faculty Development Workshop # 13**

# **“Writing Local Cases”**

By

### **Dr. Eugene Seeley**

Associate Professor of International Business  
Department of Management  
Woodbury School of Business  
Utah Valley University  
Orem, Utah  
**USA**

For business students at major universities with international reputations, they may find themselves eventually working for Google, Siemens, Boeing, Nike, or another giant firm. Business cases about these firms are appropriate and exciting for students, especially if they think they might be reading about their future employer, client, or supplier.

However, for regional institutions most students come from the local area and will be employed by local firms. In these situations, writing cases about local firms has several potential advantages. It provides cases that are more in tune with business and the business environment that your students know. This also means that they are better informed about the issues that they will likely face as they are employed by these companies. Just as with major business schools, students will become excited to think that they are reading about a potential future employer, client, or supplier.

Writing cases about local firms also develops relationships with those firms. They then become a source for guest speakers, internships, employment for your students, and even donations to your institution. Most are flattered that you have considered them important enough for such a study.

#### **Key points:**

- Advantages of local cases:
  - Interesting for local students
  - More focused on local issues, needs, and business environment
  - Closer to the type of businesses that will employ your students
  - Develops relationships between local firms and the institution

- Get introduction to local business leaders
  - Get the president/owner of the firm to agree to your project and have him/her tell everyone in the firm
- First round of data collection
  - Start with the history of the firm.
    - Ask the president or owner to present this to you
  - Get broad information about the business, its operations, markets, and competitors.
    - Meet with vice presidents or high-level managers
  - Ask about major challenges and how they were overcome.
- Review your material
  - Look for something interesting or unusual.
  - Look for something that illustrates a theory, concept, or principal.
  - Decide upon a "story"
    - What should the boss do?
    - Give data for financial analysis
    - Provide information for a SWOT analysis
    - Give background for other analysis (competition, marketing, etc.)
  - Determine what information you are missing and visit with those at the firm that have that information.
- Write your case
  - Include the history of the firm
  - Give an overview of the firm today
  - Write your story
  - Give to the president/owner for a final review
- Write a faculty guide
  - Summarize the case
  - Give key points shown in your case and the theories or principles behind them
  - Give a lesson guide with suggestion charts or how to present the key points of the case
- Some additional points
  - 100% factual cases are great, but they don't have to be
  - Disguise names if needed
  - Disguise numbers if needed
  - Rework details to show a point or illustrate a concept
  - Identify this in your case

### **Biopic of Presenter:**



Dr. Eugene Seeley is Associate Professor of International Business in the Woodbury School of Business at Utah Valley University. He teaches classes in international management and general international business. He also oversees the International Business program at UVU. Dr. Seeley currently serves as Chair of the General Education Committee that manages the General Education program at UVU.

For seven years Dr. Seeley worked as Associate Dean for the Woodbury School of Business where he helped develop UVU's MBA program. He also established a student exchange program with two universities in Canada and two universities in Mexico that has given more than 40 UVU students the opportunity to study abroad. Currently Dr. Seeley serves on the board of directors for the Suazo Center, a not-for-profit organization that helps minorities start their businesses.

Dr. Seeley earned a B.A. in French from Brigham Young University; an M.I.M from Thunderbird, The Global School of Management; and a Ph.D. in Business Administration from the University of Utah. His research is in the area of industrial clustering.

Before coming to UVU, Dr. Seeley worked for nine years in international marketing in the software industry and in project management for translation agencies. While at ALPNET, he was the project manager for translation projects for Microsoft and Ford. At Novell, he directed the firm's marketing for Latin America. At Gazelle Systems, Dr. Seeley established new distributors in Europe, Latin America, Asia, and Australia.

# **“Tips For Writing and Using Cases in Teaching From Emerging Country Perspectives”**

By

**Prof. Dr. Zainal Abidin Mohamed**

Professor and Associate Dean  
Graduate School of Muamalat  
Islamic Science University of Malaysia  
Nilai, State of Negeri Sembilan

**Malaysia**

and

President

Case Writers' Association of Malaysia,

**Malaysia**

My first written case was published in 1976 while I was pursuing my MBA at the University of Wisconsin at Madison (USA), and I was not successful in getting my supervisor's recognition. My next case was published in 1979, a case on the Fertilizer Distribution System across Malaysia for the World Bank. It was only in 1989 that I was exposed to the first case writing workshop and training in Kuala Lumpur (Malaysia) and realized its uniqueness and intricacies. Since then I have appreciated what values cases have in imparting knowledge to those who want it. It has its own challenges that surprises even well-known academic writers when their case submissions are not accepted by case teaching journals.

So let me share some of these uniqueness and challenges. Successful cases for teaching are read and appreciated by more students and trainees than the academic scholars that pursue journal publications to become academic scholars. Cases impart effectively the knowledge that need to be acquired more effectively through the masses. Scholarly papers do reach their target audience(s) but on selected target audience(s).

Some topics to be covered during this workshop are:

- i. Brief background:
  - a. What is case research?
  - b. Case research methodology spelled out?

- c. Three types of case outputs: What are their differences?
  - i. research report
  - ii. consultancy report
  - iii. case for training
  
- ii. Case for training and imparting knowledge
  - a. Sources
  - b. Adopt and adapt
  - c. Case material of high quality
    - i. Research/experience based
    - ii. Gets active students/trainee participation
  - d. Characteristics of a good case?
    - i. Succeed in getting active students/trainees engagement
    - ii. High knowledge transfer,
    - iii. Develop problem solving and decision making skills
    - iv. Develop additional skills (communication, confidence, articulate, rationale)
  
- iii. Using cases in teaching.
  - a. Students centered learning approach
  - b. Their retention percentage will be improved
  - c. The knowledge acquisition rate will be higher

**Biopic of Presenter:**



Prof. Dr. Zainal Abidin Mohamed has been serving as the Deputy Dean of the Graduate School of Muamalat of *Islamic Science University of Malaysia* since 2013 after serving Universiti Putra Malaysia (UPM) at Serdang, Malaysia since 1974.

Prof. Zainal earned his Ph.D., in Management (with a focus on Strategic Management) from Edinburgh University, Scotland, UK in 1988 and an MBA (specializing on Operations Management) from University of Wisconsin at Madison (USA) in 1976, and a Bachelor degree in Agricultural Science (with a major in Agricultural Engineering in 1974) from the University of Malaya (Malaysia). His other academic trainings included participating in the 'Project Management: Socio-economic Cost-benefit Analysis' conducted by Economic Development Institute of the World Bank at the University of Philippines at Los Banos, 'International Teachers Program' at INSEAD, France, 'Research Management' at Asian Institute of Management in Thailand, 'Harvard Executive Program' at Gentling Highlands Malaysia, and secured Fulbright Funding Award to do sabbatical at Indiana University, Bloomington (USA) with a focus to pursue research on 'Business Process Reengineering' (BPR).

Prof. Zainal was instrumental in developing many of University Putra Malaysia's projects such as establishing the Agribusiness Department, building up the MBA curriculum, taking in the first batch of MBA students in 1984, set up the first Small Business Development Centre (SBDC) in the university and in Malaysia (with assistance from the Saskatchewan Small Business Research Council of Canada and establishing the university's Corporate Planning Division.

Prof. Zainal also served University Putra Malaysia as the Department Head, Deputy Dean and Dean of the Faculty of Economics and Management as well as the Dean of the Graduate School of Management until 2011.

Prof. Zainal was loaned to University Utara Malaysia (UUM), for almost 3 years (2000 -- 2003) to help strengthen the graduate programs of the UUM Management School, as well as pioneering the establishment of the Corporate Planning Division at the university. He also had a one month stint as a Visiting Professor at the Universitas Muhammadiyah Jogjakarta (Indonesia) to help strengthen the development of the research and publication activities of the Management Department.

Prof. Zainal sits on various advisory academic development committees such as International Islamic University (Malaysia), University Utara Malaysia, Universiti Tun Razak, University Malaysia Sarawak, and has been incorporated in several of

Malaysia Quality Assurance Agency's projects to appraise quality of curriculum in several university programs.

Prof. Zainal is the President of the Case Writers' Association of Malaysia. This organization is actively involved in propagating case research and writing to be used for effective teaching and sharing of knowledge for trainees at all levels.

With his management expertise, Prof. Zainal has been active in doing advisory work especially in strategic management and BPR as well as training for executives at middle and senior management levels notably 'Senior Managers of the Commonwealth', 'International Senior High Command Program' of the Police Academy, 'Public Administrators of Nigeria' and middle and senior managers of international and local public and private agencies. These include executives from the banks, oil and gas companies, electronics, airlines and others.

Prof. Zainal has published several articles in International Journals such as IJEM, JEIM, IJANTTI, Pertanika, IJCR, etc. and authored three text books and chapters in four books.

---

### **AGBA Faculty Development Workshop # 15**

## **"Giving Structure to Unstructured Data"**

By

**Dr. Sahil Raj**

Assistant Professor of Management Information Systems

School of Management Studies

Punjabi University

Patiala, State of Punjab

**India**

Traditionally focus of research has been on the structured data. But now, it is being shifted to unstructured data. Our all are listening to a term i.e. "Big Data". Big Data is buzz word nowadays. Although Big Data is a mixture of structured and unstructured data but it is only unstructured data which helps to convert Data into Big Data. Every organization is demanding professionals having the skills to handle the big data because the organizations are facing a peculiar problem. Contrary to earlier trends, nowadays organizations are capturing huge volumes of unstructured

data. As a result of which, organizations are drowning in data. This data is so huge that organizations are remodeling their conventional storage methods. The phenomenal growth of social media has resulted in creating unstructured data, a new source of data which is so voluminous that traditional tools and models fail to handle this data. This data do not fit into any tables, hence conventional tools of analysis have limited application in the present scenario. Organizations are extensively using unstructured data for mining out the sentiments and emotions of people regarding products and services. The unstructured data in the form of big data has also led to the emergence of Predictive Analytics. Organizations are not waiting something to happen rather organizations are proactive in their approach. Organizations are predicting the future and too with lot of precision. The Predictive Analytics find lot of applications in diverse areas of an organization i.e. Marketing, HR, Finance and Operations. The reason for this changed approach is the fact that now organizations have abundance of data with the help of which organizations can predict the uncertain future. This changed scenario has also immense application in the field of research. The conventional data collection methods be in the form of primary or secondary methods always have access to limited data. But with the emergence of unstructured data, the researchers can retrieve enormous amounts of data which was unthinkable in past. But it is also very important that researchers should not only understand new techniques to handle the data but also understand the importance of cleaning data. As the data is captured from different sources, it becomes imperative to clean the data so as to get appropriate results. In this workshop, a detailed discussion will made on the new tools like Hadoop platform which is one of the most widely used for storage and quick processing of voluminous data. Hadoop ecosystem has various components like MapReduce, Pig and Hive.

Moreover various aspects related to Unstructured Data will also be deliberated.

- Data in global business scenario
- Changed Scenario
- Need for Predictive Analytics
- Classification of Digital data
- Introduction to Unstructured Data
- Factors for the rise of Unstructured Data
- Applications
- Need for Big Data
- Social Media Analytics
- Sentiment Analysis

- Role of unstructured data in research

**Biopic of Presenter:**



Dr. Sahil Raj is an Assistant Professor of Management Information Systems at the School of Management Studies, Punjabi University, Patiala, State of Punjab, India. His main area of research interest is the application of Information Systems to business organizations. He earned his Bachelor of Engineering degree, an MBA and a PhD in Management Information Systems. Prior to joining his present university, he had worked in Ranbaxy Laboratories, a leading pharmaceutical company of India. Sahil has authored four textbooks including Management Information System and Business Analytics published by Pearson and Cengage. He is reviewer of global editions of numerous textbooks published by Pearson in MIS. Sahil has been regularly contributing research papers to national and international journals and has presented his scholarly research at numerous national and international conferences. He is reviewer of various national and international journals. He also serves on the Editorial Boards of numerous journals dealing with information systems and big data analytics. Sahil is also actively involved in imparting training in Business Analytics and Social Media Analytics to scholars, and professionals. Presently, he is supervising doctoral students in the areas of Artificial Neural Networks, Business Analytics, Strategic Information Systems, Expert Systems and Big Data Analytics. He is currently serving AGBA as its Vice President for Global Publications. He could be reached via his email: [dr.sahilraj47@gmail.com](mailto:dr.sahilraj47@gmail.com)

## **AGBA Faculty Development Workshop # 16**

# **“Transformative Leadership”**

*(Embracing the 5 pillars of The COVETed Leader Model)*

By

**Mr. Fazl H. Siddiqui**

**President**

***“Cupiditas Leadership Academy”***

**Executive Coach, Consultant & Trainer**

**Author: The COVETed Leader**

**Kuwait**

Traditionally, people were believed to have been “born to be a leader.” Leadership skills were something you had or you didn’t have. If you were a leader, you were genetically lucky, and if you weren’t, nothing you did could change who you were. Known as “The Great Man Theory,” leadership was a trait like height, eye color, or athletic ability. If you were a born leader, your abilities made you part of a divine class. People believed that leaders and followers were almost different species.

Supporters of this leadership-exclusivity viewpoint argued that every society singled out intellectually and morally superior individuals. It was believed that they were the divinely appointed leaders of every society. Fortunately, the leadership DNA myth has been debunked, and Plato’s “elitist phenomena” has been disproven.

In our study of leadership over the decades, we have learned that true leaders all have a burning desire to lead, to be influential and motivational, to take responsibility for themselves and others, and to stand out and to be sought after. They don’t have a *natural* ability for leadership, but they do have a great desire to lead people. That desire, coupled with a drive to succeed and stand out, combined with a set of learned skills that they apply as leaders, is what makes them leaders.

In light of such contradicting theories, leadership has become an even more perplexing and dramatic subject, something huge, something bigger than us, something beyond us, something scary. Leadership has been made into a challenge, a larger-than-us purpose, changing the world. And the title of leader has long been treated as if it’s something that one day we’re going to deserve, something we’re going to become worthy of. Despite all this debate and theories being developed and flaunted all over, the sad part is that:

- Leadership has not improved. In fact, the quality of leaders has rapidly deteriorated.

- Most people disagree with or do not think highly of their leaders.
- Trust in leaders is at an abysmal low.
- Leaders who defy every rule in the book shockingly become successful.
- Egotistic leaders land in leadership positions, perchance by either being born in a certain family or getting lucky by being in the right place at the right time.

The **COVETed Leader** Model is based on the belief that every one of us has a leader within! You don't have to be running a multimillion dollar company to be a leader. Each of us possesses something that we are good at and something in which we can excel when given the opportunity.

**You can Let Every Action of yours Define you.  
You can be The COVETed Leader!**

**The COVETed Leader** is someone who makes a positive impact in the world by making others *feel bigger and better than who they think they are!* These are ordinary people with ordinary dreams who make theirs and the lives of those around them **extra** **ordinarily** **fulfilling**.

You can discover how you can often find your *inner leader* at just the right time and show up in the world where your actions are devoid of *glory* and *greed*. What gets in the way of showing up this way is either your *ego* or *emotion*; therefore you need to tame ego and manage emotions.

By embracing these **5 pillars of transformative leadership** and the underlying tenets and behavioral traits you will find:

- **A burning desire and Courage to lead**
- **The Optimism and motivation to succeed**
- **The Vision to define and take responsibility of your dreams**
- **The Excellence to become a sought after world-class performer**
- **The authenticity and integrity to build self and others and inspire Trust**

**Take-Aways:**

- he concept of **The COVETed Leader** and 5 Pillars of Transformative Leadership
- The importance of Excellence for Strategic Leadership
- How can Leaders focus on behaviours to bring out their best
- How to get to get to the next level of leadership performance both professionally and personally
- Learn about the three areas of leadership performance and four domains of life

T

## Biopic of Presenter



Fazl Siddiqui is an author, executive coach, consultant, trainer, and an innovation facilitator known for developing executives and leaders. He is highly accomplished as an HR executive with 30+ years' corporate experience in leadership development, talent management, executive team alignment, and integrating business strategy with strategic human capital initiatives.

He has three Masters' Degrees and has worked in a variety of industries including manufacturing, retail, oil & gas, and the financial sector. Working in senior executive positions in the corporate world, Fazl was instrumental in setting the Center for Leadership Development for the Kuwait Oil Sector and the Graduate Development Program to nurture young leaders at the Gulf Bank of Kuwait, programs that live on successfully to-date. Through these endeavors he has assisted many leaders and their teams in understanding their strengths, collaborate effectively, and drive organizational and personal success. Fazl's passion lies in *helping people find the leader in them* and harnessing that leader to improve their professional and personal lives. He understands how leaders evolve and knows how to help them create corporate cultures that bring out the leadership qualities in teams. He has a proven track record for helping leaders increase their level of effectiveness and circle of influence both professionally and personally.

Fazl is a "leader maker" who strives to bring out the best in people, inspire them and spark innovative ideas through coaching, mentoring, and facilitation. Through his comprehensive writings and programs, he works with groups and individuals, both seasoned professionals and those just starting out on their leadership journey.

Fazl is currently president of *Cupiditas Leadership Academy* an international company that specializes in working with current and prospective leaders to optimize their innate leadership potential, enhance leadership presence and exercise leader demeanor.

It prepares potential leaders for leadership that gets results and helps them increase their level of effectiveness and circle of influence both professionally and personally. It helps organizations in their pursuit of finding, developing, and nurturing the leaders in the organization by providing facilitation in all forms of leadership development and attain leadership excellence that focuses on getting results in the three most important areas in the current *volatile, uncertain, complex, and ambiguous* (VUCA) times:

- Embracing disruption and discomfort
- Managing collision through collaboration, and
- Elevated sense-making and big-picture view

The company promises to bring together an entire gamut of leadership development practices that provide inspiration, guidance and practical tools and techniques to enhance and improve leadership excellence of you organizations' leaders.

--- The End ---  
--- Thank You ---