



# ACADEMY OF INTERNATIONAL BUSINESS MIDDLE EAST NORTH AFRICA CHAPTER

**Annual Report June 2013**

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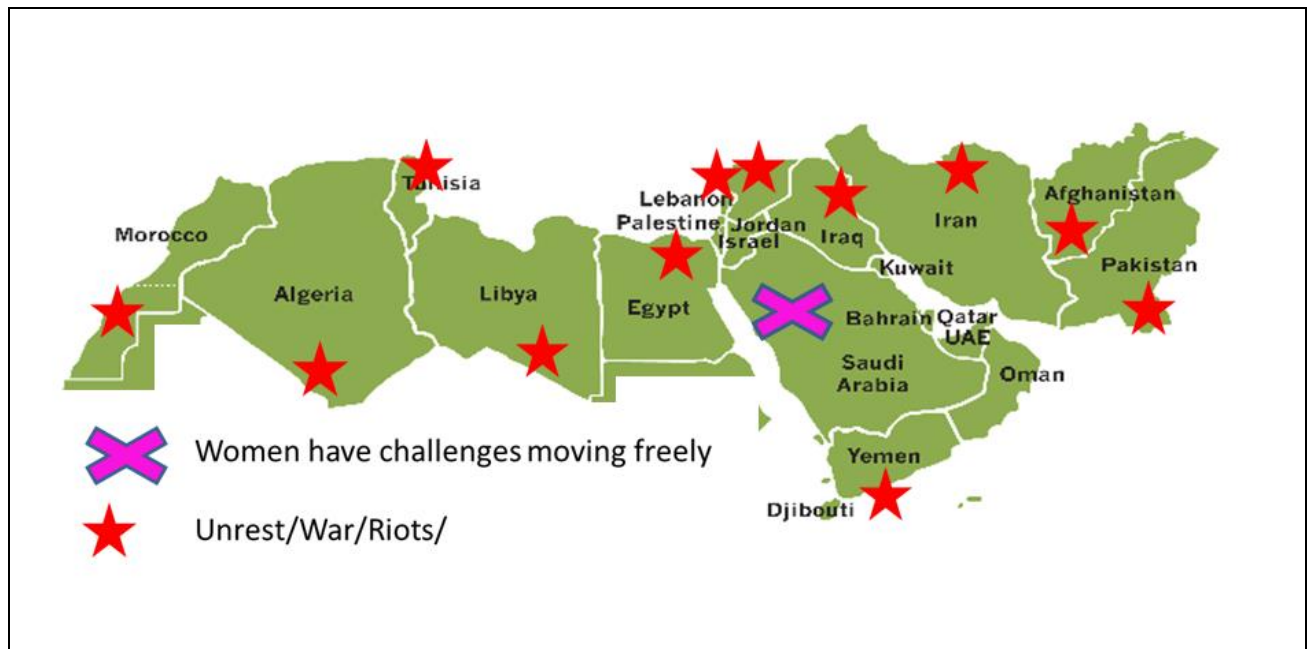


2012-13

This year was challenging as there was some uncertainty within the region as a continuation of the Arab Spring. Since the 2013 conference was being held in Cairo, Egypt this matter was more compounded as they went on through most of the year. The decision to go ahead with the conference venue closer to the date went with consultation with experts on the ground and the AIB Committee. We probably found the only window of calm before the Tahrir Square anniversary but it was still challenging as the host organization – American University in Cairo struggled with their own challenges – student strikes, apathy and lack of sponsor support. We still have ended 2012-13 fiscally solvent but Cairo ate into our reserves.

One of the challenges is finding safe stable places to host conferences (please see Exhibit 1). Kuwait could be a possibility and so could Qatar but would require two or more years. Issues revolve around financing scouting and negotiation.

**Exhibit 1: MENA**



This report details activities and initiatives taken over the last 12 months and some of our future plans.

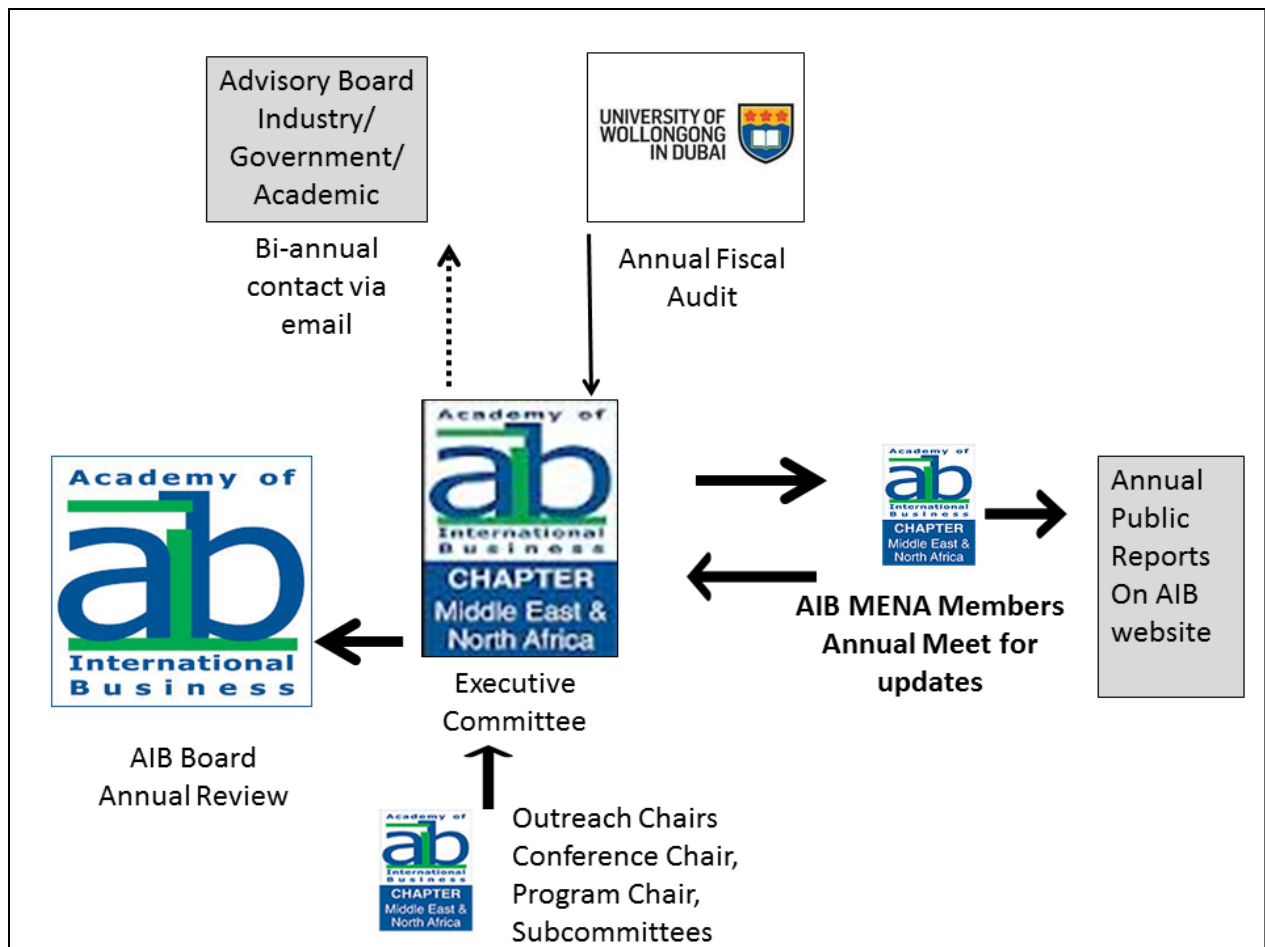


## Executive Committee Structure & Governance

In 2012 we proposed a new structure and this is being modified further as the membership increases. We still have some vacant positions as indicated that needed to be filled and we are opening more positions as interested members join sub-committees.

Based on a petition from Pakistan during the Cairo conference, the country Pakistan has been added to the MENA region and we have added an additional outreach chair for the same. We are working on detailed roles and responsibility sheet and a governance structure (Exhibit 2). The governance has always existed but now we are displaying it on the website. The two new roles we plan to introduce as Manager Academic Publications and Manager Sponsorship. The roles of each are shown in Table 1. The idea is to have someone from the committee shadow an executive committee member for succession planning. It is assumed that the executive committee members will shadow the Chair.

**Exhibit 2: The AIB-MENA Chapter governance structure is as follows:**





**Exhibit 3: ROLES AND RESPONSIBILITIES** (work still in progress)

<b>Role</b>	<b>Position As described in ByLaws 2009</b>	<b>New Role &amp; approval date</b>	<b>New Description</b>
Chair	The Chair shall preside at all meetings of the AIB-MENA Chapter. The Chair shall be responsible for direction of the Chapter, supervising the functions of all other offices. The Chair, or their duly elected representative, shall serve as the AIB-MENA Chapter representative on the Chapter Coordination Committee of the Academy of International Business. The Chair will submit the Minutes of the two Executive Committee Meetings and the Annual Members' Meeting and a written annual report of the Chapter's activities to the AIB Executive Secretary, no later than three weeks prior to the AIB Annual Meeting.	President [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	Same (member of Executive Committee) Additional responsibility: Chairing AIBMENA Awards nomination, Managing the interface with external stakeholders and advisory board, managing the governance process
Treasurer AIBMENA	The Treasurer shall handle all financial transactions of the AIB-MENA Chapter, including the preparation of budgets for approval by the Executive Committee and the AIB-MENA Chapter at the Annual Meeting and a statement of the Chapter's financial position for submission, through the Chair, to the AIB Executive Secretary.	VP Finance AIBMENA [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	Remains the same – reports to President AIBMENA. Will have the additional responsibility of working with Manager Sponsorships to ensure the budget requirements are met. This includes funding for AIBMENA publications and awards.
		Manager Sponsorships [Needs approval]	New position: Will report to VP Finance AIBMENA to generate funds from the



		for position and job description]	industry/government for AIBMENA initiatives.
		VP Operations AIBMENA [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	The job is to manage operations and logistics for the functioning of AIBMENA events. This includes negotiation with suppliers, coordination with Conference Venues, managing manpower and facilitating the smooth function of AIBMENA. Reports to President, AIBMENA. The local conference Chair reports to VP Operations. A conference checklist has been developed.
		VP Academic Program AIBMENA [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	The role was developed to ensure continuity between conferences and set up the systems. An academic program checklist and templates still need to be developed and put into a folder for future. The job is to manage the call for papers, the track chairs, the system setup, the double-blind review, the acceptance, the program proceedings and finalization of award winners. The position reports to the President AIBMENA. The position works with VP Marketing and will have Current and past Program Chairs report to them.
Secretary & Membership Secretary	The Secretary will prepare agendas and minute all meetings of the AIB-MENA Chapter, and undertake other secretarial activities as deemed appropriate by the Executive Committee.	VP Marketing & Outreach [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	The Secretary will prepare agendas and minute all meetings of the AIB-MENA Chapter, and undertake other secretarial activities as deemed appropriate by the Executive Committee. In addition they will manage database. They will register online publications and coordinate for production of all publications material.



			This position reports to the AIBMENA Chair. The outreach Chairs report into this position. The subcommittee – Newsletter and Outreach reports to this position.
Newsletter Editor	The Newsletter Editor is responsible for the preparation of the AIB-MENA Chapter Newsletters.	Manager AIBMENA Journal [Position and job description to be approved]	The newsletter was merged with the VP Marketing position. This new position Manager AIBMENA Journal was created to begin an industry-academic focussed Journal. They report to President but and will work with VP Marketing. The journal will be an online journal and circulated annually.
		Sub Committee: Newsletter Outreach & database management [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	The role of this committee is to assist the VP Marketing & Outreach in their work.
		SubCommitte Intern Mentorship [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	The role of this committee is to help recruit, train and manage interns. We use interns for conferences but the long-term intension is to use interns for administration, outreach, sponsorship and generating content for newsletters and journals. This is a resource function. For the time being will report to Manager AIB Journal.
		Subcommittees: Outreach Chair (GCC; Pakistan,	Part of the responsibility of the Outreach Chairs is to be responsible for regular liaison





		Levant, Egypt, Others) [AIBMENA Annual Conference 2012 – position approved – need job description to be approved]	with existing members and for the recruitment of new members. They will work with VP Marketing & Outreach, Chair
	The Conference Organizer shall, in conjunction with the Executive Committee, be responsible for all Conference activities and shall liaise with the Membership Secretary. The Conference Organizer shall produce a full Proceedings of the Conference.	Program Chairs (current and Past)	Not part of the Executive Committee. But part of the standing committee and can be invited to the Executive Committee. This description has changed: The Conference Organizer shall, in conjunction with the Executive Committee, be responsible for all Conference activities and shall liaise with the VP Academic Program AIBMENA. The Conference Organizer shall produce a full Proceedings of the Conference with the support of VP Marketing & Outreach.

As mentioned before, we plan to hold our first election after the holding of the first Annual AIB Meeting in Dubai.

### *Current Committee Members*

#### ***AIBMENA President & Founder of AIB-MENA Chapter***

Dr. Melodena Stephens Balakrishnan

Affiliation: Associate Professor, Faculty of Business and Marketing  
University of Wollongong in Dubai

#### ***VP Finance AIBMENA***

Dr. Tim Rogmans

Affiliation: Assistant Lecturer, College of Business Sciences,  
Zayed University, Dubai, UAE



***VP Operations AIBMENA***

Dr. Ian Michaels

Affiliation: Professor, College of Business Sciences  
Zayed University, Dubai, UAE.

***VP Academic Program AIBMENA***

Dr. Victor Huang

Affiliation: Assistant Professor, College of Business  
Zayed University, Abu Dhabi, UAE.

***VP Marketing & Outreach***

Mr. Immanuel Azaad Moonesar

Affiliation: Dubai School of Government, Dubai, UAE  
Doctoral Candidate at Walden University, USA

***Chair: AIBMENA Journal***

Dr. Valerie Lindsay

Affiliation: Associate Professor,  
University of Wollongong in Dubai

***Subcommittee Interns: Dr. Noela Michael***

Affiliation: Herriot Watt University, UAE

***Outreach Chairs***

GCC: Dr. Florian Schloderer, Post-Doctoral Fellow,  
Affiliation: INSEAD, Abu Dhabi Campus.

Levant: (vacant)

Pakistan: Dr. Arif Zaman, Hennley Business School, UK

Egypt: (vacant)

Others: (vacant)

## Diversity

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As you can see of the 9 positions filled, 60% are filled by women. On our advisory Board we are also happy to welcome our first local Emirati woman advisor. Further we have continued to use women entrepreneurs to help supply our conferences. In Cairo the delegate bags were supplied by a woman SME, an ex-alumnus of AUC.





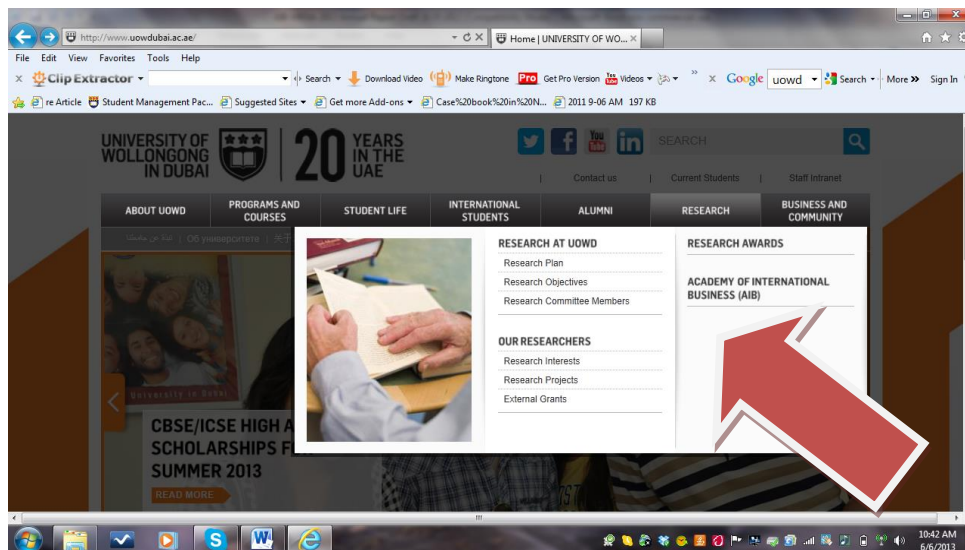
**Exhibit 4: AIB-MENA Delegate Bags**



## NEW AIB-MENA Web Page

AIBMENA is now housed under research in the UOWD home page which should give it greater visibility. Also we hope to get stronger support from the host organization which will be more proactive.

**Exhibit 5: UOWD Webpage**



Official Web page: <http://www.uowdubai.ac.ae/research/academy-international-business>

AIBMENA Monthly Statistics from June 2012 to February 2013. For a similar period last year we averaged 10 visits a day so this is a tremendous increase (Exhibit 6). The most requested pages now are the conference page followed by the home page. This has been done to the excellent database work by the VP Marketing in promoting the conference (Exhibit 7 & 8). In

2012, the top countries were UAE, USA, UK, Malaysia, Australia, Pakistan and Iran. This has changed – see Exhibit 9 &10.

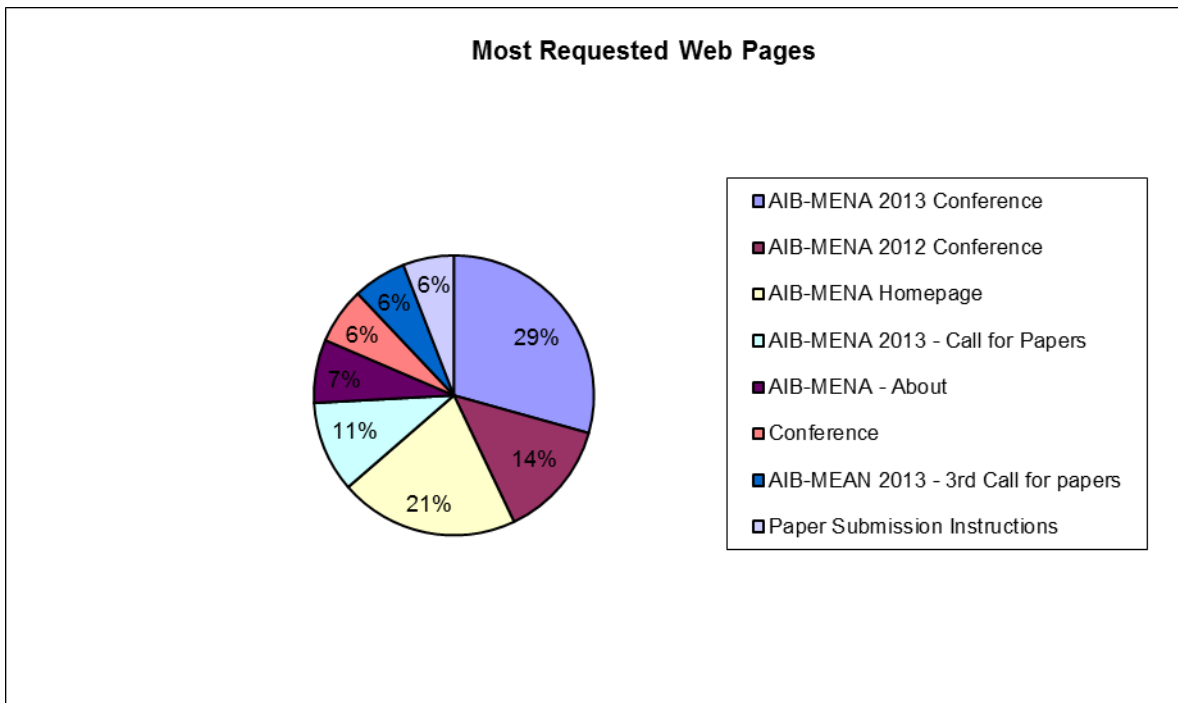
**Exhibit: 6: AIB-MENA Website Hits**

<b>Total Visits</b>	18,407
<b>Average Visits/Day</b>	77
<b>Max Visits/Day</b>	1,087
<b>Unique Visitors</b>	13,320

**Exhibit 7: Most Requested Web Pages – June2012 to February 2013 Report**

	<b>URL</b>	<b>Page Views</b>
1	AIB-MENA 2013 Conference	2,111
2	AIB-MENA 2012 Conference	978
3	AIB-MENA Homepage	1489
4	AIB-MENA 2013 – Call for Papers	756
5	AIB-MENA – About	527
6	Conference	467
7	AIB-MEAN 2013 – 3 <sup>rd</sup> Call for papers	444
8	Paper Submission Instructions	423

**Exhibit 8: Most Requested Web pages**

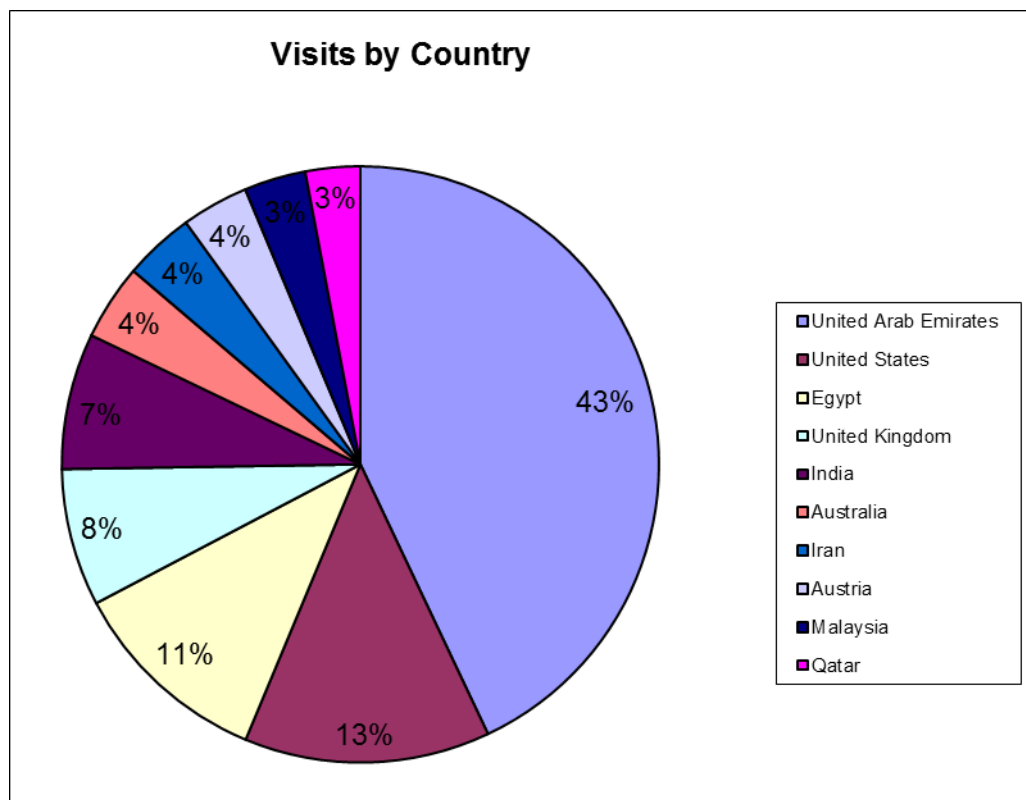




**Exhibit 9: Top Countries – June 2012 to February 2013**

#	Country	Visits	Pages/Visits
1	United Arab Emirates	1,159	6.46
2	United States	359	2.21
3	Egypt	297	2.61
4	United Kingdom	201	3.27
5	India	199	5.47
6	Australia	111	3.51
7	Iran	103	2.5
8	Austria	98	3.73
9	Malaysia	90	3.44
10	Qatar	80	2.68

**Exhibit 10: Visit by Country**





## Key Activities: AIBMENA Annual Conference

### ***ACADEMY OF INTERNATIONAL BUSINESS – MIDDLE EAST NORTH AFRICA 3<sup>RD</sup> ANNUAL CONFERENCE, Cairo, Egypt, January , 2013***

The theme for the conference was “East meets West: Sustainability, Operation and Cooperation. We have streamlined the conference process by the creation of a detailed checklist. AUC was invited to attend the AIBMENA conference in 2012 and we received support from AUC, School of Business, the El-Khazindar Business Research and Case Centre. The American University in Cairo was founded in 1919 by Americans devoted to education and community service in the Middle East. The School of Business of The American University in Cairo is recognized as the top private Business School in Egypt and one of the top in the Arab and Africa regions ranked second in 2009 and 2010 by Eduniversal. The MBA Program was ranked second in Africa and the Middle East by Top MBA in 2011. The business programs were accredited by AACSB International in 2006 and one of only 596 (5%) business schools from around the world that are AACSB International accredited out of 12,600 business schools. They have nearly 5,000 undergraduates come from every corner of Egypt and from 113 countries around the world. As they graduate, they join a worldwide network of more than 30,000 AUC alumni, who are leaders in finance and commerce, law and engineering, politics and culture, community service and computer science.

Exhibit 11





One trip for logistics was funded at the AIBMENA Presidents own cost to ensure we were aligned. A logo for the conference was developed by the UOWD tech team (Exhibit 3). The VP Academic Program, Dr. Victor Huang mentored the new Program Chair from AUC and helped them through the online submission system. There were some scheduling difficulties and the cost of managing a conference in another country continues to be a big problem especially with elastic timeframes. This was a good learning opportunity for AIBMENA. Three committee members did not get visa, two opted out with the uncertainty and job changes. Five delegates who paid did not attend. As of now we do not have a refund policy because the intimation was too late and costs had been committed.

### **Snapshots of the conference:**

#### ***Local committee***

*Program Chair (2013), 3<sup>rd</sup> Annual AIB-MENA Conference, Cairo, Egypt.*

Dr. Hamed M. Shamma, Assistant Professor of Marketing, School of Business, The American University in Cairo ([Shamma@aucegypt.edu](mailto:Shamma@aucegypt.edu))

*Conference Chair (2013), 3rd Annual AIB-MENA Conference, Cairo, Egypt.*

Dr. Ahmed H. Tolba, Assistant Professor of Marketing, Department of Management, School of Business, The American University in Cairo, Egypt ([ahmedtolba@aucegypt.edu](mailto:ahmedtolba@aucegypt.edu))

85 papers submitted and 58 papers accepted for the conference.

#### ***Panels organized to spearhead the domain of IB***

1. East Meets West
2. Social Entrepreneurship
3. Nation Branding

Some of the prominent speakers were Mr Ayman Ismail, Partner, Chairman and CEO, DMG - Mountain View, Egypt, ex P&G and Pepsico, Dr. Ahmed M. Darwish, Former Minister of State for Administrative Development, Egypt, Mr. Loai El Shwarby, Chairman of the Board of Directors for Nahdet El Mahrousa, spoke on incubation and scalability of social entrepreneurs, whilst Ziad Haddara, the Co-Founder & Head of Concept and Community Development, MyMiddleEast

#### ***Workshops organized***

##### ***Journal of International Business Studies Research writing and Publishing Workshops***

The facilitators who were sponsored by the AIB Board and Palgrave Macmillan were Professor Elizabeth L. Rose, Aalto University School of Business, current VP Operations, AIB and Professor David Ralston, Department of Management & International Business, College of Business, Florida International University. The ten identified papers had a close mentoring session though the first half of the workshop was open to all delegates. The response was fantastic. The facilitators felt perhaps the workshop should morph into a paper development workshop and be open to more delegates. This is something we are exploring for the AIBMENA conference we are holding jointly with AIB-India in 2014.





### ***Case Writing and Teaching Workshop***

This was organized by the KCC Centre, AUC and Emerald Emerging Market Case Studies, Emerald Group Publishing. The facilitators were Dr. Ahmed Tolba and Dr. Melodena S. Balakrishnan. We were expecting more students but due to scheduling conflicts and unrest many students were not available. We plan to hold workshops independent on conferences. EEMCS is offering USD 1500 for the AIBMENA competition which will close in October 2013. WE will hold three workshops – UOWD, Zayed University and Dubai School of Government focusing on students.

### ***Proceedings***

The Conference proceedings are available on the following website:  
[http://aib.uowdubai.ac.ae/conference/2013/20130109\\_Proceedings.pdf](http://aib.uowdubai.ac.ae/conference/2013/20130109_Proceedings.pdf)

### **Exhibit 11**



### ***Awards***

***Best Paper Award:*** Advances in Economics, Finance & Accounting: Ownership Structure and Related Party Transactions Disclosure: Case of GCC Listed Companies by Omneya Abdel Salam, Yass Alkafaji and Marwa Elnahass.

### **Sponsors:**

We had several sponsors and they were all in kind (unlike in the past where we received cash). This was unfortunate but the local team was unable to collect money because of the uncertainty and we were unable to do so from UAE for a Cairo conference.



The sponsors were: Pepsi which provided support for the local marketing material; School of Business- The American University in Cairo (which provided infrastructure free of cost); El-Khazindar Business Research and Case Center (which provided manpower); UOWD (provided technical support, electronic registration and payment and marketing) and Emerald Publishing Group which provided the best paper award, the material for the case study workshop & Palgrave Macmillan (which facilitated the JIBS workshop);

**Special activities organized for delegates:**

Delegates were taken on a special tours ..The first day there was a visit to the Pyramids. The early group left late as the local law had just changed and we needed permission from the Minister of tourism for groups with more than ten people. After heated discussions in absence of the local team, a written guarantee from the Chair and negotiation from the hotel, the group set off.

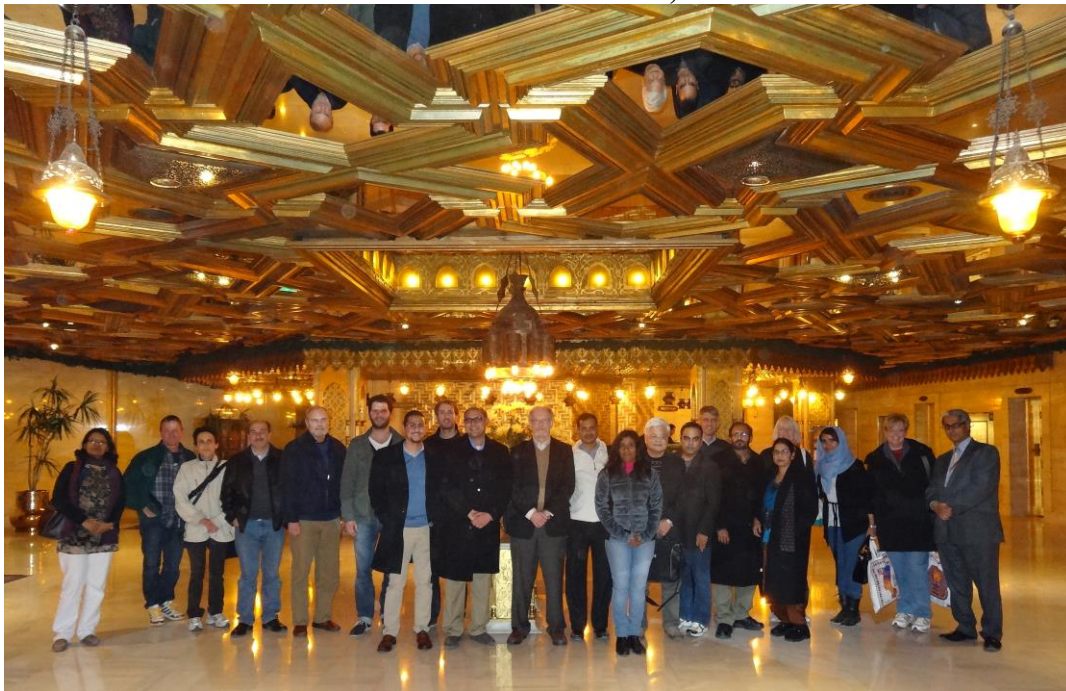
**Exhibit 12: At the Great Pyramids**



The Gala Dinner was at a nearby palace – the MENA palace. This was after the sound and light show. MENA house was built as a hunting lodge by an Egyptian King in 1869 and changed hands to become a private residence in 883. In 1886 it became a hotel and was named MENA House (previously it was known as the Mud-Hut).



**Exhibit 13: MENA Palace, Cairo**



AUC organized a special tour into their rare books selection (Exhibit 14). We got to touch and see books like the a 500-year-old Bible written in Arabic and Latin and the first edition of Napoleon's specially commissioned “Description de l'Égypte” published first in 1809 involving over 160 scholars. The groups were able to see even older manuscripts and plates like the Mémoires sur l'Égypte (1800). This tour was followed by the Campus Tour where we saw the sustainability initiatives undertaken by AUC. The university’s 260-acre New Cairo Campus which represents a major investment in the future of the city, the country, and the region has a state-of-the-art facility for advanced research, innovative teaching and civic engagement (Exhibit 15)





### Exhibit 14: Rare Book Tours



### Exhibit 15: Campus Tour



A free trip was organized to a local restaurant and Khan-E- Khalili.



### Exhibit 16: Bazaar



## AIBMENA Annual Members Meeting – some highlights

**Future Action Points:** We need to create a formal MOU with conference venues; at this point we use a letter of support. Further we think we may need a two year lead start to organize conferences (though we have been doing so but this is still resulting in a tremendous amount of pressure in the last 12 months).

We had two key discussions at the annual conference. One was the new structure and the region itself. Possible future venues: Kuwait, Qatar, Oman and purely organized as an R&R - Tunisia, Morocco, Africa (looking at Sudan/Nigeria/Kenya) and Nepal. As you will notice though we have 16 countries we literally “Manage with Uncertain Times” (See Figure 1). Secondly we discussed the budget. Though we are still cash rich, Cairo did deplete into reserves and there was a healthy debate on whether to continue the Actions and Insights Book Series. It was decided to wait for the next year to see what sponsorships we could generate. The discussion to join with the India Chapter also was taken.



## AIBMENA Awards & Publication

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**AIBMENA Ghaf Tree Award:** The 2013 awards will be presented in Autumn of 2013.

**AIBMENA WindTower Award for Inspirational Leadership:** The 2013 Winner was Her Excellency Sheikha Lubna Al Qassimi, the new UAE Minister of Development and International Cooperation. She had been voted the most powerful Arab Women by Forbes.

*Exhibit 17: AIB-MENA WindTower Award for Inspirational Leadership*





## In 2012 Dubai Conventions Bureau recognized AIB-MENA as Brand Ambassador of Dubai

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Exhibit 18



The Academy of International Business - Middle East North Africa (AIB-MENA) was presented an award of recognition at the second "Congress Ambassadors" Annual Recognition Event. The award was presented by Hamad M. Bin Mejren, Executive Director of Business Tourism and Dubai Conventions Bureau (DCB) at Dubai Tourism & Commerce Marketing (DTCM). Some extracts from the press clippings: "Dr Balakrishnan said, "We are thrilled to be recognized for all the years of hard work. We are a group of dedicated volunteers who want to make a difference to education, research and industry in this region. We work to educate not just our region but the international communities of the huge opportunities present in this very dynamic region and help future managers understand the ways business can operate in this region. We hope we can help redefine western based management models through research, education and partnership with industry, government and academic establishments." Hamad M Bin Mejren said, "We pride ourselves on offering unparalleled service, infrastructure and opportunities to meeting planners. Attracting congresses to any destination is very competitive, we must continue to prove our value to our customers and remain committed to their success. The strong network of local ambassadors is a great strength for Dubai; we must continue to expand this network. These events provide a strong economic impact and will continue to support the city's growth."

**Source:** [http://www.dubib.com/news/31569\\_dubai-conventions-bureau-presents-an-award-to-aib-mena#.UaH0ubWnqrM](http://www.dubib.com/news/31569_dubai-conventions-bureau-presents-an-award-to-aib-mena#.UaH0ubWnqrM)





## AIBMENA Actions and Insights Series

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As per the latest stats from Emerald Group Publishing, AIBMENA cases had 44,100 downloads from leading Universities across the world. This is a significant achievement as we are only on Volume 3 and working on Volume 4. The challenges remain managing funds, time and workflow. Volume 3 was adopted by University of Wollongong in Dubai and Zayed University as prescribed course curriculum.

We had a soft launch for Volume 3 in Cairo (January 2013). Editors – Melodena S. Balakrishnan, Ian Michael & Immanuel Azaad Moonesar. The cases documented were as follows:

**Aramex PSJC**: A Social Entrepreneurship Organization - Growing from Regional to Global Dominance - Aramex PSJC is the first company from the Middle East to go public on the NASDAQ Stock Exchange. This case chronicles the stages in the life of the entrepreneur Fadi Ghandoor (Founder and CEO of Aramex) and how he created a social entrepreneurship organization.

**GE: Healthy Imagination (KSA)**: This case looks at GE's operation in the Middle East and their focus on sustainability. The case is about the sustainability initiative –healthyimagination and its efforts in the Kingdom of Saudi Arabia to fight breast cancer.

**Lammtara Pictures**: Creating a Cultural Entertainment Organization – The way forwards: Lammtara is the first Middle East company to produce 3D Animation cartoons. The case looks at the entrepreneur Mohammed Saeed Harib and how he brought his dream “Freej” to life.

**Americana Group: KFC in Mecca (or Makkah)**: Americana is one of the largest food restaurant franchisees in MENA. This case looks at the Quick service Industry in the context of Mecca and some unique challenges of delivering customer excellence during Umrah and Haj.

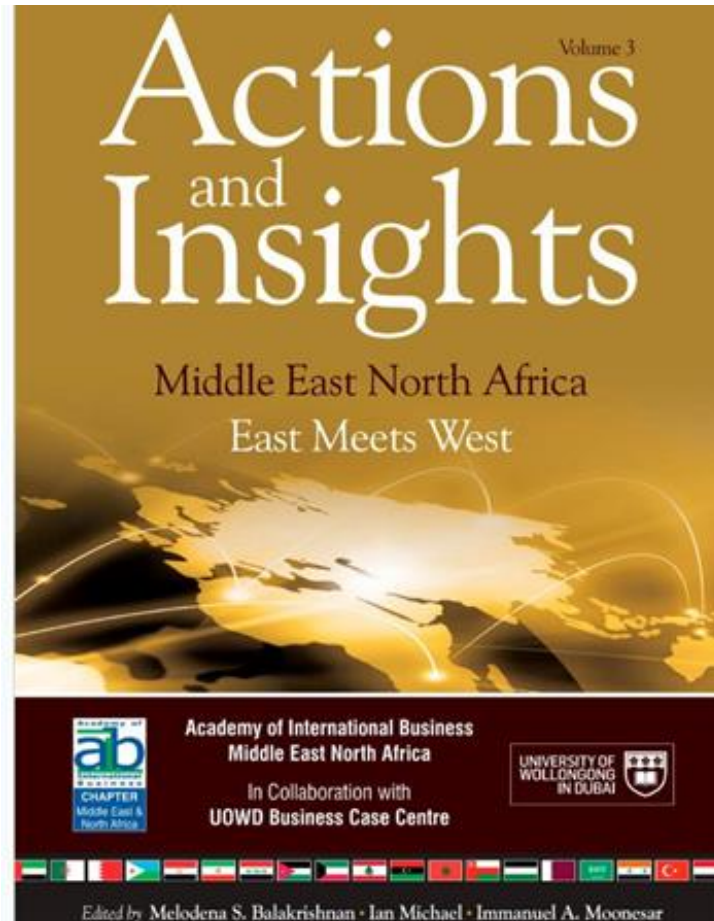
**PEPSICO AMEA**: The role of packaging in PEPSI brand activation: This case looks at the unique role of Pepsi packaging for building brand equity, platform activation and market entry in the Middle East context.

**Impression Et Enregistrement Des Resultats (IER): Cross-Cultural Management**: This case looks at the cross cultural challenges of doing business in the Middle East in the B2B sector. IER is the world's leading supplier of printing terminals and IT Solutions for the air transportation industry

**GEA Group Aktiengesellschaft: Doing Business in the Middle East** : GEA Group Aktiengesellschaft is one of the largest system providers for food and energy processes. This case studies the B2B market and the challenges of managing projects across teams based in multiple countries.



Exhibit 19: Actions & Insights Volume 3 Cover



## AIBMENA Special Journal Publications & collaborations

This year 2012-2013 AIBMENA published two special journal issues – below are some on the articles that focus on the MENA region. In addition we had a special AIB Insights Issue dedicated to the region and the Editors did an excellent job balancing viewpoints.

**International Journal of Emerging Markets: Volume 8, Issue 3; Special issue: Perspectives from the MENA Region Guest Editors: Melodena S Balakrishnan, Arijit Sikdar and Naem Muhammed**

### Articles

[Methods to increase research output: some tips looking at the MENA region](#)

Authors: Melodena Stephens Balakrishnan

Article Type: Conceptual paper

Keywords: Business, Management accounting, MENA, North Africa, Promotion criteria, Publications,



Relevance gap, Research output, Research work, The Middle East

Page Numbers: 215 - 239

Year: 2013

[The determinants of foreign direct investment in the Middle East North Africa region](#)

Authors: Tim Rogmans, Haico Ebbers

Article Type: Research paper

Keywords: Emerging markets, Foreign direct investment, Institutions, International investments, Middle East, Natural resources, North Africa, Political risk

Page Numbers: 240 - 257

Year: 2013

[Socio-demographic factors and network configuration among MENA entrepreneurs](#)

Authors: Victor Zengyu Huang, Anup Nandialath, Abdulkareem Kassim Alsayaghi, Emine Esra Karadeniz

Article Type: Research paper

Keywords: Advisory networks, Demographics, Entrepreneurial phases, Entrepreneurialism, MENA, Middle East, Networks, North Africa, Socio-demographics, Start-ups

Page Numbers: 258 - 281

Year: 2013

[Investigating ethical perceptions of short-term earnings management practices](#)

Authors: Leonie Jooste

Article Type: Research paper

Keywords: Accounting education, Bruns and Merchant study, Business managers, Curricula, Earnings management, Ethics, Personal values, Students, Universities

Page Numbers: 282 - 299

Year: 2013

**Guest editorial**

[Don't just stand on the shoulder of giants, become a giant! Challenge research paradigms](#)

**Journal of Strategy and Management, 2013, Vol. 6, Iss 2 Special Issue: Managing in uncertain times – a critical juncture for research in the MENA region: Guest editor(s): Victor Z. Huang and Melodena Balakrishnan**

Articles:

Business co-creativity with an eye towards MENA, Laura Baker, Stephan Sonnenburg (pp. 123 - 138)

Keywords: Change management, Co-creativity, Creativity, Innovation, Intercultural communication, MENA, Middle East, North Africa, Team performance, Transformation

Article type: Conceptual paper



Technology in impoverished markets and new business formation rates: Spatial analysis of developing countries, Yazid Abdullahi Abubakar (pp. 139 - 159)

Keywords: Bottom of the pyramid, Business formation, Communications technologies, Developing countries, Entrepreneurialism, Information technology, Market spillovers

Article type: Research paper

Internationalization of an Islamic investment bank: opportunities and challenges of Arcapita, Golam Mostafa Khan, Syed Jamal Uddin (pp. 160 - 179)

Keywords: Corporate strategy, Finance, International business, International investments, Internationalization, Islam, Islamic banking, Middle East

Article type: Case study

School-business partnerships: the case of the UAE, Lydia Barza (pp. 180 - 189)

Keywords: Corporate social responsibility, Education, Organizations, Partnership, School-business partnerships, Schools, United Arab Emirates

Article type: Literature review

Location and operation mode decision making in the Middle East: a case study approach

Tim Rogmans (pp. 190 - 206)

Keywords: Decision making, Emerging markets, Entry modes, Foreign direct investment, International investments, Middle East, Multinational companies, Political risk

Article type: Research paper

Guest editorial

Managing in uncertain times – a critical juncture for research in the MENA region

Abstract | View HTML

**[AIB Insights Volume 13 Issue 2 \(2013\): A special issue on the Middle East North Africa \(MENA\) Region discussing the significant implications for international business research, teaching, and practice that the tremendous political, institutional, and cultural changes taking place in the region present.](https://aib.msu.edu/publications/insights/v13n2/v13n2_Insights_Full.pdf)**

**[https://aib.msu.edu/publications/insights/v13n2/v13n2\\_Insights\\_Full.pdf](https://aib.msu.edu/publications/insights/v13n2/v13n2_Insights_Full.pdf)**

Articles:

Replicating and Extending Cross-National Value Studies: Rewards and Pitfalls – An Example from Middle East Studies, Geert Hofstede, Emeritus, University of Maastricht, Netherlands

Personal Experiences of Oppression of Women Stereotypes in the Middle East: Both East and West are Guilty, Dina M. Abdelzاهر, University of Houston Clear Lake, USA & Amanda Bullough, Thunderbird School of Global Management, USA

Building Political Risk Management Skills in the Middle East Tim J. Rogmans, Zayed University, United Arab Emirates



Featured Commentary: Special Issue on the Middle East North Africa Region, Melodena Stephens Balakrishnan

## **AIB-MENA Summary of Membership: Total 65**

<b>Country</b>	<b>Universities/ Organization</b>	<b>Prior member (2010)</b>	<b>New members (2010)</b>	<b>Members as of 2011</b>	<b>Members as of 2012-13</b>
<b>Algeria</b>	0	0	0	0	0
<b>Bahrain</b>	0	0	0	0	1
<b>Djibouti</b>	0	0	0	0	0
<b>Egypt</b>	1/1	2	2	2	4
<b>Iran</b>	1	1	0	0	0
<b>Iraq</b>	1	1	0	0	0
<b>Jordan</b>	0	0	0	0	0
<b>Kuwait</b>	3	3	0	2	4
<b>KSA</b>	4/1	8	0	5	6
<b>Lebanon</b>	1	2	1	2	5
<b>Libya</b>	0	0	0	0	1
<b>Morocco</b>	0	0	0	0	1
<b>Oman</b>	1	0	1	3	0
<b>Qatar</b>	1	0	2	3	4
<b>Syria</b>	0	0	0	0	0
<b>Tunisia</b>	0	0	0	1	0
<b>UAE</b>	6/1	7	4	24	27
<b>Yemen</b>	0	0	0	0	0
<b>Pakistan</b>					12
<b>Total</b>	<b>19/3</b>	<b>24</b>	<b>10</b>	<b>42</b>	<b>65</b>

*Source: <http://aib.msu.edu/statistics.asp>*

**The membership of the AIB-MENA Chapter as of 26 May 2013 stood at 65.** An analysis:

Members as of last report (on formation)	26 members
Membership as of DATE 8 June 2010	34 members
Membership as of DATE 9 June 2011	42 members
Membership as of DATE 26 May 2013	65 members

While membership in UAE has risen because of the conference, our long-term goals are to increase membership from other countries of potential. A more concentrated marketing effort is under way. While talks have been opened with Lebanon and Egypt about holding potential conferences, our current executive committee members Dr. Victor Huang & Immanuel Azaad Moonesar have been active in marketing the conference locally, through the conference





association websites, and networking in USA, UK, Qatar and KSA. We hope this year for some more industry participation.

## Summary of Financial Status

<b>Academy of International Business: Middle East North Africa Chapter Financials</b>		2013 January <b>AED</b>
<b>Balance forward</b>	<b>AIB MENA Conference 2010/2012</b>	105,916
<b>Income Received</b>	<b>From Delegates</b>	44,559
		<b>150,475</b>
<b>Expenses</b>	<b>Paid to</b>	
	The American University in Cairo <i>(AIB MENA dinner at MENA house)</i>	5,787
	The American University in Cairo <i>(AIB MENA delegate bags)</i>	4,876
	The American University in Cairo <i>(Coffee break, Lunch for 2 days, Sound &amp; Light tickets, Buses &amp; Video shooting)</i>	13,424
	Turpin Distributors	29,303
	Miscellaneous Expenses	1,864
	AIB Awards (Al Rahma Advertising)	1,350
	Academy of Int'l Business-Membership Fees	6,499
<b>Total Expenses</b>		<b>63,102</b>
<b>Net Balance</b>		<b>87,373</b>

Cairo ate into our reserves but the prudence over the last few years and our ability to drive sponsorship has been an advantage. We have started the sponsorship drive earlier this year to ensure we are in a good financial position for the next year.





## 2014 AIBMENA Meeting

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We are planning a joint meeting with AIB India Chapter and the conference is to be hosted by IIM Udaipur. The dates are February 9-11. We have chosen the AIBMENA Windtower Award recipient to be Mr. Ratan Tata. He has accepted and is trying to attend the conference.

## Other Initiatives

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### Retention of Knowledge

We created a manual for holding conferences and a checklist with dates. The format for the sponsorship pack has been finalized and this year we will move to USD so it can be taken across regions.

## AIB-MENA Publications

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- East Meets West: Sustainability, Operation, Cooperation
- Snapshots: Culture and Heritage of United Arab Emirates
- Conference Proceedings 2012
- Conference Proceedings 2010
- Actions and Insights Volume 1 (Case Studies)
- Actions and Insights Volume 2
- Actions and Insights Volume 3
- Sample Case Study: Abraaj Capital

*Source:* <http://aib.uowdubai.ac.ae/details.php?sec=6>



## Press Coverage

AIB MENA continues to get healthy press coverage. We had 260 col cm of coverage for awards and the conference. Independently through work of our committee members we got covered as cases, you tube links and radio talk shows on leading programs.

**Khaleej Times**

Published on: **March 30, 2013**  
Page: **24**  
Section: **Business**  
Size: **50 col. cm**

Name of publication: **Khaleej Times**  
Country: **United Arab Emirates**  
Language: **English**  
Circulation: **105,000**

### Shaikha Lubna presented with AIB-Mena leadership award



**ABU DHABI** — Shaikha Lubna Al-Qasbi, UAE Minister of Development and International Cooperation, was presented with the AIB-Mena 'Windtower Award' for Inspirational Leadership at her office in Abu Dhabi recently.

The award was conferred by The Academy of International Business Middle East and North Africa Chapter (AIB-Mena), in recognition of Shaikha Lubna's ongoing support and encouragement for the volunteer-led academic organisation. AIB-Mena has been incubated by the University of Wollongong in Dubai (UOWD) since 2009.

In conferring the award, AIB-Mena specifically recognised her work as a champion of the region

and of women in particular. Since its inception, AIB-Mena has been using women entrepreneurs to help initiate and organise its three major regional conferences.

Dr. Madelena S. Balakrishnan, president of the Academy of International Business Mena Chapter and Associate Professor at UOWD, said: "Shaikha Lubna gives us the courage to do things that require perseverance and to make a difference. AIB-Mena was lucky to have her support since she launched our first book. As educators, we are passionate about the region and want to advocate the rest of the world about what fantastic opportunities and talent that exist in this region."

The award also coincided with the publication of AIB-Mena's third volume of the case study book 'Actions and Insights Middle East - North Africa — East Meets West'. A copy of the book was presented to Shaikha Lubna at the ceremony. The book documents several interesting cases, including how Aramex grew from a start-up to a global player in the logistics and express transportation service industry, and how Mohammed Saeed Harib (of Freej fame) began, and his aspirations for the company.

The delegation included case study book editors Dr Ian Michael and Mr. Immanuel Azaad, Moonesar and UOWD president Elect, Professor Trevor Spedding.

**Shaikha Lubna being presented the AIB-Mena 'Windtower Award' for Inspirational Leadership at her office in Abu Dhabi.**





Published On: March 24, 2013  
Section: Business  
Page: 16  
Size: 60 col. cm.

Name: Al Khaleej  
Country: United Arab Emirates  
Language: Arabic  
Circulation: 150,000

Heading: Sheikha Lubna presented with 'Windtower' academic award

## لبنى القاسمي تحصد جائزة أكاديمية «ويندتاور»



لبنى القاسمي تتسلم الجائزة عن فئة القيادة المهمة

دبي - «الخليج»

حصلت الشيخة لبنى القاسمي، وزيرة التنمية والتعاون الدولي على جائزة أكاديمية الأعمال الدولية «ويندتاور» عن فئة «القيادة المهمة» في مكتبها في أبوظبي مؤخراً.

ومنحت أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال إفريقيا (AIB-MENA) الشيخة لبنى تقديراً لدعمها للقواصل وتشجيعها المتطوعين في المنظمة.

وقد حضنت جامعة ولونغونغ في دبي جائزة أكاديمية الأعمال الدولية عن منطقة الشرق الأوسط وشمال إفريقيا منذ عام 2009. وتعتبر الجائزة مستوحاة من الرمز العماري «ويندتاور» الذي يمثل في خصائصه القائد الاستثنائي الذي يقف بثبات ويساهم في توجيهه وتحفيز المحيطين به وخاصة في الأوقات العصيبة.

بدعمها منذ البداية وخاصة بعد أن صدر الكتاب الأول لنا حيث قطعنا شوطاً طويلاً منذ ذلك الحين مع فريق ممتاز من التطوعين. لدينا الكثير من الأمل في هذه المنطقة ونسعى إلى تثقيف العالم وتعريفه بالوهاب الموجودة فيها». وتزامنت الجائزة مع صدور مجلد أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال إفريقيا الثالث «إجراءات ورؤى الشرق الأوسط وشمال إفريقيا - الشرق يلتقي الغرب».

وقد تم تقديم نسخة من الكتاب في حفل الافتتاح، بما في ذلك مدونات من كتابها وصناع القرار في المؤسسات الدروسة إلى الشيخة لبنى. ويوثق الكتاب حالات مثيرة للاهتمام بما في ذلك قصة تحول «أرامكس» من بداياتها كمشروع وحتى وصولها إلى العالمية في تقديم الخدمات اللوجستية والنقل وكيف بدأ «محمد سعيد حارب» بتطوير شخصية «فريج» المعروفة وتأثيره في الشركة.

ويمنحها هذه الجائزة، تعتبر أكاديمية الأعمال الدولية في الشرق الأوسط وشمال إفريقيا الشيخة لبنى القاسمي رمزاً من رموز المنطقة وتكريم من خلالها المرأة على وجه الخصوص. ومنذ نشأتها الأولى استفادت أكاديمية الأعمال الدولية في الشرق الأوسط وشمال إفريقيا من خبرات العديد من رائدات الأعمال النساء في بدء وخلال تنظيم مؤتمراتها الإقليمية الثلاثة.

وقالت الدكتورة «ميلودينا ستيفينز بالاكريشنان»، رئيس «المؤتمر السنوي لأكاديمية الأعمال الدولية في الشرق الأوسط وشمال إفريقيا» والبروفيسور المساعد في جامعة ولونغونغ في دبي: «أعطينا الشيخة لبنى القاسمي الشجاعة لفعل الأشياء التي تتطلب المثابرة والتي تسهم في إحداث الفرق. لقد كانت أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال إفريقيا محظوظة







Published On: March 24, 2013  
Section: UAE Business  
Page: 05  
Size: 60 col. cm.

Name: Al Bayan  
Country: United Arab Emirates  
Language: Arabic  
Circulation: 150,000

Heading: Lubna Al Qasimi bags award for inspirational leadership from AIB

## القيادة الملهمة من أكاديمية الأعمال الدولية



ممتان من المتطوعين. لدينا الكثير من الأمل في هذه المنطقة، ونسعى إلى تحقيق العالم ولعريفهم بالموهب الموجود فيها".  
وتزامنت الجائزة مع صدور مجلد أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال أفريقيا الثالث "أجرات وروى الشرق الأوسط وشمال أفريقيا - الشرق يتلقى الغرب" - وقد تم تقديم نسخة من الكتاب في حفل الافتتاح، بما في ذلك مدونات من كتابها وصناع القرار في المؤسسات المدرسة، إلى معالي الشيخة لبنى القاسمي.

مؤتمراتها الإقليمية الثلاث.  
وقالت الدكتور "مجلدنا ستيفنيز بالاكريشيان" ورئيس "المؤتمر السنوي لأكاديمية الأعمال الدولية في الشرق الأوسط وشمال أفريقيا" والبروفيسور المساعد في جامعة ولونغونغ في دبي: "أعطينا معالي الشيخة لبنى القاسمي، الشجاعة لتعمل الانشطة التي تتطلب المثابرة، والتي تسهم في إحداث الفرق. لقد كانت أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال أفريقيا محتوية بجمعها منذ البداية، وخاصة بعد أن صدر الكتاب الأول لنا، حيث قطعنا شوطا طويلا منذ ذلك الحين مع فريق

الجائزة مستوحاة من الرمز المعماري الذي يمثل في خصائصه القائد الذي يقف بثبات، ويسهم في وتحقيق المحيطين به، وخاصة في العميقة.  
تعتبر هذه الجائزة، تعتبر أكاديمية الأعمال في الشرق الأوسط وشمال معالي الشيخة، رمزا من رموزة، وتكرم من خلالها المرأة على وجه الخصوص، ومنذ نشأتها الأولى، استغارت الأعمال الدولية في الشرق الأوسط أفريقيا من خبرات العديد من رائعات النساء، في بدءه وخلال تنظيم





# الاتحاد

Published On: March 24, 2013  
Section: Business  
Page: 02  
Size: 24 col. cm.

Name: Al Ittihad  
Country: United Arab Emirates  
Language: Arabic  
Circulation: 115,000

Heading: Sheikha Lubna wins Windtower award for inspirational leadership

## «ويندتاور» عن فئة «القيادة الملهمة» لبنى القاسمي تحصل على جائزة

أن صدر الكتاب الأول لنا حيث قطعنا شوطاً طويلاً منذ ذلك الحين مع فريق ممتاز من المتطوعين. لدينا الكثير من الأمل في هذه المنطقة ونسعى إلى تثقيف العالم وتعريفهم بالمواهب الموجودة فيها.

وتزامنت الجائزة مع صدور مجلد أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال أفريقيا الثالث "إجراءات ورؤى الشرق الأوسط وشمال أفريقيا - الشرق يلتقي الغرب". وقد تم تقديم نسخة من الكتاب في حفل الافتتاح، بما في ذلك مدونات من كتابها وصناع القرار في المؤسسات المدروسة إلى معالي الشيخة لبنى القاسمي. ويوثق الكتاب حالات مثيرة للاهتمام بما في ذلك قصة تحول "ارامكس" من بداياتها كمشروع وحتى وصولها إلى العالمية في تقديم الخدمات اللوجستية والنقل وكيف بدأ "محمد سعيد حارب" بتطوير شخصية "فريج" المعروفة وتأثيره على الشركة.

◆ دبي (الاتحاد) - حصلت معالي الشيخة لبنى القاسمي، وزيرة التنمية والتعاون الدولي في دولة الإمارات على جائزة أكاديمية الأعمال الدولية "ويندتاور" عن فئة "القيادة الملهمة" في مكتبها في أبوظبي مؤخراً.

ومنحت أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال أفريقيا معالي الشيخة لبنى القاسمي الجائزة تقديراً لدعمها المتواصل وتشجيعها المتطوعين في المنظمة. وقالت الدكتور ميلودينا ستيفينز بالاكريشانان، ورئيس المؤتمر السنوي لأكاديمية الأعمال الدولية في الشرق الأوسط وشمال أفريقيا، والبروفيسور المساعد في جامعة لونغونغ في دبي: "أعطينا معالي الشيخة لبنى القاسمي الشجاعة لفعل الأشياء التي تتطلب المثابرة والتي تسهم في إحداث الفرق. لقد كانت أكاديمية الأعمال الدولية في منطقة الشرق الأوسط وشمال أفريقيا محظوظة بدعمها منذ البداية وخاصة بعد



Published On: March 24, 2013  
 Section: Home  
 Page: 2  
 Size: 32 cm

Name: Gulf Today  
 Country: United Arab Emirates  
 Language: English  
 Circulation: 56,000

# Minister felicitated with leadership award

STAFF REPORTER

**AIB:** Sheikhha Lubna Al Qasimi, Minister of Development and International Cooperation, was honoured with the AIB-MENA Tower Award for Inspirational Leadership at her office in Abu Dhabi recently.

The award was conferred by The Academy of International Business - Middle East's North Africa Chapter (AIB-MENA), in recognition of Sheikhha Lubna's ongoing support and encouragement for the volunteer-led academic organisation.

The Academy of International Business-Middle East North Africa Chapter (AIB-MENA) has been incubated by the University of Wollongong in Dubai (UOWD) since 2009.

The AIB-MENA leadership award is inspired by the characteristics of the ancient traditional architectural device, the Wind-tower, which, like an exceptional leader, stands stoically against the

elements, channelling them to better use and providing guidance and motivation, particularly in times of uncertainty.

In conferring the award, AIB-MENA specifically recognised her work as a champion of the region and of women in particular. Since its inception, AIB-MENA has been using women entrepreneurs to help initiate and organise its three major regional conferences.

Dr Melodena S Balakrishnan, president of the Academy of International Business MENA Chapter

ter and associate professor at UOWD, said, "Sheikha Lubna Al Qasimi gives us the courage to do things that require perseverance and to make a difference. AIB-MENA was lucky to have her support since she launched our first book and we have come a long way since then with an excellent team of volunteers. What we do, as educators, is because we are passionate about the region and want to educate the rest of the world about what fantastic opportunities and talent exists in this region."



*News Featuring the above via the following Web links:*

1. [http://www.khaleejtimes.com/kt-article-display-1.asp?xfile=/data/education/2012/January/education\\_January10.xml&section=education](http://www.khaleejtimes.com/kt-article-display-1.asp?xfile=/data/education/2012/January/education_January10.xml&section=education)
2. <http://features.rr.com/article/05lydb08Vzf7E?q=The+Academy>
3. <http://www.ameinfo.com/286964.html>
4. <http://www.freewespos.com/news/article/c/93476/today/uae-shaikha-lubna-presented-with-aib-mena-leadership-award>
5. <http://flair.wittysparks.com/article/05lydb08Vzf7E/sheikha-lubna-al-qassimi-presented-aib-mena-windtower-award-inspirational-leadership>
6. <http://realtime.rediff.com/news/al-qasimi>
7. <http://www.dubaicityguide.com/site/news/news-details.asp?newsid=42877>
8. <http://www.dubaicityguide.com/site/news/news-details.asp?newsid=42877>



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27<sup>th</sup> MAY 2013



**Dr. Ian Michael**  
Prof. Marketing at Zayed University, UAE



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Venue: Hotel Annapurna - Kumari Hall  
Time: 9 am onwards | Date: Monday, 27<sup>th</sup> May 2013  
Limited Reservations on first come first serve basis  
For further details, Call 4771047 Ext.: 1405 / 1406

2013 Youtube: <http://www.youtube.com/watch?v=jfhlSxX6jiA>

AIBMENA is active on twitter - @ Melodena





## **AIB-MENA Emerald Case Competition: USD 1000**

**You are invited to submit your teaching case to the Emerald Emerging Markets Case Studies and the Academy of International Business – Middle East North Africa (AIB-MENA) 2013 competition!**

Emerald Emerging Markets Case Studies and the Academy of International Business – Middle East North Africa (AIB-MENA) are proud to announce the 3rd teaching case-writing competition aimed at authors who base their cases on organisations operating in the Middle East and North Africa region. These organisations can be SMEs, MNEs, Governments organizations or NGOs. We are looking for original cases based on real business situations with signed case releases from the company protagonists. The cases should document a management problem, chronicling facts from the decision maker point of view and must be accompanied by a teaching note. The countries the cases should be based on are: Algeria, Bahrain, Djibouti, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Kingdom of Saudi Arabia, Syrian, Tunisia, United Arab Emirates and Yemen.

### *The prize*

The winning case will receive an award of \$1000; each author will receive a certificate of recognition from Emerald Group Publishing Limited and, subject to successful peer-review, have their case published as part of the Emerald Emerging Markets Case Studies. In addition to this the AIB-MENA team will invite some authors to be part of their 4th volume of their book series Actions and Insights: Middle East North Africa which will be published in 2014.

### *Judging Criteria*

Each application will be judged by a panel of experts on the criteria below:

- Concept and content – the topic relevance to the region, its ability to create a learning experience; and ability to document business challenges and opportunities of working in the region
- Teaching note – the analytical substance and usefulness of the teaching note
- Form - the style of writing, quality of presentation and clarity of data
- Authenticity - we are looking for teaching cases with a signed case release from the organization of study

**Website:** [http://www.emeraldinsight.com/research/awards/2013\\_aib\\_mena\\_case.htm](http://www.emeraldinsight.com/research/awards/2013_aib_mena_case.htm)



## Other Issues or Concerns

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We are asking that the Board let us know when we will be hosting the AIB Annual conference – dates are 2016 or 2017. We would like to start sponsorship and management of the dates. Because of the World Expo 2020 bid we think prices will escalate the longer we delay.

We thank the Board for giving us Pakistan but there are some parts of Africa which are not being focussed on and are key emerging markets can be folded into MENA.

Sensitivity of topics: There are some topics which will not be allowed to be discussed in some countries and should be avoided in conference paper submissions and discussions.

We wish to know how to proceed on revisions to Bylaws. This will essentially be the new structure and positions put in place. We want to work on a membership fee for the region – do institutions have a choice?