

CURRICULUM VITA
Mohga Abdel-Rahman Badran

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EDUCATION

Ph.D. 1985, Stockholm University
Major:Organizational Theory
Dissertation: Coordination in Multiactor Programs: An Empirical
Investigation of Factors Affecting Coordination among Organizations at the
Local Level in the Egyptian Family Planning Program.

M.A. Management (major: Management of Information Systems) American
University in Cairo, February 1975.

Diploma in Management, American University in Cairo, June 1972.

Undergraduate Studies

B. Sc. Statistics, Faculty of Economics and Political Science, Cairo
University, June 1964.

CERIFICATION

- Certified Management Consultant by The Institute of Management
Consultancy, London England, 2002.
- Certified Coach Consultant for the Team Learning Lab program, by ‘The
Learning Circle’, Mass. USA (affiliated to Dr. Peter Senge) 2003.

AWARDS

I was awarded the “Parent’s Association Cup for Excellence in Undergraduate
Teaching” for academic year 1999/2000.

ACADEMIC WORK EXPERIENCE

Present Position:

Chairman and Professor, Department of Management, American University in Cairo.

Prior Academic Positions:

- **Unit Head of Organization and International Business Unit, Department of Management, American University in Cairo, Fall 2001-Fall 2002 and the academic years 2004/2005 and 2005/2006.**
- **Director of the MBA Program, Management Department, American University in Cairo, 1994-1999.**
- **Assistant Professor, Faculty of Commerce, Cairo University, Beni-Seuf Branch, since August 1986-1995 (was on full secondment to American University in Cairo from 1989-1995)**

NON-ACADEMIC PROFESSIONAL WORK EXPERIENCE

- **Economic Specialist in the American Embassy in Cairo. Basic job was studying and analyzing macro-economic issues, October 1985- August 1986.**
- **Third Secretary, Arab League, Department of Economics. I was responsible for gathering and analyzing data on the demographic aspects of 22 Arab countries, 1977-1980.**
- **Research Assistant, Social Research Center, American University in Cairo. I was basically involved in a project that was dealing with measuring and analyzing demographic changes in an Egyptian village, 1972-1975.**
- **Research Assistant, Central Agency for Training. I was basically responsible for identifying the training needs of the industrial companies that required training. In addition, I was also responsible for the evaluation of the training programs offered in these industrial companies, (was on secondment from the Ministry of Planning), 1970-1972.**
- **Research Assistant, Ministry of Planning. Basic job was to analyze the financial data of a set of public sector companies, 1964-1972.**

COURSES TAUGHT

**MBA Human Resource Strategy
 Managing Organizations**

**MPA Methods of Administrative Research & Analysis
 Administrative Environment & Public Policy in Egypt**

**Quantitative Analysis for Management
Introduction to Public Administration**

**Undergraduate Fundamentals of Management
Organizational Behavior
Human Resource Management
Organizational development**

INTELLECTUAL CONTRIBUTIONS

Refereed Journals

- **Badran, Mohga & Kafafy, Jihan, “*The Effect of Job Redesign on Job Satisfaction, Resilience, Commitment, and Flexibility: The Case of an Egyptian Public Sector Bank*”, *Intrnational Journal of Business Research*, Vol. 8, No. 2, pp. 27-41.**
- **Badran, Mohga, “*Creating Learning Organizations for Local Developmment*”, Vol.VII, No.4, 2007, pp.1-18.**
- **Badran, Mohga & Kafafy, Jihan, “*Training for reengineering:Experiences of an Egyptian Public Sector Bank*”, *Journal of International Business and Economics*, Vol. VII , No. 2 , 2007, pp. 14-34.**
- **Badran, Mohga, “*Reengineering in the Public Sector: A Case Study of an Egyptian Governmental Organization*”, *Journal of International Business and Economic*, Vol. VI., No.1, 2006, pp.116-133.**
- **Badran, Mohga, “*An Empirical Investigation of Work Values among Egyptian Managers*”, *International Journal of Business Research*, Vol. VI, No.1, 2006, pp.202-214.**
- **Badran, Mohga, “*Conflict Management Styles among Egyptian Managers*”, *Journal of Commercial and Financial Studies*, Vol. 13, No.1, (March) 2003, pp. 1-25.**
- **Badran, Mohga & Borins, Sandford, “*Innovation and Transformation in a Canadian Public Sector Organization*”, *Journal of Commercial and Financial Studies*, Vol. 12, No.3,(December) 2002, pp.1-42.**

- Youssef, Samir; Badran, Mohga & Hatem, Tarek, “Management Research in Less Developed Countries: Opportunities and Threats”, *Management International*, Spring, 1997, pp. 81-90.
- Badran, Mohga, “Egyptian Public Sector Managers as Change Agents for Privatization”, *Journal of Administrative Sciences* July, Vol.6, 1993. pp.1-44.
- Badran, Mohga, “Privatization of an Egyptian Public Sector Hotel: The Change Process”, *Journal of Administrative Sciences* Vol. 3, No.4, July, 1992, pp. 1-55.
- Badran, Mohga, “Experiences in Experiential Training in Two Egyptian Governorates” , *Journal of Administrative Sciences* Vol.1, No. 2, July 1991, pp.1-50.

2. Book Chapters

- Badran, Mohga, “Women, Empowerment and Local Development: A Case Study from Egypt.” In *Democracy, Decentralization and Development*, Edited by E.H. Valsan, Belgium: International Association of Schools and Institutes of Administration, 1999.

Books

- Badran, Mohga, *Coordination in Multiactor Programs: An Empirical Investigation of Factors Affecting Coordination among Organizations at the Local Level in the Egyptian Family Planning Program*. Published Ph. D Dissertation. Department of Business Administration, Stockholm University, October 1984.

Refereed Conferenees

- Mohga Badran, “Creating Learning Organizations for Local Developmnet”, IABE- International Academy of Business and Economics Annual Conference in Las Vegas, 2007.
- Mohga Badran & Jihan Kafafy, “Training for reengineering: Experiences of an Egyptian Public Sector Bank,” IABE- International Academy of Business and Economics Annual Conference in Las Vegas, 2007.
- Mohga Badran, “Reengineering in the Public Sector: A Case Study of an Egyptian Governmental Organization”, IABE- International Academy of Business and Economics Annual Conference in Las Vegas, 2006.

- **Badran, Mohga, “An Empirical Investigation of Work Values among Egyptian Managers”, IABE- International Academy of Business and Economics Annual Conference in Las Vegas, 2006.**

Peer-Refereed Conferences (accepted papers for presentations are listed and are distributed as individual papers)

- **Mohga Badran, “Incubators for Local Development: A Case Study of Business Incubators in Egypt,” *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Seoul, South Korea, July 12-16, 2004.***
- **Mohga Badran, “Enhancing the Management of Local Development Efforts Through The Use of ‘Learning Organizations’,” *International Association of Schools And Institutes of Administration (IASIA) Annual Conference, Miami, Florida, September 14-18, 2003***
- **Mohga Badran, “Training for ‘A Learning Organization’: Experience in a Number of Local Health Units in Rural Egypt,” *Association of Schools And Institutes of Administration (IASIA) Annual Conference, Athen, Greece, July, 7-13, 2001.***
- **Mohga Badran, “Training for Reengineering: Experiences of an Egyptian Public Sector Bank,” *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Beijing, July, 10-13, 2000.***
- **Mohga Badran, “Business Incubators for Local Development: A Case Study from an Egyptian Village”, *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Birmingham, July 19-22, 1999.***
- **Mohga Badran “Reengineering in an Egyptian Governmental Organization: The Companies Organization,” *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Paris, 14-17 September, 1998.***
- **Mohga Badran, "Innovation and Transformation in a Canadian Public Sector Organization," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Quebec City, 8-11 July, 1997.***
- **Mohga Badran, "Citizen Participation in Local Development Projects : Experiences in a Number of Egyptian Villages," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Durban, South Africa, June 30- July 5, 1996.***

- Mohga Badran, "Communication Networks for Sustainable Development," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Dubai, 8-12 July, 1995.*
- Mohga Badran, "Egyptian Public Sector Managers as Change Agents for Privatization," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Vienna, Austria, 7-10 July, 1992.*
- Mohga Badran, "Privatization of an Egyptian Public Sector Hotel: The Change Process," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Kota Kinabalu, Malaysia, 28 July-2 August, 1991.*
- Mohga Badran, "Experiences in Experiential Training in Two Egyptian Governorates," *International Association of Schools and Institutes of Administration (IASIA) Annual Conference, Bath, England, 9-13 September, 1990.*

WORK IN PROGRESS

Papers prepared to be submitted for review in refereed journals

- Mohga Badran & Tarek Hatem, "Reform in an Egyptian Public Sector: Telecom Egypt".
- Mohga Badran, "The Management of Business Incubators for Local Development in Egypt."
- Mohga Badran & Jihan Kafafy, "The Effect of Job Redesign on Commitment, Resiliency and Job Satisfaction: Experience in an Egyptian Public Sector Organization."
- Mohga Badran, "An Exploratory Study of Positive Organizational Behavior in Egypt."

Case Studies

- Case Study : Hesni: Change using Learning Organizations
- Case Study: Enjoy: A Change in Organizational Behavior and Structure

Invited Papers in Conferences

- Mohga Badran, “Using Learning Organizations to Introduce , Implement and Sustain Change,” *Conference on Human Resources, Innovation, Creativity and Change, Cairo, Egypt , 14-15, October, 2003.*
- Mohga Badran, Ramy Toueg & Amr Kais, “Learning Organizations: Experiences of Nine Egyptian Companies,” *SOL First Global Forum, Espoo Finland June, 11-14, 2003*
- Mohga Badran, “The Linchpin of Change Initiatives: Short-term Wins”, *Managing Events for Change: Change Industry, Cairo January, 25-27, 2003.*
- Mohga Badran, “Use of Systems Thinking in HR”, *EHRMA’s First Annual Conference: Future of Work in Egypt , Cairo, May 19-21, 2003.*
- Mohga Badran, “ The Role of HRM in Building Learning Organizations,” *Conference on Intergrated Vision for Human Resource Strategies, Cairo, Egypt, April , 9-10, 2001.*
- Mohga Badran, “Upgrading HR at Health units: A Model of Success,” *Sustanaible Development Forum Conference, Cairo, Egypt, December, 28-29, 2001.*
- Mohga Badran, “Training “Organizations for Learning” to become“Learning Organizations”: A Proposed Framework,” *Arab ARCAO Conference,Cairo, 1-5 April, 2001.*
- Mohga Badran,“Factors Affecting the Development and Implementation of Compensation and Benefits Packages,” *International Human Resource Association World Congress, Cairo, September, 24-27, 2000.*
- Mohga Badran, “Women Empowerment and Social Development: A Case Study from Egypt”.*The Training and Human Resource Symposium: An Assembly of Arab World Professionals, 9-11, March, 1998, Bahrain.*
- Mohga Badran, “Training Women to Manage Small Business” (Arabic) *Supporting Employment Opportunities for Women in Small Businesses (ILO),Cairo, November, 9-10 , 1997.*
- Mohga Badran, “Team Building for Human Resource Development,” *The Annual Conference for Managing Oil Companies Facing Competitiveness, Cairo 20-21 April, 1996.*

Invited Presentations (Sample of presentations requested by companies or associations)

- Mohga Badran, “Organizational Culture”, Shell International , August 28, 2007.
- Mohga Badran, “ The VISA Model for Leadership” , Cycle Meeting for Shering Plough, April 8, 2006.
- Mohga Badran, “Experiences in Introducing Service Learning in Management Courses”, AUC Symposium, Promoting Arab Philanthropy and Civic Engagement, November , 1, 2005.
- Mohga Badran, “Reengineering in an Egyptian Governmental Organization,” presentation in the Research Series, Department of Management, American university in Cairo, April 11, 2005
- Mohga Badran, “Aligning HRM Philosophies with Corporate Strategies,”*EHRMA Meeting, Cairo*, October 14, 2004.
- Mohga Badran, “Decision Making”, Cycle Meeting for Shering Plough, October, 9, 2003.
- Mohga Badran, “Emotional Intelligence”, Cycle Meeting for Shering Plough, April, 11, 2003.
- Mohga Badran, “Relation of HR Strategy to Company Strategy”, Oracle: Human Resources Day”, Cairo, Feb. 25, 2003.
- Mohga Badran, “Learning Organizations,” *American Chamber of Commerce, HR section*, Spring Semester 2002.

Research Reports

- Mohga Babran, “Job Satisfaction in Schneider”, December 2000.
- Mohga Badran & Samiha El Katsha, “Communication Processes: An Avenue for Sustainable Improved Health and Sanitation Practices,” Presented to The International Development Research Center, Canada, October , 1994.
- Manual entitled “Guide for Village Development” October, 1994. (Arabic)
- Mohga Badran, “Research on Disasters,” Forskningsrapport nr.136, Department of Business Administration, Stockholm University, May, 1980.

- **Nader Fergany assisted by Denise Batany and Mohga Badran, “Population Characteristics and Change in a Rural Egyptian Community over a Year.” Social Research Center, American University in Cairo, December, 1975.**

SEMINARS ATTENDED FOR PERSONAL DEVELOPMENT IN LAST SIX YEARS

- **AACSB Assessment Seminar Palm Springs, California, USA January, 16-18, 2005.**
- **“Case Writing Workshop”, presented by Dr. Robert Grosse from Thunderbird, Management Department, AUC, October, 19-22, 2003**
- **“Case Development Workshop”, presented by Dr. Anil Gupta & Dr. Tarek Hatem, September, 22 & 23, 2003.**
- **Peter Senge’s Seminar, “The Learning Organization: A Model of Success” Cairo, May 7, 2001.**
- **“Learning Organizations”, Three-day work shop by Nick Zanick & Evrin Calkavur, Cairo, May, 26-28, 2001.**
- **“Building High Performance Teams”, two day work shop by Dr. Don Dawson, 17-18 January, 2001.**
- **“Towards Arab Learning Organizations”, The Twelfth Conference on Training and Management Development, Cairo, April 25-27, 2000.**

SERVICE TO THE ACADEMIC INSTITUTION

Services provided at the University Level- Membership in Committees

- **Co-Chair with Dr. Ashraf El- Fiqi for the self study Task Force H: Student Support Activities, 2006/2007.**
- **Representative of Department of Management to Senate 2006-2008.**
- **Member of the Learning Spaces for New Campus Committee, September 2005-date.**
- **Member of the Research Council Fall 2001- Fall 2003.**
- **Representative of the Department to the Senate 2000/2001-2001/2002.**
- **Member of the Health Coverage Committee, Spring 2002.**
- **Member of the Senate Grievance Committee 2001-2002.**
- **Member of the Steering Committee of AUC’s Assessment Activities Fall semester 2001.**
- **Member of the Committee on International Students 2000-2001.**
- **Member of the “Service Excellence Awards” 2000/2001.**

- Member of the Grievance Committee for the case filed by Dr. Zuhur, Spring 2000 . Committee was chaired by Dr. Amr Mortagy.
- Co-Chair for the study group on “ Organization , Administration, & Governance”, institutional self study, 1996-1998.
- Member of the Grievance Committee for the case filed by Dr. Nancy Jackson and Dr. Beverly Jensen Chaired by Dr. Yehia El Ezabi 1996.
- Member of the University Graduate Council 1994-1999.
- Member of the Senate Budget Review Committee 1996.
- Member of the Provost’s Commission on Liberal Education Fall 1996.
- Member of the Work Group on Engendering Awareness Fall 1996.
- Representative of Department to Senate 1995-1996.
- Member of Senate Administrative Affairs Committee 1995-1996.
- Member of the Core Curriculum Review Committee 1994-1995.
- Member of the African Fellowship Committee 1994-1995.
- Member of the Student Affairs Committee 1989/1990, 1991/1992, 1992/1993, and 1993-1994.
- Member of the Library Committee 1990/1991, 1991/1992,and 1992/1993.

Other services at the University level

- Facilitator for CLT Faculty Workshop on Assessment of Learning Goals April 19, 2005.
- Member of the President’s Club, 2005/2006.
- Made several presentations to ELI Students. The last was on “Leadership” Oct, 14, 2004. Another was in Fall 2000.
- Performance Appraisal workshops for all AUC managers, 1995.

Service to the School

- Member of the Curriculum Committee 2002/2003.
- Member of Academic Affairs Committee 2001/2002.
- Member of the Faculty Affairs Committee 1999/2000.
- Acting Dean for the BEC School, April, 7-25, 2001.

Service to the Department

A. Membership of Committees

Over the past twenty years I have served on almost all committees in the department.

In the past six years I served on the following committees:

- Academic Affairs Committee 2005- date.

- AACSB Accreditation Committee Spring, 2004 –Spring 2006. I was responsible for coordinating the assessment of learning goals using rubrics. This was praised by the review committee in the December, 2005 report.
- Continuous Improvement Committee, Spring 2004-date.
- Responsible for the undergraduate curriculum review, 2001/2002. The review was very highly evaluated by the peer review committee in the April, 2002 report.
- Member of the Faculty Affairs Committee 2004-2006.
- Member of the Research Committee 2000/2001, 2001/2002 and 2002/ 2003.
- Member of the Faculty Affairs Committee 1999/2000.

B Work shops, Seminars

- Management Faculty Workshop on Assessment of Learning Goals for AACSB, March 7, 2005.
- Presentation of a research entitled: “ Reengineering in a Governmental Organization”, Research Seminar Series, April, 11, 2005.

C. Administrative Positions

- Unit Head of Organization and International Business Unit, Department of Management, American University in Cairo, Fall 2001-Fall 2002 and the academic years 2004/2005 and 2005/2006.
- Director of the MBA Program, Management Department, American University in Cairo, 1994-1999.
- Acting Chair for the Department of Management for the following dates: Oct 25-28, 2004; Feb 20-23, 2005; April 10-17, 2005; June 5-7, 2005, SepT, 12-22, 2005; Oct 5-16, 2005; Dec 15-20, 2005; March 19-26, 2006, May 2-4, 2006

D. Curriculum Development

- Redesigned the undergraduate program during the academic year 2002-2003.
- Participated in redesigning the MBA program 2002-2003.
- Designed the Hospital Management Diploma 2000. (IMD)
- Redesigned the MBA program in 1994.
- Designed the Hospitality Management Program during the academic year 1991-1992.

INVOLVEMENT IN PROFESSIONAL PROGRAMS, EXTENSION AND CONSULTING ACTIVITIES

1. Consulting Experience

My experience in consulting has been mainly in designing organizational structures, setting human resource policies, identifying organization behavior problems, organizational development, learning organizations, identifying training needs and helping the personnel in setting action plans in the related areas.

I worked as a consultant for:

- **Nile Company for Food Industries, ENJOY : made a gap analysis for the company, June-July, 2006.**
- **Construction Council for Export: making a training needs assessment, March 2006-date.**
- **United Nations Office on Drugs and Crime, May 2005- July 2006. Assisted with the methodology in a study about the abuse of drugs.**
- **Hesni, 2001-2004: Implemented the “Team Learning Labs”, to enable Hesni to become a “Learning Organization”. USAID funded project.**
- **SIAC Construction, 2001-2005: Implemented the “Team Learning Labs”, to enable SIAC to become a “Learning Organization”. USAID funded project.**
- **Schering Plough, 2002-2004: Implemented the “Team Learning Labs”, to enable Schering Plough to become a “Learning Organization”. USAID funded project.**
- **GIZA Systems, 2001-2002: Setting a framework for HR policies, organizational redesign, upgrading decision making systems and communication systems.**
- **Intergroup Company, September 2001- 2002: Organizational redesign, job analysis (job descriptions and job specifications), performance management system. Funded by the European Union PSDP (Private Sector Development Project).**
- **Volcano Company, 2000- 2002: Organizational redesign, job analysis (job descriptions and job specifications), performance management system. Funded by the European Union PSDP (Private Sector Development Project).**
- **Nile Company for Food Industries ENJOY, June 1999-2002. Improving communication processes, decision making processes, and organizational redesign, job analysis (job descriptions and job specifications), performance management system. Funded by the European Union PSDP (Private Sector Development Project).**
- **Sahara Consulting Company, 2000-2002, upgrading managerial skills of local health units staff.**
- **Ministry of Finance, Authority for Sales Tax, Spring 2000: participated in designing programs for administrative training.**
- **Effat College, Jeddah, Saudi Arabia, June, 1998- 1999: participated in making some of the university bylaws for example the bylaws for the Board of Trustees.**

- Olympic Electric Company, November 1998-January 1999: Decision making processes.
- Ford Foundation in Cairo , November 1998 –1999: job descriptions.
- Dar El Hanan (educational institute), Jeddah, Saudi Arabia, 1991-1998. Participated in setting the administrative policies and job analysis. Also participated in preplanning for Effat College.
- Hanns Seidal Stiftung, 1995-1996: planning, implementing, and following up local participation in a number of Egyptian villages. This included training the staff in the Nile Centers.
- Queen Furniture Company, 1990-1991: Organizational redesign.
- Chemonics, 1989-1992 : (American Company, giving technical assistance in the area of local government. This included designing and delivering training programs in the area of project planning, implementation and follow up.) LDII project, USAID funded project.
- Social Research Center, American University in Cairo (project on communication for women, water and sanitation projects at the local level) 1992- 1994.

Through the Institute of Management Development (IMD) affiliated to the American University in Cairo, I have participated in several consulting contracts : Examples of these are:

- Schneider Electric 2002 : made a job satisfaction study for the whole company.
- GMC 1995-1997: improving communication and decision making processes, and salary structure.
- MIRACO 1994: job analysis (job descriptions and job specifications)
- WWCG : 1996 (Waste Water Consulting Group for the Waste Water and Sewage Authority for Alexandria) making key performance indicators.

2. Training

For the past twenty two years I have been providing extensive training and workshops for both the private and public sectors. I designed the training material for most of the training programs I provided.

The following are most of the training programs and workshops that I provided over the past seven years. The programs are grouped according to the training provider via which the training program was delivered.

The main training providers that I have worked extensively with are:

- ***Institute of Management Development (IMD) affiliated to the American University in Cairo***

- **Managerial Skills, a three-day workshop for Otis, Saudi Arabia, Jeddah, May, 2006.**
- **Executive Leadership Development Program for Shell –Africa, Third Study School, Cape Town, South Africa, May,16-20, 2005.**
- **Executive Leadership Development Program for Shell –Africa, Second Study School, Cairo, Egypt, January, 23-37, 2005.**
- **Executive Leadership Development Program for Shell –Africa, First Study School, Cape Town, South Africa, August 2004.**
- **Leadership and Decision Making, for the Agricultural Research Center, two-day program, October, 2003.**
- **Human Resource Management, for ENPPI, eight-day program, October-November, 2003.**
- **Leadership, for Siemens, one-day program, February, 2003.**
- **Management Skills, for EGPC, six-day program, Fall semester, 2003.**
- **Leadership and Decision Making, for the Agricultural Research Center, two-day program, May, 2003.**
- **Decision Making, for CIB Bank, two-day program, June, 2003.**
- **Management Skills, for CIB Bank, two-day program, July, 2003.**
- **Human Resource Management, for the International Center A.D.V.I.C.E., four-day program, repeated twice in the period September 2001 to July, 2002.**
- **Decision Making, for P.B.D.A.C. Bank, one-day program, February, 2001.**
- **Human Resource Management, for the International Center A.D.V.I.C.E., four-day program, April, 2001.**
- **Decision Making for the Principle Bank for Development and Agricultural Credit, two-day program, Fall Semester, 1999.**
- **Organizational Behavior, for ENPPI, eleven-day program, October-December, 1999.**
- **Communicating with Customers, given to Hundai ITAMCO, one-day program repeated twice, July, 1999.**
- **Problems of Organizing in Today’s Environment, President’s Program, two-day program, May 1999.**
- **Problem Solving, one day training program, Fall Semester, 1998.**
- **European Union Private Sector Development Program (PSDP), European Management Centre (EMC)**
 - **Performance Appraisal, two-day workshop, November 10-11, 2001.**
 - **The Strategic Role of HR Management, two-day workshop, November 3-4, 2001.**
 - **Training Needs Assessment, three-day workshop, October, 2001.**
 - **Performance Appraisal, two-day workshop, October, 27-28, 2001.**
 - **Job Analysis, for Sahara Company, two-day workshop, October 20-21, 2001.**

- HR Management, seven-day workshop, during the period September 15- October 7, 2001.
 - Performance Appraisal, two-day workshop, July, 1-2, 2001.
 - HR Management for Company El-Abd, four-day workshop during the period, June 9-June 30, 2001
 - HR Management for Company El-Abd, four-day workshop, during the period, April, 28- May 19, 2001.
 - HR Management, seven-day workshop, during the period March 17- April 7, 2001.
 - Performance Appraisal and Motivation, El-Sweedy Company, two-day workshop, February 6 & February 10, 2001.
 - Strategic Management, El-Sweedy Company, two-day workshop, January 16 & January 21, 2001.
 - Training Needs Assessment, three-day workshop, November, 18-20, 2000.
 - Performance Appraisal, for Ghabbour Company, two-day workshop, June 3-4, 2000.
 - Decision Making, for Ghabbour Company, two-day workshop, May 13-14, 2000.
 - HR Management, seven-day workshop, during the period November 6- November 21, 1999.
- *European Union Industrial Modernization Program, Egyptian European Management Development Center – EEMDC*
 - Performance Appraisal, two-day workshop, February, 22-23, 2003.
 - Training Needs Assessment, three-day workshop, January, 12 - 14, 2003.
 - HR Management, seven-day workshop, during the period December 21 & January 11, 2003.
 - Performance Appraisal, two-day workshop, December 14-15, 2002.
 - Performance Appraisal, two-day workshop, September 14-15, 2002.
 - Training Needs Assessment, three-day workshop, October 26 - 28, 2002.
 - HR Management, seven-day workshop, during the period September 21- October 20, 2002.
- *IMI (Integrating Marketing and Management Institute)*
 - Management Skills for New Supervisors: two-day workshop, November 11-12, 2000.

- **Management Skills for New Supervisors: two-day workshop, February 17-18, 2001.**
- **Management Skills for New Supervisors: two-day workshop, March 27 & 29, 2001.**
- **Management Skills for New Supervisors: two-day workshop, April 3 & 5, 2001.**

- ***FORMAT- The German-Arab Chamber of Industry and Commerce.***
 - **Human Resources Management, four-day workshop, December, 2, 4, 6, 9, 2001.**
 - **Human Resources Management, four-day workshop, October 20 to 24, 2001.**
 - **The Basics of a Successful Entrepreneur, two-day workshop, October 3 - 4, 2000.**
 - **Conflict Management, two-day workshop, October 11 & 13, 1999.**
 - **Organizational Change, two-day workshop, October 27 & 29, 1998.**
 - **Human Resources Management, five-day workshop, May 10 - 14, 1998.**

- ***Innovative Group- An American training provider***
 - **Recognizing and Rewarding, for Alcatel Egypt, October, 23, 2003.**
 - **Motivating for High Performance, for Alcatel Egypt, October, 2, 2003.**
 - **Emotional Intelligence, for Al-Mansour Automotive Co, May, 18, 2003.**
 - **Emotional Intelligence, for Al-Mansour Automotive Co, April, 13, 2003.**

- ***Sample of training provided through direct contact with trainer***
 - **Managing Diversity, one-day workshop provided to Shell Africa through the Graduate School of Business Administration, Witwatersrand University in Cape Town, Cairo, September, 7, 2006.**
 - **Organizational Culture, Emirates Oil Company, one-day workshop, Cairo, June, 16, 2006.**
 - **Performance Appraisal- two day course given to two groups (top management and middle management), ORASCOM, IT, Egypt. September –November 2005.**

- **Team Building, four 1-day course given to four groups in the Ministry of Agriculture. Four days during the period April 22- June 14, 2000. Funded by GTZ.**
- **The Role of Training in Building a “Learning Organization”, September, 2-4, 2001. Settec.**

3. Participation in Teaching Professional Diplomas

- **Institute of Management Development (IMD) affiliated to the American University in Cairo**

Curriculum development **Professional Degree Programs**

- **Designed the Hospital Management Diploma 2000.**
- **Participated in designing the Human Resource Management Diploma 1998.**
- **Participated in designing the Executive Management Diploma 1999.**

Involvement in Teaching in Professional Diplomas

The HR Diploma **Topics covered:**

- **Introduction to HRM:**
September, 16, 2006; June, 3, 2006; April, 8, 2006; March 18, 2006; February, 18, 2006; December, 10, 2005; November 19, 2005; October 2, 2005; April 9, 2005; Feb 5, 2005; April 9, 2005
- **Introduction to HRM and Job Analysis:**
Fall, 2003; Spring, 2003; Fall, 2002; Spring, 2001; Fall 2001; Spring 2000; Fall, 2000; Spring, 1999; Fall, 1998; Spring, 1998.

The Hospital Management diploma

Together with a medical doctor we deliver the whole course. I provide the theoretical part and he provides the application part. The courses we taught in the past seven years are:

- **Management Functions, Spring 2006**
- **Management Functions, Fall 2005**
- **Management Functions, Spring 2005**
- **Management Functions, Fall, 04.**
- **Human Resource Management, Fall 04.**
- **Management Functions, Fall, 2003.**
- **Human Resource Management, Spring, 2003.**
- **Management Functions, Fall, 2002.**

- **Human Resource Management, Spring, 2002.**
- **Management Functions, Fall, 2001.**
- **Management Functions, Fall, 2000.**
- **Managerial Skills, Spring, 1999.**

The Exectutive Management Diploma,
Topics Covered:

- **Planning and Decision Making, Fall, 2003.**
- **Decision Making, Spring, 2003.**
- **Introduction to Managemnet, Planning & Decision Making, Fall, 2002.**
- **Decision making, Spring, 2002.**
- **Introduction to Management & Decision Making, Fall, 2001.**
- **Decision Making, Fall, 2001.**
- **Decision Making, Spring 2001.**
- **Decision Making & Leadership, Spring, 2000.**
- **Decision Making & Leadership, Fall, 1999.**

Certified Quality ManagerCertificate
Topics Covered:

- **Leadership for Total Quality Management , March 28, April 4 & 11, 2006.**
- **Principles for Management for CQM, April 5, 12, 2005.**
- **Leadership for Total Quality Management February, 8 & 15, 2005.**
- **Organizing for Quality, Fall, 2002.**
- **Organizing for Quality, Spring, 2001.**

Current Participation in Dissertations and Theses

Current supervision of Ph.D. Dissertation

- I am currently the supervisor of Mrs. May El Sherbini in the American University in London.

Reader of M.A. Thesis

- I am a reader of an M.A. thesis presented by Miss Mona Mohamed Mohamed Ali in the Faculty of Mass Communication, Cairo University.

Participation in MPA Thesis

During the period from 1985 to 1995 I have supervised eleven (11) masters thesis, co-supervised twelve (12) and have been a reader for seventeen (17) others. After 1995, students were given the option to either write a thesis or take two course. A vast majority of the students opted for two course.

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Co-supervisor

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Membership of Associations

- **Member of the Egyptian Association for Statistics and Legislation.**
- **Member of the Cultural Committee for the Association of the Graduates of The Faculty of Economics & Political Science**
- **Member of the Professional Commercial Syndicate**
- **Member of the Egyptian Society for Study and Research in Administration.**
- **Member of Society for Human Resource Management (SHRM)**
- **Member of The Egyptian Human Resource Management Association (EHRMA)**
- **Board Member and founding member of the Management Consulting Association (MCA) (Egypt)**
- **Member of the Institute of Management Consultants (IMC) United Kingdom**

- **Founding member and member of Board of Directors for EAST (Egyptian Association for Strategic Thinking)**

Membership of Committees and Editorial Boards

- **Ministry of Administrative Reform, Member of the Steering Committee for evaluating ‘The Restructuring Project of the Egyptian Cabinet’, June 2006-date.**
- **Member of the Consultancy Council for Administrative Training, Ministry of Finance, 2000.**
- **Member of the editorial advisory panel of “ The International Journal of Management Research and Practice”, 1999-2002.**
- **Program Committee Member for the International Association of Schools and Institutes of Administration (IASIA) 1992-1995.**

Membership in Social Societies & Clubs

- **Member of the Egyptian Shooting Club**
- **Member of the Alumni Association for the American College for Girls (aims at providing services for the unprivileged groups in Egypt)**
- **Member of Association for Protecting the Environment against Pollution (basically involved in problems of garbage collection and disposal)**