

CURRICULUM VITAE

PERSONAL DETAILS

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Date of Birth: 23rd March 1962

Nationality: British

ACADEMIC QUALIFICATIONS

1996-1998 PhD, Magnetic Force Microscopy and Applications, Sheffield University, UK
1987-1988 MSc, The Parameterization of Solid-State Surfaces, Dundee University, UK
1982-1986 BSc, College of Science

PROFESSIONAL QUALIFICATIONS

2016 ISO31000
➤ Principles and guidelines on risk management.

2013 Lean Six Sigma (Green Belt)
➤ Lean tools to increase values to customers and reduce inefficiencies
➤ Six Sigma approaches to help companies improve their processes and increase efficiencies.

2012 PMP (Project Management Professional)
➤ Initiating Process Group
➤ Planning Process Group
➤ Executing Process Group
➤ Monitoring and Controlling Process Group
➤ Closing Process Group

2006 ITIL (Certified – Foundation)
➤ IT Service Support:
- Service Desk
- Incident, Problem, Change, Release, and Configuration Management
➤ Service Delivery
- Service Level, IT Financial, Availability, Capacity, and Business Continuity Management
➤ Security Management

- 2004 IT Project+ (Certified CompTIA IT Project Manager)**
- IT Project Initiation and Scope Definition
 - IT Project Planning
 - IT Project Execution, Control and Coordination
 - IT Project Closure, Acceptance and Support
- 2003 CISA (Certified Information System Auditor)**
- The IS Audit Process
 - Management Planning and Organisation of IS
 - Technical Infrastructure and Operational Practice
 - Protection of information Assets
 - Disaster Recovery and Business Continuity
 - Business Application System Development, Acq, Imp & Maintenance
 - Business Process Evaluation and Risk Management
- 2003 Oracle Certified Professional (Oracle 8i DBA Track)**
- Introduction to Oracle SQL and PL/SQL
 - Architecture and Administration
 - Backup and Recovery
 - Performance Tuning
 - Network Administration
- 1999 MCP (Microsoft Certified Professional)**
- Installing, Configuring, and Administering Microsoft Windows 2000 Professional.
 - Installing, Configuring, and Administering Microsoft® Windows® 2000 Server

EMPLOYMENT HISTORY

March 2007 - Date

College of Business, Alfaisal University

I have taken multiple positions and roles during my employment at the University. The below paragraphs briefly describe these roles:

Head of Alfaisal Competitiveness Center AUCC (2021 to date)

The Alfaisal Competitiveness Center (AUCC) offers specialized consultancy services in competitiveness within the Kingdom of Saudi Arabia. With customer centricity as the driving strategy, we work closely with our clients to build a more competitive business advantage and develop the tools to sustain it. I established the AUCC center, developed its strategies, developed our services portfolios, developed multiple proposals, managed clients and projects, and recruited the required staff.

Associate Dean & Director of Quality Assurance and Accreditation (2015 to date)

The quality assurance and accreditation director manages the quality assurance practice and the accreditation project(s). I worked with all internal and external stakeholders to ensure compliance of the CoB teaching and learning practices with the Ministry of Education and the University policies and procedures. The responsibilities included adopting effective project management practices to guide the University through the entire lifecycle of the NCAAA-EECHES and the AACSB accreditation processes. Additionally, I am responsible for developing, implementing, and managing quality assurance and accreditation policies and procedures to achieve and sustain the quality targets of the college's strategic plan.

In this role, I work under the general supervision of the CoB dean, who assesses and reports the office's overall performance to University executive management. The performance evaluation is conducted annually via the HR appraisal system and per the University's published policies and procedures.

Assistant Professor (2010 to date)

Manage and teach Project and Risk Management courses, plus other business management courses, such as Management Information Systems, Business Statistics, and Managing Strategic Business Projects. I taught both undergraduate and graduate students. I am responsible for developing and promoting the Project Management discipline and addressing all related students and senior management needs. For this, I proactively initiated the accreditation process in project management with the Project Management Institute (the world's largest project management institution). We successfully attained the REP (Registered Education Provider) status, which benefited our students and our programs. We further enhanced the University's position and commitment to providing advanced courses tailored to the local market and business needs.

On the research side, I initiated and managed research projects in portfolio management, educational technologies, and eGovernment effectiveness and alignment. Furthermore, an active part of my research activities is to direct and supervise our MBA projects. Several external grants were obtained from the university graduate office, KACST, SAGIA, and the NCC.

Director of Undergraduate Studies (2013 to 2015)

In addition to my teaching and research activities, this role is part of my service contribution to Alfaisal University. The critical function of this position is to manage and make appropriate decisions on all students and academic-related advisory matters. This includes:

- Develop, benchmark, and manage the study plans of all CoB courses, concentrations, majors, and minors.
- Support the dean in planning and discussing various students' management matters related to admission, graduation, enrolments, and schedule conflicts.
- Audit and approve all graduation applications for all CoB graduates in all concentrations.
- Advise all students from all concentrations on various academic issues, such as conflicts, course selection, complaints, issues with the study plans, and add/withdraw/drop courses.
- Act as the college liaison officer for inquiries from student affairs, other colleges, other universities, and external parties.
- Manage the schedule, classes, and faculty loads for all courses.
- Plan and manage academic and open house events.
- Manage the compliance of the CoB academic and administration practices with the published guidelines and regulations published by the ministry of higher education.

Director of Information Technology (2007 to 2010)

In this role, I was responsible for planning, developing, implementing, and managing the university-wide operational and administrative IT strategy. As a newly established research-based university, my role focused on providing technology-based services to ensure aggressive growth and expansions for both initial setup and future operational steady state. I planned, designed, implemented, and managed all IT and technical services, including infrastructure, support, websites, application, audio-visual, and IT governance services.

Due to the nature of my role, I am a member of several committees ranging from simple operational to executive Council of Administrators. I report directly to the Provost and the vice president for administration; this gave me a first-hand understanding of the core business requirements to develop tailored and effective technological models. Further, I could maintain effective alignment between the IT and the University's overall strategic objectives and cater to technical requirements as the University develops. I always participate in major executive meetings to present and update stakeholders on progress and information technology and systems issues. Furthermore, I am often invited to submit technical opinions to committees and discussions by various business units.

The critical projects initiated and managed are listed in the table below:

<ul style="list-style-type: none"> ▪ IT Strategy and Roadmap ▪ IT Organisational Chart and Job Descriptions ▪ IT Processes, Policies & Procedures ▪ IT Budget and Resources ▪ IT Infrastructure Design ▪ Selection of Networking Active Components ▪ Information Architecture ▪ Selection of Core and Support applications: HR, Fin, SIS, Portal, ESB, ECM, Helpdesk, E-Learning, BI, and Library 	<ul style="list-style-type: none"> ▪ Integration of operational and academic apps ▪ IT Audit ▪ Business Continuity ▪ Audio/Visuals for classrooms & conference centres ▪ Recruitment of IS/IT staff ▪ Data Centre Design ▪ Information security ▪ Standards and best practices (ITIL, Cobit, and ISO27001)
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In addition to the above tasks, I also taught Management Information Systems (for the College of Business) and Computer Informatics (for the College of Medicine).

Dec 2005 – March 2007 **KPMG Saudi Arabia**
Senior Manager

To lead and manage KPMG Information technology Internal Audit services as part of a comprehensive IS Governance framework. This responsibility covered managing the project's risks, client's needs, marketing, service collaterals, and ensuring that IT services were delivered to the required internal and global standards. I have developed strong relationships with clients in the governmental, banking, telecommunications and industrial sectors during this role.

In addition to my IT audit knowledge gained from working in the UK, I have further strengthened my hands-on experience through utilizing and implementing audit standards and methodologies used by the Big4 firms. Areas covered are related to ITIL, Cobit, and ISO27001. The knowledge gained from these roles advanced my strategic capabilities in managing projects and meeting stakeholders' expectations and regulatory needs, both from internal and external perspectives.

May 2004 – Dec 2005 **MAK IT Audit, UK**
Director

I set up my company (named MAK through DigiNets.Com) during this period. The contracts won and completed successfully are listed below:

(a) pps–Acit & BentleyJennison **April 2005 – Dec 2005**
London - United Kingdom

The following table lists key projects managed and services delivered in the last 18 months. Many of these projects were conducted while subcontracting to two consulting firms.

<ul style="list-style-type: none"> ▪ PC and IT General Controls ▪ Database Controls and Protection ▪ Internet, Intranet & Email Controls ▪ Network Controls (security, admin, & access) ▪ Telecommunication - Voice Over IP ▪ IT Security and Firewalls ▪ Business Continuity Planning ▪ Process mapping to Cobit/ISO17799 ▪ Remote Access ▪ High-Level SAP Review 	<ul style="list-style-type: none"> ▪ Change Management Controls ▪ Cash Receipting Application ▪ Information Strategy and Planning ▪ Data Processing and Management ▪ Financial and Payroll Application Review ▪ Help Desk Controls (ITIL) ▪ Data Backup (TMS & NAS) ▪ Security Policies and Procedures ▪ Portal Security & Risk ▪ Business Processes and Risks Reviews
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(b) Diginets Systems**Nov 2004 – April 2005****London - United Kingdom**

To conduct a detailed review of the company's IT infrastructure and provide recommendations for developing IT policies and procedures and business processes using ITIL, Cobit, and ISO17799 frameworks.

(c) Ernst & Young, Middle -East**May 2004 – Nov 2004****Senior Manager**

I was a senior manager in the Business Advisory Solutions at Ernst & Young Consulting, Middle East. The critical areas of operations under my supervision included IT project management and Business transformations. In these areas, I managed over thirty interlinked business development products in which project management and system analysis skills are essentially required. I conduct meetings with key clients to identify their requirements and scope of work, coordinate with co-workers (local and international), prepare appropriate responses, manage required follow-ups, and project manage the assignment for delivering and quality assurance of the products necessary.

In this role, I headed a team of five full-time employees and have managed four major proposals for ministerial and governmental organizations with a total value exceeding \$4m.

August 2001 - April 2004**Banking and Financial Institutes (Oman & Bahrain)****Senior Lecturer and Head of IT Department**

I worked for the banking institutes in both Oman and Bahrain. My primary duties included:

- Teach computer science and information technology courses.
- Develop best-practice & procedures for Project Management, Business Continuity Management, and Information Audit & security. ISO17799 and Cobit were utilized for these tasks.
- Management of the full IT infrastructure development programme for purchasing required hardware and integrated information systems to manage day-to-day activities. In this project, I had nine full-time workers and a budget of over £240k. The project covered stakeholder management, system analysis, quality assurance, system development, and contract management.
- Develop, design, and implement high-level IT training and awareness programs for the banking and the public sectors.
- In addition to the above projects, I managed all daily activities and the operational aspects of the IT department. I was a member of a task force to develop and implement a business continuity plan and evaluate the implementation of E-Commerce & E-Banking solutions with our co-partner (HP Consulting - Germany). I was appointed as the liaison officer for managing and testing the BCP. Research and consultation were also conducted throughout this employment. I taught various IT courses such as Business Continuity Management (BCM), IT Project Management, Information Systems, IT Audit & Control, IT Security, and E-Commerce.

September 1999 – June 2001**Technical College, AlMadinah, Saudi Arabia****Assistant Professor**

During this role, I taught specialized computer science courses (see list next section). Further, I was the project manager to launch a new initiative with Oracle, and lectured practical workshops to develop customized DBMS (Oracle). In addition, I provide consulting services for networking and laboratory setup to establish a computer center and manage the setting up of the required networking services. This included providing secure Internet access, developing and implementing a security policy, and classifying network users in terms of access and privileges.

April 1992- September 1999**Department of EEE, University of Sheffield, UK****Research Associate (MIS Programmer, Simulator & Administrator)**

Using state-of-the-art equipment for image simulation, data analysis, and modeling. Many applications were

developed using FORTRAN and JAVA languages for these purposes. In addition, my responsibility was to maintain and upgrade computer laboratory facilities.

WORK EXPERIENCE

• Teaching for Higher Education

My teaching experience spans over 25 years, during which I taught specialized courses for higher education. In addition, I have extensive experience in training and consulting services for educational institutions. The courses cover multiple disciplines, including information technology, information systems, computer science, and business management. Many of my courses were structured, planned, and delivered by me with impeded rich content. This enriched my experience and has advanced my thinking in course design and planning to reflect modern advances in educational technology and assessment methods.

A selection of key courses taught is listed below:

- Business analytics and risk management
- Business Statistics
- Managing strategic business initiatives in healthcare services
- Quantitative methods for project management
- Managing strategic business projects
- Advanced project management
- Introduction to project management
- Microsoft Project 2016
- Information management systems
- Business continuity management
- Information security
- E-commerce
- System analysis relational databases (RDBMS)
- Networking
- It audit and risks (CISA and COBIT)
- It infrastructure library (ITIL)
- Programming languages (FORTRAN, SQL and JAVA)

• Advanced Research and Simulations

Due to my research activities and subsequent publications, I developed proactive, goal-oriented research skills and quality oral presentations. The practical skills gained include logical & innovative thinking, workable design models, applying and testing these models, and collecting and analyzing data. This has resulted in the publication of 60 papers in different scientific journals and symposiums (see journal publications).

During my research engagement, I worked and managed a large number of initiatives and research projects. Some of the key research projects include the development and application of analytical models to simulate 3D objects that possess specific symmetry operations. The model is based on using the spherical coefficients, a known mathematical concept in applied mathematics for engineers. Due to the low computing power of the computer processors in the late eighties, this approach helped simulate 3D objects using experimental data via group theories. In another set of research projects, I investigated the interaction of high-speed particles with multilayer structures in electronics to deduce the sharpness and quality of the internal microstructure interfaces and chemical composition. Subsequently, I developed a theoretical model that was successfully used in other projects for plan-view observations of multi-layered structures. Using new electric materials in computer hardware and electronics was the subject of nano-

level investigation in the mid-nineties, for which I was actively involved in investigating quantum dots. I further used and developed atomic and magnetic force microscopy to image magnetic surfaces by mapping the magnetic field to examine the quality of the binary data written on these surfaces.

- **Project Management**

I am a certified project manager with PMP from PMI and IT Project⁺ from compTIA. I have a proven track record in project planning and tracking activities. These activities involved project management consultancy, scope management, time management, cost management, communications management, HR management, procurement management, risk management, and integration management. I have practical experience in performing required analysis and business case presentations to senior management before the project initiation phase and preparing the project charter document. I have extensive experience in using many project tools and techniques in managing projects; for example, I often prepare detailed Earned Value charts for senior management to visualize the project performance to date.

During my work experience, I have managed and delivered many business and technical projects, over 30 projects. Examples of significant projects executed in the Middle-East are: setting up Computer centres, Developing IT Strategy, Implementing IT Infrastructure, Developing Business Continuity Plan, Mapping Business processes to ITIL, HR Policies and Procedures, Appraisal Performance Management System, Enterprise Resource System (ERP), University On-line Services, and Student Information System. These projects were conducted in the Middle-East and the UK. During my consultancy work, I prepared and managed my project proposals for different disciplines in public and private sectors, including banking, industries, education, and telecommunication.

In all these projects, I have conducted the following key tasks:

- Performing feasibility studies to document business needs and requirements.
- Research, collect, analyze and document business & environmental constraints and assumptions.
- Prepare associated RFP, select appropriate vendors/contractors, and review subsequent contractual terms and conditions.
- Manage day-to-day operations for managing the projects; this include, but not limited to, kick-off meeting, project charter, stakeholders' management, team contracts, scope statement, Gant chart, critical paths, financial analysis, progress reports, risks register & tracking, lesson learned ..etc.
- Address all business inquiries raised by stakeholders and vendors.
- Manage and prepare high-level presentations and project documentation.
- Recruit required staff and negotiated project requirements and needs.
- Quality and assurance of project implantation and product delivery.
- Develop and manage change management process with tight control over project scope, time and cost.

A major aspect of my project management work was to align business needs and stakeholder/end-user expectations with the project deliverables and expectations. Furthermore, in all these activities, the project management framework and methodology published by the project management institute (PMI) and implemented using practical methods developed by the big4 firms (E&Y and KPMG).

Consultations were offered to many partners to resolve project management conflicting issues and suggest a correct set of actions to recover projects and stay in control. I trained many new project managers on project management concepts and methodologies to qualify for IT Project⁺ and PMP international certifications. MS Project 2002 is used extensively as a tool throughout all my activities in project management.

- **Business Management and Service Delivery**

I gained extensive international experience from working in different environments for various business and service requirements. This included the development of business plans, service lines, service collaterals, managing resources, managing budget, achieving targets, identifying risks, and quantifying business opportunities. During all these activities, discussions and presentations were held with business stakeholders to present the current business situation and up-to-date plans. Analysis based on market study and financial management methods are offered to assist in decision making.

- **MBA Course Administrator**

Developed the MBA curricula for Alfaisal University and managed the selection and admission of MBA students. I was also involved in managing student registration, admission, interviewing, and marketing for the MBA courses from Strathclyde University-UK.

- **Business Consultancy and Client Management**

The broad experience gained from engagements with projects in different business areas gave me a holistic understanding of business interdependencies. This in turn, helped to provide objective business consultancy services to meet specific client needs. This strengthened my ties with the client as a business partner. My exposure to the approaches and methodologies used by international consultancy firms, such as E&Y and KPMG, gave me additional skills aligned with best practices and standards.

Over the years, a specific phased methodology was used to manage clients' expectations, address their concerns and manage project issues to satisfactory results. This phased approach is further divided into particular stages, tasks, and deliverables to meet project expectations promptly and consistently. These activities taught me how to conduct meetings with clients to extract relevant information by asking relevant questions, secure and maintain client commitment, monitor progress, and client satisfaction, and learn and share information.

- **Information Systems Audit, Security, and Control**

Being a fully CISA-qualified professional with extensive work experience in managing IT and audit programs for various businesses, I have conducted many audits and security and risk projects for different sectors and clients (see above). I have been heavily involved with the Information Systems Audit and Control Association (ISACA) for over five years. My skills in managing audit and review programs are based on the international audit standards (as published by ISACA) plus value-added gained from practical experience through working on different audit assignments and projects at E&Y and KPMG. I have developed and implemented tailored audit programs to meet clients' needs and expectations in all my performed audit and security reviews. To perform the audit, I further developed detailed audit programs, control evaluation matrices, risk analysis & quantifications, collected vital support and work papers, and carried out thorough tests of the controls. In all these tasks, substantial client consultations and reporting activities are carried out.

On the security aspect, I have developed appropriate security policies for different environments and given consulting services for organizations in the banking, education, and financial sectors. My security involvement covers the ten IT&IS security domains (see below), and I have proactively initiated the implementation of ISO17799 standards for organizations in the banking industry. Cobit, ITIL and IS Governance frameworks were used to review information systems and information management processes.

I have broad experience in providing and managing consulting services and implementing the ten domains required for the CISSP certification, which cover: Access Control Systems & Methodology, Applications & Systems Development, Business Continuity Planning, Cryptography, Law, Investigation & Ethics, Operations Security, Physical Security, Security Architecture & Models, Security Management Practices, Telecommunications, Network & Internet Security.

- **Business Continuity Management**

As a senior manager in a banking institute situated within the heart of the finance sector, I was involved in setting up the appropriate business continuity management strategy necessary for modern businesses and threats. This was achieved by implementing the key stages of the BCI framework, which consists of the following ten domains:

1. Project Initiation and Management
2. Risk Evaluation and Control
3. Business Impact Analysis
4. Developing Business Continuity Strategies
5. Emergency Response and Operations
6. Developing and Implementing BCP
7. Awareness and Training Programs
8. Maintaining and Exercising BCP
9. Public Relations and Crisis Communication
10. Coordination with Public Authorities

This experience and the thorough understanding of the BCI framework were fully utilized to develop and conduct a highly specialized BCM training course directed at senior management in the banking sector. I also provided consulting services on BCP to local customers in the banking sector. I worked to ISO17799 standards and guidelines in managing all aspects of new BCP projects. I was trained by Insight consulting–BCI (UK) and held an affiliated membership with the BCI.

- **IS/IT Strategy Planning and Implementation**

Efficient management of IT departments with an overall integral view is only possible with successful design and planning of adequate IS/IT strategy. In my IT department, I was responsible for setting up the required IS/IT strategy in light of the organization's vision and requirements. This strategy takes into consideration both the short and long-term developments. It will also ensure central control of the IS/IT resources in case of strategy changes due to internal or external factors (e.g., changes in technology), and reduce cost and time. In addition, the strategy will remove task duplications and give a clearer future vision for development purposes.

- **Business Analysis and Development**

Having worked for leading international consulting firms with key clients, I have adopted well-recognized and accepted system analysis methodologies and techniques. These are based on a problem-solving approach to define scope and components and identify & evaluate problems, opportunities, constraints, and needs. Then examine alternative solutions to improve systems, mitigate risks, identify optimum sub-systems, design action plans and examine them against the entire system.

- **Oracle Network Administration**

I am a certified Oracle database administrator (OCP) with extensive training (at Oracle HQ) on Oracle development methodologies and processes, including PL/SQL Plus, Forms, Queries, and Reports. Subsequently, I taught Oracle applications and administration courses and developed & testing customized Oracle applications. I performed Oracle applications set up on our network server and in all connected clients for simultaneous access to the database and related applications. I was also in charge of database management and administration activities such as user management, database design (logical and physical designs), Backup strategy, Performance tuning, Troubleshooting, Security & Privacy strategy, and other daily administration issues.

- **Management of Banking Institute**

I worked as an active member of various steering committees in managing the affair of the College of Banking and Financial Studies (CBFS) in Oman. I was also appointed as an Acting Director General (ADG) for the institute during the absence of the director general. I fully managed the development of the institute's IT infrastructure to meet modern management and technological advances and requirements. I developed and managed various strategic development programs and workshops to analyze the institute's performance and improve its offerings to meet local banking training and development requirements.

- **Management of Information Technology Department and Computer Centre**

As an IT department manager, I have extensive experience and involvement in all daily activities (managing 8 staff and 9 courses). I have extensive experience formulating and implementing departmental strategic plans and liaising with all stakeholders (both in the government and the private sectors). To monitor the performance and long-term success, these plans were subsequently evaluated, and a performance framework for periodic review was put in place. My duties included staff recruitment, infrastructure development, network administration, IS & network security, business continuity planning, and reporting to senior management. Furthermore, I have implemented, managed, and supervised networking services. This included the design of the network, purchase of required hardware, setup of security systems, development & implementation of a user policy, performance monitoring, upgrading, maintenance, and other daily system administration duties. Key related technical experiences include:

- Network Development
- LAN/WAN Installation and Support
- Administering Microsoft Windows 2000 and NT 4.0 Servers and Clients
- Hardware, Technical Support, and Upgrade
- Application Development

- **Interpersonal Skills**

- I have gained substantial face and telephone communication skills with people inside and outside my organization (both customers and suppliers). This has enabled me to understand the concerns and different views of a wide number of users.
- Due to my involvement in education, progress reports and presentations, I have gained high data analysis and presentation skills. Additionally, I am familiar with using a wide range of Microsoft applications and image processing packages.
- Since data sharing and team working is vital in any successful institution, I have enjoyed the experience of working as a member of a team.
- I have often been involved in decision-making to purchase suitable hardware required for our network services, image processing computations, and data management.

- **Research:**

I have active and rich research activities, which resulted in the publication of more than 50 papers in various international scientific journals and symposiums.

TRAINING ATTENDED

2021	AACSB Accreditation (using the new standards)
2020	Assurance of Learning
2019	Panel Data Analysis
2019	Longitudinal and Time-Series Analysis
2018	Structural Equation Modelling
2017	R Programming for Data Mining
2017	AACSB Framework
2016	NCAAA Accreditation Process
2016	SPSS
2016	SMART-PLS

2015 Risk Management Professional
 2013 Lean Six Sigma
 2012 Project Management Professional
 2009 Program Management
 2008 Process Re-engineering
 2007 Learning Strategy for Higher Education
 2006 Staff Performance Management
 2005 ITIL Framework
 2005 IT Audit Tools
 2004 IT Project Management
 2003 Information Systems Audit and Control
 2003 Certified Information System Security Professional, CISSP
 2002 Successful Business Continuity Management, Insight Consulting
 2002 IT and Knowledge Management
 2001 Windows 2000 Network and Operating System Essentials (#2151A)
 Implementing Microsoft Windows 2000 Professional and Server (#2152ACP)
 2000 Full track of Oracle Certified Professional (SQL, PL/SQL, Forms I, Forms II, Reports)
 2000 Oracle 8i Database Administrator (DBA) Track
 1997 Microsoft Access Application Development
 1998 Networking Essential, Windows NT 4.0 Core technology, Windows NT 4.0 Administration
 1995 Training and assessment in higher education, Sheffield-UK

PROFESSIONAL AFFILIATIONS

Member of Project Management Institute (PMI) - USA
 Member of Information Systems Audit and Control Association (ISACA) -USA
 Member of Saudi Arabia chapter for PMI
 Member of Saudi Arabia chapter for ISACA

OTHER ACTIVITIES

- I have a clean British driving license.
- I am a fluent speaker of English and Arabic.

INTEREST AND ACTIVITIES

Sports and History.

JOURNAL PUBLICATIONS

A. Research papers prepared/submitted for publication:

1. Kafaji, M.A. (2022). Strategic Posture as a Business Success Driver to Moderate Strategic Planning for Small and Medium Enterprises.
2. Kafaji, M.A. (2022). Are Risk Takers procrastinators? A study of Self-Efficacy and Conflict Management Strategies.
3. Kafaji, M.A. (2022). Coupling System Thinking with Project Management to Enable Organizational Change in SMEs.
4. Shaltoni, A.M., Kafaji, M.A., Zacca, R., and Aydin, N. (2022). Investigating the impact of e-marketing orientation on business performance across different industrial sectors.

B. Papers published in academic, specialized, and refereed journals:

5. Kafaji, M. A. (2022). Interchange roles of formal and informal project management on business operational success. *Production Planning & Control*, ahead-of-print, 1-21. [Publisher: Taylor & Francis; ISSN: 1366-5871; Scopus (Q1); ISI(1.21); ABS(3,3,3)]
6. Kafaji, M. (2022). Access of Technology as a Mediator on Access to Finance to Drive Business Innovation in Small to Medium-Sized Enterprises, *Studies in Business and Economics*, 17(1), 91 -111. [Publisher: Sciendo; ISSN:1842-4120; Poland; Scopus (Q3); ISI(0.14)]
7. Zacca, R., Kafaji, M., & Shaltoni, A. M. (2022). The interaction effect of leadership support on the EO - innovative performance relationship. *International Journal of Entrepreneurship and Innovation*, Accepted for publication (in press). [Publisher: Sage Publishing; ISSN: 1465-7503; Scopus (Q2); ISI(0.53); ABS(2,2,2)]
8. Kafaji, M. A. (2020). Delegation and Collaboration Practices to Embrace Innovative Ideas for Business Growth in Small to Medium Enterprises, *International Journal of Entrepreneurship*, 24(1), 1-8. [Publisher: Allied Academies; ISSN: 1099-9264; Scopus (Q3)]
9. Kafaji, M.A. (2020). The perceived benefits of accreditation on students' performance: case of private business schools. *Industry and Higher Education*, 34(6), 421-428. [Publisher: SAGE Publications Inc.; ISSN: 2043-6858; Scopus(Q2); ISI(0.82); ABS(1,1,1,1)].
10. Kafaji, M.A. (2019). Capacity to innovate as driver for innovation enhanced growth. *International Journal of Entrepreneurship*, 23(1), 1-11. [Publisher: Allied Academies; ISSN: 1099-9264; Scopus(Q3)]
11. Kafaji, M. A. (2018). To what extent do quality of education and quality of research influence the adoption of ICT by companies? *International Journal of Innovation and Technology Management*, 15(1), 185. [Publisher: World Scientific Publishing Co. Pte Ltd; ISSN: 1793-6950; Scopus(Q3); ISI (0.36); ABS (1,1,1)]
12. Kafaji, M. A. (2017). Linking trends of executive opinions on innovation-driven initiatives to company growth. *International Journal of Applied Business and Economic Research*, 15(3), 91-100. [Publisher: Serials Publications; ISSN: 0972-7302; Scopus(Q4)]
13. Kafaji, M. (2015). Impact of graduates' quality of education and research on ICT adoption at workplace. *International Journal of Information and Communication Engineering*, 9(2), 657-662. [Publisher: World Academy of Science, ISSN: 2010-4049]
14. Kafaji M.A. (2013). Evaluating the roll of quality of service as a mediator on user satisfaction in e-government applications. *Problems of Management in the 21st Century*, 8(8), 55-65. [Publisher: Problems of Management in the 21st Century; ISSN: 2029-6932; IC; EBSCO; SIS; ESJ; WCOJS; plus others]
15. Kafaji M.A. (2012). A practical approach to implement education technologies in new universities. *Oriental Journal of Computer Science and Technology*, 5 (1), 01-08. [Publisher: Oriental Scientific Publishing Company; ISSN:0974-6471; EBSCO; SIS; ESJ; WCOJS; Harvard Lib; plus others].

C. Papers submitted to academic and specialized conferences, which are refereed and published in full in the conference proceedings:

16. Zacca, R. and Kafaji, M. (2021). The Interaction Effect of Leadership Support on the EO - Innovative Performance. 14th Academy of Innovation, Entrepreneurship, and Knowledge Conference (ACIEK).
17. Kafaji, M. A. (2019). Access to Finance Constraints in Adopting Latest Technologies for Business Production in Small- and Medium-Sized Enterprises (SMEs), IISES International Academic Conference, London.
18. Kafaji, M.A. (2017). The perceived benefits of accreditation and the students' performance measure: case of private business school in Saudi Arabia, AACSB Accreditation Seminar, Jeddah-KSA.
19. Kafaji, M.A., Eldin, N.S., and Obeidatb, A. (2017). Soft-Skills mediation between procrastination and academic performance for medical students. The 8th International Conference on Language, Innovation, Culture and Education, London.
20. Kafaji, M.A., Eldin, N.A.S., and Obeidat, A. (2016). Students' procrastination impact on academic performance at medical schools, SIMEC conference, Alfaisal University, KSA.
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