

ACADEMIC CURRICULUM VITAE

Mohamed Shehata, Ph.D.

Assistant Professor of Business Administration

Faculty of Business Administration, Beirut Arab University



BIOGRAPHY

Dr. Mohamed Shehata is an Assistant Professor of Business Administration at Beirut Arab University, Lebanon, where he heads the Faculty of Business Administration's Quality Assurance and Accreditation Committee and serves on the University Quality Assurance Council. He holds a PhD in Business Administration from Alexandria University and has more than two decades of experience in university teaching, academic administration, research and institutional development.

His teaching spans undergraduate, MSc, MBA and Executive MBA programmes, covering strategic management, organizational behavior, leadership, human resource management, research methodology and quantitative business disciplines. His approach emphasizes case-based learning, practical business applications and responsible use of artificial intelligence.

His research focuses on leadership, organizational behavior, strategic transformation, AI adoption, knowledge sharing, and supply chain resilience and sustainability. He has authored and co-authored journal articles, an academic book and published teaching cases, and supervises doctoral and master's research across business and management fields.

Previously, Dr Shehata served as Assistant Dean at Faculty of Business, Alexandria University, managed its Executive MBA and Executive DBA programmes, and held responsibilities in graduate studies administration, journal editorial management and university quality assurance. His consultancy and development experience includes public sector performance management, organizational diagnosis, administrative reform, technology commercialization and university strategic planning.

FIRST: BASIC INFORMATION

Full Name: Mohamed Abdalmoniem Khamis Shehata

Date of Birth: 14/11/1978

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Research Profiles

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SECOND: EDUCATION AND QUALIFICATIONS

- **PhD in Business Administration, Alexandria University, January 2019.** Dissertation Title: Differential leadership talent as an executive capital in business organizations according to strategic transformation patterns and environmental context.
- **Master of Business Administration, Alexandria University, February 2009.** Thesis Title: University-industry knowledge linkages, with a focus on Alexandria University.
- **Bachelor of Commerce in Business Administration, Alexandria University, May 2000.** Major: Business Administration.

THIRD: ACADEMIC APPOINTMENTS

- **Assistant Professor of Business Administration**, Faculty of Business Administration, Beirut Arab University, Lebanon (Sep. 2023 – present).
- **Lecturer of Business Administration**, Faculty of Business (Formerly Faculty of Commerce), Alexandria University, Egypt (May 2019 – August 2023).
- **Teaching Assistant**, Faculty of Business (Formerly Faculty of Commerce), Alexandria University, Egypt (March 2009 – April 2019).
- **Demonstrator**, Faculty of Business (Formerly Faculty of Commerce), Alexandria University, Egypt (January 2002 – February 2009).

FOURTH: ADMINISTRATIVE APPOINTMENTS

- **Head of Quality Assurance and Accreditation Committee, Faculty of Business Administration, Beirut Arab University (Sep. 2023 – Present)**. Leading efforts of faculty quality assurance policies, programme monitoring, periodic review and continuous improvement across undergraduate and postgraduate programmes; Standardize quality documentation, course files and academic reporting procedures across departments; develop evidence for institutional decisions; Contribute to AACSB Eligibility Application documentation, faculty qualification classification, Assurance of Learning frameworks and accreditation readiness; Support curriculum mapping between course and programme learning outcomes, competency-based curriculum development and alignment with faculty mission and strategy.
- **Member of the University Quality Assurance Council, Beirut Arab University (Sep. 2023 – Present)**. Participating in quality audits and evaluation visits across university colleges; reviewing faculty evidence and the implementation of university quality standards. Contributing to quality monitoring reports, institutional review meetings and recommendations for improvement.
- **Assistant Dean, Faculty of Business, Alexandria University (August 2021–July 2023)**. Supported academic and administrative development initiatives, faculty planning, coordination across departments and monitoring of institutional improvement projects.
- **Programme Manager and Board Member of the Executive MBA, Faculty of Business, Alexandria University (August 2021–July 2023)**. Provided academic supervision of programme activities, progress and improvement; coordinated curriculum delivery, faculty responsibilities and communications with executive students. Monitored academic quality and student progress and contributed to programme review and development.

- **Programme Manager and Board Member of the Executive DBA, Faculty of Business, Alexandria University, (August 2021–July 2023).** Coordinated doctoral programme administration, curriculum delivery, faculty teaching responsibilities and communication with candidates. Supported doctoral progress monitoring, research supervision systems, programme quality and development planning.
- **Assistant to the Vice Dean for Graduate Studies and Research, Faculty of Business, Alexandria University (January 2019 – August 2021).** Cooperated with the Vice Dean on institutional development plans for the graduate studies and research sector, follow-up action plans and capacity-building initiatives. Documented bylaws and study regulations in accessible, usable formats. Designed and established an electronic platform for communication and interaction with sector stakeholders. Helped introduce an electronic system for managing graduate administrative processes and organize the first graduate studies forum in July 2019.
- **Editorial Director, Journal of Alexandria University for Administrative Sciences, Alexandria University (2018 – 2022).** Contributed to rebranding the journal, formerly the Journal of the Faculty of Commerce for Scientific Research, to reflect developments in academic journal management. Redesigned the administrative system and peer review process; developed new bylaws and refined the publication manual. Coordinated with the Egyptian Knowledge Bank to establish and manage the journal's electronic platform.
- **Head of the Administrative Development Committee, Faculty of Business, Alexandria University (2018 – 2019).** Leading efforts of reengineered processes conducted by the Administrative Affairs Department, including human resource administration; designed an internal performance management system for employees; and redesigned forms and documents supporting services to faculty members and employees; prepared user manuals for administrative processes.
- **Board Member of the Quality Assurance Unit, Faculty of Business, Alexandria University (2018 – 2019).** Participated in preparing the unit's strategic plan, restructuring its role profile and preparing academic programmes for accreditation.
- **Board Member of the Quality Assurance Directorate, Alexandria University (2017 – 2019).** Developed the directorate's role profile and internal bylaws. Led standardization of forms and documents across university faculties and institutes and worked with the IT unit on administrative automation. Documented the university administrative system for accreditation and certification; the university obtained ISO 9001:2015 certification in July 2018.
- **Member of the Committee for Planning, Follow up and Administrative Reform, Alexandria University (2017–2018).** Worked on the committee led by Prof. Alaa

Ramadan, Vice President for Community Development and Environmental Affairs. Led a seven-member team reengineering 39 administrative processes within the Central Department for Administrative Affairs and corresponding units across 23 faculties and institutes. Unified and standardized 56 forms and documents; prepared and published user manuals for administrative processes and services. Contributed to designing and establishing the online administrative services portal.

- **Member of the Ad Hoc Organizational Structure Redesign Committee, Alexandria University (2017 –2018).** Worked on the committee led by Prof. Ali Messallam, Professor of Organization Studies. Participated in redesigning the Environmental Affairs and Community Services Sector and Secretary General Sector and updating role profiles and descriptions of their internal units.

FIFTH: ADMINISTRATIVE ACHIEVEMENTS

- **Assessment and examination management (FBA, Beirut Arab University).** Designed standardized assessment structures, weight distributions, examination and grading procedures, quality controls, rubrics, learning outcome alignment and review documentation.
- **Strategic planning (FBA, Beirut Arab University).** Participated in preparation and revision of the Faculty Strategic Plan 2025–2030, addressing teaching, research, digital transformation, internationalization, societal impact, governance and sustainability.
- **Curriculum and course documentation (FBA, Beirut Arab University).** Developed common course-file structures, syllabus templates, learning outcome frameworks and curriculum maps; review undergraduate and postgraduate curricula and course improvement evidence.
- **Academic staffing and performance analytics (FBA, Beirut Arab University).** Analyzed teaching loads, staffing shortages and capacity against academic demand; support recruitment and resource allocation. Conduct grading and performance analyses, monitor trends and assessment indicators, and prepare reports for faculty decisions.
- **Contributor to higher education expansion feasibility (Beirut Arab University).** Contributed to the feasibility study for expansion into Egypt through market analysis, competitor benchmarking, financial evaluation, growth forecasting, strategic risk assessment and evaluation of regulatory and operational factors.

SIXTH: TEACHING PORTFOLIO

(6-1) Teaching Philosophy

My teaching philosophy centres on helping students understand business concepts, examine evidence and make well-reasoned managerial decisions. Across my undergraduate, research master's, MBA and Executive MBA courses, I aim to connect academic knowledge with the practical challenges facing organizations. I seek to create a learning environment where students can ask questions, discuss alternative perspectives and explain the reasoning behind their conclusions. Case-based learning is central to my approach. In management, organizational behavior, leadership and human resource management, cases provide opportunities to examine employee behavior, diagnose organizational problems and evaluate managerial responses. In strategic management, entrepreneurship and innovation, they encourage students to assess business opportunities, compare strategic alternatives and develop feasible recommendations. I give particular attention to examples relevant to organizations in Lebanon, Egypt and the wider region, while incorporating international perspectives.

I view AI as a resource for inquiry, analysis and feedback. My approach encourages students to use AI to explore alternative explanations, generate questions, compare possible solutions and critically review their work. For example, students may evaluate an AI-generated case analysis, identify unsupported assumptions and revise its recommendations using course concepts and credible evidence. Responsible use requires students to verify information, check calculations and references, protect confidential organizational data and acknowledge AI assistance where required. Students remain responsible for their reasoning and submitted work. I therefore emphasize their ability to explain, justify and defend their conclusions.

I regard assessment as an opportunity to develop and demonstrate understanding. My approach combines conceptual questions, case analysis, quantitative problems and applied projects, according to the course and programme objectives. I value accurate analysis, clear reasoning, ethical awareness and feasible recommendations, supported by transparent criteria and constructive feedback.

Through reflection on student work and feedback, I seek to improve my explanations, learning activities and assessments. My aim is to help students become thoughtful professionals and capable researchers who can apply knowledge responsibly, question evidence and continue learning as business practice evolves.

(6-2) Undergraduate Courses Taught

Beirut Arab University (BAU), Lebanon

- Principles of Management.
- Business Ethics.
- Organizational Behavior.
- Human Resource Management.
- Human Resource Planning and Development.
- Logistics and Supply Chain Management.
- Financial Management.
- Quantitative Techniques for Management.
- Operations Management.
- E-business.
- Entrepreneurship.

Alexandria University (AU), Egypt

- Principles of Management.
- Business Ethics.
- Organizational Behavior.
- Human Resource Management.
- Compensation.
- Leadership.
- Financial Management.
- Investments.
- Stock Valuation.
- Quantitative Business Analysis.
- Knowledge Management.
- Entrepreneurship.
- Strategic Management.
- Performance Management.
- Management Information Systems.

Alamein International University (AIU), Egypt

- Principles of Management.
- Entrepreneurship and Innovation.
- Organizational Behavior.
- Leadership.

Egypt-Japan University of Science and Technology (E-JUST), Egypt

- Organizational Behavior.
- Human Resource Management.
- Japanese Business Practices.
- Labor Relations in Egypt and Japan.

(6-3) Master of Science Courses Taught***Beirut Arab University (BAU), Lebanon***

- Advanced Strategic Management.
- Research Methodology.

Alexandria University (AU), Egypt

- Advanced Strategic Management.
- Entrepreneurship.

Hamdan Bin Mohammed Smart University (Hosted in Alexandria University).

- Principles of Business Excellence.
- Innovation Strategies.

(6-4) MBA and Executive MBA Courses Taught***Beirut Arab University (BAU), Lebanon***

- Strategic Management.
- Business Methods and Research Skills.
- Business Project.

Alexandria University (AU), Egypt

- Organizational Behavior.
- Leadership.

- Strategic Management.
- Human Resource Management and Development.
- Performance Management.

SEVENTH: RESEARCH AND PUBLICATIONS

(7-1) Research Interests

My research interests centre on leadership, organizational behavior and strategic transformation, with particular attention to how leadership styles and competencies influence employee creativity, innovation, job performance and technology adoption. I examine the organizational and psychological mechanisms underlying these relationships, including knowledge sharing, psychological safety, psychological empowerment and motivation to learn.

A related research stream explores artificial intelligence adoption and assimilation in organizations, particularly the role of leadership, perceived usefulness and ease of use. My work also addresses supply chain capabilities, governance, resilience, sustainability and performance, with an emphasis on SMEs operating under crisis conditions and institutional uncertainty.

Through graduate research supervision, my interests extend to employee well-being, burnout, retention, quiet quitting and patient safety in healthcare and other service settings; entrepreneurial intentions and employee entrepreneurial behavior; and blockchain traceability in agrifood supply chains. These interests build on earlier work concerning university–industry knowledge linkages and technology commercialization.

My research and supervision primarily engage with organizations in Lebanon, Egypt and the wider Arab region. Methodologically, my interests encompass quantitative, qualitative and mixed methods approaches, including the examination of mediating and moderating mechanisms to explain organizational relationships.

(7-2) Journal Publications

Kabalan, W. H., Abbas, A., & Shehata, M. A. (2026). Participative leadership and employee creativity: Examining the mediating role of psychological safety. *International Journal of Computer Information Systems and Industrial Management Applications*, 18(10s), 72–81. <https://doi.org/10.70917/ijcisim-2026-3567>

Ballout, Y., Shehata, M. A., & Baydoun, A. (2026). Transformational leadership, job performance and innovation: The mediating role of knowledge sharing in Lebanese SMEs. *International Journal of Innovative Research and Scientific Studies*, 9(6), 69–79. <https://doi.org/10.53894/ijirss.v9i6.11722>

- Ballout, Y., Shehata, M. A., & Baydoun, A. (2026).** Transformational leadership, job performance, and innovation: The mediating role of psychological empowerment in Lebanese SMEs. *Problems and Perspectives in Management*, 24(3), 302–316. [https://doi.org/10.21511/ppm.24\(3\).2026.20](https://doi.org/10.21511/ppm.24(3).2026.20)
- Khalil, M., El-Naga, M. A., & Shehata, M. (2026).** The governance paradox: When formal structures improve efficiency but fail to build adaptive capacity in crisis supply chains: Evidence from Lebanese SMEs navigating institutional weakness. *Multidisciplinary Science Journal*, 8(9), Article 2026744. <https://doi.org/10.31893/multiscience.2026744>
- Khalil, M., El-Naga, M. A., & Shehata, M. (2026).** Why do resilient supply chains not always perform better? Evidence from Lebanese SMEs in a crisis-affected emerging economy. *Edelweiss Applied Science and Technology*, 10(3), 103–117. <https://doi.org/10.55214/2576-8484.v10i3.12301>
- Amer, A. J., El-Naga, M. A. A., & Shehata, M. A. (2026).** The impact of transformational leadership style on the intention to use AI technology in Lebanese banks: The role of perceived usefulness and ease of use. *Edelweiss Applied Science and Technology*, 10(2), 766–784. <https://doi.org/10.55214/2576-8484.v10i2.12232>
- Amer, A., El-Naga, M. A., & Shehata, M. (2025).** The impact of laissez-faire leadership style on the intention to use artificial intelligence technology in Lebanese banks: The role of perceived usefulness and ease of use. *Multidisciplinary Science Journal*, 8(5), Article 2026349. <https://doi.org/10.31893/multiscience.2026349>
- Kobeissi, R. M., Taher, H., & Khamis, M. A. (2024).** Exploring the role of cultural differences as mediators of motivational factors in the UAE pharmaceutical industry. *Pakistan Journal of Life & Social Sciences*, 22(2).
- Shehata, M. A., Abdallah, H. Y., & Hassan, R. M. (2023).** The effect of organizational and individual factors on the degree of knowledge sharing: The moderating role of individual's motivation to learn. *Journal of Alexandria University for Administrative Sciences*, 60(1), 101–155.
- Khamis, M. A., & Ashour, A. S. (2020).** Leadership competencies supporting strategic transformation success in global companies. *Arab Journal of Administration*, 40(4), 371–395. <https://doi.org/10.21608/AJA.2020.138548>

(7-3) Book Publications

- Shehata, M. A. K. (2023). Distinctive leadership talents as executive capital in business organizations in light of patterns of strategic transformation and environmental context. Arab Administrative Development Organization.

(7-4) Cases in Books

Shehata, M. A., & Abdalkader, G. (2025). BoB Finance case. In N. Azoury, M. Rechdan, P. Kotler, & Partners (Eds.), Essentials of modern marketing: Lebanon edition. Librairie Antoine.

Shehata, M. A., & Abdalkader, G. (2025). Moulin d'or case. In N. Azoury, M. Rechdan, P. Kotler, & Partners (Eds.), Essentials of modern marketing: Lebanon edition. Librairie Antoine.

(7-5) Conference Proceedings

Shehata, M. A. (2013). Enhancing technology commercialization in Egypt: Lessons from the Malaysian case. Proceedings of the 40th AEAS Conference on Technology Transfer and Commercialization, Alexandria, Egypt, 28–30 December 2013.

(7-6) Thesis/Dissertation Supervision

Completed Supervision

- **Maya Khalil | DBA | 2023–2026.** Supply Chain Capabilities and Performance in Lebanese SMEs under Crisis Conditions: The Sequential Dual Mediating Role of Supply Chain Resilience and Sustainability.
- **Aaed Amer | DBA | 2025–2026.** The Impact of Leadership Style on the Intention to Use AI Technology in Lebanese Banks: The Role of Perceived Usefulness and Ease of Use.

Supervision in Progress

- **Maysaa Mokdad, BAU, DBA, 2023–present.** The Benefits and Challenges of Implementing Blockchain Traceability in the Lebanese Organic Agrifood Sector.
- **Wijdan Kabalan, BAU, DBA, 2025–present.** The Influence of Leadership Styles on Employee Creativity and Performance: The Mediating Roles of Psychological Safety and Employee Well-being.
- **Youssif Ballout, BAU, DBA, 2025–present.** The Impact of Transformational Leadership on Job Performance and Innovation: The Mediating Role of Psychological Empowerment and Knowledge Sharing in the Lebanese SMEs.
- **Rasha Abou Farraj, BAU, DBA, 2024–present.** Factors Affecting Customer Performance: The Role of Artificial Intelligence Assimilation in Lebanon.
- **Ghada Tawba, BAU, DBA, 2025–present.** The Influence of Emotional Intelligence on Job Satisfaction: The Mediating Role of Psychological Empowerment, Employee Well-being, Job Stress, Conflict Management Strategies, and Perceived Quality of Patient Care among Lebanese Nurses.
- **Jana Adada, BAU, DBA, 2026–present.** Investigating Factors Impacting Patient Safety Climate: An Empirical Study on Lebanese Medical Sector.

- **Razan Haj Hassan, BAU, DBA, 2023–present.** Relationship between Authentic Leadership and Retention Outcome: The Mediating Role of Workplace Burnout.
- **Nader Issa, BAU, DBA, 2026–present.** Factors Affecting Intention to Leave among the Lebanese Nursing Staff: The Mediating Role of Burnout.
- **Wael Moukahal, BAU, DBA, 2026–present.** Nurses' Turnover Intention in Lebanese Healthcare Organizations: The Role of HRM Practices, Perceived Organizational Support, Work Engagement, and Age.
- **Mariam Zidan, BAU, DBA, 2026–present.** Factors Affecting Quiet Quitting Intention among Employees in Lebanese Private Universities: An Empirical Study of the Mediating Role of Burnout and the Moderating Role of Optimism.
- **Nadine Balhas, BAU, MSc, 2025–present.** Factors Impacting Entrepreneurial Intentions toward New Venture Creation: An Empirical Study of Necessity-Driven Entrepreneurs in Lebanon.
- **Dima Younis, BAU, DBA, 2026–present.** Individual Determinants of Employees' Entrepreneurial Behavior: An Empirical Study in UAE Companies.
- **Dana Abdallah, BAU, DBA, 2026–present.** Employee Well-Being Through Leadership: Knowledge Sharing Behavior and Organizational Citizenship Behavior as Sequential Mediators in Lebanese Healthcare and Pharmaceutical Organizations.

EIGHTH: CONSULTANCY AND DEVELOPMENT

- **Consultant on Public Employee Performance Management, Egypt, October 2018–April 2019.**
 - Participated in developing a new performance management system for public employees across governmental entities.
 - The project was led by Prof. Ahmed Sakr Ashour, Senior Consultant, and supervised by the Central Agency for Organization and Administration and the Ministry of Planning, Follow up and Administrative Reform.
 - Contributed to performance management frameworks, employee evaluation systems, indicators and standardized procedures.

- **Workshop Preparation and Delivery Assistant, GIZ Yemen Branch, Egypt, 30 September–1 October 2017.** Assisted Prof. Ahmed Sakr Ashour, Workshop Consultant and Provider, in preparing and delivering the two-day workshop “Challenges of Good Governance in Post-Conflict and Transition Arab Countries” for GIZ employees.
- **Human Resource System Diagnosis Assistant, Alexandria Container & Cargo Handling Company, 2014.** Assisted in diagnosing and assessing the company’s HR system under Prof. Ahmed Sakr Ashour, Senior Consultant.
- **Training Materials Preparation Assistant, UNDP Workshop for Iraqi Inspectors General, June 2013.** Assisted Prof. Ahmed Sakr Ashour, Workshop Consultant and Provider, in preparing materials covering Strategic Management, Results-Based Management, Key Performance Indicators, Performance Management Systems and Change Management.
- **Organizational Diagnosis Assistant, Kafr El Zayat Pesticides and Chemicals Company, 2012.** Assisted in diagnosing strategic, structural and human resource issues under Prof. Ahmed Sakr Ashour, Senior Consultant.
- **Strategic Transformation Documentation Assistant, ZAIN Corporation, 2007–2008.** Assisted in documenting the strategic transformation of the mobile telecommunications company under Prof. Ahmed Sakr Ashour, Senior Consultant.
- **Team Member Promoting Technology Commercialization, Academy of Scientific Research and Technology, Egypt, May–November 2013.** Participated in the ASRT team disseminating the concept of technology commercialization in Egypt.
- **Proposal Development Team Member, Technology and Innovation Commercialization Office, Alexandria University, 2013.** Member of a team preparing a proposal to establish TICO to enhance commercialization of university research and technology. The proposal was submitted to Egypt’s Academy of Scientific Research and Technology, which approved funding of EGP 700,000.
- **Institutional Performance Framework Development, Alexandria University, 2010.** Assisted Prof. Ahmed Sakr Ashour, Team Leader, in developing “A Framework of Alexandria University’s Institutional Performance Objectives and Measures: The Balanced Score Card Perspective.” The report addressed institutional objectives, mechanisms, procedures and performance measures using a balanced scorecard perspective.
- **Higher Education Sector Reform Project, Commerce Sector Committee; Supreme Council of Universities, Egypt, 2010.** Assisted Prof. Ahmed Sakr Ashour, Chair of the Commerce Sector Committee, in preparing five reports diagnosing current conditions, exploring development priorities and proposing policy reforms informed by international

experiences and benchmarks. Provided statistical data and supported preparation of the final project report.

- **Research Assistant on Alexandria University Strategic Plan, Alexandria University, 2004–2008.** Worked under Prof. Ahmed Sakr Ashour, Principal Investigator, on “Excellence and Development-Driven Strategic Management Framework for Alexandria University.” The project introduced strategic planning and management at the university and received US\$172,000 from the Higher Education Enhancement Project Fund (HEEPF).

NINTH: PROFESSIONAL DEVELOPMENT

(9-1) International Training

- **Technology Commercialization Workshop, Malaysian Technology Development Corporation, Kuala Lumpur, Malaysia, May and July 2013.** Completed two training phases covering technology commercialization elements and stages, entrepreneurship, new venture creation and venture capital. The programme included field visits to enterprises, incubators and laboratories. Two certificates were obtained.

(9-2) Domestic Training

- Proposal preparation for competitive research projects.
- Conference organizing.
- Quality of the teaching process
- Scientific research ethics.
- Effective communication.
- Syllabus design.
- Using technology in education.
- Writing scientific reports.

(9-3) Professional and Academic Recognition

- Certificate of Appreciation, Alexandria University President (2018), for participation in administrative system development during August 2017–July 2018.
- Shield of the Dean, Faculty of Commerce, Alexandria University (2018), for contributions to university-level development.
- Certificate of Appreciation and Honor Medal, Dean of the Faculty of Commerce, Alexandria University (2018), for development contributions at faculty and departmental levels.