

AU COLLEGE OF BUSINESS NEWSLETTER

SPRING 2023 (FEB 2023 - MAY 2023)

HIGHLIGHTS



1ST ANNUAL COB TOURNAMENT



FILL THE GAP EVENT



AGREEMENT WITH SAP



AU Spring 2023 Semester







Collaborations

AU

Collaboration with AUB (Ahli United Bank)



AUB collaborated with the College of Business on a variety of projects in 2022. The Bank hosted two interns in their HR department and have previously employed interns upon graduation. In addition, a simulation banking branch was installed in AU building 1, first floor. Dr. Bodour Al Shakhss (Marketing) and Ms. May Khafash (Management) were trained on the bank service ticketing software which will be incorporated into their teaching material for Digital Marketing and Service Management respectively. Recently, the bank completed their internal branding of the simulation branch. The next steps regarding this initiative are to complete external branding and signage and to conduct training on the banking software.

Collaboration with KIPIC



Training sessions have been delivered as Workshops on the following topics:

- Strategic Management & Leadership (1st Session – 8th of December 2022)
- Motivation & Team Management (2nd Session – 12th of January 2023)
- Communication & Learning (3rd Session – 16th of February 2023)
- Digital Transformation (4th Session – 09th of March 2023)

Under the Memorandum of Understanding (MOU) with KIPIC and through coordination with the AU Petroleum Engineering Department, Prof. Alper Erturk and Dr. Dieter Thom from the AU College of Business Department of Management, have delivered four training sessions for KIPIC, two of which were conducted at KIPIC Headquarters in Salmiya, whilst the other two were completed at the KIPIC Training Center in Al Zour Facilities.

After the training sessions, we received very good and constructive feedback from the participants.

We hope that this training will create new avenues to explore different collaborative opportunities between AU and KIPIC.



Collaboration with Toyota



Dr. Faidon Theofanidis, Associate Professor-Marketing, has collaborated with Toyota AlSayer and one of his Marketing research groups conducted extensive research for the organization which was presented to them at the end of the Fall 2022 semester. Toyota management were very impressed with the level of work presented by the students and wanted to increase the collaboration with AU. On the 5th of February 2023, a meeting was held with Toyota management and representatives from the College of Business. A discussion ensued around a variety of projects to collectively work on and ended the meeting with the decision to relook assessments in some of the courses and to revert back with seven to eight ideas for group projects. Currently, Dr. Faidon Theofanidis will incorporate a promotional campaign into his Integrated Marketing Communication course. Ms. Fatima Allougman is considering social media campaigns using one or more channels in her Social Media Marketing course. Dr. Bodour will be working on Digital Marketing solutions with the end goal being to incorporate the Marketing launch of a new car in the Fall 2023 Graduation project course.

MOU with AIESEC



The Memorandum of Understanding with AIESEC was renewed in May 2023. AIESEC is a global platform for young people to develop their leadership potential through practical experiences of many kinds, including internships, volunteering opportunities, and more. It is a non-governmental and not-for-profit organization entirely run by youth for youth.

The College of Business will continue to collaborate with AIESEC, Kuwait, to utilize their Virtual and Local internship offerings during the next Academic year. Under consideration, there will also be an AIESEC Global internship program for our graduating students. AIESEC will continue to offer opportunities wherein our youth can participate and learn new skills.

Agreement with SAP

Australian University first in Kuwait to join SAP program

KUWAIT: The Australian University (AU) is the first higher educational institution in Kuwait to enter into an agreement with SAP Middle East FZ LLC, enabling graduates to thrive in a digitally focused economy through the Dual Study Program.

In terms of the partnership, students will undertake SAP-certified training courses relevant to their major subjects during their academic education. The practical exposure to technology solutions means that students will be equipped to apply for jobs within the SAP ecosystem immediately upon graduation.

Prof Isam Zabalawi, President of the Australian University explained: "This partnership aligns with the Australian University student-centric approach as it gives our students a competitive edge in the workforce. On graduation, students will already have firsthand practical experience of industry-leading technology solutions to support their solid theoretical and other practical knowledge. The partnership elevates our training as it means students have exposure to SAP-delivered training in the latest technological applications, while our lecturers are free to focus on sharing their vast theoretical and industry knowledge. The result is a pool of well-rounded graduates who can immediately support the growth of Kuwait's digital economy."



The SAP Dual Study Program is run by the Digital Skills Center of SAP and includes business processes integration and certifications in analytics, material management, financial and control functions.

Sundus Bushahri, Vice President of Business Development at SAP Kuwait, commented: "The partnership with the Australian University shows

how private-public collaborations can support measurable skills development. The program trains students for a successful future in the SAP ecosystem, which is becoming increasingly important due to Kuwait's focus on digital transformation. We need to ensure that the future leaders of tomorrow are enabled today on the technological

The College of Business is glad to announce that we are the first University to sign the SAP (Systems Analysis and Program Development) agreement for staff and students. SAP is one of the world's leading producers of software for the management of business processes, developing solutions that facilitate effective data processing and information flow across organizations. Dr. Bodour Alshakss; Assistant Professor-Marketing, mentioned that these kinds of courses enhance the ability of faculty to input different outcomes in their courses. As for students, it provides a great enhancement to their ability and creativity within the courses offered. It will be an added value for graduates to have experience of what happens in the working environment. The blend of online seminars, tests and lectures will provide an understanding of the interests of the faculty and students. We at the CoB are always eager to develop our skills through such courses.



Seminars

AU

“Kickstart your Career in Tech with the SAP Dual Study Program”



On the 10th of May 2023, the CoB conducted a kickstart seminar with SAP (System Analysis and Program Development) in the AU Auditorium. The seminar was an awareness session for students who are on the Technology career path. It is a dual study program to share knowledge in different majors. The representatives that joined the event with Dr. Bodour AlShakhss were Mr. Alp Geckalan (Head of Digital Skills Center in SAP), Mr. Badih Hakim (Managing Director of SAP Kuwait) and Ms. Sundus Bushahri (VP Business Development & Sales of SAP Kuwait). The tests and sessions will continue online after the registration of faculty and students for the study program which was mentioned during the talk. The seminar encouraged faculty and students to register as it will be an added value to their future. It was a pleasure having the representatives available and telling our faculty and students about the importance of technology in all fields of study.





Job Shadows

AU

Al Futtaim Visit



The Australian University has a long-standing relationship with Al-Futtaim Group and has collaborated on PBL projects as well as internship opportunities. Representatives from AU met with Al-Futtaim Group on the 12th of February 2023 to discuss future collaboration opportunities. Currently, AU has eight students working at Al-Futtaim group brands: Marks and Spencer, Ted Baker, Sandro and Maje. In the future, collaboration will take place for PBL projects within the Marketing Research, Social Media Marketing and Integrated Marketing Communication courses.

Job Shadow at GTRC



On the 3rd of May 2023, the Consumers and Markets, semester 3 students enjoyed a Job Shadow at Gulf Trading and Refrigeration Company (GTRC), based in the Kuwait Free Trade Zone.

GTRC was selected for this job shadow as they are the distributors of Mars, Palmolive, Majdi, Beesline and Pedigree products in Kuwait and conduct Business-to-Business marketing which is the main objective of the course.



The representatives from GTRC presented to the students an overview of the company, its products, and their marketing strategies in a B2B environment. The presentation was extremely interactive and students were able to ask questions and match the theory learned in class to the company's marketing activities. Students stated that the job shadow was very informative and that it provided insight into B2B marketing, with one student expressing interest in working in the industry in the future.

Job Shadow at Gulf Bank



On the 10th of May 2023, students from the College of Business got the opportunity to visit the Gulf Bank Headquarters in Kuwait City. The job shadow was organized in collaboration with Injaz for the Economic Course students to learn about the functions of the bank and its activities as they relate to one of the main objectives of the course which is the 'Monetary System'. Students attended several presentations about marketing activities and corporate communications including public relations, social media, sustainability and CSR, as well as the finance arm of the bank. Students were accompanied by AU Instructor, Ms. Rola Mourdaa and they found the experience interesting. Many positive feedbacks were received. Reflecting on the real side of the theory taught in the classes is a main objective for the university as it embodies the practical side of knowledge.



Class Visits

AU

Class Visits to E-Business Class



- **Class Visit 1:**

Co-founders of Ordable, Mona Al-Baker and Salem Marafie, visited AU's E-Business class taught by Dr. Laila El Dabt; Assistant Professor-Marketing, to share their inspiring story about how they transformed from a local home business into a regional online platform serving well-known brands such as Arabica, CAF Café, Solo Pizza, Naif Chicken and more. They also provided a comprehensive tutorial for the students to be able to utilize Ordable for their own online business assignment and demonstrated how they can integrate payment systems, delivery providers and inventory management systems into one platform. The students were grateful for the opportunity and are currently in the final stages of launching their online businesses.

- **Class Visit 2:**

Eng. Sami Asaad from the College of Engineering was invited to speak at the E-Business class taught by Dr. Laila El Dabt; Assistant Professor-Marketing, to educate students on the value of integrating Artificial Intelligence into established businesses. He demonstrated the various possibilities of using AI for data analytics, understanding consumer behavior, marketing purposes and more. Thanks to his informative session, students were able to incorporate one aspect of AI into their online business assignment.



Class Visits



Events

AU

AU Attended CFA Research Challenge Final 2022-2023



The AU College of Business, attended the CFA Research Challenge organized by the CFA Society of Kuwait and Warba Bank in Kuwait City in February 2023. The final ceremony was attended by CoB representative Ms. Rupali Bhagat, Senior Instructor, Management and AU-CFA team leaders from the last two years as they couldn't attend the physical ceremony but presented their reports and research online to the judges. This year, all teams from different universities in Kuwait presented financial research conducted on Mezzan Holding Company, Kuwait. It was a great experience for our students, and we look forward to receiving support from the industry and encouraging such events for the overall development of our youth. These events help in youth empowerment and prepare youth to become competent and skillful.

Event Management Students in the Emergency Evacuator Event



The AU College of Business Management Department Event Management students played an integral role in organizing the AU Health Day which took place on the 15th of March 2023. They had the opportunity to put their newly learned event skills into a real-life practice under the guidance of Event Management Instructors-Ms. Aleksandra Jovanovic and Ms. Fatima AlLougman. The students were responsible for planning and implementing many activities for children and adults, as well as creating a diverse program that helped educate and entertain guests with the health topics represented through twenty-three booths. The activities of the day were centered on how to respond to medical emergencies, evacuation and firefighting. Students participated in hosting activities on the mentioned topics and guest participants hosted practical trainings on the subject matter. The Kuwait Fire Force and Kuwait Medical Emergency Services were present to demonstrate all practical training. Effective partnership and creating a positive and cheerful environment are skills our students are practicing in the Event Management course. It was a brilliant learning experience for the students as they were able to experience organizing an event on campus.



1st Annual CoB Tournament



- **1st Round:**

The College of Business conducted its first College of Business Tournament this Spring 2023 semester, on the 22nd of March 2023 "Episode 1". The tournament aims to bring up the skills of our students and showcase their abilities in a friendly academic and competitive environment. Dr. Omar AlHussainan, the Head of CoB Events Committee, opened the event by welcoming the audience, and the participating teams and thanked them for coming and being part of this competition. The participating teams who were enrolled came from different majors in the College of Business. The teams participated in a friendly and challenging environment where they answered a set of questions selected from the College of Business curricula, and two winning teams were qualified for the final round.



- **Final Round:**



The final round of the College of Business was conducted on the 10th of May 2023, in a fun and academic environment. The qualified teams competed in a friendly and enthusiastic setting. Dr. Omar AlHussainan, the Head of the CoB Events Committee, commenced the event by welcoming the audience and the participating teams and thanking them for coming and being part of this. The winning team members were rewarded with monetary prizes from the CoB and were also awarded certificates of participation, and medals as from the Dean's office.

Special thanks go to the subcommittee that took responsibility for making this event a success, the "Tournaments Sub Committee" led by Dr. Yamen Nissi for their efforts and to all other stakeholders who made this tournament a success, including Facilities, Marketing, and the Teaching and Learning Department for their valued assistance. A final thank you goes to the President's Office for the continuous support in making AU the preferred choice for higher education by students in Kuwait.



“Fill the Gap” Event



The AU College of Business Marketing department held the semi-annual "Fill the Gap" event on the 3rd of May 2023, where students turned their innovative ideas into products, including eco-friendly board games (made from recycled plastic!), mirrors spreading positivity, a carnival-themed photobooth, and much more. The Marketing Principles students, taught by Ms. Fatima Allougman and Ms. Massouma Rahat, took the “wow” straight out of us by putting their talents on full display.

The winning teams were:

First Place (Unique Mirror):

- Latifa Alkandari
- Hanan Alfruaij
- Rayan Ahmed
- Nora AlAbdullah



Second Place (Screaming Colours: Photography):

- Jan Kaelouh
- Hawraa Ashkanani
- Saisaban Alshammari
- Dana Aldegshaishim
- Layali Boushahri



Third Place (PLAYSTIC: Gadha):

- Mohammed Almudhaf
- Saqer Alqenaei
- Yousef Qabazard
- Abdullah Alfzaie
- Sulaiman Almajed
- Ali Mohammed



People's Choice (NYF):

- Naser Alnajdi
- Yousef Almutairi



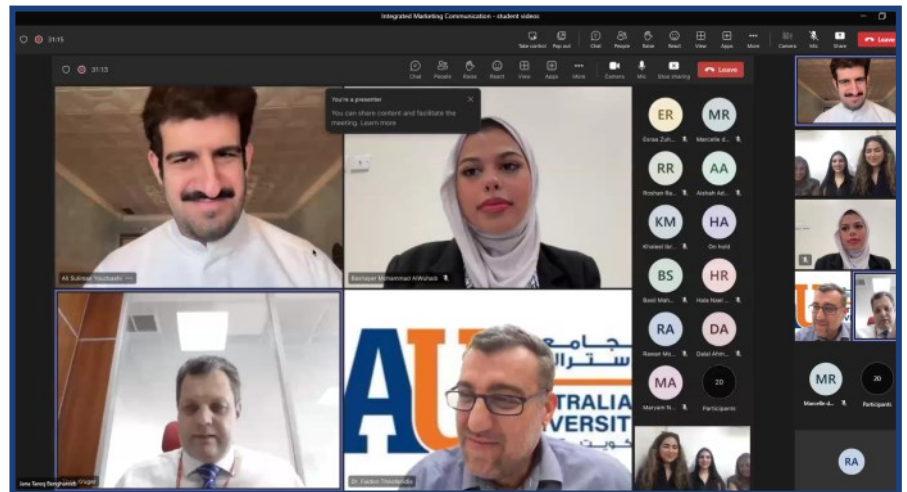




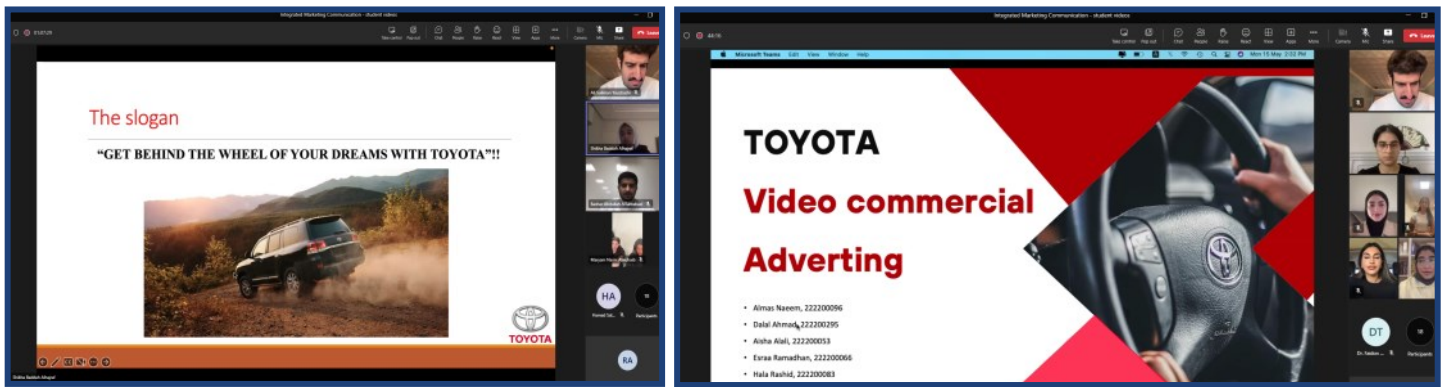
Students Projects & Presentations

AU

IMC Students Presentations



On the 15th of May 2023, Ms. Marcelle De La Roche (HOD–Marketing Department) and Dr. Faidon Theofanidis (Associate Professor–Marketing Department) scheduled a meeting with Toyota AlSayer Kuwait representatives: Mr. Theo Kruger, Mr. Roshan Radhakrishnan, Mr. Basil Maher Sbitany and Mr. Khaleel Ibrahim Hammad Masad, where students from the Integrated Marketing Communications course had the chance to project their commercial videos related to Toyota car models, delivered creative presentations, and received valuable feedback from the Toyota industry experts.



Three groups of students successfully presented their commercial ideas and their advertisements, under the supervision and guidance of Dr. Faidon. The first group of students used as a message strategy the connection between culture and technological excellence and consisted of Heba Boshehri, Hala Al Farhan, Jana Benghareeb, Bashayer Al Wuhaib and Ali Youzbashi. The second group of students promoted the independence of females and related it to the Toyota brand (students: Almas Naeem, Dalal Ahmad, Aishah Al Ali, Esraa Ramadhan and Hala Rashid). The third group of students created a modern Tik Tok video promoting different Toyota car models with different types of music and different types of other executional elements such as color and text (students: Mounirah Aldosari, Shaikha Alhajraf, Maryam Alwuhaib, Bashar Altabtabaei and Hamad Alohal).

Toyota representatives acknowledged the creativity of our students, provided excellent comments and ideas for improvement, and voted for the best commercial video (Winner: Group 1). This event is a continuation from the previous semester (Fall 2022), where AU marketing students presented to Toyota the empirical findings of a customer satisfaction survey within the framework of the Marketing Research course. Hopefully, these two successive events will become a part of a series of future collaborations between the AU-Marketing Department and Toyota AlSayer Kuwait, which will effectively expose our students to the industry and give them an immense opportunity to interact with industry experts and learn from their professional experiences.

PPR Podcast Competition



Ms. Rola Mourdaa and Ms. Fatima Allougman partnered up this semester for the Promotion and Public Relations (PPR) course. We asked the PPR students to create a promotional campaign for Ms. Rola's Edutainment segment of AU Sada. There were three groups that were competing against each other to create the best promotional campaign.

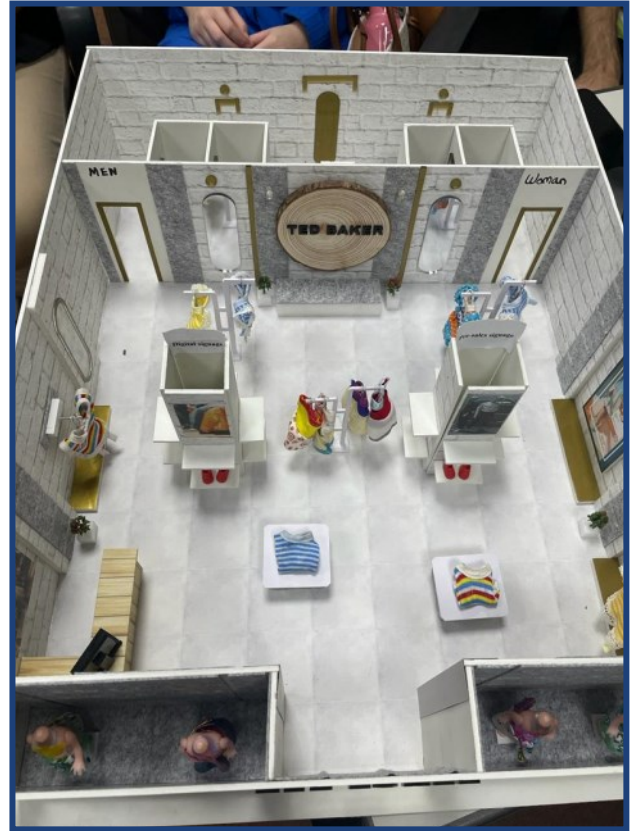
At the end of the semester, the three groups presented their campaigns to Ms. Rola and the winning team was the following group: Reem Aljohmani, Ali Alsarraf, Ali Alrushoud and Yousef Abdulhadi.

The aforementioned students created the 'Once a Pearl, Always a Pearl' promotional campaign for Edutainment. They blew us away with their creativity!

Hopefully, at the beginning of the Fall 2023 semester, the winning team will be working alongside Ms. Rola and her team to implement their whole promotional campaign and podcast theme.



Retail Marketing Students Projects



The semester four Retail Marketing students presented their 3D model displays for a new retail branch on the 17th of May 2023. As part of the course, students were taught theory related to store layout and aesthetics; and how these elements impact customer retention, sales, and brand positioning. The students were expected to apply their knowledge to a retail store of their choice. In addition, students displayed their visual merchandising video, where they designed and implemented a specific theme for the storefront window of their retailer. Visual merchandising is a key promotional tool in the retail industry, and the application thereof allowed students to use their creativity in this project.





Internships

AU

Internship Visits



Every semester, we receive immense support from companies all over Kuwait. We contact exiting companies and, welcome new businesses to collaborate with CoB at AU to offer internships. We have always received immense support from companies that invite our students and give them a once-in-a-lifetime chance to complete their internship hours in their organizations. Our students will learn from this lifelong experience, which will make them more competent for the job market. We at CoB, thank all the new companies that collaborated to offer internships. The AU team is represented by Ms. Marcelle de La Roche and Ms. Rupali Bhagat. The Internship industrial visits were conducted at the following companies: Pharma C, Al-Futtaim, LOYAC, INJAZ, PAY DO, Talent Cycle, Ordable, NBK, and KIPIC.



CSR Activities

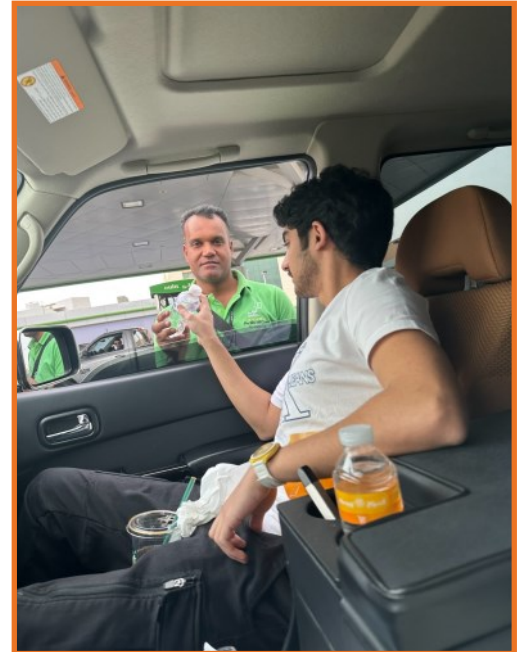
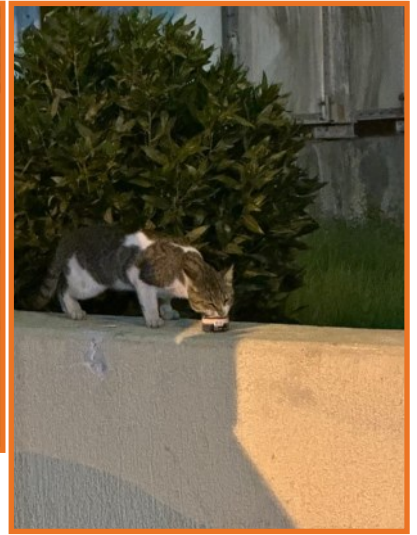
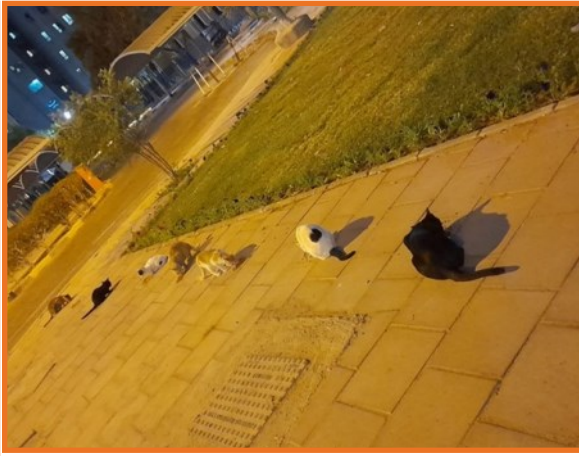
AU

CSR (Corporate Social Responsibility)



AU CoB Business Management students played an important role in organizing various CSR activities this semester. Students have been studying the Management Principles course taught by Dr. Faisal AlReshaid and have had the opportunity to put their new-found management skills into real-life practice by reaching out to the wider community. They were responsible for planning and implementing a large number of activities on and off campus. These group activities included beach cleanup, distributing food and water to workers in gas stations and other workers, Distributing food to stray cats, donating food in the mosque refrigerators and other general refrigerators for cleaners, distributing food to food bank, donating clothes and food to charities and donating clothes and food to university workers.







Industry Advisory Board

AU

CoB Industrial Advisory Board Meeting



The College of Business conducted a meeting with the Industrial Advisory Board on the 7th of February 2023, at the AU campus.

After the discussion of the student and employer survey outcomes, the board members agreed to conduct an interactive session with AU students on the 5th of April 2023 to discuss employability requirements from the employers' perspective, and students' expectations from companies which they opt to join for employment. The board members recommended having focus groups within the discussion session to identify the required skills by employers that will increase the opportunity of hiring.

The board members recommended establishing some courses that can be embedded in the curriculum, such as "Career Simulation Class" and "AU Career Coaching" which will cover areas for student development.

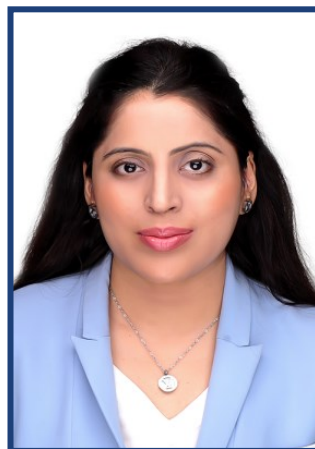


Faculty Publications

AU

Ms. Rupali & Ms. Dania's Published Article

Ms. Rupali Bhagat and Ms. Dania El Achmar published their research titled "**A Conceptual Relation Between Human Resource Management (HRM) and Competency Mapping**" in a journal called TOJDEL (The online journal of distance education and e-learning ISSN 2147-6454). The article was also presented at 6th International Conference on "Transformation in Business and Social Practices: Creating a Sustainable Future" held on Friday, 24th & Saturday, 25th of March 2023 at NCRD's, Navi Mumbai, India. The research focuses on HRM and competency mapping: The competency mapping is needed to reinforce the corporate strategy within the company's culture. This research aims to explain the concept of competency mapping and the relationship between Human Resources (HR) and Competency Mapping. Competency Mapping and HRM can identify skills gaps and hire an efficient workforce. The entire process of Competency Mapping is used to optimize employee potential in an organization. Moreover, the most observed benefit of Competency Mapping is increasing employee job satisfaction, which is responsible for improving organizational functioning and increasing overall productivity. Link to the article: <https://tojdel.net/journals/tojdel/volumes/tojdel-volume11-i01-c02.pdf>





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Plot No. 93 / 93A, Sector-19, Nerul (E), Navi Mumbai, Maharashtra - 400 706

Certificate of Publication

This is to certify that paper entitled THE CONCEPTUAL RELATION BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) AND COMPETENCY MAPPING

authored by Dr./Prof./Mr./Ms. DANIA E.I ACHMAR

submitted at the 6th International Conference on Theme: "Transformation in Business & Social Practices: Creating a Sustainable Future" on 24th & 25th March 2023, held at NCRD's Sterling Institute of Management Studies, Nerul, Navi Mumbai & published in UGC CARE Listed Journal (Group 1) titled as "The Online Journal of Distance Education and e-Learning", bearing

E-ISSN: 2147-6454, Volume 11, Issue 1

Dr. Sandeep Ponde
Conference Convener

Dr. Muradhar Dhanawade
Conference Convener

Dr. Arjita Jain
Conference Convener

Dr. Prashant Gundawar
Conference Chair & Director



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Certificate of Publication

This is to certify that paper entitled THE USE OF CLOUD COMPUTING IN HUMAN RESOURCE MANAGEMENT (HRM) SYSTEMS IN THE DIGITAL WORLD

authored by Dr./Prof./Mr./Ms. RUPALI BHAGAT

submitted at the 6th International Conference on Theme: "Transformation in Business & Social Practices: Creating a Sustainable Future" on 24th & 25th March 2023, held at NCRD's Sterling Institute of Management Studies, Nerul, Navi Mumbai & published in UGC CARE Listed Journal (Group 1) titled as "The Online Journal of Distance Education and e-Learning", bearing

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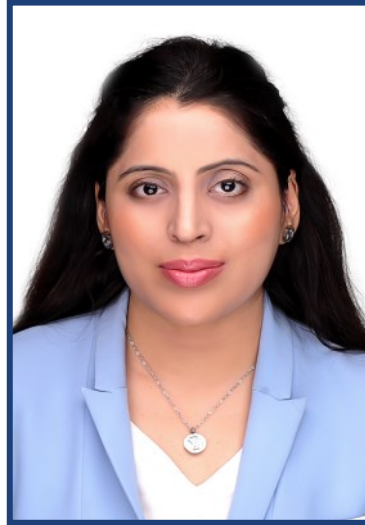
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Dr. Prashant Gundawar
Conference Chair & Director

Ms. Rupali Bhagat's Published Article



Ms. Rupali Bhagat published an article with team members from the Industry: Engineer Varun Kumar Bhagat (Senior Engineer, GFS, Kuwait) and Dr. Arjita Jain (Dean, Sterling Institute of Management Studies, India) titled **“The use of Cloud Computing in Human Resource Management (HRM) systems in the Digital World”** in a journal called TOJDEL (The online journal of distance education and e-learning ISSN 2147-6454). The article was also presented at the 6th International Conference on “Transformation in Business and Social Practices: Creating a Sustainable Future” held on Friday, 24th & Saturday, 25th of March 2023 at NCRD’s, Navi Mumbai, India. The research talks about Human Resource Management and Technology. HRM is considered slow in terms of adoption of technology. Human resource functions like attendance, leave management system, generic training system and even areas like hiring, talent acquisition, employee onboarding which use less technology, are exploring new software to work creatively in this era of post pandemic.

As the amount of data within the HR department has increased, the need for using technology is more evident now. Technology has penetrated every field these days and Human Resource Management is a part of this. The recent update in technology is Cloud Technology, which is used after HRIS, Human Capital Management (HCM) and HRMS systems. Link to Read Article: <https://tojdel.net/journals/tojdel/volumes/tojdel-volume11-i01-c02.pdf>



Dr. Vladimir Simovic's Published Article



1- Digital Competences as a Precondition for an Inclusive Digital Economy - Is There a Gender Gap Among Persons with Disabilities in Serbia?

Milena Lazić

Institute of Economic Sciences, Belgrade, Serbia

Valentina Vukmirović

Institute of Economic Sciences, Belgrade, Serbia

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Digital labor platforms provide lower barrier access to employment and income generation for all, having a great potential to create almost equal opportunities for persons with different forms of disabilities to engage in the labor market while contributing to their inclusive employment. However, to be able to provide adequate services to their distant employers, remote workers must possess a sufficient level of digital competence, skills and knowledge. Accordingly, the paper seeks to assess the level of digital competence of persons with disabilities in Serbia and establish whether there are any gender-related differences in that regard. The results obtained aim to identify the gap between the existing and required competence for starting an entrepreneurial venture or finding a job using freelance platforms. The paper's main contribution reflects the fact that the digital competences of persons with disabilities in Serbia in the context of their self-employment are a topic insufficiently explored in the existing literature.



2- What Drives the Levels of Digital Entrepreneurial Competencies of University Students? A Research Roadmap and Preliminary Results

Vladimir Simovic

Ivana Domazet

The purpose of this chapter is to provide a methodological framework for assessing the digital entrepreneurial competencies (DEC) of university students and to point out the importance of different socio-demographic, institutional, and contextual factors as drivers of DEC levels. The chapter provides a roadmap for measuring DEC levels in university students along with the detailed corresponding methodology. The preliminary results of the pilot study targeting the first competence area of the corresponding DEC framework (EmDigital) and conducted simultaneously in Kuwait and Serbia are also presented in this chapter, demonstrating the perceived and exact DEC levels of university students in two countries. Those results indicate that different factors drive the DEC levels of university students. This is the first study of this kind in academic literature.

Dr. Omar Al Hussainan's Published Article

A Meta-Analysis of The Corporate Governance Impact on Foreign Direct Investment
in Kuwaiti Financial Sector.

Naser S Boresli

Reconnaissance Research Institute, Kuwait

Ahmad Alsaber

The American University of Kuwait, Salmiya, Kuwait

Omar AlHussainan

Australian University, Kuwait

Maryam Al-Sabah

The American University of Kuwait, Salmiya, Kuwait

Karim Ullah

Institute of Management Science, Pakistan

Anwaar Alkandari

Kuwait Technical College, Kuwait



This study uses meta-analysis of the existing empirical research to identify and interpret multiple dimensions of the relationship between corporate governance and foreign direct investment in the financial sector of Kuwait. Previous studies were more focused on regression analysis and rarely were any holistic interpretations generated towards a collective understanding of these relationships. There are two main focal findings that emerged in this study. Firstly, the study has shown variant correlations across sixty-seven different studies, showing temporal and regional differences in the relationships between CG and FDI. Secondly, the study had compiled a collective list of fourteen components of CG and FDI in the sixty-seven different studies. These components are linked back to a unified theoretical lens developed based on agency and stewardship. The study suggests that both theoretical and practical attempts towards relating CG to FDI, particularly in the financial sector, should look at factors where there are agency hazards but at the same time a trust component is operating. Therefore, factors such as those related to the nationality of foreign investors and the perception of the same in the locality are significant and should be explore more in the future.

Prof. Alper Erturk's Published Article

Article published in "Journal of Business Research (2023/Q1), Volume 162"

Title:

What if authoritarian to all or to some? A multi-level investigation of within-team differentiation in authoritarian leadership.

Zahide Karakitapoğlu-Aygün, Lale Gümüşlüoğlu

Faculty of Business Administration, Bilkent University, Türkiye

Alper Erturk

College of Business, Australian University, Kuwait

Terri A. Scandura

Miami Business School, University of Miami, USA



Abstract

The literature on the bright side of leadership has established that leaders differentiate among their followers. This paper examines a negative leadership style, authoritarian leadership (AL) and, based on group value and engagement models, proposes that AL differentiation softens the negative effects of mean AL on team cohesion, which in turn influences team and individual performance.

Based on social comparison and justice theories, we also test the opposite effects of AL differentiation on these outcomes as a competing hypothesis. The results (multi-source cross-level data from 381 employees in 63 teams) support our main hypothesis but not the competing hypothesis. When team leaders exhibited authoritarian behaviors toward all members (low differentiation), team cohesion decreased drastically, which reduced individual (in-role, extra-role, but not innovative) and team performance. In the high differentiation condition, the negative effects of mean AL via team cohesion on in-role and extra-role performance and team performance were alleviated.

Dr. Andri's Published Article

Women Will Drive the Demand for EVs in the Middle East over the Next 10 Years—
Lessons from Today's Kuwait and 1960s USA.

Andri Ottesen

Sumayya Banna

Basil Alzougool



The Middle East, Gulf Cooperation Council countries (GCC), and Kuwait, in particular, are currently experiencing a similar transition as the USA in the 1970s regarding the empowerment and independence of women, fueled by a declining birth rate from four per woman to less than two. In addition, the percentage of women with university degrees has been increasing at a logarithmic rate every decade since the 1960s in the USA and since 1990 in Kuwait, resulting in women comprising well over half of all university graduates. This has led to women obtaining better jobs and enjoying greater independence to make their own decisions. In the 1960s, Toyota and other Japanese car manufacturers used this phenomenon to penetrate the US market, with significant success.

Their selling points were lower maintenance requirements, higher reliability, safety, better environmental friendliness and slicker interior designs, the last being especially adapted to women's tastes.

We believe that Chinese and Korean electric vehicle (EV) manufacturers will employ the same playbook with similar success, as the Middle East accelerates its readiness for the mainstream EV market. In this study, this prediction was supported by a quantitative questionnaire of 234 educated female Kuwaiti drivers from the ages of 18 to 40 in Kuwait regarding their preferences regarding EVs. The findings indicate that potential female buyers favor EVs for their environmental benefits, regardless of their demographics. Moreover, potential female consumers are highly willing to purchase EVs in the future under three conditions: infrastructure availability, environmental development, and affordability. We believe that this group, in particular, will present the greatest opportunity to EV manufacturers over the next 10 years.

Group Published Article

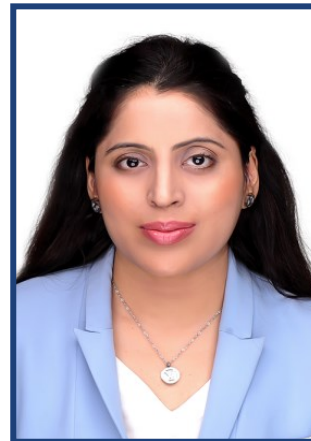
Learning from the Future of Kuwait: Scenarios as a Learning Tool to Build Consensus for Actions Needed to Realize Vision 2035.

Andri Ottesen

Dieter Thom

Rupali Bhagat

Rola Mourdaa



This perspective is a qualitative meta-analysis study using a critical interpretive synthesis that narrates three future and equally plausible scenarios of social and economic development in the State of Kuwait over the next 15 years. The first scenario follows what we call the 'Sustainable Growth' model as defined by the United Nations Development Goals and the Kuwait Vision 2035 presented by the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah. As a polar opposite, the next scenario is what we call the 'Mismanaged Resourced-Based Autocracy' model, a negative reflection of the worst-case scenario.

The third scenario is in between these two, and we call it the 'Equality of Outcome Between Societal Groups' model. So as not to lay blame for past actions or point fingers, which could prove counterproductive to a consensus-building process for needed actions, we chose to use the pasts of other countries for future projections for the State of Kuwait. Our search through recent socio-economic pasts revealed that Singapore was the best fit for the first scenario, Venezuela for the second, and Lebanon for the third. All these countries became fully independent at approximately the same time as the State of Kuwait and share many other similarities. The three future projections were used as input variables to the outcome, which was a bottom-up and top-down consensus-making process regarding utilitarian action for Kuwait to be used by Non-Government Organizations (NGOs), Think-Tanks, Development Agencies, the government and the parliament.



Faculty Contributions

AU

Representing CoB in the Ministry of Oil Ceremony



As a representative of the College of Business, Dr. Bodour Alshakhss (Assistant Professor-Marketing) proudly attended the Ministry of Oil Ceremony which was held on the 22nd of March, 2023, in the auditorium. Most of the participants were from the Australian University. Students have done a tremendous job creating project-based ideas that are full of creation and innovation. In the CoB, our students are always eager to learn and challenge themselves to think outside the box. AU students are creating unique ideas for our beloved Kuwait and two of our business students in collaboration with the engineering students, won the first prize under the topic " Financial Forecasting System" which was advised by Dr. Sami Asad.

Dr. Bodour thanked the College of Business for having her part of this one-of-a kind prize!



Attending Injaz Ghabga



Dr. Mirna Safi and Ms. Rupali Bhagat were present from the AU CoB at Injaz Ghabga during the holy month of Ramadan. This was the launch of the Injaz company program, as all schools and universities teams were present. We thank Injaz, Kuwait, for always providing our students with amazing growth opportunities in different ways like workshops, training programs, job shadows, competitions, and internships. We look forward to further strengthening this relationship in the coming years.

Conducting Research Seminars in CoB

- **Prof. Alper Erturk:**



At the beginning of the 2022-2023 Academic Year, in the College of Business Council meeting, it was decided to conduct a training series regarding research methodologies and techniques to enhance the research capacity of the faculty members. Those training series were planned to be conducted in at least 20 different sessions. Prof. Alper Erturk contributed and presented the below research sessions during the Spring 2023 semester:

1. Writing and Presenting Research
2. Factor Analysis and Reliability Testing using SPSS
3. Hypothesis Testing of Mean Differences through T-Tests and ANOVA using SPSS
4. Structural Equations Modeling using AMOS

Although there were some changes in the schedules due to faculty and CoB activities, training sessions have been completed with huge success in terms of positive and constructive feedback and the number of people who participated in the sessions. There were also participants from other colleges and departments at AU who joined the sessions and shared their very positive feedback and appreciation for the training series as a whole.

Sessions were conducted as face-to-face in-class meetings as well as online sessions through MS Teams. Nevertheless, all sessions, regardless of whether they were online or in-class, were recorded. It was also decided by CoB Council that the recordings are to be uploaded to the CoB website for the benefit of the public as well as to be referenced in our faculty members' future research endeavors.

- **Dr. Oualid Abidi:**



As part of the CoB research capacity building trainings, a workshop on “The Design of Qualitative Research and the Analysis of Interview Information” was presented by Dr. Oualid Abidi to the AU community on the 3rd of May, 2023. Using practical evidence and activities, the audience was actively engaged in the discussion of various aspects of qualitative research methods such as the design of the research questions and the conduct of semi-structured interviews. The workshop also detailed the stages of qualitative data analysis with a demonstration of the use of Nvivo software.

- **Dr. Faidon Theofanidis:**



During Spring 2023, Dr. Faidon Theofanidis delivered 3 Research Capacity Building Seminars for AU faculty titled:

1. Understanding Measurement – Developing Questions – Designing the Questionnaire.
2. Introduction to SPSS - Using basic SPSS functions.
3. Data Analysis: Descriptive Statistics and Associative Tests (Correlation Analysis).

The first training discussed the concepts involved in measuring the subjective properties of business and marketing phenomena. The workshop focused on questionnaire design, which can be used to collect data in large-scale surveys.

The second training introduced SPSS software and demonstrated basic SPSS functions such as the following: defining variables, entering data from the questionnaire into the data matrix, inserting and deleting variables, saving and printing an SPSS file, recoding variables, computing new variables, selecting and sorting cases, splitting the SPSS file and finding cases.

The third seminar focused on how to obtain descriptive statistics using SPSS (calculate measures of central tendency, dispersion and shape of the data distribution, check for statistical assumptions), how to obtain and interpret cross-tabulations, and how to use and interpret correlations (Pearson, Spearman, and Kendall's Tau b correlations).

- **Dr. Vladimir Simovic:**



Within the series of the Research capacity building trainings, Dr. Vladimir Simovic presented the "Grant Writing (KFAS) session. The training provided step-by-step guidance in the process of preparing the KFAS project application. The participants learned how to develop competitive project ideas for KFAS calls, prepare project applications along with supplementary materials and submit them using KFAS - Research Grants Management System.

- **Dr. Omar AlHussainan:**



The final training in the series of the Research capacity building trainings organized by the AU College of Business in collaboration with the AU Scientific Research Center is entitled "Introduction to writing and presenting research" and was delivered by Dr. Omar AlHussainan. This session aims to enable trainees to write a scientific research paper and learn how to format, edit and structure their papers/ research.



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If you have any inquiry, please do not hesitate to contact us on the College of
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