

COLLEGE OF **BUSINESS YEARBOOK**

2025-2026

College of Business

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WELCOME TO THE COLLEGE OF BUSINESS





A WELCOME MESSAGE FROM THE DEAN



Dr. Farid Abdallah

Dean, College of Business

Welcome to the College of Business at the Australian University (AU).

It is with great pride and a deep sense of purpose that I welcome our students, faculty, staff, and stakeholders to the College of Business at the Australian University, Kuwait. The past academic year has been one of meaningful transformation, marked by institutional growth, academic achievement, and an unwavering commitment to excellence in business education, applied research, and community engagement.

International Conference on Digital Transformation, Sustainability & AI (AU ICDSA 2026)

One of the most significant milestones of the year was the successful organization of the **4th AU College of Business Annual Conference: International Conference on Digital Transformation, Sustainability and AI — Human-Machine Collaboration for Sustainable Growth and Harnessing the Potential of AI (AU ICDSA 2026)**, held on **February 4-5, 2026**. Generously sponsored by the Kuwait Foundation for the Advancement of Sciences (KFAS), this interdisciplinary forum convened

scholars, practitioners, and policymakers to critically examine the evolving intersections of digital technology, artificial intelligence, and sustainable development.

The conference yielded several tangible outputs:

- A Book of Abstracts published by the Australian University
- A dedicated issue in the MDPI Journal Proceedings
- An opportunity for authors to publish in two Q1 Scopus-indexed journal special editions

Accreditation & Academic Quality

A landmark achievement this year was the attainment of the Assurance of Learning (AoL) Certificate as part of our ongoing journey toward AACSB accreditation. Our Eligibility Report has been formally submitted to the Association to Advance Collegiate Schools of Business (AACSB), and we await their feedback with confidence. In support of this process, the College undertook a comprehensive revision of its Mission Statement, Competency Goals, and Program Learning Outcomes, ensuring alignment with globally recognized academic benchmarks. Dedicated task forces were engaged to systematically map Course Learning Outcomes (SLOs) to Program Learning Outcomes, establishing a cohesive and rigorous academic framework across all programs.

In parallel, the College's Accreditation Team successfully submitted an interim progress report to the Accreditation Council for Business Schools and Programs (ACBSP), satisfying a key requirement for the continuation of the College's ACBSP accreditation. The report, which detailed advances across all academic dimensions, was reviewed and approved by ACBSP.

New Academic Programs

The College has made significant strides in expanding its academic portfolio. A full Master of Business Administration (MBA) program with five areas of specialization has been developed and submitted to the Private Universities Council (PUC) for approval. The five specializations are:

- Management
- Marketing
- Human Resource Management
- Accounting
- Finance

In addition, two new bachelor degree programs (2+2 pathway) have been developed and similarly submitted to the PUC for formal approval. These are:

- Bachelor of Accounting
- Bachelor of Human Resource Management

Student Experience & Engagement

Beyond academic development, the College remains firmly committed to cultivating a vibrant, inclusive, and intellectually stimulating student experience. Throughout the year, our students have participated actively in a diverse range of events and co-curricular activities, demonstrating exceptional talent, creativity, and critical thinking. Their accomplishments are a reflection of the quality of mentorship and academic rigor that defines the College of Business.

A highlight of the academic calendar is the end-of-semester Graduation Project Exhibition, which provides graduating students with a distinguished platform to present their capstone projects before industry professionals, faculty, and peers. This event exemplifies the College's commitment to bridging academic learning with real-world application.

Looking Ahead

The College of Business remains steadfast in its mission to deliver an education that is both globally relevant and locally impactful. Our sustained investment in continuous improvement, curricular innovation, and institutional accreditation ensures that our graduates are well-equipped with the knowledge, skills, and professional competencies to lead and excel in a dynamic and increasingly complex business environment.

As we reflect on this year's achievements and look ahead with renewed purpose, I wish to extend my heartfelt gratitude to our faculty, staff, students, alumni, and industry partners. It is through your collective dedication and collaborative spirit that we continue to advance business education and strengthen the reputation of our institution.

I look forward to another year of meaningful progress, shared ambition, and collective success.

WELCOME MESSAGE FROM COLLEGE OF BUSINESS DEPARTMENTS



Prof. Alper Erturk

Head of Management, Banking,
Finance and Accounting Department
- College of Business

On behalf of our faculty members and staff, I would like to welcome you to the Department of Management, as well as to the Department of Banking, Finance and Accounting.

Management is a continuously developing and evolving field through the significant influence of advanced communication and information technologies, which has a crucial importance for the sustainable economy of a country. On the other hand, Banking has always been among the most significant and effective sectors, especially under the inevitable changes introduced by new technologies, such as fintech, Cybersecurity, and so on. In addition, Finance and Accounting have been considered as the backbone and the vital components to survive and maintain a competitive edge for any company and/or institution operating in the globalizing business environment.

Considering the importance and significant effect of those fields, our vision is to educate and develop the future managers, leaders, entrepreneurs, and experts, who have the necessary skills and competencies that will help them achieve in the highly competitive global economy.

Under the Department of Management, we have two programs, Diploma of Business Management and Bachelor of Business Management. Our curriculum includes courses from all major fields of management, such as human resource management, strategic management, financial management, operations management, quality management, management information systems, as well as other complementary but crucial subjects, such as statistics, accounting, economics, entrepreneurship, and business planning.

On the other hand, we run two different programs, Diploma of Accounting and Bachelor of Banking and Finance under the Department of Banking, Finance and Accounting. Our curriculum includes fundamental courses, as well as courses specific to the field, including managerial accounting, accounting software applications, financial markets and institutions, financial analysis, money and banking, insurance and risk management, financial reporting, capital budgeting, and investment banking, as well as some complementary subjects, such as Islamic finance principles, asset and wealth management, financial modeling, etc.

Our programs are fully accredited by the Accreditation Council for Business Schools and Programs (ACBSP), which focuses on recognizing teaching excellence, determining student learning outcomes, and following a continuous improvement perspective.

Our team of faculty members is composed of highly professional and successful academicians, most of whom have significant business and field experience. They are dedicated to being the best instructors possible, through self-development and knowledge creation to maintain the curriculum and courses relevant and up-to-date. In our departments, we value fairness, trust, critical thinking, innovation, and diversity. Our faculty members are also active researchers who significantly contribute to the current body of knowledge in their field.

We also emphasize the critical importance of partnerships and strategic alliances with industry and international institutions, in terms of collaborative research initiatives, workshops, and internships, in which our students gain invaluable experience regarding the most recent development in the industries.

With us, students will have the chance to explore the new business world, and to transform themselves into a future leader & entrepreneur who is ready to make an impact in the country's economy & sustainability, and to significantly contribute to society.



COLLEGE OF BUSINESS FACULTY

MANAGEMENT DEPARTMENT



Dr. Farid Abdallah



Dr. Wael Dabboussi



Dr. Yamen Nissi



Dr. Jawad Chahine



Dr. Rawa Al Wadani



Ms. Aleksandra Jovanovic

BANKING, FINANCE AND ACCOUNTING DEPARTMENT



Dr. Muath AbdelQader



Dr. Steven Telford



Dr. Mohamad Atyeh



Dr. Dana Yamout



Ms. Dania El Achmar



Ms. Rola Mourdaa



Ms. May Khafash



Ms. Marcelle de La Roche

Acting Head of Marketing & Events Management
Department – College of Business

It is with great pride and enthusiasm that we welcome both returning and new students to the Australian University family. This academic year marks an exciting time for our department as we deliver our contemporary curricula: The Diploma of Marketing, the Bachelor of Marketing and the Bachelor of Events Management. These programs offer courses that blend theoretical knowledge with many opportunities for practical application. Our commitment to industry relevance ensures that our graduates enter the workforce with confidence and competence, fully prepared to meet the demands of the evolving Kuwaiti and international marketplaces.

The Marketing major offers students contemporary courses, including Digital Marketing, Retail Marketing, Marketing Research, Social Media Marketing, Digital Advertising and Branding, and Industrial Marketing. These courses are designed to equip students with immediately applicable knowledge upon graduation. Similarly, our Events Management major features specialized courses including Events Marketing, Destination Management, E-tourism, and Contemporary Issues in Leisure, Tourism and Events; among others.

The College of Business takes immense pride in offering forward-thinking majors and knowledge, ensuring our graduates are valuable contributors from day one of their professional journeys. Our commitment to excellence extends beyond the classroom, as we have initiated the application process for the prestigious AACSB Assurance of Learning (AOL) certification, which will further enhance our programs' international recognition and quality assurance. Our Marketing programs maintain their prestigious accreditation from the Accreditation Council of Business Schools and Programs (ACBSP), demonstrating our adherence to international standards, consistent educational quality, and unwavering commitment to continuous improvement.

Our department's faculty members are highly qualified professionals with extensive experience in their specialized fields and teaching methodologies. They provide students with an innovative and applied education using contemporary teaching approaches. Research and teaching are seamlessly integrated—our faculty consistently pursue cutting-edge research and publish in highly ranked journals, bringing this fresh knowledge directly into the classroom to enrich the learning experience.

Marketing and Events Management remain among the most dynamic and rewarding fields in today's organizations, offering our graduates numerous opportunities for successful careers. We take great satisfaction in guiding our students through their educational journey and contributing to their knowledge base to ensure their success upon graduation from the Australian University.

We look forward to continuing this tradition of excellence with our current students and warmly welcome new students to our programs.

MARKETING & EVENTS

MANAGEMENT DEPARTMENT



Dr. Faidon Theofanidis



Dr. Richard Rutter



Dr. Laila El Dabt



Dr. Yousef Nasef



Mr. Fadhel Aldosari



Ms. Fatima AlLougman



Prof. Oualid Abidi

Head of Human Resources Management and
Management Information Systems Department –
College of Business

With the invaluable support of our esteemed faculty, the Human Resources Management/Management Information Systems (HRM/MIS) department is committed to providing an enriching and transformative educational experience to our undergraduate students at the Australian University – Kuwait (AU).

Two programs are presently offered in our department: the Diploma of HRM and the Bachelor of MIS. In HRM diploma, we offer a comprehensive range of courses covering key areas such as recruitment, performance management, compensation, and more. Our curriculum is designed to equip students with the skills, insights, and ethical framework needed to thrive in today's rapidly evolving business landscape. Similarly, the Bachelor of MIS program has been designed in accordance with the latest technological updates that affect the operational and decisional processes in contemporary organizations in Kuwait. Hence, MIS program is the result of a thorough selection of subjects that incorporates data analytics, machine learning, Python programming and blockchain applications, just to mention a few. Our HRM/MIS department additionally offers a variety of degree-level courses that are part of all AU programs (e.g., organizational behavior, e-business, contemporary issues in HR).

Our department members gained a significant expertise in their respective fields, notably thanks to their research contributions and dedication to teaching innovativeness. They bring a wealth of knowledge and real-world experience into the classroom, inspiring students to think critically, innovate, and tackle complex challenges facing organizations and society at large. Beyond the classroom, our department programs offer numerous opportunities for experiential learning, internships, and research collaborations. Whether through industry partnerships, competitions, or job shadows, students have the chance to apply their knowledge in real-world settings and gain valuable hands-on experience.

HUMAN RESOURCES MANAGEMENT DEPARTMENT



Dr. Mirna Safi



Dr. Sapheya Aftimos



Ms. Hamsa Sarhan



MANAGEMENT INFORMATION SYSTEMS DEPARTMENT



Dr. Bodour Alshakhss



Ms. Massouma Rahat



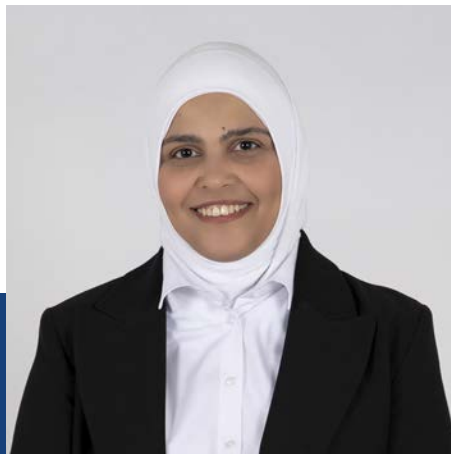
Mr. Abdullah Alwatian

ACADEMIC

ADMINISTRATION STAFF



Ms. Maha Mahmoud



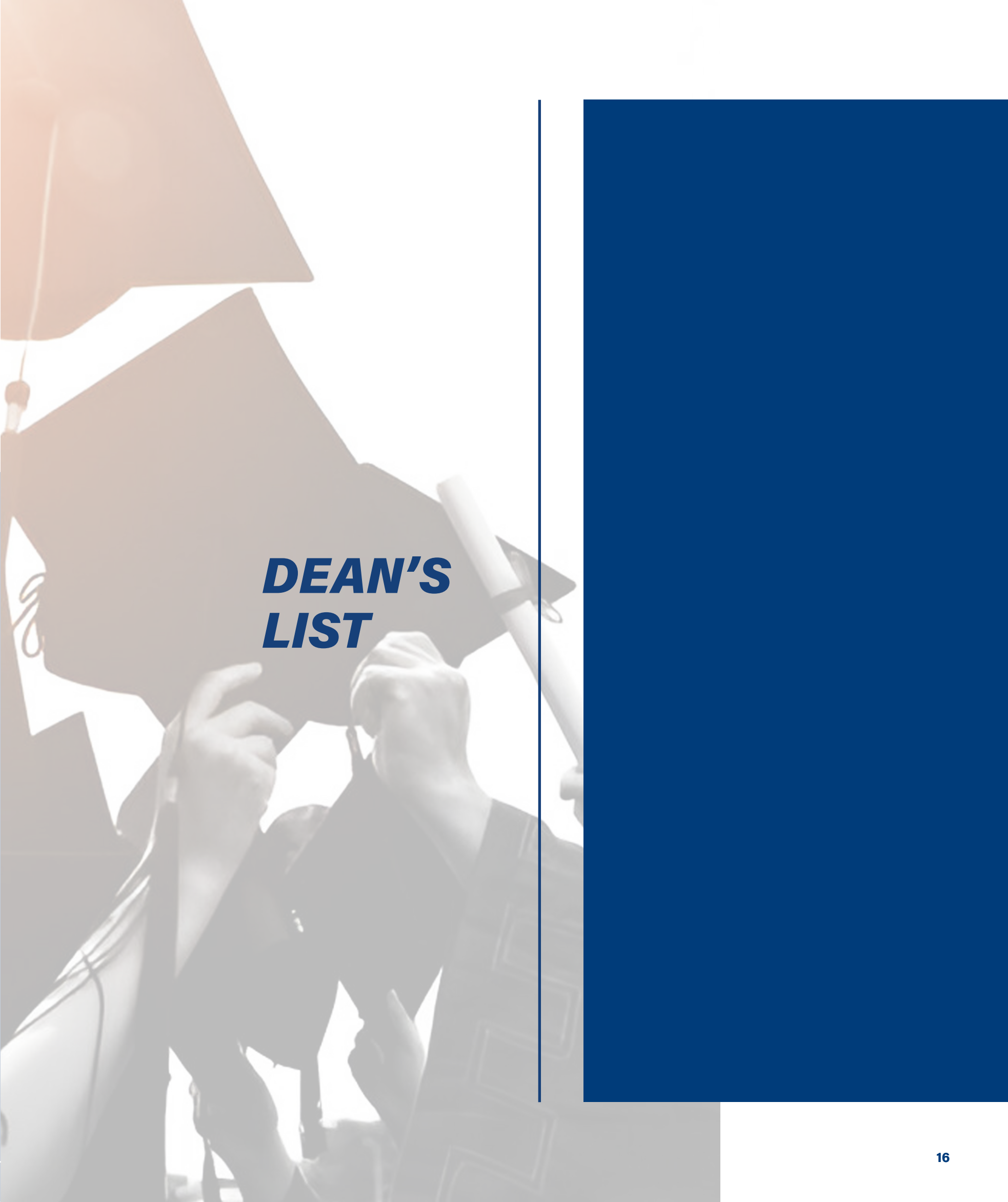
Ms. Ayah Barakat



Ms. Rawan Alayan



Ms. Shaimaa Fazaa



DEAN'S LIST

College of Business - Dean's List Fall 2024-2025

Major Name: Diploma of Human Resources

Seq	Student Name
1	Sara Riyadh Mohammad

Major Name: Diploma of Management

Seq	Student Name
1	Abdilmouhsen Abdullah Fareed Kassem
2	Ahmad Fares Saleh Alfares
3	Ali Nawaf Ali AlMukhaizeem
4	Zachariah Amanat Javed

Major Name: Diploma of Marketing

Seq	Student Name
1	Ritaj Khaled Hamad Aldosari
2	Batool Alaa Aboud Almansour

Major Name: Diploma of Accounting

Seq	Student Name
1	Lulwah Muhammed Jassem Almahmid
2	Fatheyah Faisal Mohammad Alali

Major Name: Bachelor of Business (Management)	
Seq	Student Name
1	Anfal Abbas Sameer Almutairi
2	Athari Talal Saleh Almouli
3	Mohammad Anwar Abdullah Alhasawi
4	Yaaquab Adnan Yaaquab Alshayji
5	Yousef Ali Eissa Alrashed

Major Name: Bachelor of Business (Marketing)	
Seq	Student Name
1	Reem Jamal Aljohmani

Major Name: Bachelor of Management Information Systems	
Seq	Student Name
1	Ruqaiah Ahmad Fahad Aljassar
2	Rodaina Abdullah Hashem Alhamdan

College of Business - Dean's List Spring 2024-2025

Major Name: Diploma of Human Resources Management

Seq	Student Name
1	Sara Riyad Mohammad

Major Name: Diploma of Management

Seq	Student Name
1	Dana Fadi Abdullah El Helou
2	Ali Nawaf Ali Almkhaizeem
3	Zachariah Amanat Javed

Major Name: Diploma of Marketing

Seq	Student Name
1	Yara Fadi Joseph Elbechara

Major Name: Diploma of Accounting

Seq	Student Name
1	Lulwah Muhammed Jassem Almahmid
2	Talal Abdulrazzaq Abed Ali Abdulmajid

Major Name: Bachelor of Business (Management)	
Seq	Student Name
1	Anfal Abbas Sameer Almutairi

Major Name: Bachelor of Business (Marketing)	
Seq	Student Name
1	Reem Jamal Aljohmani

Major Name: Bachelor of Management Information Systems	
Seq	Student Name
1	Rodaina Abdullah Hashem Alhamdan

GRADUATION

GRADUATION
CEREMONY









GRADUATION SPEECHES

DR. SA'AD AL-OMARI

CHAIRMAN OF THE BOARD OF TRUSTEES OF THE AUSTRALIAN UNIVERSITY

Mr. Adel Ahmed Al-Badr, Secretary-General of the Private Universities Council, representing His Excellency the Minister of Higher Education and Scientific Research,

Her Excellency the Australian Ambassador to Kuwait, Ms. Melissa Kelly,

Professor Grant Stanley, Representative of our strategic partner, Central Queensland University, and the CQUniversity team,

Distinguished guests, esteemed parents, faculty members, staff,

Dear graduates,

Peace, mercy, and blessings of Allah be upon you.

It gives me great pleasure and honor to welcome you all to this distinguished ceremony, where we celebrate the graduation of a new cohort of our dear students. This year's ceremony holds extraordinary symbolic significance, as it coincides with the 20th anniversary of the founding of the Australian University.

From humble beginnings and lofty ambitions, the Australian University, thanks to the dedication of its academic and administrative staff, has been able to grow and develop, becoming one of the leading higher education institutions in Kuwait. It has contributed substantially to enhancing the quality of higher education and building the human capital that is a foundational pillar of this beloved nation's development.

Over the course of two decades, the University has taken steady strides, expanding its academic programs in response to the rapid changes in both local and global job markets, while fostering a culture of scientific research and innovation. It has also successfully established strategic partnerships with prestigious global institutions, earning international academic accreditations that have bolstered its standing in both the local and international academic arenas.

The Australian University continues its commitment to developing its students' skills and keeping pace with the latest trends in the education sector, ensuring it remains at the forefront of academic institutions contributing to the realization of the "New Kuwait 2035" vision.

Dear Graduates, today is your day of pride and honor for all that you have accomplished. It is the day to reap the fruits of your continuous efforts and exceptional dedication. You are the future, and the knowledge you have gained will serve as a beacon throughout your professional and personal journeys.





The University has given you more than just a degree; it has equipped you with the knowledge and skills necessary to become the leaders of tomorrow in various fields of endeavor. Remember always that your success does not end with this day—it is just the beginning of a new chapter, filled with opportunities and challenges awaiting you to showcase your abilities and achieve even more. Congratulations to each one of you—today, you are a part of the proud legacy of the Australian University.

On this occasion, I would also like to express my heartfelt gratitude to the dear parents, who have been partners in the success of their children. You have been the support and the guiding hand in every step of their journey.

I also extend my sincere thanks to the faculty and administrative staff, who have always been the cornerstone of this success.

In conclusion, I would like to express my deepest thanks to His Excellency, the Minister of Higher Education for his esteemed patronage of this magnificent event, and to the Secretary-General of the Council of Private Universities for his continued presence and support.

Dear Graduates, I wish you all a bright future, full of achievements and successes.

May Kuwait remain a proud and dignified nation under the leadership of His Highness Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, may Allah protect him, and His Highness the Crown Prince Sheikh Sabah Al-Khaled Al-Hamad Al-Sabah, may Allah safeguard him.

Peace, mercy, and blessings of God be upon you.

PROF. ISAM ZABALAWI

PRESIDENT OF THE AUSTRALIAN UNIVERSITY

Dear Graduands,

This graduation ceremony signifies far more than the completion of your academic journey, it marks the beginning of a new chapter, one that you are uniquely prepared to lead.

Your presence here is no coincidence. It is the result of relentless dedication, countless hours of hard work, and an unwavering resolve to overcome every challenge. Every project completed, exam passed, and activity undertaken has contributed to the shaping of your character and the refinement of your skills.

I clearly remember the optimism and curiosity shining in your eyes on the very first day; a powerful blend of enthusiasm, ambition, and anticipation. Today, you stand before us transformed: confident, determined, and resolute. Your accomplishments are not only a testament to your individual efforts but a source of collective pride.

You embody years of perseverance and discipline, exemplifying what determination, ambition, and hard work can achieve in shaping a brighter present and forging a promising future.

Yet, your greatest achievement lies ahead.

The future demands not those who replicate the past, but innovators, visionaries, and leaders who challenge the status quo and pioneer new paths. Today, you step forward not just as graduates, but as ambassadors of knowledge, creativity, and progress.

You are the hope and strength of your nation.

It is the determined, creative minds—those who transform obstacles into opportunities—who will write the future. You now possess the essential tools to engage with the world and shape what is to come: knowledge, self-confidence, a commitment to lifelong learning, and mastery of the technologies defining our era.

Your diploma is not an end but a key to greater responsibilities and broader horizons. What will distinguish you is not the certificate in your hand, but how you apply your knowledge to make a meaningful difference. Always keep in mind that knowledge is a profound responsibility. Your nation and community look to you to drive meaningful and positive changes.





Stay true to the values you have nurtured here: integrity, accountability, excellence, creativity, and innovation.

Every step you take sends a message; every achievement you make leaves a lasting impression.

Congratulations to you, your families, and our nation.

Today, we celebrate your success; tomorrow, we will celebrate the legacy you build.

I pray that you are blessed in all your future endeavors and that you continue to be a source of pride for your families and homeland.

You are the architects of hope today and the builders of tomorrow.

On this special occasion, I extend my deepest gratitude to:

- The Ministry of Higher Education and Scientific Research
- The Council of Private Universities
- The University Board of Trustees
- Our esteemed international partners from Australia, whose support has been invaluable.
- Our distinguished faculty members.
- The dedicated administrative and technical staff.
- The parents and families, whose unwavering support has been essential.
- Everyone who contributed to the success of this memorable day

May our beloved Kuwait continue to flourish under the wise leadership of His Highness Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, may God protect him, and His Highness the Crown Prince Sheikh Sabah Al-Khaled Al-Hamad Al-Sabah.

Long live Kuwait—a beacon of security, stability, and peace.
Peace, mercy, and blessings of God be upon you all.

ALIZAA MIAN HASSAN

BACHELOR OF BUSINESS MANAGEMENT

COLLEGE OF BUSINESS

Good evening, President and Professor Essam Zabalawi, esteemed faculty, honored guests, and my fellow graduates.

Tonight is more than a ceremony; it is a reflection of every step that brought us here. The late nights in the library, the laughter in the hallways, and the countless discussions in the cafeteria, all of which has shaped our journey to this very moment as we become the proud alumni of the Australian University.

As I stand here representing the graduating class of 2025, I would like to take this opportunity, on behalf of my colleagues, to first thank Allah, every effort, every success, and every moment of this journey has been by His will. And to our parents, seated among us tonight, this degree bears your imprint as much as it bears our names.

Beyond gratitude lies recognition, and at the very center of that recognition stands the Australian University. It has been more than an institution; its home. Knowledge is one thing, but what we will truly carry with us are the professors who opened doors and lent their ears when we needed them the most. Equally lasting are the friendships we built, reminders that this journey was never walked alone. And the platforms we were given, to lead, to contribute, and to represent beyond the classroom, expanded our horizons, making AU inseparable from our personal and professional journeys.

Finally, as I stand on this very stage once again, my message remains simple: be kinder, be more compassionate. The world will never run out of degrees, titles, or careers, but what it desperately needs more is empathy, integrity, and humanity. And to the students who will one day walk these halls after us, treasure this place with all your heart, because it will give you more than knowledge, it will give you a home, a family, and a future.





GRADUATION PHOTOS



GRADUATES PHOTOS

BACHELOR GRADUATES



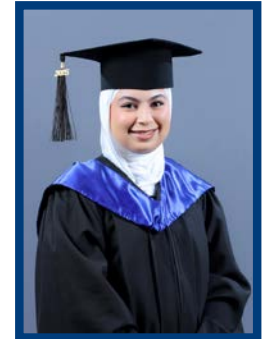
Fatemah Sulaiman AlShaibani
Bachelor of Business (Management)



Mishari Adel AlAmeeri
Bachelor of Business (Management)



Danah Waleed AlKhashti
Bachelor of Business (Management)



Haya Waleed AlHemdan
Bachelor of Business (Management)



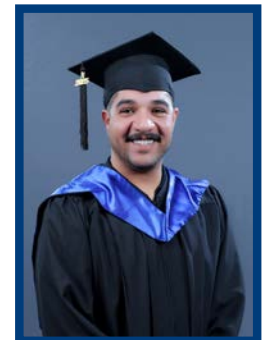
Hanin L Laftah
Bachelor of Business (Management)



Taif Khaled AlObaid
Bachelor of Business (Management)



Ghala Anwer AlNaar
Bachelor of Business (Management)



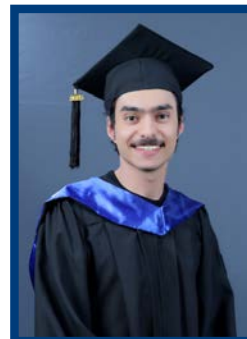
Khaled Mokhtar Nagi
Bachelor of Business (Management)



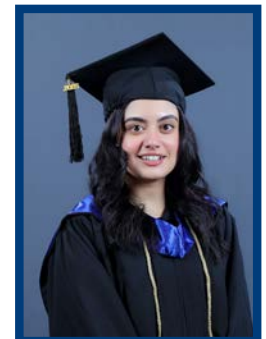
Nour Hani Blooshi
Bachelor of Business (Management)



Ayah Sulaiman Sulaiman
Bachelor of Business (Management)



Ahmed Husam Hammooda
Bachelor of Business (Management)



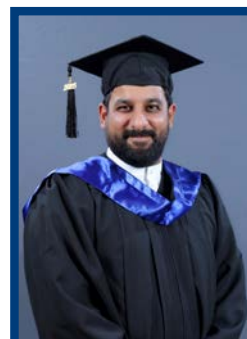
Alizaa Mian Hassan
Bachelor of Business (Management)



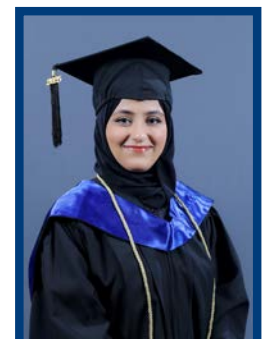
Shahad Abdullah AlJarwan
Bachelor of Business (Management)



Abdullah Waheed Darwish
Bachelor of Business (Management)



Abdulaziz Adnan AlJaian
Bachelor of Business (Management)



Anfal Abbas AlMutairi
Bachelor of Business (Management)

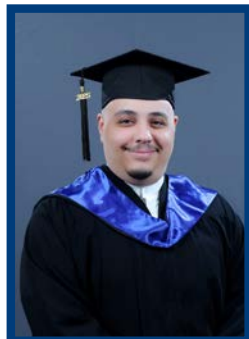


GRADUATES PHOTOS

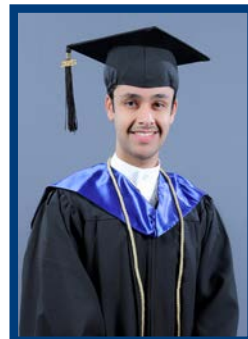
BACHELOR GRADUATES



Alaa Waleed AlHindi
Bachelor of Business (Management)



Abdulaziz Najee Dawara
Bachelor of Business (Management)



Mohammad Anwar AlHasawi
Bachelor of Business (Management)



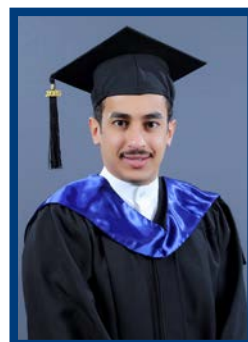
Mohammad Musaed AlDuwaisan
Bachelor of Business (Management)



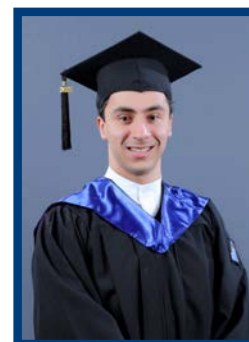
Ali Sami Malallah
Bachelor of Business (Management)



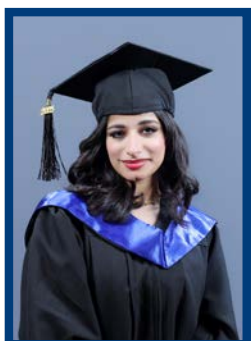
Latefah Eid Bin Eid
Bachelor of Business (Management)



Fawaz Naser AlHashash
Bachelor of Business (Management)



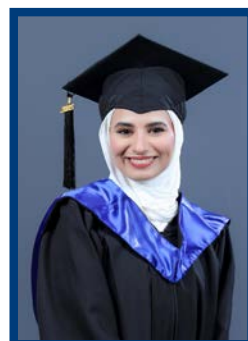
Daoud Mustafa El Khatib
Bachelor of Business (Management)



Esraa Abdullatif AlBloushi
Bachelor of Business (Management)



Nouf Hussain AlAjmi
Bachelor of Business (Management)



Sarah Saad AlHaim
Bachelor of Business (Management)



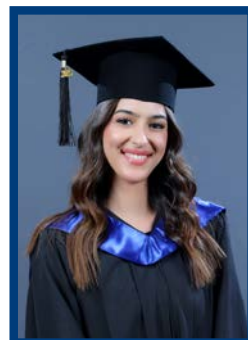
Ali Solayman Youzbashi
Bachelor of Business (Marketing)



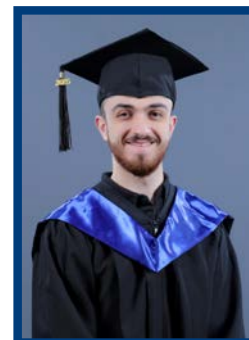
Zainab Jaber Husain
Bachelor of Business (Marketing)



Khaled Mohammad AlOtaibi
Bachelor of Business (Marketing)



Fatemah Fawaz Husain
Bachelor of Business (Marketing)

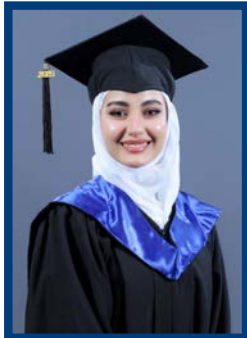


Rayan Nadim Mustafa
Bachelor of Business (Marketing)

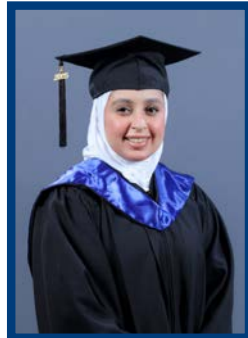


GRADUATES PHOTOS

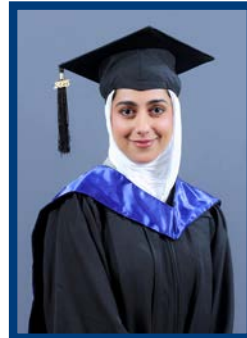
BACHELOR GRADUATES



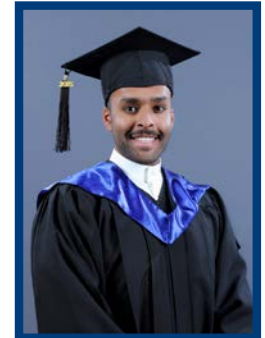
Kawthar Mohammad AlSayegh
Bachelor of Business (Marketing)



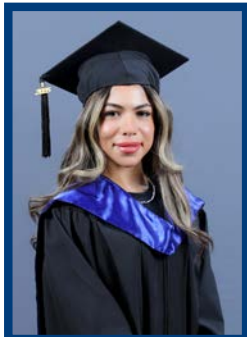
Ghanimah Ahmad AlTatarwah
Bachelor of Business (Marketing)



Hawraa Ali Ashkanani
Bachelor of Business (Marketing)



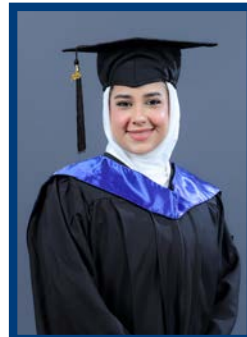
Ezz Adnan AlSalem
Bachelor of Business (Marketing)



Razan Ali AlEed
Bachelor of Business (Marketing)



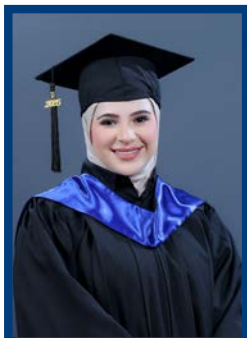
Hussa Faisal AlKhalifa
Bachelor of Business (Marketing)



Bashayer Dawoud AlKhayat
Bachelor of Business (Marketing)



Eiman Jamal Belal
Bachelor of Business (Marketing)



Deema Riadh Al-Hassani
Bachelor of Business (Marketing)



GRADUATES PHOTOS

DIPLOMA GRADUATES



Mohammad Abdulkareem AlNadaf
Diploma of Management



Mohammad Naji AlHarbi
Diploma of Management



Ali Hussain Akbar
Diploma of Management



Abdulmouhsen Abdullah Kassem
Diploma of Management



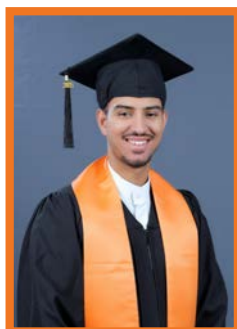
Mariam Tareq AlTerkait
Diploma of Marketing



Jasem Samer AlMartah
Diploma of Human Resources Management



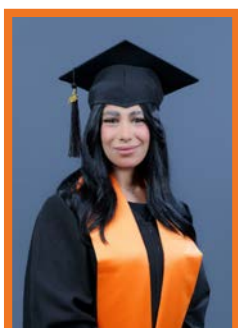
Sara Riyadh Mohammad
Diploma of Human Resources Management



Aymen Hassid
Diploma of Human Resources Management



Leila Issam El Kaouri
Diploma of Human Resources Management



Sara Abdullah AlObaid
Diploma of Human Resources Management



GRADUATES LIST

BACHELOR OF MANAGEMENT

Alizaa Mian Hassan
Anfal Abbas AlMutairi
Athari Talal AlMouli
Fatemah Sulaiman AlShaibani
Shoug Mohammad Abdulrahman
Mohammad Anwar AlHasawi
Alaa Waleed AlHindi
Ayah Sulaiman Sulaiman
Azhar Mohammad BouAbbas
Danah Waleed AlKhashti
Esraa Abdullatif AlBloushi
Ghala Anwer AlNaar
Hanin L Laftah
Hawraa Younes Assiri
Haya Waleed AlHemdan
Hessah Abdalnaser AlMutairi
Latefah Eid Bin Eid
Nouf Hussain AlAjmi
Nour Hani Blooshi
Sarah Saad AlHaim
Shahad Abdullah AlJarwan
Taif Khaled AlObaid
Zahraa Taher AlAmer
Abdulaziz Adnan AlJaian
Abdulaziz Najee Dawara
Abdullah Waheed Darwish
Ahmed Husam Hammooda
Ali Sami Malallah
Daoud Mustafa El Khatib
Fawaz Naser AlHashash
Khaled Mokhtar Nagi
Mansour Naser AlKhuzam
Mishari Adel AlAmeeri
Mohammad Musaed AlDuwaisan

BACHELOR OF MARKETING

Ali Solayman Youzbashi
Ezz Adnan AlSalem
Khaled Mohammad AlOtaibi
Rayan Nadim Mustafa
Bashayer Dawoud AlKhayat
Deema Riadh Al-Hassani
Eiman Jamal Belal
Fatemah Fawaz Husain
Ghanimah Ahmad AlTatarwah
Hawraa Ali Ashkanani
Hussa Faisal AlKhalifa
Kawthar Mohammad AlSayegh
Mariam Munawer AlHathal
Maryam Naser AlWehaib
Razan Ali AlEed
Zainab Jaber Husain

DIPLOMA OF HUMAN RESOURCES MANAGEMENT

Sara Riyad Moh'd
Aymen Hassid
Jasem Samer AlMartah
Leila Issam El Kaouri
Sara Abdullah AlObaid

DIPLOMA OF MANAGEMENT

Abdalmouhsen Abdullah Kassem
Ali Hussain Akbar
Mohammad Abdulkareem AlNadaf
Mohammad Naji AlHarbi

DIPLOMA OF MARKETING

Mariam Tareq AlTerkait

A hand holding a magnifying glass over a document with a checklist. The document has two checked items and several unchecked items. The word "RESEARCH" is overlaid on the image.

RESEARCH



Dr. Vladimir Simovic

The academic year 2025/2026 has been a landmark period for the College of Business (CoB), marked by significant growth in international visibility, research output, and institutional collaboration. Through sustained commitment to scholarly excellence, global engagement, and interdisciplinary innovation, CoB faculty continue to make a meaningful impact on the academic and business communities. With an increasingly robust research culture and expanding international partnerships, CoB remains at the forefront of business research and education.

A defining highlight of the year was the organization of the 4th Annual CoB Conference, the International Conference on Digital Transformation, Sustainability and AI (AU-ICDSA 2026). This flagship interdisciplinary forum was held by Australian University, Kuwait, on February 4-5, 2026, and brought together scholars and practitioners from around the world. The conference was made possible through the support of global partners, including the Centre for Business Analytics in Practice (CBAP) at the University of Surrey (UK) and the International Center of Industrial

Transformation, Singapore, together with the generous sponsorship of the Kuwait Foundation for the Advancement of Sciences (KFAS).

AU-ICDSA 2026 generated a range of valuable research outputs, including a Conference Book of Abstracts, the publication of extended abstracts in a dedicated journal Proceedings volume with MDPI, and the selection of outstanding papers for further publication. These outputs reflect the conference's role in translating dialogue and discussion into lasting scholarly contributions.

Research productivity has continued to grow across the College, with faculty publishing an increasing number of papers in top-tier Scopus-indexed journals, reflecting the quality and relevance of our research output. Faculty also actively participated in international conferences, sharing findings and building valuable academic networks across disciplines.

International collaboration has remained a pillar of our research strategy. CoB has maintained partnerships with universities and research institutions across Europe, Australia, the US, and Asia, contributing to joint projects in different areas.

Our research funding portfolio also advanced this year, with successful applications for internal seed grants alongside ongoing project funded by KFAS, providing crucial support for in-depth investigation into emerging topics and real-world business challenges.

In terms of visibility and dissemination, CoB faculty have strengthened their presence on platforms such as Google Scholar, ORCID, ResearchGate, and Web of Science, helping to expand the reach and influence of their research globally.

Strategic initiatives have also moved forward with the implementation of a dedicated research database, developed in collaboration with the IT department. This new system is designed to streamline research management and further strengthen institutional research capacity.

FALL 2025

COB FACULTY RESEARCH OUTPUT

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Management Department					
1	Başar, R., Ocak, Ö., Erturk, Alper, De la Roche, Marcelle	Leveraging Machine Learning Techniques to Predict Cardiovascular Heart Disease	Information	Journal (Q2: Impact Factor: 4.55)	27/11/2025
2	Oualid Obidi, Farid Abdallah	From Vision to Metrics: Positioning Australian University-Kuwait for UI GreenMetric Excellence through Digital Transformation	Journal of Sustainability Perspectives	Journal (Open Access: Impact Factor: N/A)	In press
3	Marcelle De La Roche, Faidon Theofanidis, Fatima AILougman,	Perceptions of Instagram Posts in Kuwait's Banking Sector: Insights from Bank Marketing Managers and Consumers	The 20th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025
4	Aleksandra Jovanovic, Vladimir Simovic	Evaluating the Impact of Game-Based Learning on University Student's Skill Development – a Cross- Cultural Analysis	The 20th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Marketing and Event Management Department					
1	Başar, R., Ocak, Ö., Erturk, Alper, De la Roche, Marcelle	Leveraging Machine Learning Techniques to Predict Cardiovascular Heart Disease	Information	Journal (Q2: Impact Factor: 4.55)	27/11/2025
2	Faidon Theofanidis, Isam Hasan Mohammed Zabalawi, Rola Ismaeil Mourdaa, Helen Kordahji	Higher Education in the Arab World: Fostering Student Engagement in the Digital Age, 23 rd International Conference of the Arab Academy of Sciences	The Hybrid AI Educator: Revolutionizing Student Engagement and Motivation in the Digital and AI Age	Conference paper	In press
3	Marcelle De La Roche, Faidon Theofanidis, Fatima Allougman, Aleksandra Jovanovic, Vladimir Simovic	Perceptions of Instagram Posts in Kuwait's Banking Sector: Insights from Bank Marketing Managers and Consumers	The 20 th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Human Resources Department					
1	Oualid Obidi, Rupali Bhagat, Hamsa Mohammad Khaled Sarhan, Mirna Safi	The paradoxical effect of job autonomy on communication overload: a pathway to innovative work behaviour.	Global Knowledge, Memory and Communication	Journal (Q2: Impact Factor: 3.61)	13/11/2025
2	Oualid Obidi, Vladimir Dzenopoljac, Aleksandra Dzenopoljac	The AI-powered learning loop in higher education	Learning and teaching in higher education: Gulf perspectives	Journal (Q2: Impact Factor: 2.42)	04/11/2025
3	Oualid Obidi, Farid Abdallah	From Vision to Metrics: Positioning Australian University-Kuwait for UI GreenMetric Excellence through Digital Transformation	Journal of Sustainability Perspectives	Journal (Open Access: Impact Factor: N/A)	In press
4	Sam Toglaw, Oualid Obidi, Andri Ottesen, Osama Alkwifi	Social Sustainability with a Global Impact: The Case of the 2022 FIFA World Cup in Qatar	Journal for International Business and Entrepreneurship Development	Journal (Q2: Impact Factor: 2.93)	In press
5	Abrar Al-Enzi, Randa Diab Bahman, Sapheya Aftimos	Sustainable Business Practices – Corporate Reputation Within an Arab Context within a Multi-Stakeholder Group	23 rd Annual International Sustainability Conference - United Nations: What Next After Agenda 2030 and SDGs”	Conference paper	22/11/2025
6	Oualid Obidi, Vladimir Dzenopoljac, Aleksandra Dzenopoljac	Evaluating the Impact of Game-Based Learning on University Student's Skill Development – a Cross- Cultural Analysis	The 20 th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Banking, Finance and Accounting Department					
1	Dung Quang Nguyen Fadi Alkaraan, Muath Bassam Khaled Abdel Qader, Osama Khassawneh, Tamer K. Darwish	Leveraging external knowledge for open innovation: an empirical analysis of SMEs in Ho Chi Minh City, Vietnam	Global Knowledge, Memory and Communication	Journal (Q2: Impact Factor: 3.61)	15/10/2025
2	Diab, M. O., Hammoud, J. A., Farhat, M. Y., Mohamad Atyeh	Measuring the performance of national oil companies in creating value Conceptual model	Edelweiss Applied Science and Technology	Journal (Q3: Impact Factor: 1.88)	20/11/2025
3	Mohamad Atyeh, May Khafash	An Economic and Empirical Evaluation of KSE Privatization: Impacts on Boursa Kuwait Equity Trading Behavior and Market Performance	Journal of Cultural Analysis and Social Change	Journal (Q3: Impact Factor: 1.03)	17/11/2025
4	Mohamad Atyeh	Boursa Kuwait Performance and Trading Behavior Following Its Privatization	9 th International Conference on Research in Business, Management and Finance, 2025, Ireland	Conference paper	05/12/2025
5	Faidon Theofanidis, Isam Hasan Mohammed Zabalawi, Rola Ismaeil Mourdaa, Helen Kordahji	Higher Education in the Arab World: Fostering Student Engagement in the Digital Age, 23 rd International Conference of the Arab Academy of Sciences	The Hybrid AI Educator: Revolutionizing Student Engagement and Motivation in the Digital and AI Age	Conference paper	In press

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Management Information Systems Department					
1	Oualid Obidi, Rupali Bhagat, Hamsa Mohammad Khaled Sarhan, Mirna Safi	Evaluating the Impact of Game-Based Learning on University Student's Skill Development – a Cross- Cultural Analysis	The 20 th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025
2	Oualid Obidi, Vladimir Dzenopoljac, Aleksandra Dzenopoljac	Perceptions of Instagram Posts in Kuwait's Banking Sector: Insights from Bank Marketing Managers and Consumers	The 20 th International Strategic Management Conference, Belgrade, Serbia	Conference paper	04/11/2025

AU Faculty Research Output in Q-Journals		
Sr.	Quartile (From Scopus)	Number of Published Journal Papers
1	Q1	0
2	Q2	5
3	Q3	2
4	Q4	0
5	No Quartile	1
Grand Total		8

AU Faculty Output Research Statistics

Sr.	Department	Journal Paper	Conference Paper	AU Research Projects	Research Projects with External Research Body	
					Research Body Name	Date
1	Management	2	2	1	-	-
2	Marketing and Event Management	1	2	2	-	-
3	Human Resources	4	2	0	KFAS	1
4	Banking, Finance and Accounting	3	2	0	-	-
5	Management Information Systems	0	2	0	KFAS	2
Grand Total		10	10	3		

AU Faculty Output Research Statistics by Q1 and Q2

Sr.	Department	Journal Paper (Q1)	Journal Paper (Q2)
1	Management	0	1
2	Marketing and Event Management	0	1
3	Human Resources	0	3
4	Banking, Finance and Accounting	0	1
5	Management Information Systems	0	0
Grand Total		0	6

SPRING 2025

COB FACULTY RESEARCH OUTPUT

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Management Department					
1	Rola ElAli, Gloria Haddad, Severine Le Loarne Lemaire, Abdallah, Farid	Neither Free nor Forced: Survival Entrepreneurship, Household Governance, and Constrained Labor Among Displaced Syrian Women	Social Sciences	Journal (Q2: Impact Factor: 2.27)	06/03/2026
2	Mouazen, A.M., Lara, A.B.H., Chahine, Jawad	Global Research Adoption of AI in Education: Trends and Applications.	Research and Innovation Forum 2025 Vol2. RIIFORUM	Book Chapter	02/01/2026
3	Nissi, Yamen., Theofanidis, Faidon., Abdallah, Farid	Integrating digital technologies for enhanced sustainability and performance in supply chains	Leveraging strategic management for a sustainable digital economy. IGI Global.	Book Chapter	04/11/2025
4	Nissi, Yamen, Erturk, Alper, Safi, Mirna	Reframing supply-chain dynamics in the era of Industry 5.0: A meta-analytic investigation into technological integration, environmental sustainability, and cost efficiency	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
5	Dabboussi, Wael., Erturk, Alper, Abdallah, Farid, Safi, Mirna, Aftimos, Sapheya, & Dawwas, Dalal	Human resource analytics for sustainable and strategic human resource management: An application in higher education	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
6	Erturk, Alper, Dabboussi, Wael, Alkhayyat, R., AbuJbara, K., de la Roche, Marcelle, & Simovic, Vladimir	Employing artificial intelligence for sustainable renewable energy: Utilization of machine learning techniques in predictive maintenance of wind energy systems.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
7	Mirna Safi, Al Wadani, Rawa	From automation to aggravation: AI's unintended consequences on work-life conflict.	Journal Proceedings	Journal (Open Access: Impact Factor: N/A)	In Press
8	Theofanidis, Faidon., Zabalawi, I. H. M., Mourdaa, Rola I., & Kordahji, H.	The Hybrid AI Educator: Revolutionizing Student Engagement and Motivation in the Digital and AI Age.	Higher education in the Arab world: Fostering student engagement in the digital age.	Book Chapter	In Press
9	de la Roche, Marcelle, Theofanidis, Faidon, AlLougman, Fatima., Jovanovic, Aleksandra, & Simovic, Vladimir.	Perceptions of Instagram posts in Kuwait's banking sector: Insights from bank marketing managers and consumers	Organizational change, innovation, and consumer behavior in the digital economy. IGI Global	Book Chapter	In Press
10	Safi, Mirna, Nissi, Yamen., Abidi, Oualid	Strategic performance management in the digital era: Data-driven HR & leadership.	Leveraging strategic management for a sustainable digital economy. IGI Global.	Book Chapter	In Press
11	Safi, Mirna Al Wadani, Rawa	The Rise of Artificial Intelligence, the Fall of Wellbeing?	54 th EBES CONFERENCE - PARIS Proceedings Vol. 1	Conference paper	08/01/2026
12	Safi, Mirna Nissi, Yamen Abidi, Oualid	Strategic Performance Management In The Digital Era: Data-Driven Hr & Leadership	Proceedings Of The 20 th International Strategic Management Conference	Conference paper	01/02/2026

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Banking, Finance and Accounting Department					
1	Atyeh, Mohamad, Telford, Steven, Yamout, Dana, & Khafash, May	Assessing the link between corporate sustainability practices and financial performance in Bursa Kuwait	Journal Proceedings	Journal (Open Access: Impact Factor: N/A)	In Press
2	Mourdaa, Rola	The effect of economic diversification on GDP per capita: Insights from Saudi Arabia and Kuwait.	Journal Proceedings	Journal (Open Access: Impact Factor: N/A)	In Press
3	El Achmar, Dania Bhagat, Rupali Aftimos, Sapheya, Khafash, May, AlLougman, Fatima	A Review of Sustainable Development Goal (SDG) #3 Good Health and Well Being and its Relation with Other SDGs	Proceedings of the 4 th International Conference on Global Entrepreneurship Summit 2025 & 2nd International Congress on Artificial Intelligence and Machine Learning	Conference paper	12/2025
4	Abdelqader, Muath	How board digital skills shape firms' AI adoption disclosure.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
5	Atyeh, Mohamad, Telford, Steven, Yamout, Dana, & Khafash, May	Assessing the link between corporate sustainability practices and financial performance in Bursa Kuwait	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/Conference	Category / Impact Factor	Date
6	Mourdaa, Rola	The effect of economic diversification on GDP per capita: The cases of Saudi Arabia and Kuwait, a multiple regression analysis.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
7	Aftimos, Sapheya, Khafash, May	Embedding talent management in the digital transformation of universities in Kuwait	Organizational change, innovation, and consumer behavior in the digital economy. IGI Global	Book Chapter	In Press

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/Conference	Category / Impact Factor	Date
Human Resources Department					
1	Abidi, Oualid	Integrating Institutional Entrepreneurship Into the Technology Acceptance Model for a Holistic View of Digital Transformation in Large Trailblazing Corporations	Thunderbird International Business Review	Journal (Q1: Impact Factor: 4.20)	06/03/2026
2	Safi, Mirna., Al Wadani, Rawa	From automation to aggravation: AI's unintended consequences on work-life conflict.	Journal Proceedings	Journal (Open Access: Impact Factor: N/A)	In Press
3	Ibrahim, R. K., Darwish, A., Fares, N., Safi, Mirna., Senior, J., Ravi, R. K., Alharbi, H. F., Abuelzahab, N. H., Alshammari, M. S. S., & Hendy, A. (2026).	When caring hurts: The association between psychological well-being and retention among pediatric critical care nurses: The mediating role of sleep quality.	Acta Psychologica, 267	Journal (Q2: Impact Factor: 4.38)	07/2026

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
4	Safi, Mirna, Nissi, Yamen.,Abidi, Oualid	Strategic performance management in the digital era: Data-driven HR & leadership.	Leveraging strategic management for a sustainable digital economy. IGI Global.	Book Chapter	In Press
5	Aftimos, Sapheya., Diab- Bahman, R	To AI or not to AI: When synergies collide.	Journal Proceedings	Journal (Open Access: Impact Factor: N/A)	In Press
6	Aftimos, Sapheya,Khafash, May	Embedding talent management in the digital transformation of universities in Kuwait	Organizational change, innovation, and consumer behavior in the digital economy. IGI Global	Book Chapter	In Press
7	Safi, Mirna, Al Wadani, Rawa	The Rise of Artificial Intelligence, the Fall of Wellbeing?	54 th EBES CONFERENCE - PARIS Proceedings Vol. 1	Conference paper	08/01/2026
8	Safi, Mirna, Nissi, Yamen Abidi, Oualid	Strategic Performance Management In The Digital Era: Data-Driven Hr & Leadership	Proceedings Of The 20 th International Strategic Management Conference	Conference paper	01/02/2026
9	Safi, Mirna	From automation to aggravation: AI's unintended consequences: A study on well-being.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
10	Aftimos, Sapheya., Diab- Bahman, R	To AI or not to AI: When synergies collide.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
11	Sarhan, Hamsa., Amarakoon, U., Sabrina, F., & Bhagat, R.	Integrating artificial intelligence into human resources management: Review of opportunities and challenges.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
12	Sarhan, Hamsa., Amarakoon, U., Sabrina, F., & Bhagat, R.	Leveraging artificial intelligence for strategic advancement in human resource management.	Proceedings of the 53rd EBES Conference – Madrid.	Conference paper	In Press
13	Abidi, Oualid, Dzenopoljac, Vladimir, Dzenopoljac, Aleksandra, Youssef, Dina	Transformational leadership and knowledge quality in building ambidextrous organizations	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
14	Dabboussi, Wael, Erturk, Alper, Abdallah, Farid, Safi, Mirna, Aftimos, Sapheya, & Dawwas, Dalal	Human resource analytics for sustainable and strategic human resource management: An application in higher education	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
15	El Achmar, Dania, Bhagat, Rupali Aftimos, Sapheya, Khafash, May, AlLougman, Fatima	A Review of Sustainable Development Goal (SDG) #3 Good Health and Well Being and its Relation with Other SDGs	Proceedings of the 4th International Conference on Global Entrepreneurship Summit 2025 & 2nd International Congress on Artificial Intelligence and Machine Learning	Conference paper	12/2025
16	Nissi, Yamen, Erturk, Alper, Safi, Mirna	Reframing supply-chain dynamics in the era of Industry 5.0: A meta-analytic investigation into technological integration, environmental sustainability, and cost efficiency	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Marketing and Events Department					
1	Rutter, Richard, S Barnes, K Chalvatzis, M Al-Harbi	Plastics Pollution in the Gulf Countries: Problems and Policy Solutions.	Middle East Policy	Journal (Q1: Impact Factor: 1.97)	06/03/2026
2	Theofanidis, Faidon., Zabalawi, I. H. M., Mourdaa, Rola I., & Kordahji, H.	The Hybrid AI Educator: Revolutionizing Student Engagement and Motivation in the Digital and AI Age.	Higher education in the Arab world: Fostering student engagement in the digital age.	Book Chapter	In Press
3	de la Roche, Marcelle, Theofanidis, Faidon, AILougman, Fatima., Jovanovic, Aleksandra, & Simovic, Vladimir.	Perceptions of Instagram posts in Kuwait's banking sector: Insights from bank marketing managers and consumers	Organizational change, innovation, and consumer behavior in the digital economy. IGI Global	Book Chapter	In press
4	Stuart J Barnes, Rutter, Richard	Understanding Changing Attitudes to Plastics Consumption in the Gulf using Big Data Analytics	International Conference on Innovation and Intelligence for Informatics, Computing, and Technologies (3ICT)	Conference paper	17/11/2025
5	Theofanidis, Faidon., Livas, Christos, Rutter, Richard.	From ancient street criers to hybrid AI advertisers: A historical and critical analysis of the evolution of advertising through the ages.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press
6	Nissi, Yamen., Theofanidis, Faidon., Abdallah, Farid	Integrating digital technologies for enhanced sustainability and performance in supply chains	Leveraging strategic management for a sustainable digital economy. IGI Global.	Book Chapter	In Press
7	El Achmar, Dania, Bhagat, Rupali Aftimos, Sapheya, Khafash, May, AILougman, Fatima	A Review of Sustainable Development Goal (SDG) #3 Good Health and Well Being and its Relation with Other SDGs	Proceedings of the 4 th International Conference on Global Entrepreneurship Summit 2025 & 2 nd International Congress on Artificial Intelligence and Machine Learning	Conference paper	12/2025

Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
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Publications of College of Business					
Sr.	Authors	Publication Title	Name of Journal/ Conference	Category / Impact Factor	Date
Management Information Systems Department					
1	Milena Lazic, Valentina Vukmirovic, Jelena Krstic, Ivana Domazet, Simovic, Vladimir	Reshaping Accessibility: Remote Work Platforms as a Game Changer for Persons with Disabilities	Southeastern Europe	Journal (Q3: Impact Factor: 0.68)	In Press
2	Simovic, Vladimir, Zabalawi, Isam	Designing an AI-Enhanced Serious Game for Startups to Foster Competence Acquisition Among University Students: A Research Roadmap	Higher Education in the Arab World: Artificial Intelligence	Book Chapter	02/01/2026
3	Milena Lazic, Ivana Domazet, Simovic, Vladimir	Digital Marketing and Online Freelancing as Mechanisms for the Inclusion of Persons with Physical Disabilities: A Regional Perspective	5 th Annual Conference of the Serbian Association for Marketing, SEMA, 27-29 March, 2026	Conference paper	26/03/2026
4	Alshakhss, Bodour, Simovic, Vladimir	AI-enabled digital competencies of business students in Kuwait: An empirical assessment based on DigComp 3.0.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In press

Publications of College of Business

Sr.	Authors	Publication Title	Name of Journal/Conference	Category / Impact Factor	Date
5	de la Roche, Marcelle, Theofanidis, Faidon, ALLougman, Fatima., Jovanovic, Aleksandra, & Simovic, Vladimir.	Perceptions of Instagram posts in Kuwait's banking sector: Insights from bank marketing managers and consumers	Organizational change, innovation, and consumer behavior in the digital economy. IGI Global	Book Chapter	In Press
6	Erturk, Alper, Dabboussi, Wael, Alkhayyat, R., AbuJbara, K., de la Roche, Marcelle, & Simovic, Vladimir	Employing artificial intelligence for sustainable renewable energy: Utilization of machine learning techniques in predictive maintenance of wind energy systems.	Proceedings of the International Conference on Digital Transformation, Sustainability and AI: Human-machine collaboration for sustainable growth and harnessing the potential of AI (AU-ICDSA 2026). Australian University, Kuwait.	Conference paper	In Press

AU Faculty Research Output in Q-Journals

Sr.	Quartile (From Scopus)	Number of Published Journal Papers
1	Q1	2
2	Q2	2
3	Q3	1
4	Q4	0
5	No Quartile	4
Grand Total		9

AU Faculty Output Research Statistics

Sr.	Department	Journal Paper	Conference Paper	AU Research Projects	Research Projects with External Research Body	
					Research Body Name	Date
1	Management	2	5	0	-	-
2	Marketing and Event Management	1	4	0	-	-
3	Human Resources	4	10	0	-	-
4	Banking, Finance and Accounting	2	4	1	-	-
5	Management Information Systems	1	3	0	-	-
Grand Total		10	26	1		

AU Faculty Output Research Statistics by Q1 and Q2

Sr.	Department	Journal Paper (Q1)	Journal Paper (Q2)
1	Management	0	1
2	Marketing and Event Management	1	0
3	Human Resources	1	1
4	Banking, Finance and Accounting	0	0
5	Management Information Systems	0	0
Grand Total		2	2

COB FACULTY

RESEARCH GRANTS

1- Summary of Approved Research Proposals for Funding by External Research Bodies

Sr.	Name of Funding Body	Title of the Project	Principal Investigator	Department	Local Collaboration	External Collaboration
1	N/A	N/A	N/A	N/A	N/A	N/A

2- Summary of Approved Research Proposals for Funding by Internal Bodies

Sr.	Name of Funding Body	Title of the Project	Principal Investigator	Department	Local Collaboration	External Collaboration
1	Australian University	Sentiment-Driven Market Dynamics in Borsa Kuwait Evidence from Sector-Level Returns and Market Microstructure Data	Dr. Mohamad Atyeh	Banking, Finance and Accounting	N/A	N/A

FACULTY PUBLICATIONS



From student to nurse: exploring transition shock through stress, locus of control, and coping strategies in newly graduated nurses

Rasha Kadri Ibrahim, Mirna Safi, Amani Darwish, Yasir S Alsalamah, Lisa Babkair, Nasiru Mohammed Abdullahi, Basma Maher, Manar Nasser Alotaibi, Monerh Abdullah Alfalaij, Shorok Hamed Alahmedi, Sally Mohammed Farghaly Abdelaliem, Abdelaziz Hendy

Background

Newly graduated nurses often face a difficult transition from academic training to clinical practice, commonly experiencing “transition shock.” This period is characterized by heightened occupational stress, reduced coping capacity, and uncertainty about role identity.

Aim

This study aimed to investigate the effects of occupational stress, coping strategies, and work locus of control on transition shock among newly graduated nurses. It also examined how marital status and clinical unit (critical vs. non-critical care) moderate these relationships.

Methods

A cross-sectional and descriptive correlational design was adopted. The study was conducted in governmental and private hospitals in Cairo, Egypt. A total of 395 newly graduated nurses (with less than one year of clinical experience) participated. Data were collected using a demographic questionnaire and four validated instruments: the Transition Shock Scale, the Occupational Stress Scale, the Trait Coping Style Questionnaire, and the Work Locus of Control Scale. Data analysis was performed using SPSS and AMOS software. Statistical techniques included Pearson correlation, multiple linear regression, and a moderated mediation analysis. Occupational stress was tested as a mediator, and marital status and unit of assignment were examined as moderators.

Results

Transition shock showed a strong positive correlation with occupational stress ($r = 0.66$, $p < 0.01$) and external WLOC ($r = 0.40$, $p < 0.01$) and a negative correlation with positive coping ($r = -0.39$, $p < 0.01$). Mediation and moderation models confirmed occupational stress as a mediator and marital status and unit assignment as moderators of stress-to-shock pathways. The model explained 64.6% of the variance in transition shock ($R^2 = 0.646$).

Conclusion

Enhancing positive coping and internal locus of control, while reducing stress, can help mitigate transition shock. Supportive workplace programs are essential for nurse retention and well-being.

Published in: BMC Psychology

Link: <https://link.springer.com/article/10.1186/s40359-025-03315-6>

The paradoxical effect of job autonomy on communication overload: a pathway to innovative work behaviour

Oualid Abidi, Rupali Bhagat, Hamsa Sarhan, Mirna Safi



Purpose

This research aims to propose autonomy as a job characteristic that alleviates communication overload, thereby fostering the innovative work behaviours exhibited by knowledge workers.

Design/methodology/approach

An empirical survey was administered to 277 knowledge workers from diverse sectors in Kuwait. To analyse the interrelations among the three constructs of the research model, i.e. job autonomy, innovative work behaviours and communication overload, the structural equation modelling method was applied, and mediation analysis was conducted using a bootstrapping method to examine the indirect effect of communication overload.



Findings

The findings indicate that the level of job autonomy has a significant effect on enhancing the innovative work behaviours of knowledge workers. Unexpectedly, the results reveal a significant positive influence of job autonomy on communication overload. Similarly, and contrary to authors' expectations, communication overload is found to significantly increase the innovative work behaviours among knowledge workers. Additionally, the mediation analysis confirmed that communication overload partially and positively mediates the relationship between job autonomy and innovative work behaviour.



Originality/value

The relationship between job autonomy and innovative work behaviours, particularly within the context of communication overload, offers a novel perspective on the pivotal role that freedom plays for knowledge workers. Job autonomy appears to foster a personal inclination to engage in collaborations that best align with the knowledge worker's perception of job needs.

Published in: Global Knowledge, Memory and Communication

Link: <https://www.emerald.com/gkmc/article-abstract/doi/10.1108/GKMC-01-2025-0076/1312062/The-paradoxical-effect-of-job-autonomy-on?redirectedFrom=fulltext>



Sophistication, Goal Attainment and Satisfaction with Personal Care Products among Millennial and Gen Z Consumers in Greece and Serbia

Livas, Christos, Theofanidis, Faidon., Domazet, Ivana, Simovic, Vladimir. and Tsianaka Eleni

Drawing upon the theories of goal structures, means-ends chains and symbolic consumption, this study aims to investigate the effect of consumer sophistication on satisfaction with personal care products, directly and indirectly, through consumers' belief that their purchases help them express themselves and attain their higher-level consumption goals. The study of a cross-national sample of 286 Gen Z and Millennial consumers from Greece and Serbia revealed a positive impact of perceived consumer sophistication on purchase satisfaction, mediated by perceived self-expression and goal attainment. To be effective, apart from considering and addressing cross-national differences, personal care brands ought to align their offerings with consumers' higher-level consumption goals and self-expression needs.



Published in: Proceedings of the European Marketing Academy

Link: <https://proceedings.emac-online.org/pdfs/A2025-124168.pdf>



Are we on the same wavelength? Supervisor-subordinate cognitive style congruence and its association with supervisors' self-awareness through leader member exchange

Faisal AlReshaid, Alper Erturk, Razan Alkhayyat, Farid Abdallah, Oualid Abidi, Marcelle De La Roche

Introduction

Leaders' self-awareness is essential to leadership effectiveness. Cognitive styles—how individuals perceive and process information—are key factors in fostering self-awareness. Drawing on Social Identity Theory (SIT), this study explores whether cognitive style congruence between supervisors and subordinates enhances supervisors' self-awareness, and whether Leader-Member Exchange (LMX) mediates this relationship.

Methods

We used a time-lagged dyadic design and multilevel polynomial regression to analyze data from 189 subordinates and 36 supervisors. Cognitive styles were measured across three dimensions: knowing, planning, and creating. We assessed congruence between supervisors and subordinates and tested LMX as a mediator of its relationship with supervisors' self-awareness in the context of transformational leadership.

Results

Findings show that LMX fully mediates the relationship between cognitive style congruence (for knowing and creating styles) and supervisors' self-awareness. Additionally, LMX is highest when supervisors and subordinates share high congruence in these styles. No significant effects were found for the planning style.

Discussion

The study highlights the value of aligning cognitive styles in leader-follower pairs. High cognitive congruence enhances LMX quality, which in turn fosters leader self-awareness—an important precursor to transformational leadership effectiveness.

Published in: Frontiers in Psychology

Link:<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2025.1583837/full>





Leveraging Machine Learning Techniques to Predict Cardiovascular Heart Disease

Remzi Başar, Öznur Ocak, Alper Erturk, Marcelle de la Roche

Cardiovascular diseases (CVDs) remain the leading cause of death globally, underscoring the urgent need for data-driven early diagnostic tools. This study proposes a multilayer artificial neural network (ANN) model for heart disease prediction, developed using a real-world clinical dataset comprising 13,981 patient records. Implemented on the Orange data mining platform, the ANN was trained using backpropagation and validated through 10-fold cross-validation. Dimensionality reduction via principal component analysis (PCA) enhanced computational efficiency, while Shapley additive explanations (SHAP) were used to interpret model



outputs. Despite achieving 83.4% accuracy and high specificity, the model exhibited poor sensitivity to disease cases, identifying only 76 of 2233 positive samples, with a Matthews correlation coefficient (MCC) of 0.058. Comparative benchmarks showed that random forest and support vector machines significantly outperformed the ANN in terms of discrimination (AUC up to 91.6%). SHAP analysis revealed serum creatinine, diabetes, and hemoglobin levels to be the dominant predictors. To address the current study's limitations, future work will explore LIME, Grad-CAM, and ensemble techniques like XGBoost to improve interpretability and balance. This research emphasizes the importance of explainability, data representativeness, and robust evaluation in the development of clinically reliable AI tools for heart disease detection.

Published in: Information

Link: <https://www.mdpi.com/2078-2489/16/8/639>



Determinants of Women's Financial Inclusion: Evidence from the Gulf and the Western Balkan Region

Farid Abdallah, Marija Antonijević, Ivana Domazet

Women's financial inclusion represents a key element in enhancing women's entrepreneurship. The aim of this study is to investigate the impact of age, education, employment, income quintile, and region on the level of financial inclusion (FI). The data for the four Gulf countries (Gulf Cooperation Council) and five Western Balkan countries were gathered from the Global Findex Database 2017. The total sample includes 3,973 women. Multiple linear regression is used to investigate the impact of socio-demographic factors on FI. Additionally, the paper provides an overview of the latest available data on several indicators related to FI at the macro level. The results show that education, employment, and income have a statistically significant positive impact on FI. The relationship between age and FI is statistically significant,

exhibiting an inverted U-shape. This means that FI increases up to 55 years, and after that transition point, it starts to decline. Moreover, the region plays a significant role, considering that the level of FI of the respondents from Western Balkan countries is lower than that of those from the Gulf region.

Published in: Journal of Women's Entrepreneurship and Education

Link: http://ebooks.iien.bg.ac.rs/2222/1/online_25jwee34_5n.pdf



AI-Driven Talent Management: Transforming Workforce Strategies in the Digital Age

Sapheya Aftimos, Randa Diab-bahman

With the increasing use of Artificial Intelligence around the world, it has left the Human Resource department no choice, but to adapt and incorporate into their systems and strategies. This research paper will examine the role of Artificial Intelligence in transforming traditional talent management strategies. The paper will also evaluate the benefits and challenges of integrating AI into talent management systems. While researching this, this study will provide insights into future trends and best practices for organizations that adopt AI-driven talent management.

Published in: AHFE (2025) International Conference Proceedings

Link:https://openaccess.cms-conferences.org/publications/book/978-1-964867-42-7/article/978-1-964867-42-7_6



Board dynamics and employee well-being: the role of institutional quality in a cross-country analysis of emerging markets

Ali Uyar, Khalil Nimer, Hamza Nizar, Muath Abdelqader, Abdullah S Karaman

Purpose

This paper aims to examine how board characteristics influence the well-being of employees and whether institutional quality matters in this relationship in emerging markets.

Design/methodology/approach

Based on a sample of 8,704 firm-year observations from 19 countries over the period 2008–2021, we ran country-industry-year fixed effect regression.

Findings

We find that independent board members, gender diversity and board skills have a positive impact on employee well-being. This finding suggests that boards with certain characteristics can act as catalysts for fostering organizational cultures that prioritize employee well-being. This positive effect is more pronounced in firms operating in countries with strong public governance quality and in firms facing strict market regulations.

Originality/value

The study underscores the critical role of board composition in shaping human resources management practices and enhancing employee outcomes within the complex contexts of emerging markets. Our paper also introduces a novel perspective by examining how the strength of stock market regulations and the quality of public governance in emerging markets influence the relationship between board dynamics and employee well-being. The emerging markets possess unique institutional characteristics, which significantly influence human resource management practices and employee outcomes. This approach adds a layer of complexity and relevance that has been largely absent in previous studies.

Published in: International Journal of Manpower

Link: <https://www.emerald.com/ijm/article-abstract/46/6/1148/1270151/Board-dynamics-and-employee-well-being-the-role-of?redirectedFrom=PDF>



Beyond bias in performance measurement and rewards practices: the role of informal networks in social inequality within global professional service firms

Muntaser J Melhem, Tamer K Darwish, Muath Abdelqader, Omar Tayseer Mowafi, Batool Abdeldayem

Purpose

This paper aims to examine how institutional complexity shapes unintended changes in performance measurement and rewards practices within the subsidiary of a global professional service firm operating in the Middle East. Using an institutional logics lens, it examines how macro-level contradictory logics influence the reproduction of these practices at the micro-level.

Design/methodology/approach

The paper utilizes a single case study research design and inductively examines the enactment of centralized performance measurement and

rewards practices diffused by the global, Western-based headquarters.

Findings

It shows that actors predominantly invoke informal institutional logics to navigate formal performance measures and achieve targets. This dynamic realigns performance measurement and rewards practices with local institutional norms, transforming them into mechanisms that systematically reproduce social inequality among employees. The latter emerges from the misalignment between local cultural norms and global management accounting practices rather than from organizational actors' (un)intentional efforts to manipulate performance management and measurement systems.

Research limitations/implications

The paper contributes deeper insights into how and why unintended consequences of performance measurement and rewards arise in emerging markets. It extends the literature by introducing the concept of decoupled complementarity, which explains how formal practices are maintained in appearance but strategically reshaped by informal institutional logics in contexts dominated by informality.

Originality/value

Contrary to existing research that suggests informality undermines formal management accounting practices, this study reveals that their implementation in emerging markets depends on informal interventions aligned with broader socio-cultural and institutional contexts. While these interventions help achieve organizational objectives, they also unintentionally reinforce social inequality by embedding management accounting practices within these frameworks.

Published in: Journal of Accounting in Emerging Economies

Link:<https://www.emerald.com/jaee/article-abstract/doi/10.1108/JAEE-08-2024-0352/1275928/Beyond-bias-in-performance-measurement-and-rewards?redirectedFrom=fulltext>



Leveraging external knowledge for open innovation: an empirical analysis of SMEs in Ho Chi Minh City, Vietnam

Dung Quang Nguyen, Fadi Alkaraan, Muath Abdelqader, Osama Khassawneh, Tamer K Darwish

Purpose

This study aims to examine the influence of a company's value chain partners, including customers, competitors and suppliers, on product and process innovation within Vietnamese small and medium-sized enterprises (SMEs). Drawing on the resource-based view and the knowledge-based view, this work focuses on SMEs in Ho Chi Minh City as a representative context for understanding innovation dynamics in emerging economies.

Design/methodology/approach

This study used a survey methodology, using a structured questionnaire that was distributed to directors and managers of SMEs in Ho Chi Minh City,

Vietnam. A random sample of 150 SMEs was selected from a list provided by the local Chamber of Commerce, and 111 completed responses were collected and analyzed to investigate the impact of external knowledge sources on innovation.

Findings

The analysis of SME responses in Ho Chi Minh City revealed that knowledge acquired from customers plays a significant and positive role in driving both product and process innovation. Customer insights were found to meaningfully contribute to improvements in product development and, to a lesser extent, operational processes. In contrast, knowledge sourced from suppliers and competitors did not show a statistically significant influence on either form of innovation.

Practical implications

This study provides practical guidance for managers and policymakers in Vietnam. Findings suggest that fostering customer engagement and actively seeking customer feedback can enhance product and process innovation among Vietnamese SMEs. The absence of significant effects from suppliers and competitors highlights the need to strengthen collaboration with these partners to unlock further innovation opportunities in the local context.

Originality/value

This paper advances comprehension of the interplay between regional forces and SME innovation by systematically examining the asymmetrical effects that varied external knowledge providers exert on open innovation results. By locating the analysis in an emerging market context, this study enriches the theoretical framework of open innovation and illuminates the differentiated utility of external knowledge, thereby deepening the literature on constrained-resource environments.

Published in: Global Knowledge, Memory and Communication

Link:<https://www.emerald.com/gkmc/article-abstract/doi/10.1108/GKMC-01-2025-0064/1311535/Leveraging-external-knowledge-for-open-innovation?redirectedFrom=fulltext>



Economic Factors as a Driving Force for Foreign Direct Investment in Serbia

Darko Marjanović, Ivana Domazet, Valentina Vukmirović, Vladimir Simović

This paper aims to examine the influence of economic factors on the inflow of foreign direct investment in Serbia. The study included 88 foreign investors who invested their capital in Serbia in the period from 2001 to 2019. The methodology is based on a quantitative approach using a survey technique based on a structured questionnaire. The results of this research show that the cost of doing business is the most important factor in the economic environment for foreign investors in Serbia.

Published in: Eastern European Economics

Link: <https://www.tandfonline.com/doi/abs/10.1080/00128775.2025.2536014>



The AI-powered learning loop in higher education

Oualid Abidi, Vladimir Dzenopoljac, Aleksandra Dzenopoljac

Purpose

This study examines how generative AI tools affect business students' academic performance by investigating whether flexible AI policies promote deeper learning, enhance self-efficacy and facilitate tacit knowledge acquisition in a Middle Eastern context, while ensuring efficiency and academic integrity.

Design/methodology/approach

A qualitative, exploratory study observed 20 final-year business students in Kuwait during five in-class activities using generative AI tools. Semi-structured interviews complemented the researcher's observations. Thematic analysis revealed patterns in benefits, challenges and learning processes, leading to the development of the AI-powered learning loop framework to explain academic performance outcomes.

Findings

The study indicates that generative AI tools assist students by saving time, organizing ideas and enhancing understanding. While they reduce cognitive load and boost confidence, concerns about accuracy and ethical implications remain. A structured AI policy can promote responsible use and improve academic performance, supporting the proposed AI-powered learning loop model.

Research limitations/implications

The exploratory design and small sample size limit the findings to a private business college in Kuwait, reducing generalizability to broader higher education. Despite relying on self-reported data, the AI-powered learning loop framework provides a basis for future validation and research across diverse contexts.

Practical implications

Higher education institutions can promote integrity by requiring students to explain and defend their AI-assisted work. This approach reduces academic dishonesty and enhances critical thinking. Faculty should integrate discussions and source validation into assessments. Clear AI policies from policymakers can alleviate student anxiety and foster essential skills for an AI-driven workplace.

Originality/value

This study explores the effects of tolerant AI policies in Middle Eastern higher education by introducing the AI-powered learning loop, a framework connecting cognitive load, self-efficacy, tacit knowledge and academic performance. It offers insights for academics and policymakers on responsibly integrating generative AI to enhance sustainable learning outcomes.

Published in: Learning and Teaching in Higher Education: Gulf Perspectives

Link: <https://www.emerald.com/ltthe/article/doi/10.1108/LTHE-03-2025-0014/1308540>



Measuring the performance of national oil companies in creating value Conceptual model

**Malak Othman Diab, Jamil Ali Hammoud, Mohamed Youssef Farhat,
Mohamad Atyeh**

This research aimed to present a conceptual model that forms the essential basis for collecting value creation indicators by national oil companies, addressing the lack of Arab studies in this area, to the best of the researchers' knowledge. The study employed a descriptive approach and utilized procedural analysis to identify the components of the value creation index used to measure the performance of national oil companies. These components were summarized into a composite index by assigning weights to each sub-indicator. The research concluded that five categories—state context, sectoral organization and governance, national oil company strategy, national oil company governance, and geology—contribute to value creation by national oil companies. Additionally, the study highlights the importance of

linking these categories to clear operational, financial, and national-mission indicators. This connection strengthens the model and enhances understanding of how different factors drive value. By doing so, the study provides a practical framework that policymakers and researchers can rely on when evaluating national oil company performance across diverse contexts. It also offers meaningful practical implications by supporting informed decision-making and creating opportunities for future research to test, refine, and expand the proposed model.

Published in: Edelweiss Applied Science and Technology

Link: <https://ideas.repec.org/a/ajp/edwast/v9y2025i11p1266-1280id11106.html>



An Economic and Empirical Evaluation of KSE Privatization: Impacts on Boursa Kuwait Equity Trading Behavior and Market Performance

Mohamad Atyeh, May Khafash

Boursa Kuwait has gone through some major structural changes and regulations adjustments designed to boost market liquidity, improve foreign investment, and market efficiency improvement. One of these changes is the privatization of Kuwait stock market which took place on April 2016. This article examines the impact of such a reform on investor behavior, and stock market performance. Through a combination of qualitative and quantitative methodologies, the study empirically models change to trading volume, closing prices and volatility patterns before and after the major reform initiatives were implemented. The study covers the period from April 2016 after the privatization until May 2025 and the period from January 2010 until the privatization date. The study investigates the impact of the privatization on the two market categories according to Boursa Kuwait classifications which are the premium market and the main market. The results indicate that the privatization process had a positive impact on market performance, return and trading behavior. The findings offer valuable insights for regulators, investors, and policymakers, underlining the positive impact of such a major stock market reform on Boursa Kuwait's financial outcomes, market liquidity, and investor behavior.

Published in: Journal of Cultural Analysis and Social Change

Link: <http://jcascc.com/index.php/jcascc/article/view/1991>





Neither Free nor Forced: Survival Entrepreneurship, Household Governance, and Constrained Labor Among Displaced Syrian Women

Rola ElAli, Gloria Haddad, Severine Le Loarne Lemaire, Farid Abdallah

Entrepreneurship is widely promoted as a pathway to refugee self-reliance, yet the conditions under which entrepreneurial livelihoods unfold, and the forms of labor they generate, remain underexamined. This study investigates how displacement and patriarchal household relations shape refugee women's entrepreneurship, asking when survival-oriented enterprise produces labor vulnerability rather than alleviating it. Drawing on in-depth qualitative research with Syrian refugee women entrepreneurs in Lebanon, the study reveals that entrepreneurship emerges primarily as a survival response to exclusion and precarity rather than an opportunity-driven choice. As a result, entrepreneurial activity becomes embedded within informal, relationally governed arrangements that intensify dependency and constrain exit, while women's labor is regulated through overlapping household expectations,

kinship obligations, and gendered moral economies that reproduce unprotected, difficult-to-exit work. The study shows that entrepreneurship and labor vulnerability may be co-constituted, repositions households as institutions of labor governance, and bridges entrepreneurship and forced labor scholarship by demonstrating how constrained labor emerges within self-employment through relational governance and survival imperatives. These findings challenge policy approaches that treat entrepreneurship as a stand-alone solution to refugee labor exclusion, revealing how market-based inclusion may normalize precarity instead.

Published in: Social Sciences

Link: <https://www.mdpi.com/2076-0760/15/3/169>



From Vision to Metrics: Positioning Australian University-Kuwait for UI GreenMetric Excellence through Digital Transformation

Oualid Abidi, Farid Abdallah

This study evaluates the sustainability readiness of the Australian University – Kuwait (AU) regarding the UI GreenMetric World University Rankings. Using a qualitative content analysis of AU's strategic plan and sustainability statements, the research highlights the tangible actions implemented across the six key components: setting and infrastructure, energy and climate change, water conservation, waste management, transportation, and sustainability education and research. Our findings indicate that AU has incorporated tangible sustainability measures in all ranking areas. The most salient initiatives include energy-efficient technologies, smart irrigation, digital transformation to reduce paper use, and partnerships for managing toxic and clinical waste. The university also promotes sustainable commuting through carpooling and bus shuttles. Regarding sustainability education, AU engages the campus community through the organization of seminars, competitions, and international scientific conferences that are gaining wider scope. The study recommends further adoption of advanced digital solutions to enhance the institutional alignment with UI GreenMetric criteria, particularly in water management, thereby building a competitive advantage in the local and regional higher education sectors. This proactive approach is likely to position AU not only for potential ranking inclusion but also as a leader in environmental engagement and digital sustainability in the region.



Published in: Journal of Sustainability Perspectives

Link: <https://ejournal2.undip.ac.id/index.php/jsp/article/view/29841>



The Rise of Artificial Intelligence, the Fall of Wellbeing?

Mirna Safi, Rawa Al Wadani

Under what circumstances can a system incorporating artificial intelligence (AI) meaningfully account for employee wellbeing? Although this consideration directly affects the ethics and quality of human-AI interactions, it has received relatively little focused attention in research and practice (Goldstein, & Kirk-Giannini, 2025). In fact, the use of AI by businesses to increase production and efficiency is raising questions about the potential effects on employees' wellbeing. This study examines how the use of AI can both improve performance and cause burnout, drawing on the empirical framework of Valtonen et al. (2025). A quantitative study design issued to gather information from employees that are actively adopting AI technologies in a university in Kuwait. Under the auspices of the IMPACT model (Montag et al., 2024), this research investigates how AI impacts wellbeing by altering perceived organizational support, task design, and work autonomy. This study emphasizes how AI may be both an efficiency boost and a possible source of stress for Kuwaiti organizations. It emphasizes the necessity of well-rounded digital initiatives that match organizational support networks, leadership empathy, and employee wellbeing policies with technical innovation. The study adds to the regional literature by placing international findings in the context of Kuwait's changing digital environment and by providing useful suggestions for encouraging the use of AI in the workplace that is both human-centered and sustainable. By detecting when AI helps employees achieve balance and when it causes overload, this study could assist firms in designing AI policies that increase productivity without compromising health—in support to the deployment of human-centered technologies and responsible AI management.

Published in: 54th EBES CONFERENCE - PARIS Proceedings Vol. 1

Link: <https://www.dropbox.com/scl/fo/hkii0k5sb1tbbpe0xgm1i/AHf13tCOoRROByeDoznHGcE?dl=0&e=1&preview=54th+EBES+Conference+Proceedings++Volume+1.pdf&rlkey=va9fi0872b5ft63yf093l1rtx&st=rjqrbsyo>

Strategic Performance Management In The Digital Era: Data-Driven HR & Leadership

Mirna Safi, Yamen Nissi, Oualid Abidi

In the fast-paced business world of today, performance management is a phrase that is used in many different fields and at all levels of an organisation. Global rivalry, quick technology advancement, interconnectedness, and economic liberalisation have all made it harder for organisations to survive, according to Huyett and Viguere (2005). In order to improve agility and boost business outcomes, companies are using strategic performance management (SPM)



frameworks that incorporate goal alignment, real-time analytics, and continuous feedback, as traditional performance appraisal systems are insufficient in the face of rapid innovation (Armstrong, 2020). This shift is particularly relevant in the context of Kuwait, where digital transformation—a major pillar of Vision 2035 aimed at transitioning the nation toward a knowledge-based, diversified economy—demands modern, data-driven approaches to performance management (Government of Kuwait, 2023).



Consequently, the use of data-driven analytics into HRM has become a crucial advancement in contemporary organisational activities. Businesses must be able to make strategic, well-informed decisions about their human capital as complexity and competition increase (Okon et al., 2024). This study examines how SPM is implemented in Kuwaiti organisations, with a particular emphasis on how HR departments monitor performance, improve leadership development, and encourage innovation through the use of digital technologies and data analytics. Additionally, it looks into the obstacles that must be overcome for performance technologies to be successfully adopted, including a lack of digital infrastructure, aversion to change, and skills' gaps (Deloitte, 2023).



A strategic framework for incorporating SPM into Kuwait's digital ecosystem is provided by this study, which draws on qualitative insights from HR leaders and stakeholders in digital transformation across several industries. This study adds to the expanding body of knowledge on digital-era HR practices by linking people management to the goals of national development. Furthermore, it offers practical recommendations for establishing sustainable, high-performing workplaces in Kuwait (CIPD, 2022; Boudreau & Jesuthasan, 2020).

Published in: Proceedings Of The 20th International Strategic Management Conference

Link:https://www.researchgate.net/profile/Batuhan-Medetoglu/publication/399769652_Financial_Sustainability_Importance_and_Functioning_of_Fintech_Applications/links/6967f663abecff2489eb33c3/Financial-Sustainability-Importance-and-Functioning-of-Fintech-Applications.pdf#page=202



Sustainable Business Practices – Corporate Reputation Within An Arab Context Of A Multi-Stakeholder Group

Abrar Al-Enzi Diab-bahman, Randa, Sapheya Aftimos

Purpose

This research investigates the perceptions and attitudes of employees and customers toward a telecommunications company in the Arab world, with a focus on how these perceptions shape and reflect the company's Corporate Reputation (CR). It explores CR through multidimensional factors including trust, ethical alignment, stakeholder experience, and the company's adherence to religious and social obligations.

Methodology

Quantitative research design was employed, utilizing both formative and reflective scales. The study surveyed two stakeholder groups: employees (n=684) and

customers (n=351). Key constructs included positive intent, trust/distrust, stakeholder experiences, perceived corporate commitment to well-being and religious obligations, and stakeholder identification with the company.

Findings

The results indicate an overall favorable perception of the company's reputation from both employees and customers. Both groups report positive personal and observed experiences, as well as a general sense of trust and identification with the company. However, the data also reveal that similar stimuli can produce both positive and negative responses, suggesting the need for nuanced interpretation of CR across different stakeholder groups.

Originality

This study is the first to apply reputational theory from a multistakeholder perspective within an Arabian cultural and corporate context. The findings offer strategic guidance for organizations seeking to enhance stakeholder relationships and reinforce positive reputation through culturally responsive practices.

Published in: World Sustainable Development Outlook (Book)

Link: <https://wasdlibrary.org/download/outlook2025-sustainable-business-practices-arab/>



Plastics Pollution in the Gulf Countries: Problems and Policy Solutions.

Richard Rutter, S Barnes, K Chalvatzis, M Al-Harbi

Plastics pollution is one of the most pressing environmental issues humanity faces; its ever-increasing production is overwhelming nations' capacities to address the long-term consequences, including the impact on ecosystems. Different policy approaches have been developed to minimize plastics consumption and pollution, especially with regard to packaging and the use of the materials in consumer goods. Kuwait and the Gulf countries generate considerable plastic waste but appear to lag regarding the implementation of public policies designed to mitigate the negative effects. Analysis of policy approaches to the plastics pollution issue in the Gulf is sparse. This article reviews the effect of plastic pollution in the Gulf countries and outlines some of the measures that could be put in place in Kuwait to create a more sustainable future for the ecosystems in the subregion. Using key stakeholder interviews and synthesizing

governance and policy approaches, the authors develop an environmental policy integration framework for Kuwait. This harmonizes regulatory, market, and voluntary measures, including awareness campaigns, curriculum integration, public health initiatives, media campaigns, financing, community participation, sustainable development concepts, tax incentives, and environmental cleanup efforts.

Published in: Middle East Policy

Link: <https://onlinelibrary.wiley.com/doi/abs/10.1111/mepo.70034>



Understanding Changing Attitudes to Plastics Consumption in the Gulf using Big Data Analytics

Stuart J Barnes, Richard Rutter

Plastic is derived from oil, with much of the world's reserves located in the Middle East. While most research on plastic consumption emphasizes Western countries, the Gulf Cooperation Council (GCC) states are also significant consumers, yet remain understudied. This research applies big data and text analytics (Python, MATLAB) to explore the drivers of plastic use across six GCC countries. Analyzing over one million news articles and tweets through machine learning, the study reveals that newspapers emphasize governance, social awareness, and commercial aspects, while social media highlights specific plastic products and issues. Longitudinal findings uncover notable differences in national policies, public attitudes, and sentiment. The paper offers valuable insights into plastics consumption in the Islamic

world and outlines key policy recommendations.

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Designing an AI-Enhanced Serious Game for Startups to Foster Competence Acquisition Among University Students: A Research Roadmap

Vladimir Simovic, Isam Zabalawi

Game-based learning (GBL), also known as structured play for educational purposes, has emerged as a powerful tool for enhancing learner engagement and motivation. With technology playing an increasingly central role in education, the potential of GBL to develop students' social, cognitive, and physical abilities is more evident than ever. Serious games offer an entertaining means for users to expand their knowledge and skills by tackling challenges within a gaming environment. To fully leverage the benefits of serious games, they must be designed to be user-friendly, dynamic, and capable of providing feedback. Integrating emerging technologies such as artificial intelligence (AI) further enhances their effectiveness. This chapter proposes a research roadmap for the development of an AI-enhanced serious-

game startup aimed at fostering competence acquisition among university students. Digital entrepreneurship serves as the focal theme of the serious game, given its significant role in job creation and economic growth. Successful digital entrepreneurs require a diverse set of digital entrepreneurial competences (DEC), encompassing areas such as marketing, finance, and information technology (IT). However, many university students face challenges transitioning from education to the labor market due to skills mismatches and gaps. Only a third of graduates feel adequately prepared with DEC for the workforce. To address this, innovative interventions leveraging emerging technologies and promoting entrepreneurship are essential. The proposed research roadmap outlines the development and deployment of a digital-startup serious game integrated with AI learner support and machine learning. This integration aims to provide personalized learning experiences tailored to each participant's needs. By utilizing AI algorithms to manage game difficulty and adapt to individual skill levels, the serious game offers a dynamic learning environment focused on skill enhancement and knowledge acquisition. Through this research initiative, we aim to contribute to the advancement of pedagogical approaches that empower university students with the competences needed for success in the digital era.

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A Review of Sustainable Development Goal (SDG) #3 Good Health and Well Being and its Relation with Other SDGs

Dania El Achmar, Rupali Bhagat, Sapheya Aftimos, May Basel Khafash, Fatima AlLougman

The present study is explorative and intends to determine the effectiveness of the Sustainable Development Goal 3 which states, "Ensuring a healthy life and promoting well-being for all ages," in achieving the outcomes of other Sustainable Development Goals. It is understood that good health and well-being are direct outcomes of other SDGs as well. As SDGs' main goal is to empower people, it inherently requires the excellence of well-being in the first place to develop social and economic aspects of human life. The study attempts to determine if the health paradigm has the potential to influence other Sustainable Development Goals. The key areas considered in the study in relation to health are social, economic and environmental factors. The impact of integrating health in broader developmental policies is assessed along with potential limitations or challenges of such an inclusive approach. The study has used a systemic approach which includes review of existing literature along with critical analysis of documents and reports.

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Integrating Institutional Entrepreneurship Into the Technology Acceptance Model for a Holistic View of Digital Transformation in Large Trailblazing Corporations

Oualid Abidi

Through triangulated analysis of 2024 10-K reports produced by the United States Securities and Exchange Commission (SEC), alongside independent third-party assessments, this study investigates the interplay between radical digital transformation initiatives and institutional entrepreneurship (IE) in three distinctive large companies which aim to revolutionize their respective sectors of activity, that is, Tesla, Meta, and Amazon, respectively leaders in automotive/energy, social media/metaverse, and retail/cloud computing. Digital transformation integrates advanced technologies into operations, while IE reshapes regulatory, industry, or societal frameworks to support innovation. The research aims to derive potential

research avenues based on recent and accurate data gathered about practical applications of IE in an evolving context of AI-powered digital transformation. Tesla leverages autonomous driving and energy solutions, Meta advances AI and the Metaverse, and Amazon integrates e-commerce and AWS, each engaging in IE to navigate barriers. The content analysis reveals that Tesla influences EV regulations and charging standards, while Meta shapes privacy laws and virtual norms. Finally, Amazon attempts to counter antitrust scrutiny while setting delivery and cloud benchmarks. Collected evidence from each report underscore three common IE strategies revolving around regulatory influence, industry standard-setting, and society norm-shifting. All strategies illustrate how digital leaders construct their institutional environments. Based on these findings, an extension of the Technology Acceptance Model is proposed, emphasizing the predictive role that IE can play in influencing users' attitudes and intentions toward groundbreaking technologies.

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Beyond the feed: social media, self-efficacy, and the gendered path to intrapreneurship

Mirna Safi, Andreas Kallmuenzer, Vladimir Dzenopoljac, Oualid Abidi, Sam Toglaw, Alper Ertürk

This study examined the impact of social media on managers' intrapreneurial behaviors in the hospitality industry, focusing on the mediating role of entrepreneurial self-efficacy and the moderating effect of gender. It explored how social media enhances managers' confidence in their intrapreneurial abilities and the gender-specific barriers that hinder such behaviors. This paper provides actionable insights for interventions in the Kuwaiti hospitality industry and beyond. Data were drawn from 102 managers across hotels, restaurants, and entertainment facilities who represented first-line, mid-level, and top management. Including these three managerial tiers enabled a comprehensive examination of how social media engagement predicts intrapreneurial behaviors across various organizational levels and degrees of operational involvement and strategic influence. By examining managers' perspectives at different hierarchical levels, this study provides a nuanced understanding of how digital engagement translates into innovative, value-creating actions within organizations. The article focused on understanding the relationship between social media engagement, self-efficacy, and intrapreneurial behaviors. The findings showed that engagement with social media boosted strategic renewal and entrepreneurial action by increasing managers' confidence to behave entrepreneurially. Entrepreneurial self-efficacy is crucial for turning social media engagement into tangible intrapreneurial outcomes, with gender differences shaping how these impacts unfold. This study also provides novel insights into how digital platforms facilitate intrapreneurial behavior, highlighting the importance of self-efficacy and gender. It offers a conceptual lens for understanding how managers can leverage social media to drive innovation within organizations. The results can guide hospitality firms aiming to encourage intrapreneurial actions among their managers.

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From Automation to Aggravation: AI's Unintended Consequences on Work-Life Conflict

Rawa Al Wadani, Mirna Safi

In a time of pandemic interruptions, work arrangements and flexible work environments are becoming more and more crucial in service firms. While this issue is central to the ethics and effectiveness of human-AI interaction, it has received limited focused attention in both research and practice. As businesses increasingly deploy AI to enhance productivity and efficiency, concerns are emerging about its potential impact on employee well-being resulting specifically in work-life conflict. This study investigates how AI implementation can simultaneously drive performance and contribute to burnout, drawing on an empirical framework. Using a quantitative research design, data will be collected from employees at a university in Kuwait actively integrating AI technologies into their workflows. Guided by the IMPACT

model and grounded in the Conservation of Resources (COR) theory and the Social Cognitive Theory (SCT), this study explores how organizational investment in AI influences employees' experiences of work-life conflict. The findings will highlight AI's dual role as a productivity enhancer and a potential stressor within a Kuwaiti institution. The study underscores the importance of balanced digital strategies—aligning technological advancement with leadership empathy, robust support systems, and employee well-being initiatives. By contextualizing global research within Kuwait's evolving digital landscape, this study contributes region-specific insights and practical recommendations for fostering human-centered, sustainable AI integration. Ultimately, it aims to guide organizations in designing AI policies that enhance productivity without compromising employee health, advancing the responsible and ethical management of AI in the workplace.

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When caring hurts: The association between psychological well-being and retention among pediatric critical care nurses: The mediating role of sleep quality

Rasha Kadri Ibrahim, Amani Darwish, Najwan Fares, Mirna Safi, John Senior, Ramya Kundayi Ravi, Hanan F Alharbi, Naglaa Hassan Abuelzahab, Maha Suwailem S Alshammari, Abdelaziz Hendy

Background

Pediatric critical care nurses practicing in NICUs, PICUs, and ICUs are often faced with high-acuity work demands, emotionally demanding situations, and non-traditional work schedules. These work-related stressors may have a negative impact on sleep and psychological well-being. While psychological distress and poor sleep have been identified as antecedents of burnout and intent to leave, the mediating effect of sleep quality on the relationship between psychological well-being and turnover intention has not been adequately explored in the context of pediatric critical care nurses.

Aim

This study aimed to assess the relationship between psychological well-being and turnover among critical care nurses, with sleep quality as a mediating factor.

Methods

A cross-sectional study was conducted among 385 nurses working in NICUs, PICUs, and ICUs in governmental hospitals. Standardized instruments were used to assess psychological well-being, sleep quality (PSQI), and turnover intention. Data were analyzed using correlation, regression, and structural equation modeling (SEM).

Results

Structural equation modeling indicated that sleep quality partially mediated the relationship between psychological well-being and turnover intention. Psychological well-being demonstrated a significant direct association with turnover intention ($\beta = -0.190$, $p < 0.001$) and a significant indirect association through sleep quality ($\beta = -0.117$, $p = 0.006$), with a total effect of $\beta = -0.307$ ($p < 0.001$). Sleep quality was positively associated with turnover intention ($\beta = 0.278$, $p < 0.001$). The model explained 46.1% of the variance in turnover intention ($R^2 = 0.461$).

Conclusion

The findings suggest that sleep quality represents a key mediating pathway in the association between psychological well-being and turnover intention among nurses. Reduced psychological well-being was associated with higher turnover intention both directly and indirectly through poorer sleep quality. These findings highlight the potential importance of recovery-related processes; however, given the cross-sectional design, the observed relationships should be interpreted as associative rather than causal.

Impact statement

This study highlights the need for healthcare organizations and policymakers to prioritize interventions that improve the psychological well-being and sleep quality of critical care nurses.

By integrating mental health support programs, optimizing shift schedules, and addressing workplace stressors, institutions can reduce turnover intentions and stabilize the nursing workforce.

Policymakers should advocate for workplace standards that promote nurse recovery and resilience, ultimately enhancing patient care quality and organizational performance.

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Integrating Digital Technologies for Enhanced Sustainability and Performance in Supply Chains

Yamen Nissi, Faidon Theofanidis, Farid Abdallah

This study aims to explore digital tools such as blockchain, the internet of things, artificial intelligence (AI), and big data analytics, and how these tools could be used to optimize supply chain operations across environmental, economic, and social dimensions. Key performance indicators (KPIs) will focus on enhancing resource efficiency, enabling real-time traceability, reducing carbon footprint, and improving stakeholder collaboration. The research identifies the role of digital transformation in aligning sustainability with operational excellence. Through an extensive literature review, this study highlights best practices in the adoption of these technologies across various industries. This research contributes to both academic and practical discussions by providing an integrative conceptual framework that links digital

innovation with sustainable supply chain performance, offering actionable insights for managers and policymakers striving to meet evolving environmental standards and market expectations.

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Perceptions of Instagram Posts in Kuwait's Banking Sector: Insights From Bank Marketing Managers and Consumers

Marcelle de la Roche, Faidon Theofanidis, Fatima AlLougman, Aleksandra Jovanovic, Vladimir Simovic



This study investigates the perceptions of thirteen bank marketing managers and selected bank consumers regarding Instagram posts, utilizing Rosenberg and Hovland's components of attitude (affect, cognition, behavior) and Lavidge and Steiner's Hierarchy of Effects model. Instruments were developed to measure and compare perceptions, using non-parametric Mann-Whitney U tests. The findings reveal differences in perceptions between managers and consumers regarding emotional appeal and the likelihood of reading, liking or commenting on these posts. Furthermore, differences in perception were noted for video content and commenting behavior, Instagram Reels for likes, and positive messages for reading and commenting. These findings provide valuable insight to bank marketing managers in Kuwait for creating effective Instagram posts that resonate with their customers and enhance engagement and interaction.

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The Effect of Economic Diversification on GDP per Capita: Insights from Saudi Arabia and Kuwait

Rola Mourdaa

The Gulf Cooperation Council (GCC) countries, heavily reliant on oil revenues, have long aimed to diversify their economies to mitigate the volatility of global oil prices and foster sustainable growth. Two countries, Saudi Arabia, representing the biggest economy, and Kuwait, the third biggest economy in the GCC, were chosen based on their promising economic visions, while being considered as the more historically conservative countries. Both countries represent case studies to reflect on the effectiveness of their diversification measures on GDP/capita as one of the main macroeconomic indicators for prosperity. The paper aims to use time series data over the period 2000–2024 for both countries to reflect the diversification efforts on GDP per capita. A straightforward multivariate regression model is employed, utilizing the

value-added contributions of the three primary sectors—industry, agriculture, and services—to examine whether recent economic transformations and policy reforms have influenced GDP per capita and to identify in which country reforms exerted the greatest impact. Findings are expected to reflect a bigger impact of diversification aims on GDP/capita in Saudi Arabia due to the pace of reforms that have been implemented. This research shall provide valuable insights for policymakers, highlighting the need to promote policy reforms to foster sustainable economic growth. The outcome of this study will provide hydrocarbon-dependent GCC economies with an updated, replicable methodological framework to support a better formulation of policy and strategy connecting digital transformation and sustainability agendas in line with efforts related to the Saudi Vision 2030 and Kuwait Vision 2035, which shall present a benchmark that can be applicable for the other GCC economies.

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Perspective Chapter: Defining Trust-Foundations, Developmental Pathways and Cross-Disciplinary Perspectives

Alper Erturk, Marcelle de la Roche

Trust is a cornerstone of human social life that enables cooperation, communication, and psychological health across several relational, institutional, and cultural systems. This chapter provides an overview of the definition of trust, combining empirical and theoretical perspectives from different fields such as psychology, philosophy, sociology, economics, and neuroscience. The chapter begins by placing trust in an evolutionary framework and then examines the various definitions, noting the lack of consensus on key characteristics such as vulnerability, positive expectations, and risk. The developmental origins of trust are explored using leading theoretical classifications, including rational choice, personality-based, institutional, and affective models. The chapter further examines the relationship between trust and distrust, arguing that the two are functionally distinct psychological states that can simultaneously exist within the same relationship as opposed to representing opposite ends of a single continuum. The roles of emotion in influencing trust judgements are explored through both cognitive and affective pathways, using McAllister's dual-trust framework and neuroimaging evidence that trust and distrust engage separate neural systems. The asymmetry between how trust is built and broken is examined, with particular attention to the influence of negative information on trust judgements and the relative fragility of trust once established. Trust is also examined across several disciplines and relational levels, from individual to interpersonal and broader societal levels. The chapter concludes with a discussion on the implications for relational repair and institutional design, advocating for contextual trust calibration, rather than maximization. This is essential for transparent governance in an increasingly digital world.

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“To AI or Not to AI?”—When Synergies Collide

Sapheya Aftimos, Randa Diab-Bahman

Employees are often encouraged to use artificial intelligence (AI) in the workplace, and industry experts tend to promote the idea that AI is here to stay. Extravagant events are consistently held to showcase the magic of AI, yet companies seem to have limited policies and mixed signals concerning AI's adoption. This is creating a conflicting narrative, as the practical applications of such evolving technologies remain fragmented—particularly, the synergies of the numerous variables at play, which are often explored in isolation or underexplored altogether. As such, this research uses a three-construct approach, which includes ‘Institutional Policies’ and ‘Stakeholder Sentiments’, to explore their individual and collective implications on ‘AI Usage’ in Kuwait from a multi-stakeholder point of view. This is the first research to use a triple-lens framework, stemming from Institutional Theory, Technology

Acceptance Model, and Human Capital Theory, to argue that AI usage cannot be assessed from one perspective due to its subjectivity. The methodology includes a quantitative assessment administered to 153 participants ($n = 153$) using a closed survey. The findings confirm that higher positive views of AI usage are connected to higher Stakeholder Sentiments as well as ‘Institutional Policies.’ Also, a moderate relationship was found between ‘Stakeholder Sentiments’ and ‘Institutional Policies,’ meaning that better policies are connected to better stakeholder sentiments. The research contributes to the broader literature on AI usage from a practical perspective with a multi-lens framework which takes several constructs into consideration collectively rather than in isolation.

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Embedding Talent Management in the Digital Transformation of Universities in Kuwait

Sapheya Aftimos, May Khafash

As economies transition from traditional models toward sustainable digital economies, higher education institutions face mounting pressures to cultivate digital skills among both faculty and students. To navigate this transformation, universities must adopt talent management as a strategic tool to ensure readiness and long-term sustainability. This chapter reviews how strategic management principles can be applied to develop digital competencies in higher education, highlighting the critical role of faculty as digital leaders and students as active participants in the emerging digital economy. Drawing on existing literature and global best practices of the global, this chapter underlines the integration of talent management into institutional digital strategies, with attention to faculty recruitment and development, student digital competency frameworks, and leadership in fostering digital innovation. The chapter emphasizes that integrating talent management in digital transformation enhances competitiveness, promotes economic diversification, and prepares future-ready institutions.

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Assessing the Link Between Corporate Sustainability Practices and Financial Performance in Boursa Kuwait

Mohamad Atyeh, Steven Telford, Dana Yamout, May Khafash



This study provides an empirical investigation into the impact of corporate sustainability practices on financial performance in Boursa Kuwait over the period 2015 to 2025. While existing literature has largely focused on firm-level analyses of ESG practices, limited attention has been given to their aggregated effect on market-level outcomes, particularly in emerging markets such as Kuwait. Moving beyond these gaps, the research conceptualizes sustainability as a potential systemic determinant of market behavior, examining its influence on the All Share, Main Market, and Premier Market indices. The study evaluates how variations in environmental performance, governance quality, and transparency of sustainability disclosures are transmitted into various market outcomes, including index returns, volatility, and market capitalization. Employing a combination of regression analysis and time-series modeling, the framework captures both short-term fluctuations and long-term structural dynamics, enabling a nuanced understanding of the complex interplay between ESG practices and market performance. Anticipated findings suggest that improvements in governance mechanisms and sustainability disclosure standards are likely to stabilize market dynamics, mitigate volatility, and support consistent index performance in the longer term, while short term expectations are more difficult to speculate upon. Additionally, the adoption of ESG practices is hypothesized exert positive influence on investor confidence and market participation, as it's considered to reflect a gradual alignment of Kuwait's capital market with global sustainability norms.



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An evaluation of intellectual capital disclosure: evidence from Vietnamese firms

Thi Thuy An Hoang, Doaa Aly, Muath Abdelqader, Muntaser J Melhem, Tamer K Darwish, Anas Al Tweiher

Purpose

This study aims to explore the extent of Intellectual Capital Disclosure (ICD) in the annual reports of the top 50 listed Vietnamese companies. It assesses the influence of firm characteristics and corporate governance structure on ICD practices.

Design/methodology/approach

ICD was measured using content analysis, specifically word count percentage. Panel data regression analysis was employed to examine the relationship between firm characteristics, governance structures and the level of ICD.

Findings

Results reveal that ICD levels among Vietnamese firms sampled are relatively low, averaging 17.43% of the overall annual report word count. Relational capital emerges as the most disclosed category of IC. Firm size, profitability, industry type, number of independent board members and CEO duality significantly impact the level of ICD. However, leverage, board size and the presence of an audit committee show no significant influence on ICD.

Practical implications

These findings offer insights into agency and signaling theories. They provide empirical evidence for stakeholders, academics and regulatory bodies to comprehend ICD practices and identify factors that could enhance ICD in emerging markets like Vietnam.

Originality/value

This study contributes to the literature by examining ICD practices in an emerging market context and identifying the impact of firm characteristics and governance structures on ICD levels, offering valuable implications for both theory and practice.

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How Board Digital Skills Shape Firms' AI Adoption Disclosure

Muath Abdelqader

This study explores the relationship between corporate governance and the level of Artificial Intelligence (AI) adoption disclosure. It aims to fill gaps related to the effect of board digital competencies in shaping firms' communication of AI initiatives. Using the content analysis of annual reports of a sample of listed companies in Kuwait for 2021–2024, an AI disclosure index is being developed to capture the level of AI adoption disclosure, and regression analysis will be used to examine the suggested relationship. Building on the resource dependency theory and upper echelons theory, it is expected that directors with digital expertise and background promote their firms AI adoption disclosure. This study contributes to the growing literature on digital governance and corporate disclosure by highlighting the strategic role of directors' competencies in technological transparency. It also offers recommendations for practitioners and policy makers on enhancing AI-related reporting.

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Transformational Leadership and Knowledge Quality in Building Ambidextrous Organizations

Oualid Abidi, Vladimir Dzenopoljac, Aleksandra Dzenopoljac, Dina Youssef

Organizations today face turbulent environments driven by rapid technological change and competitive pressures, necessitating high adaptive capacity. Organizational ambidexterity, the ability to explore new opportunities while exploiting existing resources, is essential. This dual demand involves human behavior and relies on effective knowledge generation, sharing, and transformation. However, information overload can hinder employees' ability to identify valuable knowledge. This study explores the role of transformational leadership in shaping organizational ambidexterity through knowledge quality and sharing. An empirical study involving 403 employees across various Egyptian industries was conducted, revealing that transformational leadership positively influences ambidexterity via the mediating role of knowledge quality. This research underscores the significance of leadership in managing knowledge flows in today's digital environments, where the risk of overload is heightened.

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Emotional Contagion in AI-generated video advertising A scoping review

Marcelle de la Roche

Advertising agencies and organizations are investing heavily in Artificial Intelligence (AI) to generate advertising content. While the literature on human-machine interaction (HMI) and AI is quite extensive, little is known about how AI-generated advertising (AIGA) resonates emotionally with consumers. This scoping review examines HMI through the lens of emotional contagion (EC), focusing on consumers' responses to AIGA. The study focuses on emotions embodied in AI-generated content and how emotions are transferred to viewers. Guided by the PRISMA framework for scoping reviews, the study systematically maps existing academic research to identify current topics, tools, theoretical and methodological approaches prevalent in this field of study. The review identifies gaps in existing literature and outlines avenues for further research. The study extends EC theory in the context of AIGA by extracting a typology of concepts that could anchor future research into emotionally resonant AIGA.

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Bridging Perception and Performance - Inclusive Digital Marketing Training for PwDs in an Evolving Digital Economy

Milena Lazic, Nevena Veselinovic, Vladimir Simovic

In an era of technological disruption, digital platforms are reshaping entrepreneurial ecosystems and expanding employment pathways for persons with disabilities (PwDs). This study examines how inclusive digital marketing training influences both self-assessed and objectively tested competencies, addressing well-documented gaps between perceived and actual skills. Using a quantitative design to compare online and in-person formats, the findings reveal significant improvements across all competence dimensions and a consistent reduction in the perception-performance gap. Training thus produces both cognitive (knowledge growth) and metacognitive effects, improving participants' calibration of their own abilities. By demonstrating how tailored digital skills programs strengthen employability for PwDs, the study offers evidence-based insights for inclusive workforce development in the digital economy.

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Does AI Disclosure Devalue Advertising Examining How Perceived Creative Effort Signals Value and Trust in Advertising

Marcelle de la Roche, Alper Erturk, May Khafash

Global advertising agencies are investing heavily in AI infrastructure to enhance efficiency and create professional content. However, very little research has been conducted to understand how consumers respond to AI-generated advertisements. At the same time, regulators worldwide are introducing legislation mandating the disclosure of AI-created content. This study investigates how effort disclosure and the source of content (human vs AI) shape consumer attitudes towards the advertisement, perceived creativity, trust, and purchase intent. Drawing on the Effort Heuristic and Signaling Theory, perceived effort is conceptualized as a heuristic cue and a quality signal influencing authenticity and quality perceptions. The study utilizes an experimental design with disclosure and control groups testing mediation by trust and quality. The findings aim to clarify the impact of AI-disclosure on consumer attitude, offering insights for practitioners and extending theory in the context of AI.



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Industry 5.0 and Human-Robot Co-Working The Impact of Robots in Organizations on Human Resource Management

Seda Demir, Kadir Alpaslan Demir, Alper Erturk

The theme of Industry 5.0 is human-robot co-working. For the Industry 5.0 era, it is envisioned that robots will handle mundane tasks, while humans will focus on more creative work in organizations that requires judgement and experience. Currently, the primary workforce in organizations consists of humans. In the Industry 5.0 era, work will be shared and distributed between humans and robots; therefore, humans will not be the primary workforce. This change in the workforce will have profound effects on human resource management in organizations. Even the name of HRM may likely need to be revised, such as, Workforce Hybrid Resource Management. In this study, we attempt to identify fundamental areas in HRM that will be affected by the organizational evolution enabled by a workforce comprising humans and robots. Furthermore, we highlight areas of HRM for future research to guide investigations into exploring the effects of the robotic workforce in organizations.

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Reframing Supply-Chain Dynamics in the Era of Industry 5 A Meta Analytic Investigation into Technological Integration, Environmental Sustainability, and Cost Efficiency

Yamen Nissi, Alper Erturk, Mirna Safi

This study conducts a meta-analytic investigation of Industry 5.0's impact on supply-chain performance, integrating technological innovation, sustainability, and cost efficiency. As global supply chains transition from automation-focused Industry 4.0 to the human-centric & resilient model of Industry 5.0, firms—especially in emerging economies—face the challenge of aligning digital transformation with the triple bottom line. Drawing on foresight-resilience theory, synthesizing on empirical findings from 2014–2025 to quantify the effects of technologies such as AI, IoT, blockchain, & digital twins on operational, environmental, & economic outcomes. The study contributes by linking foresight capabilities to sustainable digital transformation and offers evidence-based insights for policymakers and managers pursuing resilient, adaptive supply chains in the Industry 5.0 era.



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The Effect of Economic Diversification on GDP per Capita, The Cases of Saudi Arabia and Kuwait, A Multiple Regression Analysis

Rola Mourdaa

The Gulf Cooperation Council (GCC) countries, heavily reliant on oil revenues, have long aimed to diversify their economies to mitigate the volatility of global oil prices and foster sustainable growth. Two countries, Saudi Arabia, representing the biggest economy, and Kuwait, the third biggest economy in the GCC, were chosen based on their promising economic visions, while being considered as the more historically conservative countries. Both countries represent case studies to reflect on the effectiveness of their diversification measures on GDP/capita as one of the main macroeconomic indicators for prosperity. The paper aims to use time series data over the period 2000-2024 for both countries to reflect the diversification efforts on GDP per capita. A straightforward multivariate regression model is employed, utilizing the value-added contributions of the three primary sectors—industry, agriculture, and services—to examine whether recent economic transformations and policy reforms have influenced GDP per capita and to identify in which country reforms exerted the greatest impact. Findings are expected to reflect a bigger impact of diversification aims on GDP/capita in Saudi Arabia due to the pace of reforms that have been implemented. This research shall provide valuable insights for policymakers, highlighting the need to promote policy reforms to foster sustainable economic growth. The research shall enrich the literature by providing an updated empirical analysis of the effect of diversification on GDP/capita for two key GCC economies, which present a benchmark that can be applicable for the other GCC economies.

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Employing Artificial Intelligence for Sustainable Renewable Energy Utilization of Machine Learning Techniques in Predictive Maintenance of Wind Energy Systems

Alper Erturk, Wael Dabboussi, Razan Alkhayyat, Khaled AbuJbara, Marcelle de la Roche, Vladimir Simovic

As industrial activities continue to strain environmental resources, ensuring energy efficiency and sustainability has become a global priority, making renewable electricity generation a central focus. Among these sources, wind energy stands out for its high-capacity factor and scalability. This study underscores the growing importance of Machine Learning (ML) applications in optimizing renewable energy systems. Specifically, it presents a case study demonstrating how ML-based predictive maintenance can enhance the reliability and efficiency of wind energy operations. By accurately forecasting component failures and optimizing maintenance schedules, the proposed approach reduces downtime, labor, and costs, contributing significantly to sustainable resource management and long-term energy security.

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Assessing the Link Between Corporate Sustainability Practices and Financial Performance in Boursa Kuwait

Mohamad Atyeh, Steven Telford, Dana Yamout, May Khafash

This paper examines the link between corporate sustainability practices and financial performance among listed firms at Boursa Kuwait. As pressure mounts on firms to adopt sustainable and responsible business strategies, understanding the dynamics whereby such practices impact profitability and market valuation has become an important issue, especially in emerging markets. The study investigates how ESG initiatives and sustainability disclosures explain firm performance variables such as ROE, stock returns, and market capitalization. Based on firm listed on Boursa Kuwait from 2015-2025, this study will exploit regression analysis to assess whether increased sustainability commitment yields better financial performance. Based on the preliminary expectations, the more efficient environmental activities and transparent sustainability reporting will have a positive effect on investor confidence and consequently firm value.



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From Automation to Aggravation: AI's Unintended Consequences: A Study on Well-being

Mirna Safi, Rawa Al Wadani

In a time of pandemic interruptions, work arrangements and flexible work environments are becoming more crucial in-service firms. While this issue is central to the ethics of human-AI interaction, it has received limited focused attention in both research and practice. As businesses increasingly deploy AI to enhance productivity and efficiency, concerns are emerging about its potential impact on employee wellbeing resulting specifically in work-life conflict. This study investigates how AI implementation can simultaneously drive performance and contribute to burnout. Using a quantitative research design, data will be collected from employees at a university in Kuwait actively integrating AI technologies into their workflows. Guided by the IMPACT model and grounded in the Conservation of Resources (COR) theory and the Social Cognitive Theory (SCT), this study explores how organizational investment in AI influences employees' experiences of work-life conflict.



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Leadership Styles and Employee Motivation in International Schools in Turkey, Mediating Role of Job Satisfaction in the AI Era

Fadi Ghosn, Fattma ElBialy, Hassan Houmani, Farid Abdallah

Teaching quality is shaped by leadership styles that influence educators' motivation and job satisfaction within AI-driven and economically complex contexts. Using primary data from 439 cross-cultural staff in international schools in Turkey, this study employs descriptive statistics, correlation analysis, and structural equation modeling to examine the effects of leadership styles and workplace conditions on motivation and job satisfaction. Findings show a negative relationship between transformational leadership and motivation, a modest positive effect of transactional leadership, and no significant effect of laissez-faire leadership. Job satisfaction plays a significant mediating role. The work environment has the strongest influence, exceeding professional development and compensation. The study addresses a gap by examining how leadership interacts with economic instability and technological change to support sustainable education.

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Human Resource Analytics for Sustainable and Strategic Human Resource Management An Application in Higher Education

Wael Dabboussi, Alper Erturk, Farid Abdallah, Mirna Safi, Sapheya Aftimos

This research aims to empirically demonstrate the significance and benefits of human resource (HR) analytics techniques and methodologies for a more sustainable talent management through an empirical case study at a higher education institution. First, a systematic literature review regarding the utilization of HR analytics in higher education context has been conducted using a bibliometric analysis. In the empirical part, human resource related data was collected, cleansed, and analyzed through four phases, namely descriptive, diagnostic, predictive and prescriptive analytics. Our aim is to provide invaluable insights that will help senior decision makers to formulate strategies for sustainable HRM aligned with organizational key performance indicators (KPIs). This research provides a better understanding of the advantages and significant importance of data-driven decision making and digital transformation in terms of analytics and knowledge management in a university context.



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Integrating Artificial Intelligence into Human Resources Management-Review of Opportunities and Challenges

Hamsa Sarhan, Upamali Amarakoon, Fariza Sabrina, Rupali Bhagat

Despite the rapid advancements in artificial intelligence (AI) related technologies and associated research, scholarly attention on AI integration into human resource management (HRM) is limited and fragmented. Following PRISMA guidelines, we systematically shortlisted 53 high quality peer reviewed journal articles. We then followed a qualitative narrative review process to analyze them and synthesize. While presenting an overview of contextual, methodological, theoretical focus of the literature on AI integration into HRM, we highlight associated opportunities and challenges for HR professionals, particularly from a change management perspective. Presenting the gaps in existing literature, we present pressing areas for future research.

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To AI or Not to AI: When Synergies Collide

Sapheya Aftimos, Randa Diab-Bahman

Educators are often encouraged to use AI in the classroom, and HEIs tend to promote the idea that AI is here to stay. Extravagant events are consistently held to showcase the magic of AI, yet both faculty and students are continually advised against using it. This is creating a conflicting narrative for the stakeholders involved. The practical applications of such evolving technologies remain underexplored in HEIs, particularly the synergies of the numerous variables at play, which are often explored in isolation or underexplored. As such, this research uses a three-construct approach, which includes AI usage, institutional policies, and stakeholder sentiments, to explore the current state of usage of AI in Kuwait's universities from a multi-stakeholder point of view. The methodology includes a quantitative survey administered to both faculty members and students in HEIs in Kuwait. The findings will contribute to the broader literature on AI usage from a practical perspective.

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AI-Enabled Digital Competencies of Business Students in Kuwait: An Empirical Assessment Based on DigComp 3.0

Bodour Alshakhss, Vladimir Simovic

This study explores law students' perceptions of artificial intelligence (AI) in education, emphasizing ethical concerns, institutional readiness, and usage trends. A survey of 103 undergraduates assessed knowledge, institutional support, awareness of misconduct, and adoption. Results show moderate to high AI knowledge but limited institutional backing, with use mostly of Grammarly and ChatGPT. Regression analysis revealed knowledge predicted awareness of plagiarism, support influenced avoidance behaviors, and cheating concerns extended to pedagogy. Gender differences shaped views on transparency and training, but neither knowledge nor support predicted usage, suggesting curriculum demands and peer norms drive adoption. The findings reveal a gap between recognizing AI's risks and using it responsibly, underscoring the need to integrate AI into curricula, provide structured training, and establish transparent policies that balance innovation with ethics in legal education.



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INTERNSHIP

FALL 2025-2026

During the Fall semester, the Alumni & Career Placement Center partnered with 25 employers across a wide range of industries to provide internship opportunities for College of Business students. A total of 84 internship placements were offered to 36 students from the Marketing, Human Resources, Accounting, and Management programs, giving them a diverse selection of organizations in which to gain practical experience.

Host employers provided valuable hands-on training that allowed interns to apply the knowledge and skills developed in the classroom to real-world workplace settings. Student feedback was overwhelmingly positive, with many highlighting the practical learning experiences and professional development they gained throughout their internships. The Australian University also welcomed ten new host employers to the College of Business internship program, further strengthening its industry partnerships and expanding opportunities for future students. The College of Business Internship Team includes Ms. Marcelle de la Roche, Ms. Massouma Rahat, and Ms. Joumana Tasse.

Testimonial:



MY INTERNSHIP EXPERIENCE



Diploma of Human Resources

Hamad AlMutawa

Ali Abdulwahab Al Mutawa (Fall 2025-2026)

My internship at AAW's Human Resources Department was an enriching experience where I supported recruitment, training, and employee engagement activities. I gained practical knowledge in HR functions, improved my communication and coordination skills, and became more confident working in a real organizational environment. I sincerely thank the Australian University of Kuwait for enabling me to gain real-world experience through this internship.



MY INTERNSHIP



EXPERIENCE

Diploma of Management

Hanouf Essam Albassir

NBK (Fall 2025-2026)

Working in a real banking environment helped me strengthen my communication skills, build confidence, and understand the importance of accuracy and customer service. This internship allowed me to connect what I learned in class with real workplace situations, and it played an important role in developing both my personal and professional skills. I thank AU for giving me a great opportunity to work in NBK



MY INTERNSHIP



EXPERIENCE

Diploma of Marketing Student

Yara Fadi Elbechara

Artspace Studio (Fall 2025-2026)

My experience at Artspace Studio in the Scientific Center taught me how meaningful creative work can be. I interacted with visitors every day, helped kids and adults express themselves through art and captured moments through photography that supported the center's marketing. A big thank you to AU for helping me reach this opportunity.



SPRING 2025-2026

During the Spring semester, the Alumni & Career Placement Center placed 38 students with 15 employers that provided internship opportunities across the Marketing, Human Resources, Accounting, Management, and Events Management programs. The Australian University also welcomed eight new host employers, further expanding its network of industry partners, and enriching the internship program. Throughout their internships, students gained valuable practical experience while applying classroom knowledge in professional settings. They also participated in interviews as part of the placement process, helping them develop essential career readiness and communication skills. We extend our sincere gratitude to the organizations whose partnership provided our students with meaningful learning experiences: BUYVEST, Al-Futtaim Group, Artspace, Al-Hasawi Group, Chery Al-Ghanim, Ortable, Velvet Dessert, Chalhoub Group, Kuwait Finance House, Ever, Kuwait Handicapped Society, and National Oilwell Varco.

Testimonial:



MY INTERNSHIP EXPERIENCE



Diploma of Accounting
Ahmad Fares Al-Fares
BuyVest (Spring 2025-2026)

My internship experience at BUYVEST was incredible. I was supported by the Accounting Team and was trained to work on chart of accounts, creating and posting invoices and journal entries using the Odoo accounting software. I learned a lot and still have much to learn. I would like to thank the Alumni and Career Placement Center for their continuous support throughout the duration of the internship and after.



SUCCESSFUL COMPLETION OF INTERNSHIP -BUYVEST

The College of Business students Ahmad Fares Al Fares and Mariam Salman Alroumi had an opportunity to do their internship at BuyVest. During their time at [www.buyvest.co]BUYVEST and [www.almajara.com]Almajara, both students showed exceptional dedication and professionalism. They added significant value to our team, and it has been a true pleasure to have them with us. We would always welcome them back in the future.

To celebrate their hard work, we held a lunch party in their honor and presented them with certificates of appreciation.





STUDENTS INTERVIEWS

Name: Rama Baroudi - 240200676

Major: Diploma of Marketing

What were the main challenges you faced during online learning, and how did it influence your learning experience?

"One of the main challenges I faced was adjusting to the sudden shift from classroom learning to remote learning. It was difficult to stay focused and maintain the same level of communication and commitment with instructors and peers. However, the experience helped me become more flexible and self-disciplined and better at using digital tools for learning."

Name: Ali Akbar - 252200186

Major: Bachelor of Business Management

What were the main challenges you faced during online learning, and how did it influence your learning experience?

"My main challenge during the online learning period was keeping up with the schedule of attendance and lack of coordination between group members regarding group projects. During this period, I felt like I couldn't keep up with my attendance schedule due to my fears of computer updates messing up my attendance or I could have potentially missed out on a class hyperlink that could have easily made me miss my classes. In terms of group coordination, it often felt as if we had to assign our tasks to one member of our group leading to a lack of coordination. Overall, it had a negative impact on my education because it made me feel isolated and uncomfortable because I could not cooperate with my group mates as easily as I would have in the campus itself."

Name: Basel Abu Farsakh - 250400059

Major: Bachelor of Management Information Systems

What were the main challenges you faced during online learning, and how did it influence your learning experience?

"One of the biggest challenges I faced during online learning was staying motivated and focused, especially during long lectures. I found it super easy to get distracted compared to being in a classroom where I could interact with my tutor and classmates. At the same time, online learning helped me become more independent and improve my time management skills. It also taught me how to adapt to different learning environments. Although I prefer face-to-face learning, the experience helped me become more experienced with using technology effectively in my education."

The background of the page features a blurred image of two hands in white business attire shaking. Overlaid on this are several white checkmarks inside squares, some of which are connected by lines. A large, solid dark blue rectangle occupies the right side of the page. The text 'EVENTS AND ACHIEVEMENTS' is centered in the middle-left area in a bold, italicized, dark blue font.

EVENTS AND ACHIEVEMENTS

SEMINARS

THRIVING IN THE AI ERA: SKILLS, FUTURE JOBS, AND LIFELONG LEARNING

The College of Business hosted its first seminar of the Fall 2025/2026 semester, featuring guest speaker Mr. Roland Abi Najem, a Cybersecurity, AI, and Digital Transformation expert and the Founder & CEO of Revotips. During the session, Mr. Abi Najem highlighted the importance of adopting technology alongside relevant policies to build a secure and resilient digital future.

He also emphasized the role of smart technologies—particularly artificial intelligence—in shaping the future of humanity across industries, economies, and emerging technologies, with a focus on how AI can enhance human life and productivity.

In addition, Mr. Abi Najem noted that the integration of such technologies into everyday life should ultimately contribute to improving quality of life and supporting the well-being and advancement of societies, rather than causing harm or accelerating negative outcomes.



NBK CONNECT. WEYAY BANK - YOUR FUTURE STARTS HERE!

On November 6th, 2025, we were honored to host Mr. Mohammad Wadhah, Vice President and Product Owner at Weyay, NBK, for an insightful session on Design Thinking and its transformative impact on product development.

Mr. Wadhah introduced the audience to the principles and benefits of Design Thinking, highlighting its role in driving innovation and enabling faster, more effective problem solving. He emphasized how fostering empathy, collaboration, and iterative prototyping can significantly enhance customer satisfaction.

Drawing on examples from industry leaders such as Netflix and Airbnb, Mr. Wadhah illustrated how Design Thinking has been instrumental in shaping their success. He also shared NBK's own journey in applying this methodology to develop Weyay, a youth focused digital banking solution. Inspired by the needs and aspirations of younger generations, NBK designed Weyay to deliver a faster, simpler, and more engaging banking experience, one that motivates users in their daily financial lives.

We extend our sincere thanks to Mr. Wadhah for his valuable insights and for inspiring our audience with NBK's forward thinking approach.

We extend our sincere thanks to Mr. Wadhah for his valuable insights and for inspiring our audience with NBK's forward thinking approach.



FIND YOUR VOICE

On the 12th of February 2026, students attended an inspiring seminar titled “Find Your Voice” led by Coach Oraib Alfozan. The session focused on personal discovery, confident self-expression, and authentic communication. Coach Oraib encouraged participants to look beyond labels such as grades, titles, and external expectations, and instead reflect on who they truly are at their core. Through relatable examples and engaging discussion, students learned how self-awareness and self-trust influence their ability to communicate and speak-up.

The seminar emphasized the importance of expressing oneself with clarity, confidence, and presence. Coach Oraib highlighted practical ways to build strong connection skills, showing how effective communication helps earn respect and makes others genuinely listen. Overall, “Find Your Voice” was a motivating and thought-provoking seminar that empowered students to communicate more authentically, trust themselves, and develop a stronger, more confident voice in both personal and academic settings.



FIELD TRIPS

COLLEGE OF BUSINESS STUDENTS GAIN REAL-WORLD BANKING EXPERIENCE DURING FIELD TRIP TO GULF INVEST BANK

A group of students from the macroeconomics class at AU's College of Business participated in a professional field trip to Gulf Bank Invest, a leading bank, gaining valuable exposure to real-world treasury practices, investment and macroeconomic analysis. Organized by Mrs. Rola Mourdaa, the field trip was designed to bridge academic theory with industry practices. Students engaged directly with financial experts from the bank and attended an interactive session covering investment strategies, treasury management, risk management, foreign exchange and the implications of regional and global macroeconomic trends. This experience allowed our students to contextualize their classroom learning within the dynamic environment of the financial services sector with a macroeconomic perspective. Students had the opportunity to participate in Q&A session and were interviewed by Injaz team. Job Shadows are part of a broader commitment from the college to experiential learning, ensuring students graduate not only with theoretical knowledge but also with practical skills and industry exposure that prepare them for the global workforce.



AU DIGITAL ADVERTISING AND MARKETING STUDENTS AT ALI ABDULWAHAB & SONS

On Tuesday, 11th November 2025, the Digital Advertising and Branding students had the exciting opportunity to visit Ali Abdulwahab (AAW) and explore the inner workings of a professional digital marketing team. The AAW team welcomed the students warmly and shared detailed insights into their daily roles, along with real-world examples that brought classroom concepts to life. The visit offered the students a valuable glimpse into how the strategies and skills they are learning will be applied in a professional setting. A truly inspiring experience connecting theory with practice!



CONTEMPORARY ISSUES IN HR JOB SHADOW AT CHALHOUB GROUP

On the 17th of November 2025, Dr. Mirna Safi conducted a Job Shadow experience with her students at Chalhoub Group as part of the Contemporary Issues in HR course. The visit allowed students to observe real-world HR practices and engage directly with professionals who shared insights on current challenges such as emotion at work, well-being, talent retention, diversity and inclusion, and other HR functions. This hands-on exposure enriched our classroom discussions and helped students connect theoretical concepts to practical applications related to their final assessment.

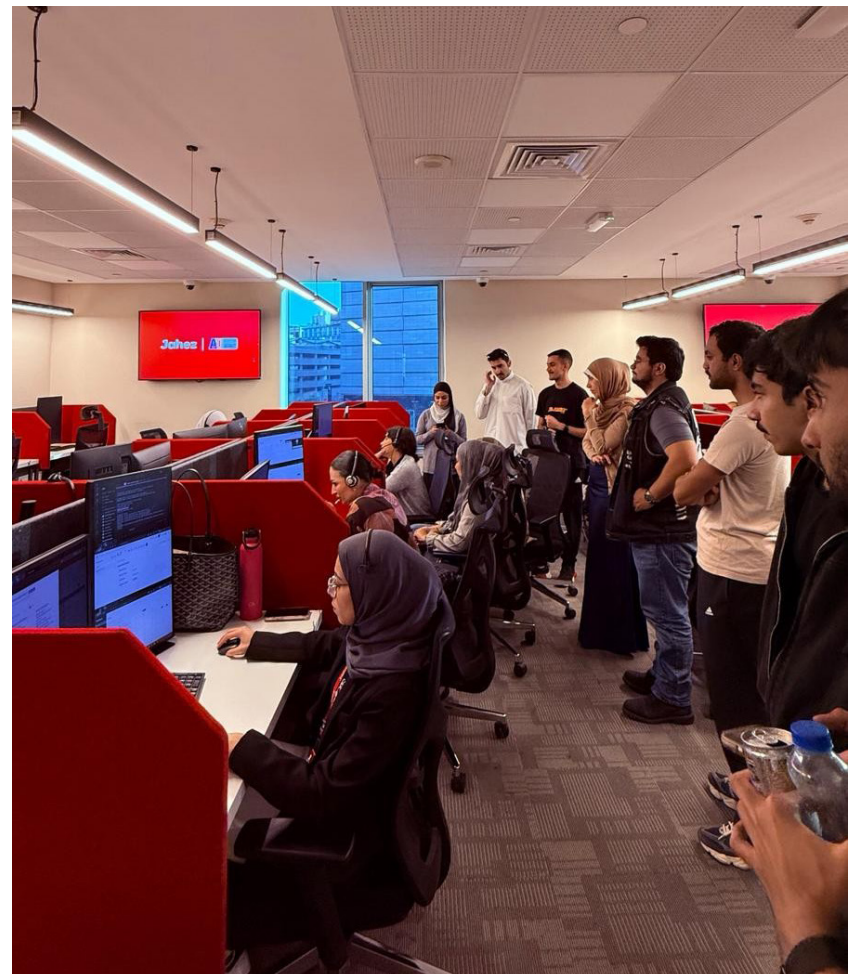


MIS STUDENTS VISIT TO JAHEZ

On 18 November 2025, MIS students participated in another enriching field visit to Jahez in Kuwait City. During the two-hour session, the team provided an in-depth briefing on how technology forms the backbone of Jahez's operations.

Students observed a live demonstration of how customer calls are managed through the company's systems, along with the end-to-end process of tracking orders from placement to final delivery. They were also introduced to several key platforms, including Jahez.Net and Salek, and were given access to the operations room to monitor real time incoming calls.

We extend our sincere appreciation to Jahez for offering this valuable learning opportunity.



EVENTS

NEW STUDENTS ORIENTATION

As faculty members, we participated in the new student orientation and welcomed the incoming students. During the session, we provided an overview of the various degree programs and explained the structure of the courses, including core requirements, electives, and specialization tracks. We also offered guidance on academic planning and highlighted the support services available, such as advising, research opportunities, and career resources.



FILL THE GAP

On Monday the 24th of November 2025, Marketing Principles students participated in the Fill the Gap event, where they were challenged to identify a gap in the market and design a product to meet unmet customer needs. Students applied core marketing concepts by developing the product idea, creating a basic marketing strategy, and promoting it to fellow classmates, faculty and family members. Each team also decorated their booth creatively to reflect their brand identity and actively engaged with customers to attract interest and encourage interaction. The event provided a hands-on opportunity for students to demonstrate creativity, teamwork, and practical application of marketing principles in a real-world setting.



COLLEGE OF BUSINESS STUDENTS PARTICIPATING IN ZAIN'S WOMEN IN TECH HACKATHON

On the 8th of December 2025, AU's female students had the exciting opportunity to participate in the Women in Tech Hackathon, hosted by Zain at the Zain HQ1 Auditorium. The event brought together talented students from various universities for a full day dedicated to innovation, creativity, and empowerment. Representing AU, students from the College of Business and the School of Aviation showcased their skills and ideas in this dynamic competition. Throughout the hackathon, teams were guided by Zain experts who served as mentors, fostering collaboration and providing valuable insights.

This initiative not only celebrated technological creativity but also reinforced the importance of women empowerment in STEM fields, inspiring participants to lead innovation and break barriers in the tech industry. The event concluded with an awards ceremony celebrating outstanding achievements, and AU-College of Business students Safiyyah Faizer and Amany Aamer Alsharhan proudly secured third place in the competition. Participants were also invited to continue developing their projects through the upcoming Zain Innovation Challenge in June 2026, offering a pathway to transform ideas into impactful prototypes.



COLLEGE OF BUSINESS GRADUATION PROJECTS EXHIBITION-FALL 2025

On December 9, 2025, the Graduation Project Exhibition for the College of Business (Fall 2025–2026) was hosted by the College of Aviation at the Hangar (Building 6). The exhibition was coordinated by the Graduation Project coordinator Dr. Mirna Safi and Ms. Ayah Barakat. A total of 7 sections participated, each working diligently throughout the semester under the guidance of five dedicated supervisors: Dr. Faidon Theofanidis, Dr. Mirna Safi, Dr. Richard Rutter, Dr. Sapheya Aftimos, and Dr. Yamen Nissi. The students developed comprehensive projects aligned with two key tracks—Consultancy & Startup—reflecting their academic specializations.

The exhibition was honored to have an esteemed panel of judges, whose expertise and leadership enriched the event.

Ms. Farida Anany, Executive Manager, Emerging Technologies at Warba Bank

Dr. Manal Al Hasawi, Managing Partner, Think Tank Strategy & Development Consulting

Mr. Peter Kelly, Executive Vice President, Deputy Head of Human Resources - National Bank of Kuwait

Dr. Fadi Al Khatib, Head of Mechanical Engineering, AU

Dr. Mortadha Turki I Al Saba, Head of Petroleum Engineering, AU

Professionally designed booths showcased each project, demonstrating the integration of core business functions and project management principles. Awards were presented to the top three projects based on judges' evaluations, with an additional winner selected through public voting. The awards were sponsored by Chalhoub Group. In all, the exhibition was met with enthusiastic participation and positive feedback from attendees, contributing to a vibrant and engaging atmosphere.





COLLEGE OF BUSINESS GRADUATION PROJECTS EXHIBITION-SPRING 2026

On Tuesday, the 28th of April, the College of Business successfully hosted its Online Graduation Project Exhibition (Assessment 3), providing graduating students with a platform to present their innovative startup ideas and consultancy projects in a professionally organized virtual environment.

The exhibition featured 11 project sections, showcasing a diverse range of startup ventures and consultancy solutions. Students first presented their work to their respective supervisors before participating in the formal assessment sessions. All faculty members of the College of Business actively participated in the assessment process, serving as judges across the various project sections to ensure a comprehensive, fair, and rigorous evaluation of each presentation. Each team delivered a professional presentation of its roll-up and supporting materials, demonstrating the knowledge, creativity, and practical skills developed throughout the Graduation Project course.

A key highlight of this year's exhibition was the comprehensive digital assessment platform designed and implemented by Dr. Mirna Safi, the Graduation Project Coordinator. The Microsoft Teams-based system integrated all 11 assessment sections into a centralized online environment, enabling seamless participation and evaluation by faculty members. Meeting links and access details were distributed in advance, ensuring a smooth, well-coordinated event with no technical or operational issues. To further enhance the assessment process, automated Excel grading sheets with integrated rubrics and built-in formulas were developed for real-time evaluation. This innovative system enabled judges to calculate scores instantly, allowing final grades to be compiled immediately and the winning teams to be announced directly following the exhibition.



The success of the event was made possible through the active participation and collaboration of all faculty members of the College of Business, who served as judges across the assessment sessions. Their expertise, professionalism, and commitment ensured a fair, transparent, and rigorous evaluation process while providing students with valuable feedback on their projects.

Following the completion of the evaluations, the College proudly announced the top three winning teams:

First Place: Kabaty – Final Average: 36.00

Second Place: EduVend – Final Average: 35.67

Third Place: Mental Health App – Final Average: 34.83

The College of Business also expressed its sincere appreciation to all graduating students, faculty supervisors, and faculty judges for their dedication, hard work, and professionalism throughout the Graduation Project journey. The Online Graduation Project Exhibition once again highlighted the College of Business's commitment to academic excellence, innovation, and the effective integration of digital technologies in teaching, learning, and assessment, providing students with an enriching and authentic capstone experience as they prepare for their future careers.



CORPORATE SOCIAL RESPONSIBILITY

AU's Business Management students played an important role in organizing various CSR activities this semester. Students have been studying the Management Principles course and have had the opportunity to put their newly 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. Some of these group activities included donating clothes and food to AU cleaners, gas stations and charities. Other groups organized beach cleanups, planting trees, recycling activities and paid visits to the elderly homes, orphanages and the autism center. Raising awareness was another priority for these students, who managed campaigns about the dangers of smoking as well as breast cancer awareness among many other topics.



COB INTERNATIONAL CONFERENCE ON DIGITAL TRANSFORMATION, SUSTAINABILITY AND ARTIFICIAL INTELLIGENCE

On 8th February, 2026 Australian University, Kuwait successfully concluded the International Conference on Digital Transformation, Sustainability and Artificial Intelligence (AU-ICDSA 2026) on February 4-5, 2026, bringing together distinguished academics, industry leaders, and researchers from around the globe to explore the transformative impact of artificial intelligence on business, industry, and society.

The two-day conference featured high-caliber presenters and innovative academic research addressing critical challenges at the intersection of AI, sustainability, and digital transformation.

EXPERT WORKSHOPS FOR RESEARCHERS

Prof. Ali Emrouznejad, Editor-in-Chief of the Journal of Business Analytics and Professor at Surrey Business School, led a workshop on publishing high-impact research. Prof. Lanouar Charfeddine from Qatar University conducted a session for junior researchers on leveraging AI in quantitative research.

PANEL DISCUSSION: UNIVERSITIES MEETING INDUSTRY NEEDS

A high-level panel discussion on “AI, Robotization, and the Future of the Job Market” brought together representatives from international universities, government organizations, and private industry in Kuwait. Moderated by Mr. Abdullah Alwatian, panelists included:

- Mr. Raimund Klein (International Centre for Industrial Transformation - INCIT, Singapore)
- Prof. Ahmad M. Al-Fahed Nuseirat (Former President, Isra University, Jordan)
- Mr. Peter Kelly (Executive Vice President and Deputy Head of Human Resources at the National Bank of Kuwait, (NBK Group)
- Dr. Khaled Mahdi (Former Secretary General, Supreme Council for Planning Development, Kuwait)



RESEARCH PRESENTATIONS

The conference featured 11 sessions with researchers from across the globe presenting on topics including:

- Leadership, Governance, and Strategic Intelligence in AI-Enabled Organizations
- AI-Driven Marketing, Advertising, and Consumer Trust
- AI, Industry 5.0, and Sustainable Production Systems
- Artificial Intelligence and Sustainable Transformation in Higher Education
- Artificial Intelligence, Sustainable Energy Systems, and Green Finance
- Sustainability Performance and AI-Enabled Operations in Industry and Finance
- Ethical, Legal, and Societal Frontiers of Artificial Intelligence
- Digital Pathways to Decarbonization and Sustainable Transformation
- Human-AI Collaboration, Work Dynamics, and Organizational Outcomes AI-Enabled Aviation, Mobility, and Intelligent
- Transportation Systems Digital Technologies, Ethics, and Institutional Transformation in Higher Education
- In addition to two plenary speeches by Prof. Ahmad M. Al-Fahed Nuseirat and Dr. Fadi Al Khatib

CONFERENCE SUCCESS

"The AU-ICDSA 2026 conference successfully brought together thought leaders, researchers, and practitioners to address pressing questions about AI's role in creating sustainable and intelligent organizations," said Dr. Farid Abdallah, Conference Chair and Dean of the College of Business at Australian University, Kuwait. "The quality of presentations and discussions created an exceptional platform for knowledge sharing and collaboration."

The conference concluded with a gala dinner, providing opportunities for networking and informal exchange of ideas.









CLASS VISITS

IN-CLASS GUEST SPEAKER: MS. LATIFAH ALOBAIDAN'S VISIT TO MARKETING PRINCIPLES

On the 19th of November, Marketing Principles students had the pleasure of welcoming Ms. Latifah Alobaidan, the entrepreneur behind Reste, to their class. Ms. Latifah shared her journey of starting her own business, offering valuable insights into how she applied the 4 P's of marketing (Product, Price, Place, and Promotion) in practice. She also discussed how she identified her target audience and tailored her marketing strategies to reach them effectively, providing students with a real-world perspective on turning marketing concepts into action.



COACH SHIRIN KAMSHAD'S VISIT TO FUNDAMENTALS OF PUBLIC SPEAKING

On the 11th February 2026, Coach Shirin Kamshad's visited the Fundamentals of Public Speaking class provided students with a valuable opportunity to observe effective speaking skills in practice. Through her calm delivery, clear structure, and confident body language, she modelled how strong communication can enhance a message. Her speech focused on the importance of gradually overcoming challenges, emphasizing persistence, self-belief, and small, consistent steps toward growth. By sharing personal insights and relatable examples, she inspired students while demonstrating how authenticity and thoughtful pacing can make a speech both engaging and impactful.



FACULTY CONTRIBUTIONS

AU ACADEMIC CONTRIBUTIONS TO THE 23RD INTERNATIONAL CONFERENCE OF THE ARAB ACADEMY OF SCIENCES

Faculty members from the Australian University (AU) in Kuwait proudly represented the institution at the 23rd International Conference of the Arab Academy of Sciences, held at the Gefinor Rotana Hotel in Beirut on 21–22 November 2025. This year's conference, themed "Higher Education in the Arab World: Fostering Student Engagement in the Digital Age," brought together distinguished academics, university leaders, and researchers from across the region to discuss emerging trends and challenges shaping the future of higher education.

Accompanying the University President, Prof. Isam Zabalawi were the following colleagues from the College of Business: Dr. Faidon Theofanidis, Ms. Rola Mourdaa, and Dr. Yamen Nissi, in addition to Dr. Vladimir Simovic and Ms. Helen Khordahji.



DR. FAIDON THEOFANIDIS PRESENTS AN INNOVATIVE CONCEPTUAL STUDY ON THE 'HYBRID AI EDUCATOR'

Dr. Faidon Theofanidis, Associate Professor of Marketing at AU Kuwait, presented a pioneering study titled “The Hybrid AI Educator: Revolutionizing Student Engagement and Motivation in the Digital and AI Age.” The research was co-authored by Prof. Isam Zabalawi, Ms. Rola Mourdaa, and Ms. Helene Kordahji, all representing the Australian University. The study provides a comprehensive examination of how teaching and learning have evolved across historical eras—from the philosophical traditions of Ancient Greece, Rome, and Egypt to the mechanized education systems of the Industrial Revolution, and finally to today’s rapidly advancing Digital and AI age. Through an extensive literature synthesis, the authors identify the pedagogical transformations necessary to enhance student engagement and motivation in technology-driven learning environments.

Central to the research is the proposal of the Hybrid AI Educator, an intelligent and adaptive paradigm capable of predicting student needs, providing personalized instruction, and optimizing engagement. By combining advanced AI-driven methodologies with insights from the best historical educational practices, this innovative teaching model seeks to transform education, creating a more dynamic, inclusive, and effective learning environment for future generations.



DR. VLADIMIR SIMOVIC HIGHLIGHTS GAME-BASED LEARNING FOR DIGITAL MARKETING EDUCATION

Dr. Vladimir Simovic, Associate Professor at Australian University, Kuwait, presented the visionary research titled “Engaging Minds through Play: Game-Based Learning for Digital Marketing Competency Development.” The research was co-authored by Prof. Alper Erturk, Ms. Marcelle de la Roche, Ms. Rola Mourda and Prof. Isam Zabalawi. The study, which is an ongoing project funded by Kuwait Foundation for the Advancement of Sciences (KFAS), examines how game-based learning strategies can significantly enhance student engagement and develop key digital marketing competencies, offering practical insights for educators preparing students for a rapidly evolving digital marketplace.



AU'S GROWING INTERNATIONAL ACADEMIC PRESENCE

The impactful contributions of AU's faculty members and their co-authors reflect the University's strong academic presence on the international stage and its commitment to educational innovation, digital transformation, and scholarly research that supports the advancement of higher education across the Arab world.

I would also like to recommend a similar approach for covering all the studies presented at the conference held in Serbia in September 2025, where AU had extensive participation. We should identify all AU presenters and coordinate with them to create a unified Newsletter feature highlighting their contributions.

20TH INTERNATIONAL STRATEGIC MANAGEMENT CONFERENCE ENTITLED LEVERAGING STRATEGIC MANAGEMENT FOR A SUSTAINABLE DIGITAL ECONOMY

From September 11 to 13, 2025, the 20th International Strategic Management Conference entitled Leveraging Strategic Management for a Sustainable Digital Economy was held in Belgrade, Serbia. The conference was hosted by the Institute of Economic Sciences in Serbia and organized by the International Strategic Management and Managers Association (ISMMA) in partnership with Australian University (Kuwait), Gebze Technical University (Turkey) and Yildiz Technical University (Turkey).

The aim of the event was to bring together researchers from around the world working on applied economic topics, to enable the exchange of ideas, and to present ongoing research projects. This year's conference stood out for its strong focus on interdisciplinary research and innovative approaches in economics. Special attention was drawn to presentations in the field of neuroeconomics, confirming that contemporary science is successfully linking theoretical knowledge with practical solutions. Prof. Dr. Cornelius Bothma from the University of South Africa, in his keynote lecture, presented the state of the art in neuroeconomics research, with an emphasis on neuromarketing and its importance in the contemporary business environment. Dr. Erhan Artuc from the World Bank spoke about the impact of automation and artificial intelligence on international trade, while representatives of the company mBrainTrain demonstrated a portable EEG system combined with eye-tracking glasses—a technology that enables a deeper understanding of the unconscious mechanisms behind consumer decision-making and opens new directions for the development of neuromarketing and neuroeconomics.

College of Business faculty members Dr. Oualid Abidi, Ms. Marcelle de la Roche, Prof. Alper Erturk, Dr. Yamen Nissi, and Dr. Vladimir Simovic were present at the event and presented the results of their ongoing research. Dr. Mirna Safi also participated in the Conference and presented her research online. Their contributions covered diverse areas of strategic management, digital transformation, and innovative teaching and research practices, reflecting the CoB's strong commitment to advancing interdisciplinary knowledge and fostering international collaboration. Their active participation not only showcased the breadth of expertise within the College of Business but also strengthened academic ties with partner institutions and contributed to positioning the AU as a significant voice in the research community.



DR. MOHAMED ATYEH PARTICIPATING IN CONFERENCES THE FINANCIAL AND ECONOMIC RESILIENCE CONFERENCE: LEADING GROWTH IN AN AGE OF CHALLENGES

The Australian University took part in the Financial and Economic Resilience Conference: Leading Growth in an Age of Challenges, held from the 14th to the 16th of September at the Jumeirah Hotel. The event was organized by the Infinity International Center in cooperation with the Kuwait Association of Accountants and Auditors and the Kuwait Economic Society.

Representing AU, Dr. Mohamad Atyeh, Assistant Professor of Banking, Finance and Accounting, delivered insightful remarks on the importance and dimensions of financial performance and asset valuation. He highlighted their essential role in enhancing organizational financial resilience and mitigating risks tied to the economic performance of both public- and private-sector institutions.

The conference brought together leading experts and practitioners to exchange insights on best practices in financial and economic management during times of uncertainty. It served as a platform for presenting

innovative, practical solutions that empower organizations to transform challenges into opportunities for sustainable growth and development.

The program also featured notable participation from across the GCC, with distinguished representatives from the United Arab Emirates and the Sultanate of Oman, as well as attendees from a wide range of public- and private-sector institutions.



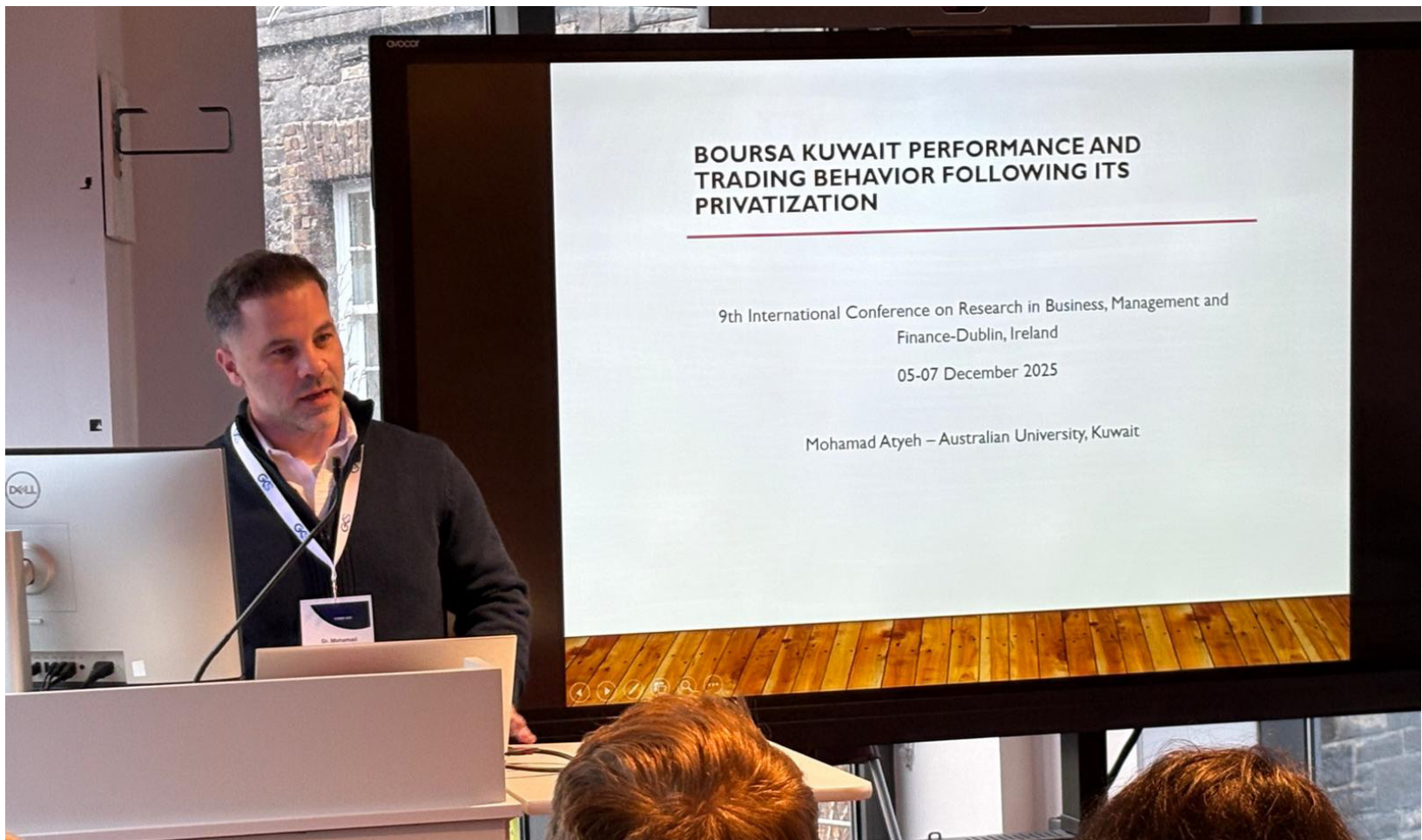
THE DIGITAL TRANSFORMATION IN ACCOUNTING AND FINANCIAL RISK MANAGEMENT

Dr. Atyeh spoke at the Digital Transformation in Accounting and Financial Risk Management Conference, held on 3–4 December 2025 in Kuwait, where he presented on “Digital Transformation and Enhancing Institutional Efficiency,” highlighting the role of digital transformation in improving productivity, decision-making, governance, and institutional resilience.



THE 9TH INTERNATIONAL CONFERENCE ON RESEARCH IN BUSINESS, MANAGEMENT

Dr. Mohamad Atyeh from the College of Business at AU participated in an international conference in Dublin-Ireland, December 2025, contributing to discussions on finance and Management topics. He presented "Boursa Kuwait Performance and Trading Behavior Following its Privatization" at the 9th International Conference on Research in Business, Management, and Finance, held from 5-7 December 2025 in Dublin, Ireland.



LECTURE-RISK CULTURE WEEK AT BURGAN BANK

Dr. Mohamad Atyeh delivered a lecture on Building Risk Transparency and Ownership in Banking. Dr. Atyeh highlighted in his lecture on the critical role of transparency and ownership in effective risk management and how open communication about risks creates stronger controls, prevents hidden issues, and builds organizational resilience. The session also explored how every employee has a role in owning and managing risks, and how this shared responsibility reduces blind spots and strengthens regulatory compliance.

CHALHOUB GROUP'S 70 YEARS OF EXCELLENCE & VISION

On Monday, November 10th, 2025, the College of Business had the privilege of attending the reception commemorating Chalhoub Group's 70 Years of Excellence and Vision. The College was represented by Dr. Farid Abdallah, Dean, and Ms. Hamsa Sarhan, Senior Instructor of Human Resources.

This engagement reaffirmed the College's commitment to fostering strong partnerships with industry leaders and emphasized the ongoing collaboration between the two institutions. The participation further strengthened the cooperation established under the Memorandum of Understanding (MoU) signed between the College of Business and Chalhoub Group.

The event not only celebrated Chalhoub Group's distinguished legacy of seven decades but also provided a platform to reinforce shared values of excellence, innovation, and forward-looking vision.



DEPARTMENTS CONTRIBUTIONS

STUDENT LIFE

Carrying out its duties under the umbrella of the Students Affairs department, the Students Life unit directs its efforts towards attaining and satisfying the students' various needs, answering their matters in question and offering them relevant services in accordance with the office's fundamental values and professional principles.

"Student Life" is the epicenter of campus vibrancy, dedicated to enriching the student experience through a diverse array of student clubs and sports activities. This unit is a catalyst for personal growth and community building, offering everything from exhilarating sports competitions and artistic showcases to insightful workshops and social events on local & regional level. It supports student clubs, empowering students to lead initiatives and make a positive impact.

At Student Life unit, we ensure that students can explore their interests, develop new skills, and forge meaningful connections. Whether students are looking to dive into new adventures, cultivate friendships, or enhance their leadership abilities, Student Life is their gateway to a fulfilling and memorable university journey.



Student Name: Ali Nasser Mohammed
Student ID: 232200407



Student Name: Aliah Al Enezi
Student ID: 230200331

EVENTS COLLABORATION WITH COB

The Student Life unit staff and student workers played a key role in supporting CoB events by offering a range of services that enhanced its exposure and impact. These included social media photo and video coverage, provision of professional sound equipment, and other necessary hardware needed to guarantee the success of the following events:

Fall Semester Events:

- CoB Workshop; thriving in the AI Era (25th September)
- CoB Workshop; NBK Connect (6th November)
- Fill the Gap (24th November)
- Graduation Projects Exhibition (9th December)

Spring Semester Events:

- AU-ICDSA2026 Annual Conference (4th & 5th February)
- CoB Seminar; Find your voice (12th February)

DEBATE CLUB; MENTORED BY MRS. ROLA MOURDAA

The AU Debate Club connects students together and provides a platform to prepare them into the world of debate. Students from various Majors in the College of Business share their experiences during their meetings. Under the mentorship and supervision of Mrs. Rola Mourdaa, the Debate club members participated in the 3rd Asian Arabic Debating Championship - Oman (27th October – 2nd November). The championship brought together 42 teams from 18 countries. AU debate club team participated in the debate competition to contest in thoughtful rounds that aim to promote the culture of dialogue in Arabic, as well as hone the youth's critical thinking skills and persuasion. Moreover, the team participated in the 9th National Debating Championship (22nd -24th November): Members of the Debate Club participated in the Championship held in Kuwait, delivering outstanding performances and advancing to the semi-finals. This achievement not only highlights the club members' exceptional skills and analytical abilities but also secures their spot in next year's regional competition to be held in Doha, Qatar.

SPORTS TEAMS

Distinguished Student Athletes & Achievements from Cob: During the Fall 2025–2026 semester, we actively participated in one local sports tournament organized by the Kuwait Universities Championship (KUC).

Achievements:	
Sport	Achievement
Male Futsal League	4 th Place
Female Football team	2 nd Place
Male Volleyball League	4 th Place
Female Volleyball league	3 rd Place



Student Name: Mohammed Al Holi
Student ID: 242200506



Student Name: Dalal Al Muzaiel
Student ID: 230200414

ALUMNI

GROW is one of Zain's key initiatives dedicated to empowering young talent with disabilities to effectively enter the workforce and excel in the market. It offered AU Alumni Ghala Al-Naar a three-month paid internship experience that focused on developing practical skills across telecommunications, technology, and business administration, combining training, professional guidance, and hands-on experience in real work environments. The end of the program was celebrated with an awards ceremony where Ghala received a trophy.





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