## CURRICULUM VITAE

**1.**   **DATE**: 27 October 2021

1. **RECORD**

(a) Name: *Mohamed Branine (Professor, Dr)*

(b) Current Post: *Professor of International HRM & Dean of School*

(c) Division*: Accounting, Business and Management*

(d) Address: *School of Business, Law and Social Sciences,*

 *Abertay University, Old College, Bell Street*

 *Dundee DD1 1HG, Scotland*

 (e) Tel. (01382) 308438, Mobile: 07479655953, E-mail: dbtmb@abertay.ac.uk

**3. EDUCATION**

**1987–1991 PhD**  University of Lancaster, England

**1984-1986 MPhil** University of Lancaster, England

 **1983-1984 PgDBA (P**ostgraduate **D**iploma of **B**usiness **A**nalysis), University of Lancaster,

* 1. **Licences es Sciences (**equivalent to **BSc** Hons) in Economics and

Management, 1st class, University of Algiers, Algeria

**4. CAREER: APPOINTMENTS HELD**

4.1. Academic appointments

**2002 - to date Professor of International HRM**  Division of Business and Management

 Dundee Business School, University of Abertay, Dundee

**1999** - **2002 Senior Lecturer** Department of Management & Organization, Faculty

 of Management, University of Stirling.

**1993** - **1999** **Lecturer** Department of Business Studies, School of Management,

 University of Stirling

**1990 – 1992 P/T Lecturer** Institute for Development Policy and Management,

 University of Manchester

**1990- 1993 Teaching Fellow** Department of Behaviour in Organisations, The

 Management School, Lancaster University

**1989 - 1993** **UNDP Lecturer** United Nations Development Programme; Universities

 of Manchester, Lancaster and Keele in the U.K. and

 the University of British Columbia, Canada.

**1990 - 1993** **Visiting Lecturer** Faculty of International Business and Management

(August 1990, February 1991) University of International Business and Economics, (August 1991, June 1993) Beijing, The People's Republic of China

**1991**   **Guest Lecturer** Faculty of Commerce and Business Administration,

(May-June University of British Columbia, Vancouver, Canada

**1987 - 1990 Departmental Tutor** Department of Behaviour in Organisations, The

 Management School, Lancaster University

4.2. Leadership, managerial and administrative appointments

**2018 – 2019 Head of Dundee Business School, Abertay University, UK**

**2019- Date Dean of School of Business, Law and Social Sciences, Abertay University**

As Head of Dundee Business School and then Dean of School of Business, Law and Social Sciences at Abertay University in Dundee, my role has involved the provision of strategic leadership to the School by:

* Contributing to the improvement of student experience by leading and delivering on initiatives aimed at enhancing the School’s portfolio of activities in research, enterprise and teaching;
* Contributing effectively to the implementation of to the University’s strategic plan;
* Fostering a culture of inclusivity, equality, diversity, entrepreneurship, innovation and collegiality, providing an environment where all staff and students feel supported, valued, and are able to achieve their potential;
* Maintaining an influential profile within the University and within the academic community more broadly, consistent with School and University strategy;
* Developing the School’s high-quality research and knowledge exchange activities;
* Providing an inspiring and supportive environment for staff and students;
* Developing partnerships and championing the School internally, regionally, nationally and internationally; and
* Engaging effectively in the academic activities of the School.

**2016/01 – 2017/08 Interim Head of Division** of Business and Management

My role was to ensure the effective operational management of the division by:

* Building effective professional relationships by working collaboratively with colleagues and acting as a mentor to assist in the development of others;
* Contributing to the development of the School’s policies and procedures;
* Contributing to staff development in the areas of research and knowledge exchange activity;
* Developing an innovative portfolio of industry-led, and research-informed portfolio of programmes;
* Contributing to high quality scholarship in areas such as learning and teaching and professional practice;
* Developing a high-quality teaching and learning experience and supporting leading edge pedagogy and technology;
* Leading and developing internal and external networks to foster collaboration and share information and ideas and to promote the subject and the Institution;
* Promoting and marketing the work of the division in the subject area and across disciplines both nationally and internationally; and
* Having oversight of quality assurance, academic standards, and health and safety of staff and students.

**2008 – 2016 Director of Research Degrees and Postgraduate Admissions**, Dundee

 Business School, University of Abertay Dundee

My role was to provide strategic leadership in the development, supervision and quality assurance of the research degree and postgraduate programmes within the Business School and in the University as a whole and representing the School and University both internally and externally at certain key events and on various decision-making bodies.

**2002 – 2008** **Director of Postgraduate Studies and Research**, Dundee Business

 School, University of Abertay Dundee

My role was similar to the above but with extra remit and focus on the restructuring of postgraduate programmes, the preparation for the RAE 2008 and Programme Tutor of the MBA and MSc courses. I was MBA Programme Tutor (2005-2007) and MSc HRM Programme Tutor (2009-2011).

**1998 – 2002** **Director of Full-time, Part-time and Flexible MBA Programmes**, Department of Management and Organization, University of Stirling

 My role was to review, restructure and manage a successful MBA programme. I undertook the task of restructuring the MBA with the aim of making it more attractive to home and overseas students, more competitive with other MBA programmes in the UK, and more representative of the standards of quality needed to meet the demands of contemporary business environments. I was able to increase the number of full-time MBA students from just 9 in 1998 to 54 in 2001.

* 1. **Director of MBA and MSc in Health Care Management**, Department of Management and Organization, University of Stirling.

My role was similar to the above but with added responsibilities for managing the specialised executive and residential MBA and MSc programmes for medical doctors and senior clinical practitioners who aspired to take up managerial roles in the NHS. Each programme attracted 30+ students over the three years I was Programme Director.

**1993 - 1998 Undergraduate admissions tutor**, Department of Business Studies,

 Faculty of Management, University of Stirling

 I was in charge of assessing UCAS forms and deciding on the admission of applicants who wanted to study HRM, Business Studies and Management Science courses (including joint degrees) at Stirling University. The Department of Management and Organization had the largest number of applications (2000+) in the Management School.

**1989-1993** **Teaching Fellow and Part I students' academic tutor**, Department of Behaviour

 in Organisations, Management School, University of Lancaster.

I gave lectures on Management in Society to 3rd year undergraduate students, tutorials on Industrial Relations and Personnel Management to Second- and third-year undergraduate students, and lectures on HRM to MA students; and was Part One (ie Year one) Students’ Academic Tutor. This role involved advising and helping students with their studies.

**1989-1993 Lecturer on the United Nations Development Programme** (Universities of Keele, Lancaster and Manchester). This was a UNDP special programme designed for groups of senior HR managers from the Chinese Ministry of Foreign Economic Relations and Trade. The programme was taught over four modules; 1) one week in China (Beijing University of International Business); 2) three weeks in the UK (Lancaster, Manchester, Keele); 3) three weeks in Canada (UBC Vancouver); and 4) one week in China (BUIB). During the period of the programme each manager had to work on a project related to an HR issue he/she confronted at work. I was coordinator of HRM courses on the programme, lecturer and supervisor of the projects.

**5. DUTIES, RESPONSIBILITIES AND KEY ACHIEVEMENTS**

# 5.1. Teaching and Examining

As a member of academic staff for more than 30 years, I have made extensive contribution to teaching, learning, assessment and course preparation at undergraduate and postgraduate levels as well as the supervision of research students at Masters’ and Doctoral levels. I believe that I have achieved good performance in respect of my own specialist course units and have demonstrated a sustained capacity for leadership in curriculum design and facilitating student learning. I was one of the first academics to introduce a module in International HRM in 1993, knowing that the subject was only introduced for the first time in1988 at Harvard Business School, and the first Professor of International HRM in the UK was Prof Michael Poole who was my PhD external examiner. The subject of International HRM is today widely taught as a module and as a programme in many universities throughout the world. I have made extensive contribution to the subject of international and comparative HRM through course development, teaching, examining (as internal and external examiner) and research.

I have also developed, taught and examined a variety of business and management modules. Examples of such modules are:

#### Undergraduate modules

Introduction to HRM

Managing Across Cultures

Managing Organizations

Personnel Management

Human Resource Management

Comparative Industrial Relations

International Business

European Business

Business Research Methods

#### Postgraduate modules

MBA: Managerial Roles and Capabilities

MBA: International Management

MBA/MSc: International and Comparative HRM

MBA/MSc: Human Resource Management

MBA/MSc: Business Research Methods

MSc: Managing International Organizations

MSc: Employment Policies and Problems

MSc: Managing Change

I have examined undergraduate and postgraduate degree courses at a number of universities in the UK. Examples of programmes examined are:

* **The University of Manchester**, MSc in Human Resource Development & MA (Econ) in Development Studies (1995-1999), MSc in Human Resource Management (1996-2000), and MSc in Human Resource Management (International Development) (2016-2020).
* **The University of Bradford**, Certificate in Project Management (1999-2002), Certificate in Human Resource Development and Management (1999-2002), and MSc Human Resource Development (2010-2014)
* **The Manchester Metropolitan University**, BA (Hons) International Business & BA (Hons) Business in Europe (2000-2004)
* **The City University**, MA in Business and Cultural Studies (2002-2006)
* **University of Stirling**, BA (Hons) Business Studies (2006-2010), MSc in International Business (2010-2014), and MRes Business Management (2012-2016)
* **University of Aberdeen**, MA Business and Management Studies (2010-2014)
* **University of Strathclyde,** MSc in International Human Resource Management (2014-2018)

As a member of the school executive, my concern has always been about the provision of high-quality courses and the effective delivery of teaching to our students. I like to ensure that students can benefit fully from our teaching and learning facilities and resources. I have worked closely with many Division Leaders, Heads of Division, Directors of Academic Programmes and Academic Curriculum Manager to make sure that academic standards are maintained through proactive academic support. I have championed the introduction of work-based and work placements learning, and having in mind employability when designing the curriculum. I have regularly encouraged staff to be more creative and experiment a variety of teaching methods and assessment techniques. I have also encouraged the integration of transferable and entrepreneurial skills into each of the programmes in the School. I have a strong focus on students’ expectations and a determined commitment to the School’s and the University’s role in society.

**Key achievements**

* Excellence in the delivery of teaching and the student experience.
* Introduced international HRM as a subject for research and study.
* Designed and managed successful MBA programmes at Stirling and Abertay University (at Stirling the number of MBA students increased from 9 in 1998 to 54 in 2001, and at Abertay they increased from 14 students in 2002 to over 70 in 2005).
* Contributed to the subsequent radical review and redesign of postgraduate and undergraduate courses at Abertay with new delivery methods comprising executive delivery mode, professional skills workshops, work-based learning and business practice projects.
* Introduced the MSc in HRM which gained CIPD accreditation in 2010 and in 2016
* Led many undergraduate and postgraduate programmes through successful approval, validation and revalidation events, resulting in some commandments.
* Chaired a number of validation events and participated in all ELIR and QAA events in the School and university wide since 2002.

**5.2. Research Interests and Activities**

###### My research interests are in:

International and comparative human resource management with particular interest in:

1. *Effects of national culture on the policy and practice of human resource management in different countries;*
2. *Job creation, graduate recruitment and labour market trends;*
3. *Employees’ response to change and psychological contract breach;*
4. *Flexible working practices and family friendly policies in different cultures;*
5. *Perceptions of gender discrimination and ageism in work and employment; and*
6. *Business and Management practices in African and Arab Countries.*

My research record demonstrates the capabilities of enduring a long-term personal research agenda, collaborating with others, managing and leading research projects, and delivering high quality output. I have consolidated my scholarly impact on the discipline of managing people (HRM) by focusing on issues of international and comparative value and contemporary academic as well as practitioner interests such as flexible working practices, graduate recruitment, and perceptions of age and gender in work and employment in the UK and in a cross-cultural context. I have made significant theoretical contributions to knowledge in my specialist subject. In recognition of this academic contribution, I was invited in 2010 by the Council of Europe as HR Expert to contribute to the development of a European policy on job creation and social inclusion. I was also made Academic Fellow by the Charted Institute of Personnel and Development in recognition of my contribution to the HRM profession. In my Professorial Inaugural lecture in 2004 I proposed a theoretical framework for the understanding of cross-cultural management, which is now published in my book Managing Across Cultures and is taught in many universities in the UK and abroad. Moreover, I co-organised two international conferences, guest edited a refereed journal, reviewed many papers for journals, reviewed research grant applications for major funding bodies such as the ESRC, was invited as guest speaker to a number of events, and presented papers at national and international conferences. I have a wide experience of interdisciplinary research, research supervision and scholarship and knowledge exchange activities.

In my capacity as Director of Research (2002-2008) and Director of Research Degrees (2008-2016), I provided leadership and guidance to staff on writing research papers, applying for research grants, and supervising and examining research students. I taught business research methods and I have experience of leading and planning research strategies and carrying out qualitative and quantitative research. I contributed to the production of the University Research Degrees Handbook and I have chaired many students’ progress panels and PhD viva voce examinations. I have also organised and chaired the School research seminars in which researchers from within and outside the School presented papers for discussion.

Although research funding in my discipline is very limited, I have been able to generate small but sufficient grant funds to cover my research activities over the years. I recently secured more than £195,000 of EU funding, as co-coordinator and team leader of a major project involving five universities from Europe and five African universities. I have also been principal or second supervisor of several Masters’ by research and Doctoral students. Most of my PhD supervisees have been full-time overseas students who paid full overseas tuition fees, generating significant revenues for the University.

###### Key achievements:

* Regular publications in refereed journals of international and national reputation

 (70+ papers) [see list at the end of this CV]

* Regular presentations of papers at conferences and seminars
* Organised two international conferences
* Co-edited a special issue of Personnel Review journal
* Co-edited a book on Ageism, work and employment (Ashgate, 2001).
* Written a major textbook on Managing Across Cultures (617pages)
* Co-authored three teaching books in HRM and Management for Chinese universities
* Reviewed papers for refereed journals such as World Review of Entrepreneurship, Management and Sustainable Development (WREMSD) Journal, International Journal of Human Resource Management, Personnel Review, and Employee Relations Journal.
* I am a member of the editorial board of the following journals: Leadership and Organization Development Journal; Journal of Management Development; Journal of Chinese Human Resource Management; and Journal of Management (Malaysia)
* Made recognised theoretical contribution to knowledge in my specialist subject.
* Supervised to successful completion more than 20 PhDs and many MBA and MSc dissertations [see list at the end this CV]
* Examined 64 PhDs/DBAs in different universities. [see list at the end of this CV]
* Participated in all RAE submissions since 1993
* Led the RAE 2008 submission for Business and Management at Abertay
* Success in grant applications/ income generation (£195,000 in 2018)

**5.3. Leadership and People Management**

I have excellent leadership and people management skills which I have gained over the years by holding different positions and working closely with six heads of school and many division leaders and participated in various university committees and working groups. As a member of the School Executive and various committees I have taken leadership roles in programme development, programme specifications, new module development, learning and teaching quality issues, assessment strategies, the implementation of the modular scheme, means of collaborative provision of joint degree programmes, recruitment policies, etc. I have worked with many people not just in the delivery of teaching and doing research but also in strengthening the good image of the School and the University within the academic community, reducing costs and creating greater efficiencies in the use of resources. I have gained valuable experience in all aspects of the School’s operations and I have contributed to all the significant changes and developments that the School/University has gone through, including the restructuring of divisions and their staffing, the reduction of programmes, the introduction and successfully validating new ones.

I have also participated in various working groups and worked with policy and decision-makers within the University as member of the University Senior Management Group (SMG) between 2002 and 2004, and currently since September 2018 and as member of Academic Leadership Group and University Senate. I have worked closely with Directors of Academic Programmes, Division and Programme Leaders, the Student Recruitment Office, Directors of Research and Directors of Research Degrees, the Finance Office and the Registry. I have been member of the following groups and committees since I joined Abertay in 2002:

* The University Senate (2002 to date)
* The University Senior Management Group (SMG) (2002-2004) and currently
* The University Research and Knowledge Transfer Committee (2002-2009)
* The University Research Degrees Training Group (2004-2013)
* The University Research Strategy Implementation Task Group (2004-2008)
* The University Research Degrees Committee (2002-2016)
* The School Executive/School Management Group (2002 to date)
* The School Research and Knowledge Exchange Committee (2002-2013)
* The School Board/School Academic Committee (2002 to date)
* The School Research Ethics Committee (2002-2010)
* The School Assessment Boards (2002-date)

Externally, I am a member of the UK-wide Directors of Research Network which is a body related to the British Academy of Management and the Association of Business School, and a member of the Directors of Research Degrees Network which has developed procedures for the implementation of the QAA code of practice on research degrees.

I have also worked with members of subject and programme review panels in other schools within and outside the University. I have chaired a number of review panels in the university and worked with senior academics and management staff at other universities and colleges. Also, being an HR specialist, I often advise the Heads of School and the Division Leaders on issues of recruitment and selection, and employee relations including the handling of complaints and grievances.

# 6. PERSONALITY CHARACTERISTICS

My colleagues always say that I am calm, thoughtful, confident, direct, sincere and fair. I am also value-driven, a good listener and transparent in my management approach.

I believe strongly in an empowered working environment and in having a strong academic community. I feel comfortable with the management of change in times of change and uncertainty and being challenged by the need to be continuously creative.

I speak three languages: English, French and Arabic and I can manage in few others.

# 7. OTHER ACTIVITIES AND MEMBERSHIPS

Academic Fellow of CIPD (Chartered Institute of Personnel and Development)

Member of CIMA (Chartered Institute of Management)

Member of BAM (British Academy of Management)

Member of the Council of Al-Maktoum College

## 8. LIST OF SELECTED PUBLICATIONS

**1. Academic journal papers**

Branine, M. (1994), "The Rise and Demise of Participative Management in Algeria", Economic and Industrial Democracy: An International Journal, Volume 15, No.4, pp.595-630

Branine, M. and Brown, D. (1995), "Managing People in China's Foreign Trade Corporations: Some Evidence of Change", The International Journal of Human Resource Management, Volume 6, No.1, pp.155-171

Branine, M. (1996), "Observations on Training and Management Development in the People’s Republic of China", Personnel Review, Volume 25, No.1, pp.25-39

Branine, M. (1997), "Change and Continuity in Chinese Employment Relationships", New Zealand Journal of Industrial Relations, Volume 22, No.1, April 1997, pp.77-94

Branine, M. and Glover, I. A. (1997), "Editorial: Special Issue on Ageism, Work and Employment", Personnel Review, Vol. 26, N0.4, July 1997, pp. 228-232

Branine, M. and Glover, I.A. (1997), "Ageism in Work and Employment: Thinking about connections", Personnel Review, Vol.26, No.4, July 1997, pp.233-244

Branine, M. and Glover, I. A. (1997), "Ageism and the Labour Process: Towards A Research Agenda", Personnel Review, Vol.26, No.4, July 1997, pp.274-192

Branine, M. (1998), "The Logic of Job-sharing in the Provision and Delivery of Health Care"

Health Manpower Management, Volume 14, No.1, 1998, pp.20-26

Branine, M. (1998), "The Logic of Job-Sharing in the Provision of Health Care", Journal of Management in Medicine, Volume 12, No.1, 1998, pp.63-72

Branine, M. (1999), "Part-time Work in the Public Health Services of Denmark, France and the UK", The International Journal of Human Resource Management, Vol.10, No.3, pp.411-428

Branine, M. and Dvoráková, Z., (2000), “Mezinárodni rizeni lidských zdrojú: faktory knvergence a divergence (International Human Resource Management: Factors of Convergence and Divergence)”, Politiká Ekonomie, Vol.8. No.1, 2000, pp.83-96

Branine, M., (2001), “Algeria's Employment Policies and Practices: From a Planned to a Free Market Economy”, International Journal of Employment Studies, Vol.9. No.2, 2001, pp.245-262

Branine, M. (2003), “Part-time work and job sharing in health care: Is the NHS a family friendly employer”, Health Organization and Management, Vol.17, No.1, 2003, pp.53-68

Branine, M. (2004), “Job sharing and equal opportunities under the new public management in local authorities”, International Journal of Public Sector Management, Vol. 17, No.2, 2004, pp.136-152

Branine, M. (2005), “Cross-cultural training of managers: An evaluation of a management development programme for Chinese managers”, Journal of Management Development, Vol.24, No.5, pp. 459-472

Mamman, A; Eldridge, D & Branine, M (2007), ”Skills needs of small and Medium-sized Enterprises: Problems and Prospects in the Informal Sector Employment Creation in Nigeria”,Scientific Journal of Administrative Development*.*  Vol. 5, pp. 145-177

Branine, M. and Abdellah M. Elamin (2008), “Politicising the transition: a study of core and boundary relations of power and politics in strategic decision making at Sudatel”, World Review of Entrepreneurship, Management and Sustainable Development, Vol. 4, No0.2/3, pp. 218-421

Branine, M., Fekkar, A. F., Fekkar, O. and Mellahi, K. (2008), “Employee relations in Algeria: a historical appraisal”, Employee Relations, Vol.30, No.4, pp.404-421

Branine, M. (2008), “Graduate recruitment and selection in the UK: a study of recent changes in methods and expectations”, Career Development International, Vol.13, No.6, pp.497-513

Branine, M. and Pollard, D. (2010) "Human resource management with Islamic management principles: A dialectic for a reverse diffusion in management", Personnel Review, Vol. 39, No. 6, pp.712 – 727

Branine, M., Pollard D. and Analoui, F. (2011) “Organizational downsizing and new venture creation in transitional economies: A study of managerial effectiveness in transition”, International Journal of Entrepreneurship and Small Business, Vol.13, No.3, pp.313-332

Analoui, F., Chanzi Bao and Branine, M. (2011) “Leadership and Managerial Effectiveness: The case of MNCs’ Chinese Subsidiaries”, International Journal of Entrepreneurship and Small Business, Vol.13, No.3, pp.366-393

Branine, M. and Avramenko, A. (2015), “A comparative analysis of graduate employability prospects in European labour markets: a study of graduate recruitment in four countries", Higher Education Quarterly, Vol.69, No.4, pp.342-365

Aravopoulou, E., Branine, M., Misakis, F, Stone, M. and Paul, G. (2018), “Strategic decision-making process (SDMP) in times of crisis: Evidence from Greek banks”, Journal of Business and Retail Management Research, Vol.12, No.4, pp.27-38

Mamman, A., Rees, C.J., Bakuwa, R., Branine, M. & Kamoche, K. (2018) “Employee Advocacy in Africa: The Role of HR Practitioners in Malawi”. Employee Relations: The International Journal, Vo.41, No.1, pp.2-15

Li, S., Rees, C. and Branine, M. (2019), “Employees’ perceptions of human resource management practices and employee outcomes: empirical evidence from small and medium-sized enterprises in China”, Employee Relations: The International Journal, Vol.

DOI 10.1108/ER-01-2019-0065

**2. Contributions to edited works**

Branine, M. and Brown, H. D. (1996), "Adaptive Personnel Management: Evidence of an Emerging Heterogeneity in China's Foreign Trade Corporations", in Brown, H. D. and Porter, R. (eds.) Management Challenges for China in the 1990s: Domestic Enterprises, pp.321-360, Routledge, London, 1996

Branine, M. (1996), "International HRM: A Case for the Reconsideration of Convergence and Divergence Factors", in Beardwell, I. (ed.) Contemporary Developments in Human Resource Management, pp.27-48, Editions ESKA, Paris, 1996

Branine, M. (2001), International HRM: Americanization, Japanization or Europeanization? in Hughes, D. M. and Taggart, H. J. (eds.), International Business: European Dimension, Chapter 2, Macmillan: London, 2001, pp.11-25, April

Branine, M. (2001), “Human Resource Management in Algeria”, in Budhwar, P.S. and Debrah, Y. (eds.) Human Resource Management in Developing Countries, Routledge: London, 2001, Chapter 10, pp.155-173, May

Branine, M. (2002), “Training and Management Development in China: High Expectations and Conflicting Priorities”, in Analoui, F. and Hiley, M. (eds.), The Changing Patterns of Human Resource Development, Ashgate: London, March 2002, pp.155-168

Branine, M., Glover, I., Taylor, P. and Walker, A. (2003) (eds.), “Age, Work and Employment: Thinking about the future”, Proceedings of the 2nd International Conference on Age, Work and Employment, University of Stirling, Stirling.

Branine, M. (2006), “Human Resource Management in Algeria”, in Budhawar, P. and M. Mellahi (eds.), Human Resource Management in the Middle East, Routledge, Chapter 14, pp.250-272

Branine, M. and Alanaoui, F. (2006), “Human Resource Management in Jordan,” in Budhawar, P. and M. Mellahi (eds.), Human Resource Management in the Middle East, Routledge, Chapter 8, pp.145-159

Branine, M. and Mamman, N. (2007), “Graduate Recruitment and Selection in the UK: Recent trends and development”, in Dowling, M., Donnelly, M. and Littler, C. (eds.), Spanning two Towers: Knowledsge into Practice and Practice into Knowledge in HRM, St Andrews University Press and CIPD: St. Andrews

Branine, M. (2007), “Cross-cultural training of managers: An evaluation of a UNDP management development programme for Chinese managers” in Cornuel, E. (ed.), Leading China’s Future, Future Chinese Leaders- Management Development in China: A snapshot, EFMD (European Foundation for Management Development): Brussels, pp,113-127

Branine, M. (2009), “Higher Education and the Graduate Labour Market in Europe: Expectations and Realities”, in Hotho, S. and Juerke, E. (eds), Creativity, Competence and International Dimension: Business Education, Business and Knowledge Tranfer in a Changing World, Abertay University Press: Dundee

Branine, M. (2012), “The Use of Information and Communication Technologies in the Management of Human Resources” in Solek, C. et al. (eds.) Management and marketing in the new economy, MUW: Warsaw

Saquifa, B. Seraj, Tsouroufli, M. and Branine, M. (2015) “Gender, Mentoring and Social Capital in the National Health Service (NHS) in Scotland, UK”, in Maria Tsouroufli (ed.) Gender, Careers and Inequalities in Medicine and Medical Education: International Perspectives (International Perspectives on Equality, Diversity and Inclusion*, Volume 2)* Emerald Group Publishing Limited, pp.43 - 68

Branine, M. (2018), “Religiosity, ethics, and the spirit of capitalism in HRM”, in Fang Lee Cooke and Sunghoon Kim (eds), Routledge Handbook of Human Resource Management in Asia*, Chapter 4, pp.66-84*

**3. Refereed Conference Contributions**

Branine, M. and Brown, D., “Adaptive Personnel Management: Making Sense of Managing the Human Resource in China's Foreign Trade Corporations”, Conference on Management Issues for China in the 1990s, 23-25 March 1994, St. John's College, University of Cambridge

Branine, M., “The Cultural Imperative of Human Resource Management: A Reconsideration of Convergence and Divergence Factors”, Conference on The Strategic Direction of Human Resource Management, 14-15 December 1994, Nottingham Business School, Nottingham Trent

Branine, M., “Sharing the Profession: The Logic of Job Sharing in the Provision & delivery of Health Care”, The Second International Conference on Professions and Management, 23-25 August 1995, Department of Management and Organization, University of Stirling

Branine, M., “Training and Management Development in China”, The ERU 1995 Annual Conference on Organising Employment for High Performance, 4-5 September 1995, Cardiff Business School

Branine, M., “International Human Resource Management: A Case for the Reconsideration of Convergence and Divergence Factors”, The International Colloquium on Contemporary Developments in Human Resource Management, 9-13 October 1995, Ecole Superieure de Commerce de Montpellier Graduate School of Management, Montpellier, France

Branine, M., “Part-time or Job-Sharing: Which is a better deal in the provision of health care?”, Conference on The New Deal in Employment,14-15 December 1995, City University Business School

Branine, M. and Glover, I. A., “‘Do Not Go Gentle into That Good Night’: Some thoughts on paternalism, management and society”, Conference on Ageism, Work and Employment, 4-5 July 1996, Department of Management and Organization, University of Stirling

Branine, M., “Part-time Work and Job-Sharing Arrangements in the NHS,” The 15th Annual International Labour, Process Conference 1997, 24 - 27 March 1997, University of Edinburgh

Branine, M. and Glover, I. A., “The Neglect of Ageism in Work and Employment by Labour Process Theory and Research”, The15th Annual International Labour Process Conference 1997, 24 - 27 March 1997, Edinburgh

Branine, M., “Flexible Working Practices in the Health Services of Denmark, France and the UK.”, The 12th Annual Employment Research Unit Conference on The Insecure Workforce,11-12 September 1997, Cardiff Business School, University of Wales, Cardiff

Branine, M. and Glover, I. A. “Obscure Working Practices for an Insecure Workforce: Commodification or Greening?”, The 12th Annual Employment Research Unit Conference on The Insecure Workforce 11-12 September 1997, Cardiff Business School, University of Wales, Cardiff

Branine, M., “Part-time work in the public health service of Denmark, France and the UK”, The Annual Conference on The Strategic Direction of HRM, Nottingham Business School, The Nottingham Trent University, 10-11 December 1997

Branine, M. and Glover, I.A., “The Feasibility of Part-time Work and Job-Sharing in NHS Trusts: Do women benefit from such arrangements?”, 13Th annual employment Research Unit Conference on Disadvantage and Discrimination in Employment, 17-18 September, Cardiff Business School, University of Wales

Branine, M. and Glover, I.A., “Ageism for Beginners”, The 13Th annual employment Research Unit Conference on Disadvantage and Discrimination in Employment,17-18 September, Cardiff Business School, University of Wales

Branine, M., “International HRM: Globalization, Japanization or Europeanization?”, The 26th Annual Conference of the Academy of International Business on International Business and its European Dimension, 16-17 April 1999, Department of Management and Organization, University of Stirling.

Branine, M. (1999), “Training and Management Development in China: High Expectations and Conflicting Priorities”, Human Resource Development Practices and Practitioners: Beyond the Year 2000 Conference held at the University of Bradford, 27-28 May 1999

Branine, M. and Glover, I. (eds.) “Age, Work and Employment: Thinking about the future” Proceedings of the International Conference on Age, Work and Employment, 19-20 June, 2003, University of Stirling

Branine, M. and Glover, I., “Undergraduates’ and graduates’ perceptions of age in employment and UK labour markets”, International Conference on Age, Work and Employment, 19-20 June 2003

Branine, M., “The Development of Management Skills for Organizational Downsizing and New Venture Creation in Transitional Economies”, International Conference on Business Capacity Development and Economic Restoration, 28-30 January 2004, Vilnius, Lithuania

Branine, M. and Pollard, D., “Human Resource Management with Islamic Management Principles: A dialectic for a reverse diffusion in management”, British Academy of Management (BAM) Conference, St Andrews, September 2004

Branine, M. and Houshmandyar, N. , (2005), “The Impact of management communication and management development on the firm’s performance”, Intenational Business Communication: past, Present and Future, ABC 5th Asia Pacific Conference, 28-29 March, 2005, Chuo University Tokyo, Japan

Branine, M. and Analoui, F. (2008), “The Development of Management Skills for Organizational Downsizing and New Venture Creation in Transitional Economies”, International Conferenceonnew public sector reform and its managerial challenges, The Bradford centre for international development, University of Bradford, Wednesday 20th February 2008

Branine, M. (2010), “Job Sharing in the Delivery of Health Care”, paper presented at the first meeting to launch the Council of Europe’s project on Quality job creation through community support held in Strasbourg on 15th and 16th June 2010

Branine, M., Lehndorff, S. and Gohla, U. (2010), “Safeguarding and Creating Jobs Through Work Sharing”, paper presented at the second meeting of the Council of Europe’s project on Quality Job Creation Through Community Support, held in Strasbourg on 4th and 5th October 2010

Branine, M., “Graduate Recruitment and Graduate Attributes in European Labour Markets: a comparative study of four countries”, International Conference on Employability of Graduates & Higher Education Management Systems, Vienna, 22 - 23 September 2011

Seraj, S.B. and Branine, M., “Managing Equality and Diversity: Why are females under-represented in the fire-fighting occupation?”, 5th International Conference on Equality, Diversity and Inclusion, 23 - 25 July 2012, Toulouse, France

Aravopoulou, E. and Branine, M., “The impact of organisational change on employees’ Exit, Voice, Loyalty and Neglect (EVLN) behavioural responses in the Greek banking sector”,International Academic Conference, Academy of Business and Retail Management, Paris, France, 11-12 August 2014.

Seraj, S. B. and Branine, M., “Managing gender diversity in the National Health Service (NHS): an investigation of the role of mentoring and social capital”, 15th International Conference HRD: Reflecting upon the past, Shaping the Future, Edinburgh Napier University*,* Edinburgh, June 4th- 6th, 2014

Aravopoulou, E. and Branine, M., “An investigation into employees’ responses to organizational changes introduced in the banking sector of Greece: The case of Piraeus bank group”, 15th International Conference on HRD: Reflecting upon the past, Shaping the Future, Edinburgh Napier University, 3- 6 June 2014.

Seraj, S. B. and Branine, M., “Managing gender diversity at the senior management levels of the National Health Service (NHS): study of a Scottish NHS Board”, 8th Biennial International Interdisciplinary Conference on Managing Diversity, University of Keele, Staffordshire, June 24th -26th, 2014

Aravopoulou, E., Branine, M. and Misakis, F. “Towards a further understanding of the relationship between job attitudes and employees’ responses: the case of Greek banks in recessionary times”, 19th International Conference on Human Resource Development Research and Practice across Europe (UFHRD), Newcastle Business School, Northumbria University, Newcastle, UK, June 2018

1. **Books and Monographs**

Branine, M. (2011), Managing Across Cultures: Concepts, Policies and Practices, Sage Publications: London

Branine, M. and I.A. Glover, (2001), (eds.), Ageism, Work and Employment, Ashgate: Aldershot

Schuerkens, U, Branine, M. and Mamman, A, (2019),(eds), Pour une sociologie du management en Afrique et dans le monde arabe, Paris: L’Harmattan

**5. Editorship and journal review**

I co-edited a special issue of Personnel Review journal on Ageism, Work and Employment, (Personnel Review, Vol.26, No.4, July 1997).

I have been a member of the editorial board for:

* Leadership and Organization Development Journal,
* Journal of Management Development
* Journal of Chinese Human Resource Management, and
* Journal of Management (Malaysia)

I have also regularly reviewed papers for journal such as: Employee Relations; Personnel Review; World Review of Entrepreneurship, Management and Sustainable Development (WREMSD); and the International Journal of Human Resource Management.

**6. Teaching Handbooks**

Branine, M. and Wang Xuqun (1991), *Human Resource Management: Texts, Cases and References*, UNDP, Course Development with Wang Xuqun (Associate Professor at the University of International Business and Economics, Beijing)

Branine, M. and Yujin Guo (1992), *Integrated Management Handbook*, UNDP, course development with Yujin Guo (Associate Professor at the University of International Business and Economics, Beijing)

Branine, M. and Zhou Hei (1993), *A Handbook of Personnel Management for MOFERT (Ministry of Foreign Economic Relations and Trade) Managers*, with Zhou Hei (Training Officer at MOFERT, Beijing)

**7. Inaugural professorial lecture**

Branine M. *International HRM: Managing the Global, the Local and the Unknown*

Presented on 24 March 2004, 6-8pm University of Abertay Dundee

**+ over 30 Seminar and invited guest lectures at different universities.**

**8. LIST OF RESEARCH DEGREES (MSc by Research, MPhil, PhD and DBA) EXAMINED**

**As External examiner**

**PhD**

1. Jo Naerde Berg, Thesis entitled: "International Alliances Involving New-Zealand Companies", Department of Management, University of Canterbury, Christchurch, New-Zealand, Examined in September 1998
2. Razali A. Shahul Hameed, Thesis entitled: "Management Training and Effective Transfer of Learning in Malaysian Gas Industry", Department of Development and Project Planning, University of Bradford, Examined in July 1999
3. Elamin, E.M.M. Abdallah, Thesis entitled: "Strategy Development Processes in Selected Sudanese Enterprises", Department of Management Science, University of Lancaster, Examined in November 2001
4. Ismail, Jamaluddin, Thesis entitled: “The Privatisation of Port Klang Authority: The Implications for Management Practices, Industrial Relations and Regulatory Capacity”, Faculty of Social Sciences and Law, University of Manchester, Examined in August 2002
5. Mohammed Al-Madhoun, Thesis entitled: “Management Training of Small and Micro-Enterprises in Palestine”, University of Bradford, Examined in June 2003
6. Suleiman Al-Alawi, Thesis entitled: “Evaluation of Administrative Training in Training Institutions in the Sultanate of Oman”, University of Manchester, Examined in February 2004
7. Soumija Mekkaoui, Thesis entitled: “Moroccan export of fruits and vegetables to the EU countries: Policy Development”, University of Manchester, Institute for Policy Development and Management, Examined in June 2004
8. Helena Boschi. Thesis entitled: “A New Model for Self-Directed Learning and Development”, University of Manchester, School of Sciences and Law, Examined in October 2004
9. Ibrahim Al-Taweel, Thesis entitled: “Managers’ Attitude Towards Localisation in the Saudi Private Sector “, Cardiff University, Business School, Examined in April 2005
10. Kwabena Barima Antwi, Thesis entitled: “Public Sector Reforms in Ghana: Exploring Human Resource Development Challenges Facing Decentralized Local Government System”, University of Bradford, Examined on 15 November 2005
11. Hussein Ismail, Thesis entitled: “A Study of Corporate Performance and Employee Satisfaction in the Context of Human Resource Management: The Case of Hotel Services in Lebanon”, University of Manchester, Institute for Development Policy and Management, Examined on 24 November 2005
12. Thuy Tran Thi Thanh, Thesis entitled: “Capacity Building for Public Management Reform: The Case of Vietnam”, University of Manchester, Faculty of Humanities, Examined on 8 December 2005
13. Efa Yonnedi, Thesis entitled: “The Impact of Privatization on Organizational Change and Managerial Practices in Indonesia”, University of Manchester, Institute for Development Policy and Management, Examined on 30 May 2007
14. Isaac Ikemefuna Ngwube, Thesis entitled: “Assessment of the Effects of Exemplary Leadership and Integrity on Successful Nigerian Organizations”, University of Manchester, Faculty of Humanities, Examined on 21 June 2007
15. Inass Ali, Thesis entitled: “Customer Relationship Management: A Qualitative Cross-Case Analysis in the UK and Saudi Arabia”, University of Stirling, Department of Management, Examined on 22 February 2008
16. Serhan Al-Shammari, Thesis entitled: “Saudization and Skill Formation for Employment in the Private Sector”, University of Stirling, Division of Management, Examined on 21 October 2008
17. Ziming Cai, Thesis entitled: “Cultural Values and Human Resource Management Preferences in the People’s Republic of China”, Cardiff Business School, University of Cardiff, Examined on 19 February 2009
18. Elhusein H. Mohamed Elasfer, Thesis entitled: “The Effectiveness of Selected Human Resources Management Practices on Organizational Performance and Objectives: a Case Study from the Libyan Iron & Steel Industry”, Bangor Business School, University of Wales, Bangor, Examined on 28 April 2009
19. El-Hassan M. El-Fadil, Thesis entitled: “Higher Education Outputs and Local Labour Market Requirements in Libya”, University of Liverpool, School of Sociology and Social Policy, Examined on 19 August 2009
20. Abdul Morlai Kanu, Thesis entitled: “The Potential of Small and Medium Enterprises in Reducing Poverty in Sierra Leone: An Investigation of the Role of Management practices and Institutional Support”, University of Manchester, Examined on 30 October 2009
21. Nagiah Ramasamy, Thesis entitled: “Barriers to Trade Unionism in Malaysia”, Graduate School of Management, University Putra Malaysia, Examined in November 2009
22. Sameh Fikry Matar, Thesis entitled: “An Exploration into Job satisfaction and Motivation Among Senior and Middle Managers in Egyptian Textile Industry”, University of Bradford, Examined on 18 February 2010
23. Gumma M.Y. Fakhri, Thesis entitled: “The Analysis of the Factors Affecting Performance Measurement in Libyan Banking Industry: A Contingency Approach”, Liverpool John Mores University, Examined on 24 November 2010
24. Margaret M. Chebere, Thesis entitled: “An Evaluation of Human Resources Managerial Effectivess of the Public Health Sector of Ghana”, University of Manchester, School of Environment and Development, Examined on 16 December 2010
25. Jamal Mohamed Aboshagor, Thesis entitled: “Cost allocation Systems: Empirical Study in Libyan Manufacturing Companies”, Liverpool John Mores University, Examined 05 July 2011
26. Mohamad Mansor Omar Abozed, Thesis entitled: “Motivation to Transfer Training in the Libyan Oil Industry: Role of Work Environmental Factors and Organizational Culture”, Liverpool John Mores University, School of Built Environment, Examined on 19 December 2011
27. Bin Shan, Thesis entitled: “The Role of Psychological Contract Breach in Determining Chinese Civil Servants’ Behavioural Responses to Organizational Change”, Faculty of Business and Law, Liverpool John Mores University, Examined on 26 June 2012
28. Nagah Ftes, Thesis entitled: “The Process of Strategic Decision-Making in Libyan Commercial Banks”, Faculty of Business Education and Professional Studies, University of Gloucestershire, Examined 22 October 2012
29. Géraldine Daniele Enjelvin, Thesis entitled: “Nationness Reinforcement through the Recognition and ‘Contrapuntal Memorialisation’ of the Memories of ‘others’: the Case of France’s Harkis”, Northampton Business School, University of Northampton, Examined on 30 September 2013
30. Anfal Fouad Al Badir, Thesis entitled: “Investigating the Skills-gap in the Kuwaiti Labour Market: Perspectives from Policy Makers, Employers, Graduates and Higher Education Institutions”, IDPM, University of Manchester, Examined on 18 October 2013
31. Rudsada Kaewsaeng-on, Thesis entitled: “Talent Management: A critical investigation in the Thai hospitality industry”, Salford Business School, Salford University, Examined on 04 April 2016
32. Normy Rafida Bt Abd Rahman, Thesis entitled: “Strategic Leadership Practice in Private Organization in Malaysia: a comparative study between UMW Toyota and Proton”, School of Graduate Studies, Management & Science University (MSU), Selangor Darul Ehsan, Malaysia, Examined on 02 June 2016
33. Foteini Kravariti, Thesis entitled: “National and Organizational Cultural Impact on Talent Management Implementation: Case Studies from Greece”, School of Environment Education and Development, GDI, University of Manchester, Examined on 28 August 2016
34. Mukhlid Almutairi, Thesis entitled: “Uncovering the Role of Privatization in Organizational Routines: Evidence from the Saudi National Water Company (NWC)”, Southampton Business School, University of Southampton, Examined on 11 July 2017
35. Osama Abufarraj, Thesis entitled: “An Investigation of the Disparity between the Outputs of Administrative Disciplines of Higher Education Institutions and the Requirements of the Labour Market: An Empirical Study in the Context of Saudi Arabia”, School of Environment Education and Development, GDI, University of Manchester, Examined on 26 April 2019

**DBA (Doctorate of Business Administration)**

1. Howard Arthur Davies, Thesis entitled: “’Competitive Advantage’ and Strategic Choice in an Asian Setting: Lessons from Hong Kong and China”, University of Lancaster, Lancaster Management School, Examined in May 2004
2. Petter Tommerberg, Thesis entitled: “Risk Management Models in Two Norgenian Institutions”, Edinburgh Business School, Herriot Watt University , Examined on 01 October 2010
3. Rashed A. Alsulwaiket Alhajri, Thesis entitled: “Developing the Saudi National Companies’ Competitiveness in the Oil and Gas Sector”, Liverpool John Mores University, Business School, Examined on 23 January 2012
4. Mohammed S. Al-Hammam, Thesis entitled: “A Study into Saudi Arabia’s Future Economic Strategies in the Light of Oil Peaking Phenomenon”, Business School, Liverpool John Mores University, Business School, Examined on 23 January 2012
5. Abdulrazzak Rizk Alwafi, Thesis entitled: “Exploring Strategic Planning of Family Firms in Saudi Arabia”, Edinburgh Business School, University of Heriot Watt, Examined on 09 April 2013
6. Ebimo Amungo, Thesis entitled: “The Internationalisation of Nigerian Banks: Influences and Entry Mode Choices”, Edinburgh Business School, University of Heriot Watt, Examined 04 April 2014
7. Salem Alfalasi, Thesis entitled: “The Benefits and Challenges of Implementing Total Quality Management in the UAE State Audit Institution”, Liverpool John Mores University, Business School, Examined on 18 February 2015
8. Hamad Al-Ameri, Thesis entitled: “The Implementation of Privatisation of the Utilities Sector in Abu Dhabi, UAE”, Liverpool John Mores University, Business School, Examined on 17 March 2017
9. Robin Kieth Deats, Thesis entitled: “The Development of a Conceptual Framework for Equality-Based Practice in Organizations”, School of Economics, University of Cork, Ireland, Examined on 14 August 2018

**MPhil and MSc by Research**

1. Antwi-Boasiako Sekyre, Thesis entitled: “The implementation of a decentralization programme in Ghana”. IDPM, University of Manchester, examined on 22 November 2001 (MPhil)
2. Vladislav Udaltsov, Thesis entitled: “Strategies Employed by Owner-Managers of Steel Companies in Developing Countries at the Time of Industry Consolidation”, University of Cranfield, School of Management, Examined on 06 September 2007 (MSc by research)

**As Internal examiner**

1. Adbullatif S.H. Mohammad, Thesis entitled: “Management and Work Environment in Kuwait Society: The Implication of Gender for Management Style”, University of Stirling, Examined in July 1997
2. Sandra S. Crawford, Thesis entitled: "A Strategic Approach to Performance Management in Nursing: a Scottish Case", University of Stirling, Examined in September 2000
3. Durrishah bt. Idrus, Thesis entitled: "An Examination of the Contending Factors Shaping the Role of the State in Malaysian Industrial Relations", University of Stirling, Examined in December 2001
4. Turner, J. Jason, Thesis entitled: “The Young Unemployed and the New Deal: Critical Reflections and Perceptions of Government Training in the UK” (MPhil), University of Abertay Dundee, Examined in September 2004
5. James Tunney, Thesis entitled: “A Demonstration of the Relevance of Pragmatic Cosmopolitan Method in Law”, University of Abertay Dundee, Examined in May 2005
6. Fathia Lawgali, Thesis entitled: “Economic Aspects of Population Growth and Water Consumption in Libya”, University of Abertay Dundee, Examined on 24 March 2009
7. Isokari Francis Ololo, Thesis entitled: “Corporate Parenting and Corporate-level Strategy in Integrated Oil and Gas Industry: a case study of the Nigerian National Petroleum Corporation”, University of Abertay Dundee, Examined on 10 July 2009
8. Mussa, B.M. Taweel, Thesis entitled: “Estimating the Relationship between GDP Growth and Government Expenditure in Libya: An Analaysis of Wagner’s Law”, University of Abertay Dundee, Examined on 18 March 2010
9. Aminu Hassan, Thesis entitled: “Corporate Environmental Accountability in the Nigerian Oil and Gas Industry: The Case of Gas Flaring”, University of Abertay Dundee, Examined on 2012
10. Saada Abba Abdullahi, Thesis entitled: “The Efficiency of the Oil Futures Markets: Information, Price, Discovery and Long Memory”, University of Abertay Dundee, Examined on 17 October 2012
11. Hassan Hassan Suleiman, Thesis entitled: “Oil Price Shocks, Exchange Rate Dynamics and Stock Market Behaviour: Empirical Evidence from Nigeria”, University of Abertay Dundee, Examined on 18 October 2012
12. Sylvie Mucyo, Thesis entitled: Analysis of Key Requirements for Effective Implementation of Biogas Technology for MSW in Sub Saharan Africa: A case Study of Kigali City, Rwanda, University of Abertay Dundee, Examined on 01 October 2013
13. Sanusi Sa’ad Ahmad, Thesis entitled: “Effect of Government Control on the Performance of Upstream Oil and Gas Companies in Nigeria”, University of Abertay, Examined on 09 December 2014
14. Sani Damamisau Mohammed, Thesis entitled: “Social and Environmental Disclosures: A Comparative Analysis of Listed Nigerian and UK Oil and Gas Companies”, Dundee Business School, Abertay University, Examined on 1 November 2016.
15. Shiva Ram Tiwari, Thesis entitled: “Teachers’ Perception of Factors that Affects the Quality of Teaching and Their Impact on Students’ Performance in Secondary Schools in Nepal”, School of Health and Social Sciences, Abertay University, Examined on 18th April 2018
16. Min Prasad Bhandari, Thesis entitled: “Role of Consumer Engagement in Influencing Loyalty and Word of Mouth in User Generated Brand Communities”, Dundee Business School, Abertay University, Examined on 20th February 2018
17. Christian Huber, Thesis entitled: “Key Indicators of an effective cost accounting system for managerial decision making: An exploratory study of German SMEs” Dundee Business School, Abertay University, Examined on 25 June 2018
18. Williams Kanya, Thesis entitled: “Modelling Natural Gas Market for Sub-Saharan Africa Region: Theory and Practice”, Dundee Business School, Abertay University, Examined on 20th December 2018
19. Samesa Igirigi, Thesis entitled: “Development and Test of a Viability Assessment Framework for Renewable Project (Solar and Wind) under Market Transition Condition: Case study of Nigeria and United Kingdom”, School of Applied Sciences, Examined on 14 March 2019
20. **9. Supervision of Research Degrees Students**

***Successful completions***

***PhD***

1. Nasira Jabeen, Thesis entitled: "Gender and Management: with a special focus on the factors affecting the advancement of women managers in Pakistan”, University of Stirling, Examined in March 1998
2. Nader Houshmandyar, Thesis entitled: “A Study of Management Development and Parameters of Managerial Effectiveness in the Iranian Car Manufacturing Industry”, University of Abertay Dundee, Examined in October 2005
3. Saleh Salem Al-Marri, Thesis entitled: “An Investigation of the Relationship between Higher Education and the Labour Market in Kuwait”, University of Abertay Dundee, Examined on 24 May 2006
4. Hanadi Abdullah Al-Hamli, Thesis entitled: “A study of the Relationship between Customer Satisfaction and Styles of Leadership in Kuwaiti Banks”, University of Abertay Dundee, Examined on 26 October 2006
5. Aaesha Saif Ali Al-Shamsi, Thesis entitled: “A Critical Study of Foreign Human Resource Employment and Its Effects on the Development Structure of the United Arab Emirates”, Examined on 27 March 2007
6. Cornelia Junge, Thesis entitled: “Emerging Innovation Systems in the Baltic States”, University of Abertay Dundee, Examined on 06 November 2009
7. Fawzieh Masa’ad, Thesis entitled: “Applications of Human Resources Information Systems (HRIS) in Jordanian Public Universities”, University of Abertay Dundee, Examined on 27 January 2010
8. Yassir Yasin Sid Ahmed Fadol, Thesis entitled: “The Formation Process of Global Strategic Alliances Between Local and Foreign Companies in The United Arab Emirates: a case Study Approach”, University of Abertay Dundee, Examined on 18 June 2010
9. Awad Mohamed Abdulsadig, Thesis entitled: “Training and Development in Libyan Banks: An evaluation of Current Practices and the Development of a Systematic Approach to Training Effectiveness”, University of Abertay Dundee, Examined on 29 June 2010
10. Willy Francis Jouontso, Thesis entitled: "Environmental Awareness in the Workplace: A Study of Employees' Environmental Knowledge, Perception and Behaviours from an Individual and Organisational Perspective", University of Abertay Dundee, Examined on 27 May 2013
11. Mabroka A. Ahdidan, Thesis entitled: “The Effect of Information Technology on Competitive Advantage in Libyan Oil Companies: A Conceptual Model for Targeting Strategic Information Systems Investment”, University of Abertay Dundee, Examined on 26 September 2013
12. Asaad S.F. Elomami, Thesis entitled: “Job Satisfaction and Employees’ Turnover in Libyan Oil Companies: The Application of the Job Characteristics Model in a Different Cultural Setting”, University of Abertay, Examined on 09 February 2015
13. Eleni Aravopoulou, Thesis entitled: “The Development of an Integrated Model of the Relationship among Strategic Decision-making Process, Organizational Change and Employees’ EVLN Behavioural Responses”, University of Abertay, Examined on 11 May 2015
14. Saquifa Seraj, Thesis entitled: “Investigating the Role of Mentoring and Social Capital in Managing Gender Diversity at the Senior Management Levels of the National Health Service (NHS) in Scotland: A study of NHS Tayside”, University of Abertay, Examined on 09 October 2015
15. Riyadh Alshaeel, Thesis entitled: “An Analysis of the Factors Influencing Family Business Succession in Saudi Arabia”, University of Abertay, Examined on 24 October 2015
16. William Sture, Thesis entitled: “Exploring the Phenomenon of Silence in Organisational Settings as Experienced by Non-Standard Workers”, Abertay University, Examined March 2017
17. Johnson Oluwatobi Okeniyi, Thesis entitled: “The Development of a Strategic Alliance Formation Model for the Growth and Sustainability of Small and Medium Size Enterprises (SMEs) in Ghana, Abertay University, Examined on 11 May 2018
18. Okecha ChimKawanum, Thesis entitled: “Exploring the Role of Servant Leadership in Nigerian Private Sector Companies”, Abertay University, to be examined on 07 March 2019.

***DBA***

1. Iain Lilly, Thesis entitled: “Building Creative Excellence in Scottish Schools: An analysis of factors that impede the development of social structures for creativity”, Examined on 18 October 2006
2. Edwin M. Barclay, Thesis entitled: “Employees’ Reactions to Change, Motivation and Commitment at a Major Power Generating Plant”, University of Abertay Dundee, Examined on 11 May 2009

***MPhil***

1. Jian Zeng, Thesis entitled: “Relationship Marketing: An Exploratory Study of Customer Relationship Practices in Chinese Insurance Companies”, University of Abertay Dundee, Examined in October 2004
2. Yohan Da Silva, Thesis entitled: “Exploring the relationship between HPW practices of acute ward staff in NHSL on employee experience”,

I am currently supervising three PhD students as principal supervisor and five students as second supervisor. These doctoral students are at different levels of their research.

**10. REFEREES**

Names to be provided upon request.