**Muhammad Arshad, PhD**

**Professor des Universities (LRU CDD) in HR, Strategy, and Entrepreneurship**

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**Profile Overview:**

* Currently, I am a Professor des Universities in HR, Strategy and Entrepreneurship at Aix-Marseille University, France.
* Prior to this, I served as an Associate Professor at Lahore Business School, University of Lahore, where I also headed the Quality Enhancement Cell and led the AACSB Accreditation Team.
* Additionally, I was the Head of Master Programs at Lahore Business School.
* I have over ten years of teaching experience in management in higher education.
* In 2022, I participated as a learner in Masterclasses on International Business at Henley Business School, UK.
* I have published 21 articles in peer-reviewed journals, with three under revision and five under submission, including a resubmission to the Journal of Business Ethics in its third revision.
* I serve as a reviewer for several esteemed journals, such as the International Journal of Human Resource Management, Journal of Small Business Management, Management Decision, Journal of Cleaner Production, Business Ethics, and Environment & Responsibility.
* I am the Review Editor of Gender in Management: An International Journal.
* I am supervising 5 Ph.D. students in the area of leadership and entrepreneurship.

**Research Profile:**

***Summary of Research Publications***

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| Total Number of Journal Publications | **22** | **Total Citations** | **718** |
| Accumulative Impact Factor | **50.73** | **H- Index**  | **14** |
| Total ABS stars | **22** | **I10 Index**  | **16** |
| Publications in ABS-Ranked Journals | 13 |  |  |
| Publications in FNEGE-Ranked Journals  | 07 |  |  |
| Research Articles Under Review or R&R | 04 |  |  |
| Research Articles ready for submission | 04 |  |  |

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| ***Research Interests*** |
| * Women Entrepreneurship
* Leadership and employees' behavior
* Technology Management and change management.
* Corporate Social Responsibility
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***List of Research Publications***

1. **Arshad, M**., Farooq, M., Farooq, O., Afzal, S., & Muavia., M., **(Under Review),** Unveiling the Diverse Pathways from Workplace Spirituality to Employee Voice Behavior: A Gender Comparative Study, ***Journal of Business Psychology*.**
2. **Arshad, M**., and Farooq, O**., (R&R)** Toward a Unified Model of Employees' Use of New Information System: Integrating Employees' Identification, Gender, and Cultural Orientation, **Journal of Accounting and Organizaitonal Change*.***
3. Waqas, S., **Arshad, M.,** & Atif, M., **(Under Review),** Cultivating Green Creative Behavior among Employees: A Gender Comparative Study, ***Evidence Based HRM***
4. **Arshad, M**., RENAUD, E., Farooq, O.**, &** Qasim, N., **(2024),** How and when abusive supervision influences the employees' unethical behavior: Social cognitive theory perspective, ***Leadership, and Organizational Development Journal, IF = 4.2*.**
5. **Arshad, M**., Farooq, M., & Farooq, O.**, (2024),** The impact of Organizational Factors on Employees' Entrepreneurial Intentions: Person-Environment Fit Perspective, ***Revue de l'Entrepreneuriat*** (FENEG = 2).
6. KAMAHA NJIWA, M., Atif, M., **Arshad, M**., & Mirza, N., **(2023),** The Impact of Female Entrepreneur Dominance on Business Resilience during the Covid-19 Pandemic, **Journal of Business Research** (Online First), (Impact Factor = **10.5**, ABDC = A, ABS = 3, SJR = Q1).
7. Qasim, N, **Arshad, M**., Farooq, O., **(2023),** The impact of differentiated empowering leadership on employees' Depression: Moderation of employees' envy and gender, ***Gender in Management: An International Journal***, Online First***.*** Impact Factor= **2.3**; ABDC = C, ABS = 1, HEC = W, SJR = Q1).
8. **Arshad, M**., Qasim, N., & Dost, M. **(2022),** Enhancing Employee Engagement through organizational identification, gender, and leader social dominance orientation, ***Gender in Management: An International Journal*** (online first), Impact Factor= **2.3**; ABS = 1, ABDC = C, HEC = W, SJR = Q1).
9. Khan, F., **Arshad, M.,** Raoof, R., & Farooq, O., (2022) Servant Leadership and Employees' Performance: Organization and information structure perspective, ***The Service Industries Journal,*** (Online First) (Impact Factor 7.4, ABDC = B, ABS = 2, SJR = Q1).
10. Saleem, S., Sajid, M., **Arshad, M.,** Raziq, M., M., & Shaheen, S., (2022) Work Stress, Ego Depletion, Gender, and Abusive Supervision: Self-Regulatory Perspective, ***The Service Industries Journal,*** (Online First) (Impact Factor 7.4, ABDC = B, ABS = 2, SJR = Q1).
11. **Arshad, M**., Qasim, N., Farooq, O., & Rice, J. (2021). Empowering leadership and employees' work engagement: a social identity theory perspective. ***Management Decision*.,** (Impact Factor= 4.1, ABDC = B, FNege = 3, ABS = 2, HEC = W, SJR = Q1).
12. Saleem, I., Mahwish., & **Arshad, M.,** **(2021).** When do the family brand personalities lead to brand loyalty? A Moderated Mediation Model. ***Global Business & Organizational Excellence***. Online First. (ABDC = C, Scopus Indexed, HEC = Y, SJR = Q3).
13. **Arshad, M.,** Saleem, S., Raoof, R., & Sultana, N. **(2021).** The Impact of Media on Entrepreneurship Participation: A Cross-Country Panel Data Analysis. ***The Bottom Line***. Online First. (Impact Factor = 8.0, HEC =X, SJR = Q1).
14. Amin, A, **Arshad, M.,** Sultana, N., & Raoof, R., **(2021).** Examination of Impact of COVID-19 on stock market: evidence from American Peninsula. ***Journal of Economic and Administrative Sciences***. Online First. (Impact Factor = 1.8, ABDC = C).
15. **Arshad, M**., Farooq, M., & Khan,A., **(2020),** Motivational Theory Perspective on Entrepreneurial Intentions: A Gender Comparative Study, ***Gender in Management*** (Impact Factor= 2.3; ABDC = C, ABS = 1, HEC = W, SJR = Q1).
16. Zaman, S., **Arshad, M**., Sultana, N., & Saleem, S., **(2020),** The effect of family business exposure on individuals' entrepreneurial intentions: An institutional theory perspective, ***Journal of Family Business Management***. (ABS = 1, Impact Factor = 3.6, SJR = Q1).
17. Javaid, F., Raoof, R., Farooq, M., & **Arshad, M.** **(2020).** Unethical leadership and crimes of obedience: A moral awareness perspective. Global Business & Organizational Excellence. (Scopus Indexed, HEC Ranked Y, SJR = Q3).
18. **Arshad, M.,** Farooq, O., Afzal, S., & Farooq, M. **(2019).** Adoption of Information Systems in Organizations: Understanding the Role of Institutional Pressures in a Collectivist Culture. ***Journal of Enterprise Information Management***. (Impact Factor=7.4, **ABDC= A**, FNege = 3, ABS = 2, HEC = W, SJR = Q1).
19. **Arshad, M.,** Farooq, O., & Farooq, M. **(2019).** The effect of intrinsic and extrinsic factors on entrepreneurial intentions: The moderating role of collectivist orientation. ***Management Decision***, *57*(3), 649-668.(Impact Factor=4.1, ABDC = B, FNege = 3, ABS = 2, SJR= Q1)
20. Afzal, S., **Arshad, M,** Saleem, Sharjeel. **(2019),** The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy, *Journal of Management Development,**38*(5), 369-382**.** (ABDC = B, FNege = 4, ABS = 1, IF = 2.5, SJR = Q1).
21. Dost, M., **Arshad, M.,** & Afsar, B. **(2018).** The Influence of Entrepreneurial Orientation on Types of Process Innovation Capabilities and Moderating Role of Social Capital. *Entrepreneurship Research Journal*. (Impact Factor= **2.0,** ABDC = B, FNege= 4, ABS = 2, HEC = W, SJR = Q3).
22. **Arshad, M.,** Farooq,O., & Afzal, S. **(2018).** The role of entrepreneurship education in developing a passion for business. *Global Business and Organizational Excellence*. 38(1). (Scopus Indexed, HEC = Y, SJR = Q3).
23. **Arshad, M**. Farooq, O., Sultana, N., & Farooq, M. (2016), Determinants of Individuals' Entrepreneurial Intentions: A Gender-Comparative Study, Career Development International, 21(4). (Impact Factor **3.4,** ABDC = B, FNege = 4, ABS = 2, HEC = W, SJR = Q1)**.**
24. **Arshad, M**., Farooq, O., Sultana, N., & Farooq, M. (2016). The Role of Foreign Aid in the Development of Pakistan's Education Sector: A Time-Lag Analysis. European Online Journal of Natural and Social Sciences, 5(3), 588-594. (ISI Indexed).

***Research Articles in Progress***

1. **Arshad, M**., Ashraf, N., Atif, M, Afzal, S., and Muavia, M.**, (Preparing for Submission)** How Spiritual Leadership Shapes Interpersonal Citizenship Behavior: A Gender Comparative Study, ***Journal of Business Ethics*.**
2. **Afzal, S.**, SERRANO & Arshad, M., C. **(Preparing for Submission).** The Trickle-up effect of followers’ knowledge sharing behavior on leaders’ Innovative Behavior in service organizations: Conservation of Resource Theory Perspective. **Journal of Organizational *Behavior.***
3. **Arshad, M.,** Zaman, S., & Afzal, S., **(Ready for Submission),** The effect of family business exposure on individuals' entrepreneurial intentions: An institutional theory perspective, ***Journal of Small Business and Enterprise Development***.

***Conference Papers***

1. **Arshad, M.,** Waqas, S., & Atif, M. (2024). The effect of workplace spirituality on employees' voice behavior: A Gender prospective study. In *Academy of Management Proceedings*.
2. **Arshad, M.,** Muavia, M., Farooq, M., & Farooq, O. (2022). The effect of workplace spirituality on employees' voice behavior: A Gender prospective study. In *Academy of Management Proceedings*.
3. **Arshad, M.,** Ahsan, M., & Farooq, O. (2021). When Employees Think to be Self-emnvironment Person-Environment Fit Perspective. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 16245). Briarcliff Manor, NY 10510: Academy of Management.
4. Farooq, O., Farooq, M., & **Arshad, M**. (2020). CSR Perceptions Versus CSR Attributions? A Comparison of Alternative Moderated Mediation Mechanisms. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 20885). Briarcliff Manor, NY 10510: Academy of Management.
5. **Arshad, M**., Afzal, S., The Impact of Media on Entrepreneurship Participation: A Cross-Country Panel Data Analysis, **Annual Conference of the Academy of International Business-U.S. West Chapter (AIB-US West),** February 26-28, 2020. San-Diego, US.
6. **Arshad, M**., Qasim, N., How and When Abusive Supervision Could Not Translate into Unethical Behavior, **AOM 2019,** Atlanta, US.
7. **Arshad, M.,** Farooq, O.,Toward Theory of Technology Acceptance: The Integration of Institutional Pressures with Cultural Context, **Asian Management Research and Case Conference 2019**, March 24-26, **2019**, Al-Ain, UAE.
8. **Arshad, M.,** Farooq, O.,The impact of intrinsic and extrinsic rewards on individuals Entrepreneurial Intentions: A comparative study of male and female graduates**, 3rd Asia International Conference 2017**, Kuala Lumpur, Malaysia. 9-10 December 2017.
9. Farooq, M., Farooq, O., Rabie, M. O., & **Arshad, M.** (2017, January). How Do Employees Bolster Corporate Social Responsibility., In ***Academy of Management Proceedings*** (Vol. 2017, No. 1, p. 16457). Academy of Management.
10. **Arshad, M**., Sultana, N., Mahmood, A., & Afzal, S. (2016). Determinants of Employees' Intention to Use New Technology: Moderating Role of Collectivism. **Academy of Management Proceedings**, 2016(1).
11. **Arshad, M.,** Ashraf, N., & Raoof, W. (2015). Determinants of Individuals' Entrepreneurial Intentions: A Comparative Study of Males and Females. **Academy of Management Proceedings**, 2015(1). doi: 10.5465/AMBPP.2015.17975abstract

**Academic Profile**

***Academic Experience (10 Years+):***

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| Profesor des Universites | March 2024 – Present  | IAE Aix Graduate School of Management, Aix Marseille University, France |
| Associate Professor | Feb 2022 – Feb 2024 | Lahore Business School, The University of Lahore, Lahore, Pakistan.  |
| Assistant Professor | Feb 2018- Feb 2022 |
| Lecturer  | Sept 2013 - Feb 2018 |

***Courses Taught (2013- present) at BS/Master***

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| ***At BS Level*** |  |
| * Entrepreneurship
* Principles of Management
 | * Business Strategy and Policy
* Organizational Behavior
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| * Human Resource Management
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| ***At Master and Ph.D. Level*** |  |
| * Innovation and Entrepreneurship
 | * Seminar in Strategic Management
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| * Seminar on Corporate Social Responsibility
* Quantitative Methods in Research
 | * Business Information Management
* Contemporary Methods in Data Analysis
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***Advising and supervising Students and Directing Projects***

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| 2017 – 2019 | Supervised 6 Masters Students for their Research Theses.  |
| 2019 – Present | Supervising 5 Ph.D. students and 2 Master's students for their Research Thesis |

 ***Teaching Interests***

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| * Innovation and Entrepreneurship
 | * International Human Resource Management
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| * Corporate Social Responsibility
* Business Strategy
 | * Quantitative Research Methods
* Business Information Management
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**Administrative Profile**

***Head Quality Enhancement Cell (August 2023-February 2024)***

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| **Administrative Responsibilities** | * Develop a strategic blueprint for Lahore Business School with input from key stakeholders.
* Lead the AACSB Accreditation process, forming teams to implement AACSB Standards.
* Participate in strategy creation, identifying necessary resources based on accreditation requirements.
* Create a detailed roadmap for achieving Accreditation Standards.
* Collaborate with Policy, Planning, and Business Intelligence units to set, execute, and assess strategies, ensuring continuous improvement and innovation during accreditation.
* Develop approaches focused on student success, innovation, engagement, and community impact.
* Establish connections with internal and external stakeholders to facilitate accreditation.
* Provide regular updates to the Accreditation Advisory Council.
* Engage in benchmarking to support accreditation efforts.
* Manage the financial aspects of the accreditation process.
* Enhance understanding of various divisions' roles in the accreditation journey.
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***MS Programs Manager (July 2022-August 2023)***

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| **Master of Science Programs**  | * MS. Management
* MS. Project Management
* MS. Supply Chain Management
* MS. Engineering Management
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| **Administrative Responsibilities** | * Development of a Roadmap of all MS Programs with the coordination of cluster heads
* Presentation of Roadmap of all programs in different academic bodies
* Implementation of Roadmap in Business School
* Course offerings (core and elective)
* Evaluation of Course outlines with the help of cluster head in each specialization
* Monitor the examination procedures
* Plan and monitor the Admission process for MS Programs
* Monitoring of entry tests and interviews for the candidates
* Approval of merit list of selected candidates
* Facilitate the process of supervisor allocation in a research dissertation.
* Appointment of examiners for the synopsis and final Thesis defense.
* Coordination with the Programs coordinator for the development of Program files, student files, and faculty files
* Managing the Higher Education visits
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**Education:**

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| **Ph.D.** ManagementSeptember 2014 - July 2019 | **Lahore Business School**The University of Lahore (QSR Ranked). Lahore, Pakistan.  |
| **MPhil** Management SciencesSept. 2011 – Sept. 2013 | **Lahore Business School**The University of Lahore (QSR Ranked). Lahore, Pakistan.  |
| **Master** of Business AdministrationFeb. 2009 - March 2011 | **Virtual** [**University of Pakistan, Pakistan**](http://www.pu.edu.pk/)Major: Management |

**Academic Services**

***Societies Membership and Review services:***

* Member of British Academy of Management, UK
* Member Academy of International Business, USA
* Member Academy of Management, USA
* Reviewer of International Journal of Human Resource Management, Management Decision, Career Development International, Gender in Management, Journal of Small Business Management, Information Technology and People, Journal of Cleaner Production, and Journal of Management Development

***Trainer / Resource Person in Research workshops***

1. Resource person in Workshop on Multi-Level Modelling through MPlus, January 29 2020, organized by National Textile University, Faisalabad, Pakistan.
2. Resource person in Workshop on Multi-Level Modelling through MPlus, May 20 2017, organized by Capital University of Science and Technology, Islamabad, Pakistan.
3. Resource person in Workshop on Advanced Quantitative Analysis through SPSS & AMOS held on September 01 & 02, 2016 organized by Institute of Research Promotion Lahore, Pakistan.
4. Resource person in a workshop on Biostatistics & Quantitative Data Analysis Techniques with SPSS held on January 9, 10 & 15, 2014, organized by QEC, University of Lahore. Pakistan.
5. Resource person in International online Webinar Workshop on Fundamentals of Quantitative Data Analysis Techniques with SPSS held on March 22, 2014, organized by Institute of Research Promotion Lahore, Pakistan.
6. Resource person in International online Webinar Workshop on Advanced Quantitative Analysis through SPSS & AMOS held on March 23 & 24, 2014, organized by Institute of Research Promotion Lahore, Pakistan.

***Data Analysis Tools and Techniques***

I am proficient in using different statistical and research tools, including Excel, SPSS, AMOS, MPlus, NVivo, Endnote

**Languages:**

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| **Language** | **Written** | **Oral** |
| Urdu | Native | Native |
| English | Good | Good |

**References:**

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| **Name** | **Title** |  | **Contact** |
| Prof. Emmanuel Reynaud | IAE- Aix Graduate School of Management, Aix-en Provence, France | emmanuelle.reynaud@iae-aix.com  |
| Dr. Inam ul Haq | Associate Professor, EMLV – The Leonard de Vinci Business School Paris-La Defense, France | inam.ul\_haq@devinci.fr  |
| Dr. Muhammad Atif | Associate Professor, EDC Paris, France.  | matif@edcparis.edu  |
|  |  |  |
| Dr. Muhammad Naeem Ashraf | Professor, EDHEC Business School, Lille, France | naeem.ashraf@edhec.edu  |
|  |  |  |
| Dr. Omer Farooq | Associate Professor, Zayed University, Abud Dhabi, UAE.  | ufarooq001@gmail.com |
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