

**DR. HAYFAA A. TLAISS**  
**CURRICULUM VITAE**

**I. EDUCATION**

**2010-2011**

**Diploma of University Teaching**  
University of New Brunswick  
Saint John-New Brunswick

**2010-2011**

**Passed the CFA Level II Examination**

**2005-2009**

**PhD in Business Administration**  
Manchester Business School / University of Manchester  
Manchester- United Kingdom

**2007**

**Passed the CFA Level I Examination**

**2004-2005**

**Financial Risk Management Certificate**  
Institute for Financial Analysts  
Beirut-Lebanon

**2002-2004**

**Masters of Business Administration**  
School of Business / Lebanese American University  
Beirut-Lebanon

**1999-2002**

**Bachelor of Science in Business Administration**  
School of Business / Lebanese American University  
Beirut-Lebanon

**II. ACADEMIC EMPLOYMENT**

**September 2015- Present: Chair of Management Department and Associate Professor**

- *Bachelor of Business Administration*: Organizational Behavior; Employee Learning and Development; and Human Resource Management.

- *Masters of Business Administration (MBA):* Organizational Behavior; Human Resource Development; Human Resources Management.

College of Business/ Alfaisal University  
Riyadh- Kingdom of Saudi Arabia

**July 2014- August 2015: Associate Professor**

**July 2010- July 2014: Assistant Professor**

- *Bachelor of Business Administration:* Competitive Strategies, Strategic Human Resource Policy, Training and Development, Motivation and Work Behavior, Organizational Behavior, and Human Resource Management.
- *Masters of Business Administration (MBA):* Human Behavior and Leadership Supervision of Master's Thesis and research projects.

Faculty of Business/ University of New Brunswick  
Saint John- Canada

**January- May 2010**

**Lecturer**

- *Executive MBA Program:* Managing in the International Arena
- *Bachelor of Business Administration:* Business Ethics in a Global Context

Odette Business School / University of Windsor  
Windsor- Canada

**January 2006- May 2009**

**Doctoral Researcher, and Seminar and Workshop Leader**

- *Masters of Business Studies in Global Business Strategy:* Strategic Management, and Strategic Planning and Policy Formulation
- *Masters of Science in International Business and Cross Cultural Management:* International Management
- *Bachelor of Business Administration:* Organization Behavior, and Human Resource Management

Manchester Business School / University of Management  
Manchester- United Kingdom

**September 2006- May 2009**

**Seminar and Workshop leader**

- *Bachelor of Science/ Arts in Economics:* Micro Economics and Macro Economics

Manchester School of Economics/ University of Manchester  
Manchester- United Kingdom

**July 2007- July 2009**

**Lecturer, Coordinator, and Faculty Member**

*Executive Teaching:* Economics, Ethical and Professional Standards and Quantitative Methods for candidates of the CFA Level I and Level II examination  
Institute for Financial Analysts  
Lebanon, Kuwait, and United Arab Emirates

**February 2007- June 2007**

**Lecturer**

- *Bachelor of Science in Business Studies: Accounting I*  
School of Business/ Lebanese American University  
Beirut-Lebanon

- *Bachelor of Science in Business Studies: Organization Behavior, and Senior Management*  
School of Business/ Global University  
Beirut-Lebanon

**January 2003-July 2005**

**Lecturer**

- *Masters of Business Administration: International Human Resource Management*
- *Bachelor of Arts in Business Studies: Organizational Behavior, Human Resource Management, Finance and Economics*

School of Business/ Arts, Sciences & Technology University  
Beirut-Lebanon

**February 2002- February 2004**

**Graduate Research and Teaching Assistant:**

- *Masters of Business Administration: Financial Management, Portfolio Management and Financial Derivatives*

School of Business/ Lebanese American University  
Beirut- Lebanon

### **III. RESEARCH ACTIVITIES**

#### **A. Publications**

Refereed Peer Reviewed Journal Publications

1. Al-Asfour, A., Tlaiss, H., Khan, S., and Rajasekar, J. (2017). Saudi Women's Work Challenges and Barriers to Career Advancement, *Career Development International* 22 (2), 184-199. (Ranked as 2 in ABS ranking)
2. Tlaiss, H., Martin, P., and Hofaidhllaoui, M. (2017). Talent retention: Evidence from a Big Four in France, *Employee Relations: The International Journal*, 39, (4), 426-445. (Ranked as 2 in ABS ranking)

3. Tlaiss, H. (2015). Entrepreneurial motivations of women: Evidence from the United Arab Emirates, *International Small Business Journal*, 33(5), 562-581 (Ranked as an A journal in ABDC)
4. Tlaiss, H. (2015). How Islamic Business Ethics Impact Women Entrepreneurs: Insight from Four Arab Middle Eastern Countries. *Journal of Business Ethics*, 129 (4), 859-877. (Ranked as 3 in ABS ranking)
5. Tlaiss, H. (2015). Neither-Nor: Career success of women from an Arab Middle Eastern Context. *Employee Relations: The International Journal*, 37(5), 526-545. **Highly Commended Paper Award Winner at the Literati Network Awards for Excellence 2016** (Ranked as 2 in ABS ranking)
6. Tlaiss, H., and Dirani, K. (2015) Women and Training: An Empirical Investigation in the Arab Middle East. *Human Resource Development International*, 18 (4), 366-386. (Ranked as 2 in ABS ranking)
7. Elamin, A. M. and Tlaiss, H.A (2015). Exploring organizational citizenship behavior and organizational justice in the Islamic Saudi Arabian Context. *Employee Relations: The International Journal*, 37(1), 2-29. (Ranked as 2 in ABS ranking)
8. Tlaiss, H.A and A. Elamin (2015). Exploring organizational trust and organizational justice among junior and middle managers in Saudi Arabia: Trust in immediate supervisor as a mediator. *Journal of Management Development*, 34 (9), 1042-1060. (Ranked as 1 in ABS ranking)
9. Tlaiss, H. (2014). Between the traditional and the contemporary: Careers of women from a developing Middle Eastern country perspective. *International Journal of Human Resource Management*, 25 (20), 2858-2880. (Ranked as 3 in ABS ranking)
10. Tlaiss, H. (2014). Women's Entrepreneurship, Barriers and Culture: Insights from the United Arab Emirates. *Journal of Entrepreneurship*, 23(2), 289-320. **(Most read article during June 2015)** ((Ranked as 1 in ABS ranking)
11. Tlaiss, H. (2014). Rebels, fighters, or conformers: Career women in the United Arab Emirates. *Human Resource Development International*, 17 (3), 339-354. (Ranked as 2 in ABS ranking)
12. Tlaiss, H. and Mendelson, M. S. (2014). Predicting women's job satisfaction with personal demographics: Evidence from a Middle Eastern country, *International Journal of Human Resource Management*, 25 (3), 434-458 (Ranked as 3 in ABS ranking)
13. Tlaiss, H. (2013). Women managers in the United Arab Emirates: Successful careers or what?, *Equality, Diversity, and Inclusion: An International Journal*, 32 (8), 756-776. (Ranked as 1 in ABS ranking).
14. Tlaiss, H. (2013). Job satisfaction on women managers in Lebanon: The effect of organizational factors in the services industry, *International Journal of Cross Cultural Management*, 13(3), 279-298. (Ranked as a B journal in ABDC)

15. Tlaiss, H.(2013). Determinants of job satisfaction in the banking sector: The case of Lebanese managers, *Employee Relations: The International Journal*, 35 (4), 377-395. (Ranked as 2 in ABS ranking)
16. Tlaiss, H. (2013). Women in healthcare: Barriers and enablers from a developing country perspective, *International Journal of Health Policy and Management*, 1 (1), 25-38.
17. Tlaiss, H. and Kauser, S. (2011). The impact of gender and family on career advancement: Evidence from Lebanese Women, *Gender in Management: An International Journal*, 26 (1), 8-36. (Ranked as 1 in ABS ranking) **Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012**
18. Kauser, S. and Tlaiss, H. (2011). Middle Eastern women managers: Participation, barriers and future prospects, *Journal of International Business and Economics* 12(1), 35-56. (Ranked as a C journal in ABDC)
19. Tlaiss, H. and Kauser, S. (2011). The importance of wasta in the career success of Middle Eastern managers, *Journal of European Industrial Training*, 5(35), 467-486. (Ranked as 1 in ABS ranking)
20. Tlaiss, H. and Kauser, S. (2011). Career success of Arab women managers: An empirical study in Lebanon”, *Education, Business and Society: Contemporary Middle Eastern Issues*, 4 (1), pp. 43-61. **(Listed on the website of the journal among most cited)**
21. Tlaiss, H., and Kauser, S. (2010) Perceived organizational barriers to women's career advancement in Lebanon, *Gender in Management: An International Journal*, 25(6), pp.462 – 496. (Ranked as 1 in ABS ranking)

#### Book Chapters and Monographs

1. Dirani K.M., Hamie C.S., Tlaiss H. (2017) Leadership in Saudi Arabia: A Multifaceted Phenomenon. In: Ardichvili A., Dirani K. (eds) *Leadership Development in Emerging Market Economies*. Palgrave Studies of Internationalization in Emerging Markets. Palgrave Macmillan, New York
2. Tlaiss, H.A. and Elamin, A. (2016). Human Resource Management in Saudi Arabia. In P. Budhwar and M. Mellahi (Ed.) *Handbook of Human Resource Management in the Middle East*. (Chapter 11; p. 141-160). Edward Elgar Publishing Ltd, USA.
3. Tlaiss, H.A. (2015). The Trail Blazers of Lebanon: The Agency of Women Entrepreneurs. In R. Stephan, G. Hourani, and K. Horn (Ed.) *In Line with the Divine" the Struggle for Gender Equality in Lebanon* Abelian Academic. (Winner of the 2015 Rita Sabat Award).

4. Tlaiss, H.A. (2014). The communication of traditional gender stereotypes and its impact on the careers of women in Lebanon and the Arab world. In R. Radawi (Ed.) *Intercultural Communication with Arabs*. Chapter 15, pp. 261-278, Palgrave MacMillan, USA.
5. Tlaiss, H.A. (2014). Muhammad as contemporary role model—women. In C. Fitzpatrick and A.H. Walker, (eds.), *Muhammad in History, Thought, and Culture: An Encyclopedia of the Prophet of God*. ABC-CLIO, USA. (Winner of the 2015 ALA-RUSA Outstanding Reference Source Award).
6. Tlaiss, H. and Kauser, S. (2011). Women in Management in Lebanon. In M. Davidson and R., Burke (Eds.) *Women in Management Worldwide: Progress and Proposals* (Volume II). Chapter 17, pp. 299-315. Gower, England.

#### Other Publications

- Tlaiss, H. 2012. *Women managers, governmental agencies and human resource departments: An insider perspective from Lebanon and the Middle East*. Journal of AngloHigher. Volume 4, Issue 2, 11-12.
- Tlaiss, H. 2009. *Arab American Women: Where do they stand?* Daily Star.
- Tlaiss, H. 2007. *Between Separation and Veil: Where Does the Muslim Women Stand?* Daily Star.

#### Publications in Conference Proceedings

1. Tlaiss, H. (2017). Arab Women entrepreneurs and Career Success: The Case of Lebanon. Proceedings in *ISBE, Institute for Small Business and Enterprise Conference*, 8-9 November 2017, Belfast, UK.
2. Antoine, G., MacDonald, J., and Tlaiss, H. (2017). Measuring the Impact of Shifting Leadership Expectations in Saudi Arabia And Implications on Organizational Justice. *Proceedings of International Association for Business and Society (IABS) Conference, 26 June-2 July 2017, Amsterdam, Netherlands*.
3. Tlaiss, H.. (2016). Gender (equality/inequality) in Under-represented Countries. Proceedings of "Forging International Research Collaborations of Consequence" session, *Academy of Management*, for its annual meeting 5-9 August 2016, Anaheim, California.
4. Tlaiss, H.and Antoine, G. (2016). HRM practices and careers of Saudi Arabian women. Proceedings of Symposium of Gendering the HRM - CSR nexus in developing economies: Meaningful tools and innovative mechanisms for

- women's employment and career advancement, *Academy of Management*, for its annual meeting 5-9 August 2016, Anaheim, California.
5. Tlaiss, H. and Antoine, G. (2016). Conceptions of Shame and Guilt: An Arabic-Islamic Perspective. Proceedings of in the Religiosity and Business Ethics Workshop, *International Association for Business and Society (IABS) Conference*, 16-19 June 2016, Park City, Utah.
  6. Tlaiss, H, Elamin, A., and Kauser, S. (2016). Can Trust mediate the relationship between Organizational Citizenship Behavior and Organizational Justice in Saudi Arabia?, Proceedings of *European Academy of Management (EURAM)*, 1-4 June 2016, University Paris-Est Creteil , Paris, France.
  7. Tlaiss, H. (2015). Women entrepreneurs, Leadership, and Islam in an Arab Middle Eastern Context. Proceedings in *ISBE, Institute for Small Business and Enterprise Conference*, 11-12 November 2015, Glasgow, UK.
  8. Kauser, S and Tlaiss, H. (2015). Islamic Ethics and Feminism in the Context of Islamic Business. Proceedings in the *6<sup>th</sup> Global Islamic Marketing Conference*, May 2015, Istanbul, Turkey.
  9. Dirani, K. and Tlaiss, H. (2015). Women Leaders' Professional Development in Lebanon: A Middle Eastern Perspective. Proceedings in the *Academy of Human Resources Development*, February 2015, Missouri, USA.
  10. Tlaiss, H. A. (2014). Psychological contracts and organizational commitment: Junior Arab women managers. Proceedings in the *International Conference on New Trends in Business, Management and Social Sciences (COES&RJ-SG14/1)*, 15-16 Sept, 2014, Singapore.
  11. Tlaiss, H. (2014). Women and Training Participation: An Arab Middle Eastern Perspective. Proceedings in the *Academy of Human Resources Development*, February 2014, Texas, USA.
  12. Tlaiss, H. (2013). The influence of cultural values and postmaterialism on women's entrepreneurship motivation. Proceedings of the Entrepreneurship Track. *Annual Meeting of the Academy of Management*, August 2013, Florida USA.
  13. Tlaiss, H. (2013). Traditional versus contemporary: The unfolding of the careers of Emirati women managers. Proceedings of the symposium "Indigenous HR policy development in the Arab Middle East: Putting gender on the agenda. *Annual Meeting of the Academy of Management*, August 2013, Florida USA.

14. Tlaiss, H. (2012). Human resources practices in Lebanon: Women managers' perspectives. *Proceedings of the Conference of the Academy of Human Resources Development (the 11th Asian & 2nd MENA), November 8-10, 2012, Istanbul Medinyet University, Turkey.*
15. Tlaiss, H. and Kauser, S. (2012). Career success of Emirati women managers. *Proceedings of the Gender and Women's Studies Consortium, March 7- 9, 2012, American University of Sharjah, Sharjah, UAE.*
16. Kauser, S and Tlaiss, H. (2011). The Arab female manager. Proceedings of the Divisional Round Table Session. *Annual Meeting of the Academy of Management, August 12-16, 2011, San Antonia, Texas, USA.*
17. Tlaiss, H. and Kauser, S. (2009). The social dimension of management and gender in the Middle East: A comparative study. Proceedings of Symposium: "Developing Women Leadership in the Middle East: Generating Local Knowledge", *Annual Meeting of the Academy of Management, August 7-11, 2009, Chicago, USA. (Winner of MED Division Best Symposium in Management Education and Development).*
18. Tlaiss H and Kauser S. (2008) Cross cultural management, organizations and gender: A Middle Eastern perspective. *Proceedings of the International Conference and Management Education, Bangkok, November 17<sup>th</sup> -20<sup>th</sup> 2008*
19. Tlaiss, H. and Kauser, S. (2008). Between gender and religion: A comparative approach between men and women managers; where does the Arab woman stand? *Proceedings of Annual Meeting of the Academy of Management, August 8-13, 2008, Anaheim, California, USA.*
20. Tlaiss, H. and Kauser, S. (2008). Organizational factors facing the career progress in management: An Arab Middle Eastern perspective. *Proceedings of Academy of International Business Conference, June 30- July 3, 2008, Milan, Italy.*

### **III.TEACHING ACTIVITIES**

#### **A. Modules Designed and Developed**

I assisted in and completed the creation, design, development, and delivery of graduate, undergraduate and executive modules during 2006, 2007, 2008, and 2010-2014.

#### **Graduate Courses**

**MBA Strategic Management Module:** I have contributed to this module via updating teaching material, setting and marking the case presentations and group reports, as this module has been designed to use a mix of teaching and learning resources to guide the students learning, including textbooks, supplied readings, discussions groups, and case studies.



**MSc International Management:** I was responsible the designing and developing of this module, by deciding on the method of delivery of the module, evaluation and review, developing business case materials relevant to the course, as well coordinating the module, teaching it and managing the tutors.

**MBA: Leadership and Human Behavior:** I also re-designed a graduate course to a new specification that capitalizing on helping students understand the impact of culture on human behavior and leadership styles. The module focuses on helping students understand how societies, to a large extent, shape the leadership style of individuals and what is considered as “ideal leaders”. These courses are taught using a combination of lectures, seminars, case discussions and readings.

### **Executive Teachings**

**Economics; Quantitative Analysis; Ethical and Professional Standards;** I have developed modules for these topics for candidates of Level I and Level II of the CFA examination. The students on this program have been mainly high value managers and young professionals from the most important financial institutions in several countries in the Middle East, such Mobadala. My job was to design and deliver the modules and to help the audience establish a deep understanding of the material, given the level of difficulty of the exams. The modules have been designed to help develop the knowledge of the financiers and bankers and their reflective understanding of methodological issues especially in quantitative techniques and economics. These modules have been developed in a manner that would allow the audience to enhance their understanding on how the theoretical part of the curriculum can be used in the daily operations involved with the industry. As for the ethical and professional standards, the module was developed to allow the audience to identify ethical from unethical professional practices, given the widespread of ethical scandals in the business world during the past two decades. In designing and developing this module I aimed to provide students with an understanding of the main ethical problems that companies and managers face on a daily basis. This was provided along with recommendations on how to avoid unethical behavior and to foster a culture of high ethicality within the organizational climate. Hence, I believe the module helped my audience establish a clear understanding of what constitutes ethical behavior and encouraged them to abide by the principles of ethics and integrity in their daily professional and personal endeavors.

### **Undergraduate Courses**

**Competitive Strategies, Motivation and Work Behavior, Organizational Behavior, Strategic Human Resource Policy, Human Resource Management, Training and Development:** These modules have been modified and re-designed by me to a new specification. The main objective of these courses was to broaden the students’ understanding through a combination of lectures, seminars, case discussions and readings.