

## **DR. HAMMAD AKBAR, Ph.D.**



### **University Education**

- PhD in Management, University of East Anglia (UEA), UK (2009).
- MPhil in Economics of Developing Countries, University of Cambridge, UK (Sept. 1994–July 1995).
- Master in Development Management, Asian Institute of Management (AIM), Manila, Philippines (July 1989–July 1990).
- Master of Business Administration, Quaid-e-Azam University (QAU), Islamabad, Pakistan (Jan. 1984–Dec. 1985).
- Postgraduate Certificate in Higher Education Practice, United Kingdom (2004–2007).

### **Academic Honours**

- Outstanding Achievement in Reviewing, International Journal of Project Management
- Research Excellence Award, King Abdulaziz University, Saudi Arabia
- Norwich Business School Fellowship, UEA, UK.
- Cambridge Commonwealth Trust Scholarship, University of Cambridge, UK.
- Chevening British Council Scholarship, University of Cambridge, UK.
- Canadian International Development Agency Scholarship, AIM, Philippines.
- Dean's List, AIM, Philippines.
- Position holder and Merit Scholar, QAU, Pakistan.
- Position holder and Merit Scholar, Punjab University, Pakistan.
- APE Moon Scholarship, Government College of Science, Pakistan.

### **Experience**

#### *Academic Experience:*

- Senior Lecturer (Associate Professor) in Management, The University of Liverpool Management School, University of Liverpool, United Kingdom (Jan. 2015–to date).
- Associate Professor and Head, Research Committee, Department of Business Administration, Faculty of Economics and Administration, King Abdulaziz University, Jeddah, Saudi Arabia (Oct. 2012–Jan. 2015).
- Lecturer in Management and Director, Postgraduate Programme in International Human Resource Management, University of East Anglia, Norwich, UK. (Sept 2004–Oct. 2012; Tutor for Organisational Behaviour 2001–2004).
- Lecturer, Cambridge Seminars, Cambridge, UK (July 1995–June 2001).

#### *Professional Experience:*

- Program Specialist, Parliamentary Development Project, The Asia Foundation, Islamabad, Pakistan (Sept. 1992–Aug. 1994).
- Programme Monitor, The Aga Khan Rural Support Programme (AKRSP), Gilgit, Pakistan (Dec. 1990– Aug. 1992).
- Product Manager, Hoechst Pakistan Limited, Karachi, Pakistan (April 1986–June 1989).

## Publications

1. Dickinson, D., Fisher, R., and Akbar, H. Improving investment promotion agencies' performance in attracting FDI from emerging market China to the UK. *International Journal of Organizational Analysis* (forthcoming).
2. Shwayat, D., Macvaugh, J. and Akbar, H. (2021). A multi-level perspective on trust, collaboration and knowledge-sharing cultures in a highly formalized organization. *Journal of Knowledge Management* (DOI 10.1108/JKM-05-2020-0354).
3. Akbar, H. (2021). Integrating divergent epistemologies of the two influential views on organizations knowledge creation. *International Journal of Knowledge Management* (forthcoming).
4. Akbar, H., Baruch, Y. and Tzokas, N. (2018). Feedback loops as dynamic processes of organizational knowledge creation across the innovations' front-end. *British Journal of Management*, 29(3): 445-463.
5. Al-Dajani, H., Akbar, H., Carter, S. and Shaw, E. (2018). Defying contextual embeddedness: Evidence from displaced women entrepreneurs in Jordan. *Entrepreneurship & Regional Development*, 31(3-4): 198-212.
6. Akbar, H. and Khan, S. F. (2016). Tapping diverse experiences: Toward articulating knowledge creation theory. *International Journal of Knowledge Management*, 12(3): 48–67.
7. Tzokas, N., Young, A. K., Akbar, H. and Al-Dajani, H. (2015). Absorptive capacity and performance: The role of customer relationship and technological capabilities. *Industrial Marketing Management*, 47: 134–142.
8. Akbar, H. and Mandurah, S. (2014). Project-conceptualization in technological innovations: A knowledge-based perspective. *International Journal of Project Management*, 32(5): 759–772.
9. Kim, Y. A., Akbar, H., Tzokas, N. and Al-Dajani, H. (2014). Systems thinking and absorptive capacity in high-tech SMEs: Evidence from South Korea. *International Small Business Journal*, 32(8): 876–896.
10. Akbar, H. and Tzokas, N. (2013). Charting the organizational knowledge creation process: An innovation process perspective. *Journal of Marketing Management*, 29(13–14): 1592–1608.
11. Akbar, H. and Tzokas, N. (2013). An exploration of NPD's front-end knowledge-conceptualization process in discontinuous innovations. *British Journal of Management*, 24(2): 245–263.
12. Akbar, H., Baruch, Y. and Tzokas, N. (2008). The translation of higher-level knowledge into managerial and creative competencies. *International Journal of Learning and Intellectual Capital*, 5(2): 223–240.
13. Akbar, H. (2003). Knowledge levels and their transformation: Towards the integration of knowledge creation and individual learning. *Journal of Management Studies*, 40(8): 1991–2014.
14. Akbar, H. (2000). The Islamic financing system: An endogenous perspective. *New Horizon*, June, Issue 99, 1-6, London, UK.

## **Editorial Board Memberships**

- Member Editorial Board, Industrial Marketing Management, Elsevier (2021-to date).
- Member Editorial Board, International Journal of Project Management, Elsevier (2019-to date).
- Member Editorial Board, American Journal of Engineering and Technology Management, Science Publishing Group, New York, USA (2018–to date).
- Member Editorial Board, International Journal of Business and Management, Canadian Centre of Science and Education, Canada (2015–2021).
- Member Editorial Board, Management Science: Current Trends, CrispusEJournals, India (2019–to date).
- Member Advisory Board, Journal of Quantitative Methods, University of Management and Technology, Lahore, Pakistan (2017–to date).
- Member Advisory Board, Journal of Humanities and Social Sciences. Bahria University, Karachi, Pakistan (2018–to date).
- Member Editorial Board, Journal of Managerial Sciences, Qurtuba University of Science and Information Technology, Peshawar, Pakistan (2016–to date).
- Members, Editorial Board, South Asian Journal of Global Business Research (Emerald) (2010–2013).

## **Teaching**

- Technology and Innovation Management (PhD; 2018)
- Experiential Learning (MBA; 2018)
- Leadership (Executive MBA, 2013-2014)
- Leadership and Change (Executive MBA, 2011–2012; 2010–2011)
- Managing Talent (MBA, 2011–2012)
- Human Resource Management (Executive MBA, 2013; MHEM, 2011)
- Managing Organizational Learning and Knowledge (MSc, 2006–2012)
- Managing People in Organizations (MSc, 2006–2012)
- Strategic Marketing Management (MBA, 2010–2011)
- Research Methods (MBA/MSc/PhD, 2010–2011)
- Corporate Finance (MSc, 2010–2011; Executive MBA, 1997–98)
- Corporate Financial Strategy (MBA, 2011)
- International Business and Finance (MSc, 2006–07)
- Research Methods (MSc, 2005; MPA, 1993–1994)
- Business Finance (MBA, 1997–98)
- Business Economics (Executive MBA, 1997–98)
- Business Economics (MBA, 1993–94)
- Business Policy (Executive MBA, 1997–98)

## **Executive Workshops**

- Teaching during Covid Pandemic. The Safe Hands World School, Rampur, India (May 2021).
- Building a Space to Foster Entrepreneurship at the University of the Republic Engineering Faculty. University of Montevideo, Uruguay and the University of Liverpool, UK

- (February 2016).
- Knowledge and Change Management: Reinforcing Human Resource Management. Human Resource Forum, Jeddah, Saudi Arabia (November 2014).
  - Leadership in a Knowledge Economy. King Abdulaziz University, Jeddah, Saudi Arabia (November 2014).
  - Leadership in the Saudi Arabian Context. King Abdulaziz University, Jeddah, Saudi Arabia (March 2014).
  - Leadership and Change in a Dynamic Context. King Abdulaziz University, Jeddah, Saudi Arabia (November 2013).
  - Human Resource Management in the MENA Region. King Abdulaziz University, Jeddah, Saudi Arabia (May 2013).
  - Knowledge Creation and Innovations. OIC's COMSTECH, Islamabad, Pakistan, and Islamic Development Bank (November 2012).
  - Corporate, Social and State Entrepreneurship. OIC's COMSTECH, Islamabad, Pakistan, and Islamic Development Bank (November 2012).
  - Leadership and Change in an Uncertain Environment. University of East Anglia, Norwich, UK (June 2012).
  - Talent Management in a Dynamic Context. University of East Anglia, Norwich, UK (January 2012).
  - Managing Human Resources in the Health Sector. Health Services Academy, Cabinet Division, Government of Pakistan, Islamabad, Pakistan (December 2011).
  - Leadership and Change under Uncertainty. University of East Anglia, Norwich, UK (June 2011).
  - Innovation in Economic Recession. EVOLVE Programme, Kings Lynn, UK (September 2010).
  - Entrepreneurship in a Recessionary Context. EVOLVE Programme, Norwich, UK (March 2010).
  - Leadership in Dynamic Organizations. The World Bank, Washington, USA (September 2008).
  - Economics and Finance for Senior Bankers in Pakistan, organized by the Infoline-Dow Jones/Telerate, Karachi, Pakistan (November 1997).

### **Invited Lectures**

- Divergent-convergent dialogic in Conceptualizing New Technologies: An Organizational Knowledge Creation Perspective. Entrepreneurship and Small Business Unit, University of Liverpool, UK (March 2021).
- Coalescing Two Need Levels in One Transaction. Department of Administrative Sciences Quaid-e-Azam University Virtual Support Group (July 2020).
- Knowledge and its Associated Challenges and Opportunities. The Higher Education Network (THEN) programme, International Centre for Chemical and Biological Sciences, University of Karachi, Pakistan (September 2019).
- Developing Technology-based Innovations: Opportunities and Challenges. The Higher Education Network (THEN) programme, International Centre for Chemical and Biological Sciences, University of Karachi, Pakistan (September 2019).

- Entrepreneurial Universities and Fostering Technology-based Innovations. The Higher Education Network (THEN) programme, International Centre for Chemical and Biological Sciences, University of Karachi, Pakistan (September 2019).
- Feedback Loops and the Innovations' Front-end: A Knowledge Creation Perspective. University of Management and Technology, Lahore, Pakistan (November, 2018).
- Innovations' Front-end and the Feedback Loops. Lahore University of Management Sciences (LUMS), Lahore, Pakistan (October, 2018).
- Innovation Challenges of the OIC States: A Knowledge-based Perspective. COMSATs International Workshop on Foresight and Innovation Policy, Islamic Science University of Malaysia, Nilai, Malaysia (May 2018).
- Active and Passive Learning in Innovation: Experiences from Latin America and East Asia. COMSATs International Workshop on Foresight and Innovation Policy, Islamic Science University of Malaysia, Nilai, Malaysia (May 2018).
- Feedback loops and Organizational Knowledge Creation. Entrepreneurship and Small Business Unit, University of Liverpool, UK (May 2017).
- University-industry Engagement for Entrepreneurship and Innovation: Challenges and Opportunities. Venue EXPO, Liverpool, UK (November 2016).
- Rules of Thumb in Practice-based Research. University of Liverpool, UK (September 2017 & April 2016).
- Practice-based Problem: Writing Thesis Proposals. University of Liverpool, UK (April & September 2016).
- Practice-based Research: Lessons from Experiences. University of Liverpool, UK (September 2015).
- Practice-based Problem: Developing Research Objectives. University of Liverpool, UK (September 2015).
- Knowledge and Innovation: The New Paradigm. Bahria University, Islamabad, Pakistan (August 2016).
- The Entrepreneurial Leadership of Displaced Women and Defiance at the Margins. University of Liverpool, UK (May 2016).
- Transformational Knowledge: Scale, Analysis and Implications. King Abdulaziz University, Jeddah, Saudi Arabia (October 2014).
- A Dynamic Model of Innovation and Knowledge Creation. COMSATS Institute of Information Technology, Islamabad, Pakistan (December 2012).
- A Dynamic Model of Innovation and Knowledge Creation. Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology (SZABIST), Islamabad, Pakistan (December 2012).
- National Health Service's Restructuring and Human Resource Implications. King Edward Medical College Alumni Association, Leicester, UK (July 2012).
- Philosophical Foundations of Knowledge and its Creation. City Circle London, UK (May 2010).
- Reason and Religion: Allama Iqbal's Perspective. Cambridge Iqbal Forum, Cambridge, UK (October 2009).
- Economic Recession: Causes, Challenges and Opportunities. Cambridge Literary Circle, Cambridge, UK (June 2009).

- Knowledge Levels and their Transformation. University of St. Andrews, Scotland, UK (April 2004).
- The People Side of Learning and Knowledge Management. Entrepreneurship and Small Business Unit, University of East Anglia, UK (March 2004).
- Entrepreneurship and Knowledge Levels. Strategy and Entrepreneurship Group, University of East Anglia, UK (November 2001).
- Knowledge Levels and the Problems in their Transformation. Innovations, Technology and Operations Management Group, University of East Anglia, UK (May 2001).
- ICT Skills Needs: A Framework for ICT Skills Development in the Norfolk Region. Norfolk County Council, Norwich, UK (April 2001).

### **Visiting Professorships**

- Visiting Professor of Innovation and Entrepreneurship. Lahore University of Management Sciences (LUMS), Lahore, Pakistan (August–December 2018).
- Adjunct Professor of Human Health Resource Management, Health Services Academy, Cabinet Division, Government of Pakistan (2011–2014).
- Visiting professor of Economics and Management, University of Wales, London, UK (2008–2010).
- CITI Bank Visiting professor of Business Economics, MBA in Marketing of Financial Services, Institute of Business Administration, Karachi, Pakistan (1997–1998).
- Visiting Professor of Business Economics, International Islamic University, Islamabad, Pakistan (1998).
- Visiting Professor of Business Policy and Finance, Institute of Business Management, Karachi, Pakistan (1997–1998).
- Visiting Professor of Research Methods (MPAs), Quaid-e-Azam University, Islamabad, Pakistan (1994).
- Visiting Professor of Business Economics (MBA), Quaid-e-Azam University, Islamabad, Pakistan (1993–1994).

### **Memberships**

- Fellow, Cambridge Commonwealth Trust, UK
- Member, European Group of Organization Studies (2015–to date)
- Member, European Academy of Management (2012–to date)
- Member, South Asia Academy of Management (2010–to date)
- Member, Academy of Management USA's Practice Development Theme (2010–to date)
- Member, Academy of Management, USA (2005–2012)
- Member, British Academy of Management, UK (2001–2008)
- Member, Cambridge Union Society, UK.
- Member, Marshall Society, Cambridge University, UK.

### **Personal Details**

Male; Date of Birth: July 1962; Married (with two children); Email: [hammadakbar52@gmail.com](mailto:hammadakbar52@gmail.com)