

Ahmad Al Asady

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Residence: Fargo, North Dakota USA

Education

PhD Business Administration, Kent State University
Kent, Ohio August 2016 - July 2020

MA in TESL Education, Kent State University
Kent, Ohio January 2014 - May 2015

BAS General Management, York University
Toronto, Canada January 2005-August 2010

Practitioner Experience

Co-Founder
Score Testing Center (Dubai, UAE)
May 2010 – December 2014

Co-founded a testing center that acquired the privilege to conduct renowned English language examinations, including IELTS and TOEFL IBT. As the leader of a diverse team of 22 professionals, I negotiated contracts with national universities and government bodies to offer English language test preparation courses and administer standardized tests to their international student community. Further expanding the center's scope, I pioneered student placement services by securing a collaboration with IDP Education, the world's leading international student placement company. This partnership enabled us to facilitate international student placements in prestigious universities across Australia, the US, UK, and Canada.

Academic Positions

Assistant Professor, Management, North Dakota State University August 2020-Present
Challey Institute Faculty Scholar.

Research Fellow, Center for Entrepreneurship and Family Business January 2022-Present

Faculty Advisor, Pathway Ventures January 2022-July 2023

Business School Teaching Experience

Course	Semester	Location	Eval /5
Strategic Management	Spring 2023	NDSU College of Business	4.6
International Ent.*	Spring 2023	NDSU College of Business	4.7
Strategic Management	Fall 2022	NDSU College of Business	4.8

Strategic Management	Fall 2022	NDSU College of Business	4.5
International Ent.*	Spring 2022	NDSU College of Business	4.2
Strategic Management	Spring 2022	NDSU College of Business	3.8
Strategic Management	Fall 2021	NDSU College of Business	4.3
Strategic Management	Fall 2021	NDSU College of Business	4.0
Strategic Management*	Spring 2021	NDSU College of Business	4.1
Strategic Management	Spring 2021	NDSU College of Business	4.0
International Ent.*	Spring 2021	NDSU College of Business	3.8
Strategic Management	Fall 2020	NDSU College of Business	4.2
Intro to Entrepreneurship*	Summer 2020	KSU Amb. Crawford	4.6
Intro to Entrepreneurship	Spring 2020	KSU Amb. Crawford	4.5
Intro to Entrepreneurship	Fall 2019	KSU Amb. Crawford	4.8

*Online

Peer Reviewed Publications

Liu, K., Trevino, L., **Al Asady, A.** (2022). “How Would Foreign Entrepreneurs Deal with Pressures for Corruption? A Micro-Foundational Approach,” *International Small Business Journal*.

Liu, K., Fu, K., Yang, J., **Al Asady, A.** (2021). “A System Justification Theory of Entrepreneurial Attitudinal Change During a Crisis,” *Entrepreneurship Theory and Practice*.

Liu, K., **Al Asady, A.**, Fu, K. (2020). “How do foreign entrepreneurs adapt to local corruption norms in the Middle East? Institutional multiplicities and individual adaptation,” *International Small Business Journal*.

Teaching Case with Instructional Material

Groening, C., **Al Asady, A.** (2020). *Careem: MENA Ride-hailing Leader Strategizes Future Growth as an Uber Subsidiary*. Case 7-314-518. Ann Arbor, MI: William Davidson Institute (WDI) Publishing, University of Michigan.

Al Asady, A., Groening, C., *Amazon: Internet Behemoth Seeks Diverse, Equitable, and Inclusive Workforce 2023* WDI DEI Case competition.

Public Commentary

Al Asady, A., Groening, C. (2023, December 07). *The Entrepreneurial Value of Higher Education*. US News & World Report. <https://www.usnews.com/opinion/articles/2023-12-07/the-entrepreneurial-value-of-higher-education>

Terjesen, S., **Al Asady, A.** (2023, November 3). *In trust, we trust: ensure transparency in university endowments*. Times Higher Education. <https://www.timeshighereducation.com/campus/trust-we-trust-ensure-transparency-university-endowments>

Al Asady, A., Vavilov, S. (2023, July 26). *The Critical Role of VC In the AI Economy of the Future*. Real Clear Markets. https://www.realclearmarkets.com/articles/2023/07/26/the_critical_role_of_vc_in_the_ai_economy_of_the_future_968453.html

Boggia, B., **Al Asady, A.** (2023, July 19). *Race Against the Machine: Entrepreneurship and AI Regulation*. Real Clear Policy. https://www.realclearpolicy.com/articles/2023/07/19/race_against_the_machine_entrepreneurship_and_ai_regulation_967052.html

Al Asady, A., Terjesen, S. (2023, July 14). *How Business Schools could lead the charge to revive faith in higher education*. Times Higher Education. <https://www.timeshighereducation.com/campus/how-business-schools-could-lead-charge-revive-faith-higher-education>

Al Asady, A., Terjesen, S. (2023, June 27). *Driving Innovation in Safety for Deep-Sea Exploration*. DC Journal. <https://dcjournal.com/driving-innovation-in-safety-for-deep-sea-exploration/>

Al Asady, A., Groening, C. (2023, June 08). *How brands in the spotlight can navigate boycotts*. The Hill. <https://thehill.com/opinion/finance/4035193-how-brands-in-the-spotlight-can-navigate-boycotts/>

Al Asady, A. (2023, May 12). *Invest in the future with student-managed funds*. Times Higher Education. <https://www.timeshighereducation.com/campus/invest-future-studentmanaged-funds>.

Al Asady, A., & Bitzan, J. D. (2021, May 14). *Encourage immigrant entrepreneurs with economic freedom*. Washington Examiner. <https://www.washingtonexaminer.com/opinion/oped/encourage-immigrant-entrepreneurs-with-economic-freedom>.

Media Interviews

Fargo Forum. *Seeking \$1 million in funding, NDSU's Pathway Ventures looks to become nation's biggest venture capital fund*. <https://www.inforum.com/business/seeking-1-million-in-funding-ndsus-pathway-ventures-looks-to-become-nations-biggest-venture-capital-fund>

Invited Talks

Challey Institute Human Progress and Flourishing Workshop (2023, March) *What eating at restaurants around the world taught me about entrepreneurship and corruption*. <https://www.youtube.com/watch?v=dV1xLEuEdkE>

Manuscripts Under Review

Al Asady, A., Caton, J., *The Bourdieu Identity: Redefining the Entrepreneurial Elite in the Modern Era*. First round review at *Academy of Management Perspectives*.

Abstract: Entrepreneurial success, historically gauged by tangible assets, is experiencing a profound transformation in the digital era. Platforms like Airbnb and Spotify, despite their minimal physical assets, have redefined industries. This evolution necessitates a reevaluation of the "entrepreneurial elite" paradigm, where innovation and societal contributions gain prominence. The traditional emphasis on economic capital now converges with the rising importance of social and symbolic forms, resonating with Bourdieu and Granovetter's theories. Today's technology facilitates startups, enabling them to challenge traditional industry behemoths, heralding a shift in the parameters defining elite entrepreneurship. Distinctively, sectors anchored in technology and sustainability lead this change. The potency of networks, epitomized by Granovetter's "Strength of Weak Ties", underscores that significant financial capital is not the sole gateway to elite stature anymore. As we witness these paradigm shifts in entrepreneurial success markers, there emerges an undeniable need for policy frameworks that are both reflective and adaptive. Drawing insights from DiMaggio, Powell, and contemporaries, this research accentuates the imperativeness of dynamic policies aligned with modern entrepreneurial milestones. In essence, this study sheds light on the evolving nature of the entrepreneurial elite, providing a robust framework for practitioners, policymakers, and scholars to grasp, adapt to, and leverage this changing landscape.

Liu, K., Al Asady, A., Fu, K., "Loosen IT Up: How Do Digital Technologies Engender Deviation of Corruption Attitudes among Entrepreneurs?" First round review at *Business and Society*.

Abstract: What happens to entrepreneurs' attitudes toward corruption as the institutional environment integrates digital technologies into social fabrics? Using a unique dataset of entrepreneurs in the Middle East, we suggest digital technologies have a "loosen-up" effect on corruption. Specifically, digital technology adoption increases deviation of entrepreneurs from average corruption attitudes of peers. In addition, the entrepreneur's level of socialization, including the level of business contacts, age, and gender, moderates the effects of digital technology on attitude deviation. Digital technologies can impact institutional norms by infusing new logics into entrepreneurs' mindsets. Implications and contributions to the institution, ethics and entrepreneurship literature are discussed.

Liu, K., Fu, K., Li, J., Al Asady, A. "Re-assessing Legitimacy of a Norm during a Crisis: The Contextuality, Complementarity and Temporality of System Justification of Corruption" **First round review** *Academy of Management Journal*.

Abstract: A crisis can pressure individuals to reassess the legitimacy of some prevailing norms. We use the 2014 oil crisis as a natural experiment to examine how founder entrepreneurs re-adjust their attitudes toward corruption as a legitimate norm in the Middle East. From the lens of system justification theory, we predict that the oil-crisis can motivate the socially disadvantaged entrepreneurs to re-adjust their corruption attitudes. Results show that both foreign and female entrepreneurs show greater post-crisis acceptance of corruption. Furthermore, these two dimensions of social identities interact to the extent that foreign female entrepreneurs show even higher acceptance of corruption. Last, our study highlights temporality of attitudinal changes as foreign entrepreneurs shows long-lasting attitudinal changes whereas attitudinal changes by local female entrepreneurs are more temporary than foreign female entrepreneurs. Our study adds new insights into the psychological process of reassessing norms by entrepreneurs during a crisis.

Manuscripts in Preparation

Al Asady, A., Groening, C. Griffith, D., “The Contingent effects of Firm Response Tactics on Firm Legitimacy During a Secondary Boycott: A Multi-Country Study,” **Target Journal:** *Journal of International Business Studies*.

Abstract: Firms are not able to address the issues behind secondary boycotts, unlike with primary boycotts. In this scenario, firms have a choice of tactics to mitigate the negative effects on firm revenue: distraction where firms introduce new information to divert consumer attention away from the issue, and persuasive refutation where firms directly address the issue. This paper argues that the tactic effectiveness is based on the salience of the boycott to consumers and the amount of exposure that consumers have to the boycott. The results indicate that when boycott issue salience is high, distractor tactics produce higher revenue, but when repeated exposure is high, persuasive refutation tactics achieve higher revenue. When both issue salience and repeated exposure are high, distractor tactics produce higher revenue.

Al Asady, A., Anokhin, S., “From Internal Drive to External Corruption: The Trojan Horse of International Entrepreneurship in The MENA Region,” **Target Journal:** *Journal of International Business Studies*.

Abstract: In a study of 49,959 international entrepreneurs from 40 countries operating in 13 economies in the Middle East and North Africa region over 2015-2016, explores the under-theorized relationship between international entrepreneurship and the potential exportation of corruption. The study argues that entrepreneurs' locus of control regarding corruption may increase the likelihood of engaging in corrupt activities in a new business environment. Factors such as the size of the host country's informal economy and the perceived level of corruption also impact this relationship. The paper aims to enrich understanding of international business by examining corruption at an individual level and to provide a nuanced view of international entrepreneurship, often viewed positively, but potentially having a darker side.

Al Asady, A., Groening, C., Endogeneity Be Gone: A Toolkit for Entrepreneurship Scholars **Target Journal:** *Entrepreneurship Theory and Practice*.

Abstract: This manuscript provides a comprehensive methodological guide aimed at addressing the prevalent issue of endogeneity in entrepreneurship research. Focusing on four advanced statistical techniques—Instrumental Variable Technique, Control Function Approach, Gaussian Copula, and Heckman Correction—the guide serves as a specialized resource for researchers. By using the entrepreneurial intention-action nexus as an illustrative context, the guide demonstrates the real-world applicability of these methodologies. Furthermore, we delve into existing empirical studies, elucidating the reasoning behind authors' methodological choices. The study aims to enhance the methodological rigor in the field of entrepreneurship, offering researchers a toolkit for making more informed methodological decisions.

Ma, X., Liu, K., Fu, K., **Al Asady, A.,** “Digital Technologies as the External Enabler: When Corruption Meets Digitalization in the Middle East (2013-2018)” **Target Journal:** *Journal of International Business Studies*.

Abstract: Digital technologies have been considered as an important external enablers that impacts entrepreneurship. This study focuses on how digital technologies moderate the effects of entrepreneurs' internalization of social norms such as corruption. We hypothesize that although an entrepreneur may develop a positive attitude toward corruption attitude to align with a corrupt environment for better venture performance, the effect is weakened by the development level of a country's digital technologies. This moderating effect by digital technologies is, in turn, contingent on the country's institutional forces. Specifically, market logic mitigates the moderating effect of digital technologies on the corruption attitude-venture performance relationship, whereas state logic enhances the moderating effect. Our hypotheses are supported by a unique dataset of entrepreneurs in the Middle East from 2013 to 2018. This study contributes to research on the emerging literature of external enablers. We also discuss implications for entrepreneurship, international business, and public policy.

Anokhin, S., Malmström, M., **Al Asady, A.**, Wincent, J., "Corruption and International Venture Growth: Women Entrepreneurship in the MENA Region," **Target journal:** *Journal of Business Venturing*.

Abstract: In a study of over 900 international entrepreneurs operating in 9 countries in the MENA region over the course of 2013-2017, this study demonstrates that women-led ventures attain higher growth rates compared to their male-led counterparts. Consistent with the role congruity theory, women entrepreneurs are less likely to engage in corrupt transactions that are known to stifle economic growth. Moreover, even when avoiding corruption altogether becomes impractical, women entrepreneurs can somewhat mitigate the stifling effect of corruption on venture growth.

Boggia, B., **Al Asady, A.**, Groening, C., Catalyzing Innovation: AI as an External Enabler in Corporate Entrepreneurship. **Target journal:** *Journal of Business Venturing Insights*.

Abstract: This research delves into AI's function as an External Enabler (EE) within the realm of corporate entrepreneurship (CE). The authors explore three vital roles that AI plays - a trigger for change, a shaper of norms, and an enhancer of operational efficiency. In doing so, it addresses how AI can mitigate three key organizational challenges: strategic inertia, structural rigidity, and operational inefficiencies. By focusing on practical applications of AI like data-driven decision-making, predictive modeling, and process automation, it offers both an academic contribution to the discourse on CE and valuable, tangible strategies for organizations leveraging AI in their entrepreneurial journeys.

Conference Presentations

Al Asady, A. (2022). Corruption, International Entrepreneurship and Digitization Presented at Mercatus Center at George Mason University, *Markets & Society Conference*: Falls Church, VA.

Al Asady, A., Groening, C. (2022). The Contingent Effect of Firm Response tactics on Firm Legitimacy During a Secondary Boycott Presented at AOM 2022: *The 82nd Annual Academy of Management Conference*: Seattle, WA. **Best Paper: SIM Division.**

Marineau, J., **Al Asady, A.**, & Nordstrom, O. A. (2022). The Contingent Effect of Gender on Entrepreneurs' Relationships Within an Entrepreneurial Ecosystem Presented at AOM 2022: *The 82nd Annual Academy of Management Conference*: Seattle, WA.

Liu, K., **Al Asady, A.**, (2019) Corruption Propensity of Foreign Entrepreneurs and Value Distribution in Emerging Economies: A Resource Dependence Perspective. Presented at AOM 2019: *The 79th Annual Academy of Management Conference*: Boston, MA.

Al Asady, A., Arikan, I., Anokhin, S., (2018). Dynamic Problem-Solving, Corruption and International Entrepreneurship. Presented at AOM 2018: *The 78th Annual Academy of Management Conference*: Chicago, IL.

Liu, K., **Al Asady, A.**, (2018) Corruption Propensity of Foreign Entrepreneurs and Value Distribution in Emerging Economies: A Resource Dependence Perspective. Presented at SMSC 2018: *The 38th Annual Strategic Management Society Conference*: Paris, Fr.

Al Asady, A., (2017). The Bee and The Fly: The effect of Corruption on International Entrepreneurs in Informal Economies. Presented at AOM 2017: *The 77th Annual Academy of Management Conference*: Atlanta, Ga.

Anokhin, S., Stettler, T., **Al Asady, A.**, Morgan, T., (2017). Arbitrage Orientation: An Exploratory Study. Accepted to AOM 2017: *The 77th Annual Academy of Management Conference*: Atlanta, Ga. **Best Paper: Entrepreneurship Division.**

Al Asady, A., (2017). The Honeybee and The Green Fly: The effect of Corruption on International Entrepreneurs in Informal Economies. Presented at BCERC 2017: *The 37th Annual Babson College Entrepreneurial Research Conference*: Norman, Ok.

Anokhin, S., Stettler, T., **Al Asady, A.**, Morgan, T., (2017). Arbitrage Orientation: An Exploratory Study. Presented at BCERC 2017: *The 37th Annual Babson College Entrepreneurial Research Conference*: Norman, Ok.

Grants and Research Fellowships

2023 recipient of \$20,000 NDSU Foundation entrepreneurship grant.

2022 National Science Foundation \$14 Million Dollar I Corps research grant to commercialize entrepreneurship in the great plains region. Research team member. North Dakota State University.

2021 recipient of \$60,000 two-year research fellowship at the Center for Entrepreneurship and Family Business. North Dakota State University.

2020 recipient of The Schulze Family Foundation \$2500 development grant for entrepreneurship education.

Awards

Fall 2023 NDSU Innovative instructor nomination; recognized by NDSU president as innovative instructor.

Spring 2023 NDSU Innovative instructor nomination; recognized by NDSU president as innovative instructor.

2022 Academy of Management, Best Paper Award (Social Issues in Management) “The Contingent Effects of Firm Response Tactics during a Boycott” *The 82nd Annual Academy of Management Conference*: Seattle, WA.

Spring 2022 NDSU Athletic Academics Teaching Recognition for impact on student athletes in Strategic Management Busn 489. North Dakota State University

Spring 2022 Department of Management and Marketing best paper award, College of Business, North Dakota State University.

2020 1st Place; \$5000 Prize WDI Publishing University of Michigan Doing Business in the MENA Region Business Case writing competition. Winning Case: Careem: MENA Ride-hailing Leader Strategizes Future Growth as an Uber Subsidiary.

2019 Recipient of the AOM ENT Division stipend to attend the ENT Doctoral Student Consortium: *The 79th Annual Academy of Management Conference*: Boston, Ma.

2018 Recipient of the Ewing Marion Kauffman Scholarship to attend the BCERC 2018 Doctoral Student Consortium: *The 38th Annual Babson College Entrepreneurial Research Conference*: Waterford, Ir.

2017 Academy of Management, Best Paper Award (Entrepreneurship Division) “Arbitrage Orientation: An Exploratory Study.” *The 77th Annual Academy of Management Conference*: Atlanta, Ga.

Consortiums

2022 Academy of Management IM Junior Faculty Consortium Seattle, WA.

2019 Academy of Management ENT Division Consortium Boston, Ma.

2018 Babson College Entrepreneurship Research Conference Consortium Waterford, Ir.

Service to The Field

Reviewer for *Academy of Management Perspectives*

Guest Editor, 2023 Special Issue on Cultural Arbitrage, *Cross Cultural & Strategic Management Journal*.

Ad hoc Reviewer Academy of Management Conference Ent Division.

Ad hoc Reviewer Academy of Management Conference IM Division.

References

Dr. Christopher Groening
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