

# Naeem ASHRAF

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## Career Profile

18+ years of professional experience;  
Research specialty: Strategy and Organization

### Experience:

- 2017/18- Montpellier Business School, Montpellier - AACSB, EPAS & AMBA accredited**  
**-Assistant Professor- Management, Strategy & Entrepreneurship**
- 2013-17/18 Lahore University of Management Sciences, Lahore - AACSB accredited**  
**-Assistant Professor - Strategy & Organization**  
**-Director, PhD Program**
- 2010-2013 KEDGE Business School, Marseille. - AACSB, EQUIS & AMBA accredited**  
**Research Associate**  
Research work for the research chair on “sustainable sourcing in the network environment”
- 2007-08 Space and Upper Atmosphere Research Commission, Islamabad**  
**Assistant Manager**  
Supply chain management of various high-tech projects
- 2002-07 Pakarab Fertilizers Pvt Ltd, Multan**  
**Commercial Officer**  
Total quality management, customer services, contract management, and supply chain management.

### Education:

- 2010-2013 IAE, Aix-en-Provence, Aix-Marseille Université, France - EQUIS & AMBA accredited.**  
**PhD –Management Science (très honorable avec félicitation du jury)**
- 2009-2010 IAE, Aix-en-Provence, Aix-Marseille Université, France**  
**Master Research-Course Work**
- 2008-2009 IAE, Aix-en-Provence, France- EQUIS & AMBA accredited.**  
**MBA -Change & Innovation**

### Research Work:

#### *Peer Reviewed Papers*

Ul-Haq, S., Lone, R., **Ashraf, N.**, 2020. *The process of cooptation of anti-capitalistic movements: The case of Islamic banking industry*, **Organization**/ DOI:10.1177/1350508420939245 (Journal rank: CNRS 1)

Arain, G. A., Bhatti, Z. A., **Ashraf, N.**, & Fang, Y. H. 2020. *Top-down knowledge hiding in organizations: an empirical study of the consequences of supervisor knowledge hiding among local and foreign workers in the Middle East*. **Journal of Business Ethics**, 164(3), 611-625.

- Ashraf, N., Pinkse, J., Ahmadsimab, A., Ul-Haq, S., & Badar, K., 2019.** *Divide and rule: The effects of diversity and network structure on a firm's sustainability performance.* **Long Range Planning.** <https://doi.org/10.1016/j.lrp.2019.04.002> (rank: CNRS 2)
- Ashraf, N., Comyns, B., Tariq, S., Chaudhry, H.R., 2019.** *The effects of market incentives, firm resources, and normative institution on the carbon performance of firms.* **Journal of Cleaner Production.** <https://doi.org/10.1016/j.jclepro.2019.119846>; (Journal rank: FNEGE 3)
- Ashraf, N., Comyns, B., Arain, G.A., Bhatti, Z.A., 2018.** *Clean technology strategy of firms in developing countries: The role of network embeddedness, market incentives, and slack resources,* **Climate Policy** <https://doi.org/10.1080/14693062.2018.1534722> (Journal rank: CNRS 2)
- Ashraf, N., Ahmadsimab, A., Pinkse, J., 2017.** *The interplay of competing logics and interdependence in cross-sector partnerships,* **Journal of Management Studies** 54 (6), 793-822 (Journal rank: CNRS 1)
- Badar, K., Hite, H.M., Ashraf, N., 2015.** *Knowledge network centrality, formal rank and research performance: Evidence for curvilinear and interaction effects,* **Scientometrics**, 105(3) 1553-1576 (Journal rank: ABDC A)
- Ashraf, N., Meschi, P.X., Spencer, R., 2014.** *Alliance network position, embeddedness and effects on the carbon performance of firms in emerging economies,* **Organization & Environment**, 27(1), 65-68 (Journal rank: CNRS 3)
- Ashraf, N., Meschi, P.X., Spencer, R. 2013.** *Structure-agency: Disentangling the selection and influence mechanisms in the carbon market.* **Academy of Management Best Paper Proceedings.** 10.5465/AMBPP.2013.59
- Ashraf, N., Meschi, P.X., SPENCER, R. 2012.** *The effect of network embeddedness on the carbon performance of organizations.* **Academy of Management Best Paper Proceedings**, 1 1-1; doi:10.5465/AMBPP.2012.195
- Ashraf, N., & Khurshid, A., 2019.** *Governing with shackles: Challenges for the Board to select PESCO CEO (case study published by LUMS' Case Research Center)*
- Ashraf, N., 2019.** *Market for morals: Climate change opportunities and challenges for organizations in Pakistan. (Technical note; published by LUMS Case Research Center)*

### **Research in progress**

- Ashraf, N., Van Lent, W., Wadho, W., 2020.** *Faultlines in Family Firms: The curvilinear effect of family control on innovativeness and performance. (under-review: Family Business Review; CNRS 2)*
- Ul-Haq, Ashraf, N., Saleem, A., Xhaufclair, V., 2020.** *Search for authenticity? Appealing to ethical imagination in the microfinance industry of Pakistan. (tentative submission by June, 2021; target journal: Leadership Quarterly: FNEGE 1)*

Shahab, Y., **Ashraf, N.**, 2021. Crowdfunding for green innovation: The regional and organizational mechanisms of trust (tentative submission by June, 2021; target **Journal of Business Venturing**; CNRS 1)

**Ashraf, N.**, Comyns, B. Tariq, S., 2020. Structure-agency: Disentangling the selection and influence mechanisms in the carbon market (tentative submission by June, 2021; target journal: **Industrial Marketing Management**; CNRS 2)

Breeda, C., **Ashraf, N.**, Sakai, P., 2020. COP21: Social identity and framing in the social media: The case of twitter activity during the Paris climate change conference, (tentative submission by June, 2021; target journal: **Information and Organization**; journal rank CNRS 2)

**Ashraf, N.**, Rana, A.T., Grebivnych, O., 2021. Informal institutions and cross-border partnership dynamics: The case of carbon offset market (tentative submission by Dec., 2021; target journal: **Journal of International Business Studies**; CNRS 1)

**Ashraf, N.**, Shahab, Y., 2021. Value creation through coopetition: The role of paradoxical tensions as coopetition capability (tentative submission by Dec., 2021; target journal: **Strategic Management Journal**; CNRS 1)

### **Peer Reviewed Conferences**

Breeda C., **Ashraf N.** & Sakai P. 2020. How do identity, frames and sentiment influence social status on Twitter? An examination in the context of the COP21. IABS Conference, June 4-7, Lisbon, Portugal.

**Ashraf, N.**, Ahmadsimab, A., Ul-Haq,S., Badar, K., 2018. The ambivalent effects of complexity and network structure on firm's sustainability performance, 78<sup>th</sup> Academy of Management Meeting, Chicago, USA.

**Ashraf, N.**, Ahmadsimab,A., 2018. Social capital and firm behavior: The moderating roles of heterophily and market uncertainty, 34<sup>th</sup> EGOS Colloquium, Tallin, Estonia

**Ashraf, N.**, Ahmadsimab, A., Ul-Haq,S., Badar, K., 2017. Tensions! Divide'em!: Effects of network heterophily and structure on firm's carbon performance, 77<sup>th</sup> Academy of Management Meeting, Atlanta, USA.

Ahmadsimab, A. & **Ashraf, N.**, 2016. Where world collides: Competition between institutional logics in cross-sector partnerships, 76<sup>th</sup> Academy of Management Meeting, Anaheim, USA.

Ahmadsimab, A. & **Ashraf, N.**, 2016. Institutional complexity in firm-NPO partnerships, 76<sup>th</sup> Academy of Management Meeting, Anaheim, USA.

**Ashraf, N.**, Badar, K., 2015. Social capital and sustainable performance: The moderating roles of heterophily and market uncertainty, 5<sup>th</sup> Asian Management Research and Case Conference, Dubai, UAE

Arshad, M., **Ashraf, N.**, Raoof, W., 2015. Determinants of individual's entrepreneurial intentions: A comparative study of males and females, 75<sup>th</sup> Academy of Management Meeting, Vancouver, Canada.

- Ahmadsimab, A. & **Ashraf, N.**, 2015. *Break the ties that break: Strategic response to institutional complexity*, 75<sup>th</sup> Academy of Management Meeting, Vancouver, Canada.
- Ahmadsimab, A. & **Ashraf, N.**, 2014. *The ties that break: Dynamics of multiple institutional logics and resource dependence in cross-sector partnerships*, 4<sup>th</sup> Asian Management Research and Case Conference, Penang, Malaysia.
- Ashraf, N.**, Meschi, P.X., Spencer, R. 2013. *Structure-agency: Disentangling the selection and influence mechanisms in the carbon market*. 73<sup>rd</sup> Academy of Management Meeting, Orlando, USA. [paper **selected as Best Paper**]
- Ashraf, N.**, Meschi, P.X., Spencer, R. 2012. *The effect of network embeddedness on the carbon performance of organizations*. 72<sup>nd</sup> Academy of Management Meeting, Boston, USA, 03-07 August 2012. [paper **selected as Best Paper**]
- Ashraf, N.**, Reynaud, E. 2012. *Institutional and strategic motivations for reducing carbon emissions*. **GRONEN Research Conference 2012**, Saint Maximin la Sainte Baume France, 26-29 June, 2012
- Ashraf, N.** 2012. *Corporate climate change strategies: Virtues and non-local embeddedness*. International conference on "how scientific can the study of society be in the context of economics and business studies?", **Euromed Management, Marseille, France** 14-15 June 2012.
- Ashraf, N.**, 2011. *Effect of carbon alliance network structure on environmental performance of organizations*. **Corporate Responsibility Research Conference 2011, University of Leeds**, UK, 12 – 14 Sept, 2011.
- Spencer, R., Prevot, F., **Ashraf, N.**, 2011 *The intellectual structure of sustainable sourcing – a bibliometric analysis*. **IMP Conference, Glasgow U.K.**, 30 Aug – 03 September 2011.

**Reviewed for:**

*Industrial Marketing Management*  
*Journal of Business Ethics*  
*Asian Journal of Management Cases*  
*European Management Journal*  
*Business & Society*  
*Strategic Management Journal*  
*Journal of Management Studies*  
*Personnel Review*  
*Sustainability Accounting, Management and Policy Journal*  
*Organization & Environment*  
*Academy of Management Meetings*

**Research grants:**

*Montpellier Business School research grant: 2018*  
*LUMS, Startup grant: 2013 to 2017*  
*Faculty initiative travel grants: 2014, 2015*

## **Teaching/Supervision:**

### ***Pedagogical innovation @ MBS:***

*Business simulation game (work-in-progress)*

### ***Supervision: DBA Thesis @ MBS***

*YANG, Ling, A comparative study of Chinese and Western management*

### ***Supervision: Master/MSc. Dissertations @ Montpellier Business School***

- *Adeoye-alabi, T., 2020. The effect of brain-drain on economic growth on developing countries. A case study [of] Nigeria.*
- *Allioui, M., 2020. Ethics and AI: The case of driverless car?*
- *Atik, Y., 2020. Marketing strategies for luxury sector: Is psychology implicated with luxury marketing strategies and consumer behavior?*
- *Attard, B., 2020. How can general-purpose technologies be used in project management to handle crisis?*
- *Balireddi, P., 2020. Organizational Crisis Management in the Post 9/11 Business Epoch.*
- *Bergamini, A., 2020. Can a global crisis situation lead to degrowth?*
- *Berge, P., 2020. When zero-waste companies represent a new way of doing business: how can existing firms implement a sustainable supply chain ecosystem?*
- *Chaturvedi, A., 2020. What are the dark side of AI technologies?*
- *Chidambaran, S., 2020. Technological Innovation and International Competitiveness for Business Growth.*
- *d'Allard, M., 2020. In which circumstances can emotional intelligence improve cross-cultural management?*
- *Mohan, J., 2020. Role of Digitalization in small business and enterprise in Africa.*
- *Kumar-ojha, A., 2020. Change of flavour in music in India.*
- *Röhm, N., 2019. Is this the end of a global market and how do international companies producing in China adapt new strategies in this scenario?*
- *Pawaskar, R.N., 2019. Future of electric vehicle market*
- *Tongpoonsakdi, N., 2019. Work commitment between full time vs part-time employee for international business vs local business in France*
- *Sharma, M., 2019. Strategic human resource management: A cross cultural managerial approach*
- *Sun., J., 2019. The effect of disruptive digital technologies on the labor market and the impact of innovative human capital*
- *Rinaldi, R., 2019. The pharmaceutical pricing strategy and the influence of CSR practice*
- *Naligiri, T., 2019. Cultural impact on consumer behavior in e-commerce*
- *Papasavva, T., 2019. Creative thinking as a tool to enhance innovation within the workplace: How can management foster a creative organizational culture? The case of Google Inc.*

- *Petrucci-Vaquero, N. 2019., How Governmental incentives can have an impact on startup's and International new ventures' attractiveness on FDI*
- *Mina, M.F., 2019. The paradox of development: culture and the adoption of AI in French organizations*
- *Shmarhun, A.,2019. Which factors are decisive for attracting medical tourists from developing countries to Europe?*
- *Teves, L.R., 2018. Informal institutions and international business: The growth strategies of family firms*
- *Rodriguez, K., 2018. The Paradox between culture and coopetition on joint ventures in the telecommunication industry*

### ***Courses taught/teaching***

- Strategic management
- Ethics, responsible development and regulation
- Leading teams
- Ethics, data protection and regulation
- Organizational behavior
- Corporate social responsibility
- Organization and management theory
- Business ethics & CSR

### ***Services***

#### *As MBS faculty member*

- *Represented MBS in AACSB audit 2021*
- *Served as a committee member to recruit new faculty members*
- *Participated in the admission process as an interview panelist*
- *Assisted colleagues as a disciplinary committee member*
- *Deliberated with colleagues in the faculty and departmental workshops*
- *Contributed to the scenarios planning exercise in working groups to prepare MBS for digital transformation and sustainable development*

#### *Before MBS*

- *Served as member of faculty advisory board, University of Central Punjab, Lahore, Pakistan in 2017*
- *Served on the advisory board of Beaconhouse National University, Pakistan in 2014*
- *Conducted PDW: Fostering International Teaching and Research Collaborations. Submission # 13731, 74th Academy of Management Meeting, Philadelphia, USA.*
- *Session chair: Focusing on the Top: Four Perspectives on the CEO (session #1843), 74th Academy of Management Meeting, Philadelphia, USA.*
- *Chaired a session (#8) for the conference "Business and Management Perspectives in the Asian Context: Challenges and Prospects", University of Lahore, 20-22 Oct.,2016*
- *Organized SDSB Doctoral Consortium, 2017 at LUMS, Lahore, Pakistan*
- *Served in various university (Housing Committee, Undergrad Curriculum Committee, Accessibility Committee), and school level committees (PhD Program Committee, EMBA Committee @ LUMS, and now in MBS)*

### **Consultancy/Executive education:**

- Provided consultancy services for, and/or designed & deliver, following executive education programs at LUMS' Rausing Exec. Dev. Center as:

### ***Co-program director:***

- Programme on Negotiation for MOL Pakistan Oil – subsidiary of Hungarian's MNC (Nov., 2016)
- Programme on Enhancing Board's Effectiveness for Multan Electric Supply Company (March, 2015)
- Programme on Enhancing Board's Effectiveness for Peshwar Electric Supply Company (Jan. – March, 2015)
- Strategic Planning Training Program for Peshwar Electric Supply Company (Jan.- Feb., 2015)
- Strategic Planning Training Program for Multan Electric Supply Company (July– June, 2014; & Feb., 2015)
- Executive Development Program for Sharif Group of Companies (April – June, 2014)

### ***Instructor:***

- Enhancing Board Effectiveness - A Director's Training Programme. (May, 2017)
- Programme on Strategic Procurement Management (May, 2017)
- Programme on Enhancing Board's Effectiveness for Multan Electric Supply Company (March, 2017)
- Programme on Leadership for Change for Pakistan Petroleum Limited (Feb., 2017)
- Enhancing Board Effectiveness - A Director's Training Programme. (September - October, 2016)
- Enhancing Board Effectiveness - A Director's Training Programme. (September - October, 2015)
- USAID-LUMS' Training Program on HR Management and Administration for Operational Executives (March 02-06, 2015)
- USAID-LUMS' Training Program on HR Management and Administration for Operational Executives (April 25-29, 2014)

### **References**

Breeda Comyns, Assistant Professor, KEDGE Business School, France  
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Alireza AHMADSIMAB, Assistant Professor, HEC Montreal, Canada  
(alireza.ahmadsimab@smu.ca)

Muhammad Omer Farooq, Associate Professor, Zayed University, UAE  
(muhammad.farooq@zu.ac.ae)