

Rubina' Mahsud

Director for Global Business

Professor, Leadership & Strategy

Seattle University
Albers School of Business & Economics
Center for Leadership Formation

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Academic Appointments

<i>Professor (tenured), Albers School of Business & Economics, Seattle University</i>	<i>2021 - present</i>
<i>Associate Professor, Albers School of Business & Economics, Seattle University</i>	<i>2013 – 2021</i>
<i>Assistant Professor, Albers School of Business & Economics, Seattle University</i>	<i>2007 - 2013</i>
<i>Visiting Professor & Scholar, Abu Dhabi School of Management (ADSM), UAE</i>	<i>2021 - 2022</i>
<i>Visiting Associate Professor/ Scholar, Graduate School of Business, Fordham University NY</i>	<i>2013 - 2014</i>
<i>Visiting Assistant Professor, Tobin College of Business, Saint John's University, New York</i>	<i>2006 - 2007</i>
<i>Instructor, School of Business, The College of Saint Rose, Albany, New York</i>	<i>2005 - 2006</i>
<i>Instructor, School of Business, New York State University, Albany, New York</i>	<i>2003 - 2005</i>

Education

PhD	School of Business, New York State University at Albany (USA)	2006
	Concentration: Strategy & Leadership	
	Dissertation: Strategic Leadership & Determinants of Firm Performance	
MPH	University at Albany (USA)	
	Health Policy and Management	2007
MSocSc	University of Birmingham (UK)	
	Health Management	1993
M. B. B. S	University of Punjab (PAK)	
	Medicine	1992

Scholarship

Published Works

- Sergio, R., Mahsud, R. (2022). Agile Change Management: Deloitte Transformational approach: In, Management Cases: Thriving Organizations, Notion, Press
- Copleland, K. M. & Mahsud, R. (October 2020). Exemplary Customer Service: Strategies for establishing a competitive advantage and improved financial outcomes. *Graziadio Business Review*, Vol 23(2).
- Kimbro, M.B., Mahsud, R., Adut, D. (June 2020). Walking the Talk? An Examination of Jesuit Universities' Investments in Fossil-Fuels-Firms. *Journal of Management for Global Sustainability* Vol 8(1).
- Kimbro, M.B., Mahsud, R., Adut, D. (June 2020). Walking the talk? Jesuit Universities & fossil-fuel investment. *Journal of Management for Global Sustainability*, Vol 8(1).
- Mahsud, R., & Imanaka, J. (December 2019). Global Collaborative Advantage: Efforts towards decolonization of business ethics and management scholarship. *Journal of Management for Global Sustainability*, 7(2), 25-54.
- Yukl, G., Mahsud, R., Prussia, G., & Hassan, R. (2019). Effectiveness of Broad and Specific Leader Behaviors. *Personnel Review*, 48(3), 774-783.
- Hassan, R., Prussia, G., Yukl, G., & Mahsud, R. (2018). How Leaders Networking, External Monitoring, and Representing are Relevant for Effective Leadership. *Leadership & Organization Development Journal*, Vol. 39(4), 454-467.
- Mahsud, R., Jessica, I., & Prussia, G. (2018). Authenticity in Business Sustainability: Overcoming Limitations in Strategic Management Constructs. *Sustainability Accounting, Management and Policy Journal*, 9 (5), 666-684.
- Yukl, G., Mahsud, R., Hassan, R., & Prussia, G. (2013). An Improved Measure of Ethical Leadership. *Journal of Leadership & Organizational Studies*, Vol. 20 (1), 38-48.
- Hassan, R., Mahsud, R., Yukl, G., & Prussia, G. (2013). The Effects of Ethical and Empowering Leadership and Leader Effectiveness. *Journal of Managerial Psychology*, Vol. 28 (2), 133146.
- Ludescher, J.C, Mahsud, R., & Prussia, G. (2012). We are the Corporation: Dispersive CSR. *Business & Society Review*. Vol. 117(1), 55-88.
- Mahsud, R., Yukl, G., & Prussia, G. (2011). Human Capital, Efficiency, and Innovative Adaptation as Determinants of Firm Performance. *Journal of Leadership & Organizational Studies*, Vol. 18(2), 229-246.
- Mahsud, R., Yukl, G., & Prussia, G. (2010). Leader Empathy, Ethical Leadership, and Relations-oriented Behaviors as Antecedents of Leader-Member Exchange quality. *Journal of Managerial Psychology*, Vol. 25(6), 561-577.
- Yukl, G. & Mahsud, R. (2010). Why Flexible, Adaptive Leadership is Essential. *Consulting Psychology Journal: Practice & Research*, Vol. 62(2), 81-93.
- Ludescher, J.C. & Mahsud, R. (2010). Opening Pandora's Box: Corporate Social Responsibility Exposed. *The Independent Review*. Vol. 15(1), 123-131.
- Yukl, G. & Mahsud, R. (April 2009). Linking Strategic Leadership and Human Resource Management. *NHRD Network Journal*, Vol. 2(2), 44-49.

Works in Progress

- Mahsud, R., Shuai, M., Prussia, G. (Expected, 2025). Strategic Management Scholarship 2060: Social impact, social significance, and social relevance. *Strategic Management Journal*. (Target)
- Mahsud, R., Kimbro, M., Prussia, G. (Expected, 2026). Revival of the lost business leadership mystique through the compensation lens: O Captain my Captain. *Strategic Management Journal* (Target)
- Mahsud, R., Yukl, G., Prussia, G. (Expected, 2026). Managerial Practice Survey (MPS) reliability across transnational cultures: China, Pakistan, Saudi Arabia, and the United States of America. *Academy of Management Journal* (Target)
- Mahsud, R. (Expected, 2027). The Ultimate Secrets of Leadership Success. Flexible and Adaptive Leadership. *Academy of Management Perspective*. (Target)
- Mahsud, R. & Tennysen, E. (Expected, 2027). The Economics of Human Capital and Capabilities: Simple Solutions to Complex Global Problems. *Human Relations* (Target)

Conference Presentations

- Mahsud, R., & Shuai, Ma. (October 2020). Strategic Management Society 2060: From effectiveness to impact from success to significance. Strategic Management Society Annual Conference, London, United Kingdom.
- Ferraro, H., & Mahsud, R. (July 2018). Sustainably sustainable: Linking strategic leadership and HRM to human thriving. IAJBS 24th Annual Conference, Seattle, WA.
- Imanaka, J., * Mahsud, R. (July 2018). Global Collaborative Advantage: Lessons for business from the world's wisdom traditions. IAJBS 24th Annual Conference, Seattle, WA.
- Mahsud, R., & Massengale, R. (October 2017). Noblesse Oblige. Strategic Management Society Annual Conference, Houston, Texas.
- Mahsud, R. & Lebert, R. (2015). Management's Delusion? Creating Caring and Compassionate Organizations? *International Interdisciplinary Business- Economics Advancement Conference (IIBA)*, Los Vegas, May 26 -29th, 2015.
- Mahsud, R. (October 2012). Transitioning from Within: A Metamorphosis of Strategy. Strategic Management Society (SMS) Annual Conference Prague, Czech Republic.
- Mahsud, R., & Lebert, R. (2012). Creating Caring and Compassionate Organizations: A dream or a reality? Global Business and International Management conference, Vancouver, Canada July 7-9, 2012.
- Mahsud, R. (September 2013). Using Business as an Agent to World's Benefit, UN, NY, Mohammad Yunis
- Hassan, R., Mahsud, R., Yukl, G., Prussia, G. (2012). Two Studies on the Effects of Ethical and Empowering Leadership and the Mediating Role of LMX accepted at Southern Management Academy, Fort-Lauderdale, Florida October 30, 2012.
- Mahsud, R. (2006). Recognize Realities While Mounting Idealism. The AOM and UN Global Compact Forum, October 23-25 at Case Western Reserve University, Cleveland Ohio.
- Leifer, R. L, Robson, D.C. & Kasthurirangan, G. K., Mahsud, R. (2006). Innovation Competencies and Innovation Capabilities: Their Contributions to Organizational Success. *Strategic Management Society (SMS) Conference* at Vienna Austria, November 1-4, 2006.

Student Led Research Supervision

Independent Studies

Generally, these are 3-credit (equivalent to one MBA course) projects that have papers as their final deliverable. My role is to guide the students as they complete the projects, which resemble an abbreviated thesis. Students start with a research question, collect data, analyze their data, and present their results before a panel, which includes discussion and recommendations. Project may become a joint research paper for a conference presentation and subsequent submission for publication. Below are few samples:

Edwin Palaci (2024). Comparative HR practices across the US, France, and Italy (current)

Shuai, Ma (2020). Big data and qualitative research software and languages. Rake Analysis.

Alturki, Mohammed (2019). Comparative leadership behavior study across three nations: USA, Saudi Arabia, Pakistan business organizations.

Czerwinski, Lucas. (Spring, 2015). Sit down and don't think: A desire to pursue something different. *In progress for a conference submission.*

Isha, Sahni. (Spring, 2015). Lionbridge Inc. Growth challenges faced by language service providers (LSPs).

Buttitta, Katie. (Spring, 2015). Innovative product life cycle management: A guide for multinational companies.

Lebert, Russell. (2010). Creating Caring and Compassionate Organizations: A dream or a reality? Presented at Global Business and International Management (GBIM) Conference, Vancouver, Canada July 7-9, 2012.

Teaching

Seattle University (2007 – present)

Global Strategy Formation (EMBA): (2015 – Present)

As part of Seattle University's *Executive Leadership Program*, this module facilitates and equips business executives with strategy tools, techniques, and frameworks to systematically analyze their enterprises/businesses, enabling them to reach rational decisions while minimizing risks and maximizing opportunities. Decisions involve critical and entrepreneurial thinking skills that focus beyond competition to demand creation. This module emphasizes collaboration alongside competition in such a way as to integrate the needs of multiple stakeholders with a systematic and rational approach.

Building Vision for a Global Commons (EMBA): (2018 – 2022)

This course explores changing cultural contexts and their implications for the art and practice of adaptive-creative leadership within and beyond an organizational role. It addresses issues of "vision" amid unprecedented conditions and leadership formation in circumstances of complexity, diversity, moral ambiguity, and stress in organizational

life. The course allows executives to explore their mental models beyond their default settings, especially in crises. Objectives include gaining insight and actionable skills in the practice of formal and informal authority; systemic-connective analysis of organizational issues; developing dialogue (both inside and outside the self), the formation of trust and power, the roles of mentors, partners, allies, and confidants, the significance of otherness, the distinction between technical problems, and adaptive challenges.

Boardroom Analytics (MGMT 5200) (2016 – Present)

I designed this seminar for our master's degree in business Analytics launched in 2016. Students get exposed to analyzing strategic alternatives while looking at the unintended consequences if decisions are only data-driven for bottom-line revenue generation instead of the Balanced Scorecard concept. It uses components from *Judgement in Decision Making* by Bazerman and Moore (2008) and Kathy O Neal's work on *Weapons of Math Destruction* (2016), as well as teaching techniques and tools for strategic alternatives. I partner with three large publicly traded companies, including Zillow, Amazon, Paccar, and some small firms. The heads of the analytics departments of these firms provide proprietary data (NDAs are signed), which our business analytics students analyze and present to the companies' boards in the classroom. It is an intense seminar as students get exposure to actual business data. Partnering companies also like the class as it provides free first-cut analysis on some of their projects.

Competitive & Collaborative Strategies (MBA 5500/MGMT 4890): (2008 – Present)

Includes capstone courses for seniors and MBAs, with the goal of introducing the concepts of business strategy development with mission and vision in place, systematic analysis of firm's external and internal environments for a strategic fit, firm's positioning strategies, and organizational architecture and anatomy to reach and gain sustained competitive advantage. Concepts are ingrained with triple bottom line and Balanced Score Card perspectives for a win-win paradigm between business and society's needs.

Global Business Management (MBA/INBU/GBUS 5310, INBU/GBUS 4860): (2015 – Present)

An elective course at senior and MBA that addresses pertinent issues with operating in an global environment gives companies and their managers access to new markets, customers, new natural resources, low-cost production, and new sources of ideas and knowledge management across borders. This course addresses opportunities and challenges of dealing with issues not only limited to time and distance but also structural topics such as macroeconomics, languages, cultures, legal regulation, regional treatise, currency fluctuations, logistics, CSR, and ethical business practices. Different modules focus on the Comparative Advantage of Nations, a diamond of National Competitiveness, demand creation through value innovation, and using business as an agent for the world's benefit. Students gain tools to integrate high-level objectives with supporting processes and metrics.

Leadership Formation Seminar (MBA): (Designed by Professor Jennifer Marrone)

I taught this course once. This course provides a forum for students to explore, to process, and to assimilate aspects of leadership theory and behavior in the context of social justice. MBA students engage in reflection and discussion, assess leadership role models, and complete practicum experience involving leadership skills such as setting direction, vision and mission generation, empowerment, persuasion, and influence. The leadership project led by students in which they identify a need, set direction, align and motivate

others, to achieve the goals set in the course. At the end of the seminar, students recognize their style of leadership, become confident in communicating their ideas in speaking and in writing with the artful use of persuasion and influence, managing teams through empowerment, and social intelligence by understanding people and maximizing the strength found in diversity and dissimilarity.

Global Business Strategies (MBA) – China Study Tour 2010

I designed and developed and delivered the strategy part of this course specifically in China context. The other part of this course was designed and developed by Professor Madhu Rao. More explanation about the course is provided the teaching statement.

Global Business Strategy (GBUS 4890) (2019– 2021)

This is a capstone class I designed for global business majors partnering with Costco International. Again, very popular seminar at the student as well as at the company level. There is a great symbiotic relation between the two. Students are divided into consulting teams and research throughout the quarter using global strategy tools and technique to find the next best country for Costco to expand globally. At the end of the quarter consulting teams present to Costco executive with a feedback and grading.

Service

University

Strategic Advisor, Transnational Education, Seattle University, worked with the office of the provost
Member, Presidential Search Committee
Member, Board of Trustees-Brand, Reputation and External Affairs
Member, Program Review Committee
Member, SU Global Engagement Initiative
Member, Organizational Leadership Curriculum Development Committee
Ambassador, Albers School of Business, United Way Campaign

School Services

Director – Global Business 2014 – present
Member GBUS advisory Board (secured 8 paid global internships with Expeditors for 2025)
Member, CAPCOM (2017 – Present)
Chair, Global Business Assessment Group
Chair, Management Department Assessment Committee (one year, 2015)
Member, MSBA advisory board and an Assessment Committee
Member faculty search, tenure and personnel and curriculum assessment committees
Oversight of undergraduate and graduate students' independent studies
Facilitator - undergraduate core assessment for AACSB Accreditation process
Member Taskforce - The Future of Graduate Education
Award presentation to John Baptist Ghanza, S.J. at Albers Awards Ceremony
Presentation of Management Department to prospective student

External Service

- Member, New Paradigm of the Jesuit Business Education – Ideal graduate of Jesuit business education
- External Examiner, PhD, Abu Dhabi University (2024 -2025)
- External Examiner – Three PhD dissertation (2017 and 2019) COMSATS University Islamabad Pakistan and National Defense University Islamabad, Pakistan
- Alumni engagement – Actively engaged with Professional MBA and 150 EMBA alumni on various tasks including inviting them regularly as guest speakers, facilitated some to serve Albers as adjunct, and others partnered with in my courses including MSBA Boardroom analytics and GBUS 4890.

Academic Affiliations

Strategic Management Society

Professional Experience - Prior to Seattle University

Strategist

1) Pakistan Institute of Medical Sciences (PIMS) and Japan Cooperative Agency (JICA)

Development and implementation of a 5-year strategic plan for a 1000-bed teaching hospital. Objectives included: clinical quality, financial success, workforce development, and continuous connectedness with the community. Tasks included:

Facilitated discussions with Pakistan's government and JICA for a multimillion-dollar project for PIMS to become the first Post Graduate Medical Teaching, College of Nursing, and College of Paramedical Technology Complex.

Held focus group sessions with community at large including local leaders and experts to involve multiple stakeholders for the project sustainability.

Analysis of demographics, markets, and competition, customer and community perception, national and local environmental factors which impacted the institution's strategic choices.

Strategic plan ultimately became a tool used actively and regularly by management to ensure that progress is made towards the implementation of the identified strategies and the achievement of measurable goals.

2) United Nations/AVSC International (USA)

Responsible for devising and executing a dynamic strategic plan for population development and population control activities in Pakistan. Highlights include:

Started "Men's as Partners in Reproductive Health", creating the first of such projects in South Asian Region, located in the largest province of Pakistan.

Garnered collective support for bringing a behavioral change in the target population in terms of their mental models and attitude to population planning and development through participatory approach by developing a viable network of stakeholders including government agencies, clergy, community leaders, local chamber of commerce, and national media personnel.

Developed and instituted an operational strategy to stimulate the performance of the program by empowering field professionals in the decision-making processes regarding logistics, enhancing funding, and developing reward systems for operating core personnel.

Designed a development system to stimulate human resource capacity through training workshops, focus group discussions, brainstorming sessions, and presentations in areas of leadership, value chain analysis, and operational management.

Produced clinical training curriculum on national standards of contraceptive technology and infection prevention by conducting knowledge-based workshops with national and international experts in population development activities.

Forwarded design and implementation plan for computer-based warehousing systems that generated valid and consistent data for measuring program objectives, monitoring project activities, and forecasting future strategic needs.

3) Japan Overseas Healthcare Administration (JOHAC)

Designed and developed an action plan for Japanese expatriates to obtain medical care.

Designed Expatriate Benefit System for emergency evacuation and medical care of Japanese expatriates through local tertiary care hospitals and private clinics.

Liaised with the government for providing airlift support services in cases of emergency.

Advised clients on various aspects of expatriate medical requirements.

Strategic Planner

Maternal and Child Healthcare Center (MCHC)

Worked with Japanese and Pakistan's governments in planning, funding, and construction set up of a 200-bed high tech MCHC in Pakistan that provides modern healthcare services to mothers and children. It was the first Maternal and Child Health program in Pakistan.

Involved in persuading Pakistan's and Japanese governments and JICA in starting up the hospital.

Set up and managed the project team.

Defined and clarified project plans and schedules, arranged resources, approved, validated, and distributed design decisions.

Motivated and managed human relationships, resolved conflicts, managed risks, and maintained quality control.

Awarded contracts and purchase orders for goods, services, and supplies.

Prepared and distributed overall project budgets and project cost reports, schedule and progress reports.

Monitored and managed intended versus planned programs and strategies, held progress meetings, held problems resolution meetings.

Liaised with the project sponsors and maintained project records.

Negotiation Consultant

Responsible for training of managers in business negotiation skills. Training module focused on the following major areas:

Goals: what is wanted out of the negotiation? What does the other party want?

Trades: what each party has that the other might want? What might each ready to trade?

Alternatives: if no agreement is reached between parties, what alternatives are there? Are these good or bad? How important is reaching an agreement?

Relationships: what's the history of the relationship? Could or should this history impact the negotiation? Are there any hidden issues that may influence the negotiation? How can those be handled?

Expected outcomes: what outcome will be expected from this negotiation? What has the outcome been in the past, and what precedents have been set?

The consequences: what are the consequences of winning or losing negotiation? What are the consequences to the other party?

Power: who has and what power in the relationship?

Possible solutions: based on all of the considerations, what possible compromises might there be?

Participatory Management Consultant & Strategic Research Analyst

1) University of Birmingham (UK)/Norway Agriculture University (Norway) & Mexico Healthcare

Conducted a needs assessment of Norwegian farmers using Participatory Appraisal Techniques (PRA) and in Mexico healthcare department. Research was aimed at learning the psychological impact of the European Union (EU) agriculture subsidy reduction regarding farmers' social well-being. PRA methodology was used to ensure that the perspectives and insights of all stakeholders, beneficiaries as well as project implementers, were taken into consideration for community-level change.

Worked with communities as partners in gathering and analyzing information and developing actionable suggestions.

Ensured PRA team was inclusive and gave significant representation to a mix of sector specialists, and social scientists in the subject area.

Assessed the validity and reliability of the data generated

Developed sampling methodologies based on approximate stratification of the community by geographic location and income levels.

Building rapport to promoting action and community-level change.

2) United Nations World Food Program (WFO)

Responsible for assessing and reviewing UN-WFO, Pakistan:

Assessment of the past five years' achievement measured in part through quantitative outputs, outcomes, and impacts, and to gather qualitative information through local stories about its failures and successes.

Evaluation of the program's accomplishment in terms of cost-benefit analysis and help with providing new directions for better outcomes and effectiveness.

Analysis and review of the program's partnerships and linkages for knowledge gathering and disseminating it with other regional WFO programs for best practices and lessons learned.

Assessment of the overall scientific strength of the program (e.g. by a significant improvement in the health of targeted people, the satisfaction of clients, and health personnel).

Documentation and reporting on the program's overall productivity and accomplishments relative to the UN's overall mission and goals.