



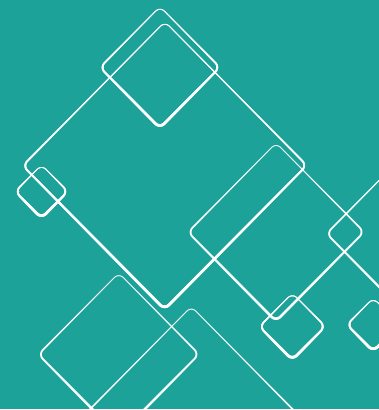
# 2016 - 2017

## ACADEMIC YEAR



# TABLE OF CONTENTS

<b>Preface</b>	<b>3</b>
<b>Doctor of Philosophy (PhD) Graduates</b>	<b>5</b>
Mariam Saeed Al Nuaimi	6
Safaa Ahmed Hamdan Alghasyah Aldhanhai	10
Rashed Humaid Ahmad Khalfan Bin Huzaim Alremeithi	12
Amer Ahmad Sharif	14
Asma Obaid Hamad Saeed Subaih Al Falasi	16
Wissal Ali Jafar Al Allaq	20
Maysm Nezar Mohamad	22
Leena Mahmoud Lulu	24
Zeina Salim Al-Natour	28
Mohammad Majed Al-Ahmad	30
Muna Sulaiman Nasser Al Badaai	32
Mona Humaid Aljanahi	34
Sobhi Yousef Ahmad Abuhattab	36
<b>Doctorate of Business Administration (DBA) Graduates</b>	<b>39</b>
Mona Majed Mohamed Al Mansoori	40
Amena Ahmed Abdulla Al Shaikh Al Zaabi	42
Khaled Sultan Al Kaabi	44
Sultan Faisal Ali Alremeithi	46
Noora Yousif Mohamed Ali Al Saiqal	48
Nahla Abdulla Al Haj Hassan M. Fadhlani	50
Hussein Saad ElSayed Mohamed Abdalla	54
Mohamed Abdulla Al Hammadi	56
Fakhrah Khalfan Humaid F. AlQubaisi	58





## PREFACE

The “Profiles of Doctorate Dissertations” publication is prepared annually by the College of Graduate Studies at the United Arab Emirates University (UAEU). The purpose of this publication is to highlight the research accomplishments of UAEU’s doctorate students who have successfully defended their dissertations and graduated.

This 2016-2017 issue features the fourth class of graduates of the Doctor of Philosophy (PhD) program and the second class of graduates of the Doctorate of Business Administration (DBA) program. It includes the profiles of 13 PhD students and 9 DBA students, which are ordered chronologically based on their dissertation defense dates. Each profile consists of a brief introductory information of the student, an abstract of the student’s dissertation, a brief statement on the research relevance and potential impact, a list of the main publications resulted from the research, and the student’s career aspirations. The information included in these profiles was provided by the students or their faculty advisors.

For inquiries, please contact the College of Graduate Studies at [cgs@uaeuv.ac.ae](mailto:cgs@uaeuv.ac.ae) or +971 (0) 3 713 4048.







# DOCTOR OF PHILOSOPHY (PHD) GRADUATES



# MARIAM SAEED AL NUAIMI

Department of Computer and Network Engineering  
College of Information Technology



## Dissertation

<b>Title</b>	<i><b>EFFECTIVE NODE CLUSTERING AND DATA DISSEMINATION IN LARGE SCALE WIRELESS SENSOR NETWORKS</b></i>
<b>Faculty Advisor</b>	Prof. Khaled Shuaib
<b>Defense Date</b>	26 November 2015
<b>Abstract</b>	<p>The denseness and random distribution of large-scale WSNs makes it quite difficult to replace or recharge nodes. Energy efficiency and management is a major design goal in these networks. In addition, reliability and scalability are two other major goals that have been identified by researchers as necessary in order to further expand the deployment of such networks for their use in various applications. This thesis aims to provide an energy efficient and effective node clustering and data dissemination algorithm in large-scale wireless sensor networks. In the area of clustering, the proposed research prolongs the lifetime of the network by saving energy through the use of node ranking to elect cluster heads, contrary to other existing cluster-based work that selects a random node or the node with the highest energy at a particular time instance as the new cluster head. Moreover, a global knowledge strategy is used to maintain a level of universal awareness of existing nodes in the subject area and to avoid the problem of disconnected or forgotten nodes. In the area of data dissemination, the aim of this research is to effectively manage the data collection by developing an efficient data collection scheme using a ferry node and applying a selective duty cycle strategy to the sensor nodes. Depending on the application, mobile ferries can be used for collecting data in a WSN, especially those that are large in scale, with delay tolerant applications. Unlike data collection via multi-hop forwarding among the sensing nodes, ferries travel across the sensing field to collect data. A ferry-based approach thus eliminates, or minimizes, the need for the multi-hop forwarding of data, and as a result, energy consumption at the nodes will be significantly reduced. This is especially true for nodes that are near the base station as they are used by other nodes to forward data to the base station. MATLAB is used to design, simulate and evaluate the proposed work against the work that has already been done by others by using various performance criteria.</p>



## Research Relevance and Potential Impact

The research conducted by the candidate as part of her thesis work has great potential impact on various applications and sectors such as the Internet of Things (IoT), the environment, Smart Power and Water Grids, animal tracking, intelligent transportation, Smart Cities and many more. The research is very relevant to the UAE and will serve the vision of the country in deploying smart cities and smart government applications.

## Relevant Publications

- Alnuaimi, M., Sallabi, F., Shuaib, K. "A survey of Wireless Multimedia Sensor Networks challenges and solutions," Proceedings of the IEEE IIT12. Abu-Dhabi, UAE, 2527- April, 2011.
- Alnuaimi, K., Alnuaimi, M., Mohamed, N., Jawhar, I., Shuaib, K. "Web-based wireless sensor networks: a survey of architectures and applications," Proceedings of the 6th International Conference on Ubiquitous Information Management and Communication. ACM, Kuala Lumpur, Malaysia, 2022- February, 2012.
- Alnuaimi, M., Shuaib, K., Alnuaimi, K., Abdel-Hafez, M. "Performance analysis of clustering protocols in WSN," Proceedings of IFIP/IEEE WMNC2013. Dubai, UAE, 2224-April, 2013.
- Alnuaimi, M., Shuaib, K., Alnuaimi, K., Abed-Hafez, M. "Clustering in Wireless Sensor Networks based on node ranking," In 2014 IEEE International Wireless Communications and Mobile Computing Conference (IWCMC), pp. 488493-, Nicosia, Cyprus, 2014.
- Alnuaimi, M., Shuaib, K., Al Nuaimi, K. "Clustering in WSN using node ranking with hybrid nodes duty-cycle and energy threshold," In Proceedings of the 2014 IEEE 13th International Symposium on Network Computing and Applications, pp. 245252-. IEEE Computer Society, Cambridge, MA, August 2014.
- Alnuaimi, M., Shuaib, K., Al Nuaimi, K., Abdel-Hafez, M. "Data gathering in Wireless Sensor Networks with ferry nodes," 12th IEEE International Conference on Networking, Sensing and Control (ICNSC15), pp. 221225-, Taiwan, Taipei, April 2015.
- Alnuaimi, M., Shuaib, K., Al Nuaimi, K., Abdel-Hafez, M. "Ferry-based data gathering in Wireless Sensor Networks with path selection," The 6th International Conference on Ambient Systems, Networks and Technologies (ANT 2015), Procedia Computer Science 52 (2015): 286-293, London, UK, Jun 2015.

- Alnuaimi, M., Shuaib, K., Alnuaimi, K., Abed-Hafez, M. "An efficient clustering algorithm for wireless sensor networks," International Journal of Pervasive Computing and Communications 11, no. 3 (2015): 302322-, August, 2015.
- Alnuaimi, M., Shuaib, K., Alnuaimi, K., Abed-Hafez, M. "Data gathering in delay tolerant Wireless Sensor Networks using a ferry," Sensors 15, no. 10 (2015): 2580925830-, October, 2015.

### **Career Aspirations**

I am excited to start the new stage of using my PhD outside the academia field. The process of exploring options outside academia can be both exciting and challenging. However, my graduate skills will serve me well, as the process is similar to research work. As each new research project requires exploring the unknown and figuring things out as you go along. Gaining such research skills allowed me to build more confidence in my career decision and will demonstrate my employability to future employers.

**UAEU**

# SAFAA AHMED HAMDAN ALGHASYAH ALDHANHAI

Department of Arid and Agriculture  
College of Food and Agriculture



## Dissertation

<b>Title</b>	<i>COMPARATIVE STUDY OF NUTRIENT UPTAKE BETWEEN SORGHUM X DRUMMONDII AND CYPERUS CONGLOMERATUS, A DESERT SEDGE NATIVE TO THE UAE</i>
<b>Faculty Advisor</b>	Dr. Elke Gabriel Neumann
<b>Defense Date</b>	26 September 2016
<b>Abstract</b>	<p>Sudan grass (<i>Sorghum x drummondii</i>) is commonly grown for the production of animal fodder in the UAE. Thenda (<i>Cyperus conglomeratus</i>) is a sedge native to the UAE, and one of very few plant species that colonize soils of shifting desert dunes. As for the grand majority of other land plants, the roots of Sudan grass associate with symbiotic soil fungi to form endomycorrhizas. These facilitate the uptake of phosphate and other nutritional elements from the soil. Thenda is a non-host to these root symbionts. In the desert sedges, rhizosheaths comprising of dense coats of root hairs and entangled soil particles may constitute an alternative strategy to increase plant nutrient availability. The main goal of the present study was to find out which of these two different plant species would be more successful in nutrient uptake from agricultural soils of the UAE. Under field and greenhouse conditions, Thenda took up larger amounts of phosphate and micronutrients compared with Sudan grass. When the plants were grown with roots partially sharing the same soil volume, there was no evidence for competitive interactions in terms of nutrient acquisition. Possibly this was because Thenda and Sudan grass exploited different pools of nutritional elements. Under field conditions, Thenda produced greater aboveground biomass compared with Sudan grass. This suggests that Thenda has a great potential to serve in animal fodder production or landscaping in arid lands.</p>



### Research Relevance and Potential Impact

Though *Cyperus conglomeratus* is often found the only plant to colonize tops and slopes of shifting sand dunes in the UAE, only little is known about the physiological features enabling this plant to sustain growth on these extremely hot, dry and nutrient-poor sites. The present study is the first to provide experimental evidence for a greater ability of *C. conglomeratus* compared with cultivated C4 grasses to exploit mineral nutrient resources on sandy soils of the UAE. The role that specific root traits may play in this context is discussed. These findings lay the foundation for future exploitation of wild plant genetic resources in agriculture. Once physiological mechanisms behind desired plant traits are understood, the way to utilizing such information through plant breeding or gene transfer is paved.

Apart from novel insights into the nutritional physiology of *C. conglomeratus*, the present study also provides the first data on the yield potential of this plant when grown in agricultural production systems of the UAE. Wild plants native to hostile environments often maintain rather slow growth rates even when environmental conditions become more favorable. However, *C. conglomeratus* translated a moderate input of fertilizer and irrigation water into biomass production greater than that of Sudan grass, which is commonly grown in the UAE as an animal feed. Based on these findings, future research should exploit opportunities for the use of *C. conglomeratus* in animal fodder or biofuel production systems.

### Relevant Publications

N/P

### Career Aspirations

Through my PhD studies I broadened my knowledge, gained research experience, and was introduced into the international scientific community. What I have learned will enable me to pursue agricultural research of high quality in the future, and to obtain results that will contribute to the development of the agricultural sector of my Country. Since I believe that agricultural research and education is of particular relevance to food security and future development of the UAE, I hope to work on research and teaching in this field. This could be at a University, or another public or private institution involved in research and education.



# RASHED HUMAID AHMAD KHALFAN BIN HUZAIM ALREMEITHI

Department of Chemistry  
College of Science



## Dissertation

<b>Title</b>	<i>CHIRAL SEPARATION AND QUANTITATION OF KHAT DESIGNER DRUG – SYNTHETIC CATHINONES – IN URINE AND PLASMA</i>
<b>Faculty Advisor</b>	Dr. Mohammed A. Meetani
<b>Defense Date</b>	10 November 2016
<b>Abstract</b>	<p>This dissertation is concerned with the latest class of the new designer drugs (NDDs) which overruns the world in the last few years as “legal high” drugs, under the name of bath salts or synthetic cathinones. Bath salts are a group of central nervous system stimulants that consists mainly of synthetic cathinone derivatives. In nature, cathinone (<math>\beta</math>-keto amphetamine) exists in the leaves of the Catha edulis plant which can be found easily in the region of northeast Africa and the Arabian Peninsula. All synthetic cathinone derivatives contain a chiral center and most probably sold out as a racemic mixture. Commonly, one of the enantiomers will have greater psychological effect in human biological system than the other one. Therefore it's important to distinguish between synthetic cathinone enantiomers. Enantiomeric separation and determination of these NDD's may give information about the source of these synthetic drugs and the raw materials that were used in the synthesis process and also facilitates the drug tracking.</p> <p>The main objective of this dissertation is to develop and validate sensitive and selective analytical methods that use direct and indirect chiral separation and quantitation for synthetic cathinones in real biological samples using chromatography coupled with mass spectrometer detector (MSD) and Diode Array detector (DAD).</p> <p>The study goals were achieved successfully by developing and validation of three different methods for chiral separation and quantitation for 16 compounds of synthetic cathinones. Enantiomer quantitation in urine and plasma were performed and reported for the first time in this study; also it's the first time to report the chiral separation of tertiary amine cathinones where we were able to separate 19 out of 22 of them.</p>

## Research Relevance and Potential Impact

The research presented in this dissertation targets at developing novel techniques for the detection of highly complex mixtures of new designer drugs. This area of research is of importance as it has implications in the forensic field and the pharmaceutical industry. The main research questions being addressed in this dissertation is the development of methods that can detect and quantitate chiral molecules, as these types of drugs, synthetic cathionics, are very challenging to separate by most methods. In fact, most techniques cannot tell apart these isomeric compounds. The proposed research aims at applying new techniques in chromatography and mass spectrometry for the detection of this class of illegal drugs. The methodology implemented in this dissertation used two approaches to achieve this goal, namely, an indirect and direct method, both that were evaluated and compared.

The dissertation does present several “firsts” in terms of being able to analyze up to 20 compounds simultaneously and with chiral resolution. The extent of the data acquired during this work also shows a high technical level and ability from Dr. Huzaim: performing HPLC in a reproducible manner requires dedication, perseverance and attention to many details. In addition, Dr. Huzaim developed and tested these methodologies in real biological samples, which is not easy and often messy and frustrating.

The number of scientific reports published in this area of research is increasing at a constant pace. Developing new analytical methodologies for detection and quantitation of these illicit drugs will facilitate the work forensic scientists and advance the state of knowledge in the field. Dr. Huzaim thesis has resulted in two published research papers in peer-reviewed analytical journals and another two articles are under review.

## Relevant Publications

- Alremeithi, Rashed H., Meetani Mohammed A., Mousa Muath K, Saleh Na'il, Graham John, «Determination of p-aminohippuric acid with  $\beta$ -cyclodextrin sensitized fluorescence spectrometry.» RSC Advances 6.115 (2016): 114296114303-.
- Alremeithi, Rashed H., Meetani Mohammed A., and Khalil Saif A., «A validated gas chromatography mass spectrometry method for simultaneous determination of cathinone related drug enantiomers in urine and plasma.» RSC Advances 6.84 (2016): 8057680584-.

## Career Aspirations

Good thing to start with is to enhance my professional skills to be professional and advance in my job. My plan is to become an expert in my field which will facilitate presenting my country honorably around the world. One important point should be put on mind is to build a valued knowledge continuously through self-education by reading books and articles, participating in researches, attending conferences and many other things.

Another important target that I want to achieve is to participate in leadership process aiming to couple between knowledge that I got from UAEU and the leadership skills that I learned from Dubai Police.

# AMER AHMAD SHARIF

Institute of Public Health

College of Medicine and Health Sciences



## Dissertation

<b>Title</b>	<i><b>MAPPING THE UAE HEALTH SYSTEM: CHALLENGES AND RECOMMENDATIONS</b></i>
<b>Faculty Advisor</b>	Dr. Iain Blair
<b>Defense Date</b>	6 December 2015
<b>Abstract</b>	<p>An optimal functioning health system delivers quality, timely, and efficient services to all individuals in a convenient and accessible location. The United Arab Emirates (UAE) is a rapidly developing country hosting a multinational population with emerging health issues and needs that are influencing the growth and direction of the health system. This study offers a comprehensive review and appraisal of the structure and function of the UAE health system using the Health Systems in Transition (HiT) framework.</p> <p>A two-stage mixed-methods research design was used; stage one, included completing each chapter of the HiT framework using published and unpublished data; stage two entailed convening three focus group discussions with participants selected from key stakeholder groups including managers, service providers, and patients of the UAE health system to further explore the health system challenges and gaps identified after completing the HiT. Focus group discussions were taped, transcribed verbatim, and thematically analyzed.</p> <p>Study findings revealed that the UAE health system includes the majority of the World Health Organization's components of a well-functioning health system. Specifically, governmental leaders are committed to good health and service, a wide range of accredited health care services are available, the UAE population has universal healthcare coverage, and the system is well-resourced in terms of infrastructure, financing, and human resources. However, the study highlighted a number of challenges and potential areas of health reform including: health sector fragmentation; rising costs and uncertain outcomes; proper regulation of the fast expanding private sector; shortage of national health human resources coupled with difficulty in retaining and supporting career advancement of expatriate human resources; population growth and increased levels of chronic disease risk factors.</p> <p>The UAE health system has developed on an impressive trajectory since the country's formation in 1971. Despite significant achievements, several challenges have emerged affecting the costs and quality of health services. Recommended solutions to address such challenges include setting up independent national-level institutes for healthcare planning, improvement, quality and outcomes monitoring, enhancing workforce planning, and strengthening public health. In addition, there is a need to improve the integration between health systems and raise levels of health literacy in the population. Finally, the study recommends setting up national academic centers of excellence to avoid duplication and ensure high quality services. The study offers a valuable contribution to the health systems research in the UAE and allows international comparisons and benchmarking with other countries.</p>

## Research Relevance and Potential Impact

This thesis will make a contribution to the health system research and reform debate in the UAE. By describing the system in detail using the HiT format and exposing some of the current challenges; it has filled an important knowledge gap and through its recommendations it will help to focus future debate and decision making at a high level within national and local government and health authorities.

Furthermore this study will provide a platform for future health systems research in the UAE. It will set the scene for an objective approach to better understand the UAE health system. It will allow researchers to identify challenges through academic research and make evidence-based policy recommendations supporting health reform activities in the UAE. In particular, the Institute of Public Health at the College of Medicine and Health Sciences at UAE University can lead the development of a comprehensive UAE HiT document in collaboration with the Health Authorities in the UAE and provide recommendations to policy makers based on the findings. In addition, future research, which is based on this document, can be presented to policy makers at national and international meetings. In conclusion, the study offers a valuable contribution to health systems research in the UAE and allows international comparisons and benchmarking with other countries.

## Relevant Publications

- Sharif AA, Blair I. The role of the hospital in the changing landscape of UAE health care: a focus on Dubai. *World Hosp Health Serv.* 2011;47(3):113-.
- Sharif AA, Blair I. Teaching about health systems in the UAE. *Med Teach.* 2012;34(2):1767-.
- Blair I, Sharif AA. Population structure and the burden of disease in the United Arab Emirates. *J Epidemiol Glob Health.* 2012 Jun;2(2):6171-.
- Loney T, Aw TC, Handysides DG, Ali R, Blair I, Grivna M, Shah SM, Sheek-Hussein M, El-Sadig M, Sharif AA, El-Obaid Y. An analysis of the health status of the United Arab Emirates: the <Big 4> public health issues. *Glob Health Action.* 2013 Feb 5;6:20100.
- Taha NF, Sharif AA, Blair I. Financing health care in the United Arab Emirates. *World Hosp Health Serv.* 2013;49(2):339-. PubMed PMID: 24228347.
- Sharif AA, Blair I, Taha NF, Loney T. (2013). Health systems in the United Arab Emirates: progression, challenges and future directions. *International Journal of Behavioural and Healthcare Research* 4(3282-270 );(4/.
- Blair I. Sharif AA Health and health systems performance in the United Arab Emirates. *World Hosp Health Serv* 2014; 49(4): 1217-.
- Blair I, Grivna M and Sharif AA (2014) The "Arab World" is not a useful concept when addressing challenges to public health, public health education, and research in the Middle East. *Front. Public Health* 2:30.

## Career Aspirations

To continue to develop in a senior leadership role in health and academic settings in the UAE.

# ASMA OBAID HAMAD SAEED SUBAIH AL FALASI

Department of Information Systems and Security  
College of Information Technology



## Dissertation

Title	<i>SLA MANAGEMENT IN A COLLABORATIVE NETWORK OF FEDERATED CLOUDS: THE CLOUDLEND</i>
Faculty Advisor	Dr. Mohamed Adel Serhani
Defense Date	20 November 2016
Abstract	<p>Cloud services have always promised to be available, flexible, and speedy. However, not a single Cloud provider can deliver such promises to their distinctly demanding customers. Cloud providers have a constrained geographical presence, and are willing to invest in infrastructure only when it is profitable to them. Cloud federation is a concept that collectively combines segregated Cloud services to create an extended pool of resources for Clouds to competently deliver their promised level of services. This dissertation is concerned with studying the governing aspects related to the federation of Clouds through collaborative networking. The main objective of this dissertation is to define a framework for a Cloud network that considers balancing the trade-offs among customers' various quality of service (QoS) requirements, as well as providers' resources utilization. We propose a network of federated Clouds, CloudLend, that creates a platform for Cloud providers to collaborate, and for customers to expand their service selections. We also define and specify a service level agreement (SLA) management model in order to govern and administer the relationships established between different Cloud services in CloudLend. We define a multi-level SLA specification model to annotate and describe QoS terms, in addition to a game theory-based automated SLA negotiation model that supports both customers and providers in negotiating SLA terms, and guiding them towards signing a contract. We also define an adaptive agent-based SLA monitoring model which identifies the root causes of SLA violations, and impartially distributes any updates and changes in established SLAs to all relevant entities. Formal verification proved that our proposed framework assures customers with maximum optimized guarantees to their QoS requirements, in addition to supporting Cloud providers to make informed resource utilization decisions. Additionally, simulation results demonstrate the effectiveness of our SLA management model. Our proposed CloudLend network and its SLA management model paves the way to resource sharing among different Cloud providers, which allows for the providers' lock-in constraints to be broken, allowing effortless migration of customers' applications across different providers whenever is needed.</p>



### Research Relevance and Potential Impact

Cloud computing is an evolving field of research and development; it reveals different research challenges including for instance security, scalability, vendor lock in, and SLA management. Federated Clouds add more challenges induced by the dynamicity and continuously changing and volatile environment. Among these challenges involve developing mechanism to manage features related to the federation of Clouds through collaborative networking. SLA management in federation of Clouds remains a very relevant research initiative that addressed the dynamicity of relationships established between different Cloud services. Multi-level SLA specification, negotiation and monitoring are the core contributions that we propose in this research thesis to respond to a need for a flexible, scalable, and maintainable collaborative environment.

The adoption of game theory allows automated SLA negotiation and supports customers and providers to reach fair agreements while satisfying some QoS properties. Adaptive agent-based SLA monitoring detects efficiently causes of QoS violations and reacts with some corrective actions to maintain an uninterrupted service provisioning.

The result of this work will have an impact for researchers working on the area of Cloud computing, especially in federated Clouds environment. It will also inspire more investigation and extensions to cope with other aspects, such as SLA enforcement that were not considered in this work. The output of this research has been demonstrated by well-indexed publications that can contribute toward this direction.

### Relevant Publications

- Falasi, Asma Al, M. Adel Serhani. "SLA Specification and Negotiation Model for a Network of Federated Clouds: CloudLend" IEEE International Conference on Cloud and Big Data Computing, July 2016.
- Falasi, Asma Al, M. Adel Serhani, and Younes Hamdouch. "A Game Theory based Automated SLA Negotiation Model for Confined Federated Clouds." CLOUDCOMP 2015, 6th International Conference on Cloud Computing, October 2015.
- Falasi, Asma Al, M. Adel Serhani, and Rachida Dssouli. «A Model for Multi-levels SLA Monitoring in Federated Cloud Environment.» Ubiquitous Intelligence and Computing, 2013 IEEE 10th International Conference on and 10th International Conference on Autonomic and Trusted Computing (UIC/ATC). IEEE, 2013.
- Falasi, Asma Al, M. Adel Serhani, and Said Elnaffar. «The Sky: A Social Approach to Clouds Federation.» Procedia Computer Science 19 (2013): 131138-.

- Asma Al Falasi, M. Adel Serhani (2011) A Framework for SLA-based cloud services verification and composition, 287292-. In 2011 International Conference on Innovations in Information Technology.
- Asma Al Flasi, M. Adel Serhani, Ezedin Barka (2011) A collaborative reputation-based vetting model for online certification of businesses, 16-. In Proceedings of the Second Kuwait Conference on e-Services and e-Systems - KCESS 2011.

### **Career Aspirations**

I would like to continue working on the field of governmental service computing towards the achievement of UAE's vision for future governments. I also aspire to be in a position that enables me to share my knowledge with the younger generation, and encourage them to be involved in areas related to innovation in service computing.

**UAEU**



# WISSAL ALI JAFAR AL ALLAQ

Department of Translation Studies

College of Humanities and Social Sciences



## Dissertation

<b>Title</b>	<i><b>DIFFICULTIES AND PRINCIPLES OF DRAMA TRANSLATION: WITH SPECIAL REFERENCE TO JABRA AND NIAZI'S TRANSLATIONS OF MACBETH'S SOLILOQUIES</b></i>
<b>Faculty Advisor</b>	Dr. Ferhat Mameri
<b>Defense Date</b>	23 November 2016
<b>Abstract</b>	<p>Drama is one of the most significant literary genres. The primary characteristic that sets drama apart from any other literary form is 'performance on stage'. Other elements contribute to its impact such as speakability and performability and the extra linguistic features drama possesses. Translating drama and assessing the quality of its translation should therefore consider such elements. Al-Qinai's seven parameters of translation quality assessment (TQA) are employed in assessing two Arabic translations of Shakespeare's Macbeth produced by Jabra Ibrahim Jabra (1980) and Salah Niazi (2000). Mismatches between the source text (ST) and the target texts, (TT1 and TT2) are highlighted. Attempts are made to solve some of the pragmatic and semantic problems pertaining to translating dramatic texts by means of employing a cognitive approach to translation. By addressing elements of speakability and performability as well as nonverbal characteristics, it is believed that drama translation may overcome some of its obstacles in the TT. Consequently, TQAs should be modified in a manner that caters to drama as an exclusive literary form. Comparing contextual and pragmatic equivalences rather than focusing on the formal and linguistic aspects of drama is considered key in a successful TQA.</p>



### Research Relevance and Potential Impact

The indicated dissertation is of a great interest to Translation Studies, in general, and to Drama translation critics in particular. The researcher explored a wide range of theories, principles and approaches mainly related to literary translation and tested their relevance and applicability to Drama Translation. She actually demonstrated an in-depth knowledge of the features and characteristics of Shakespearean texts and the best strategies to handling them within the source culture environment taking into consideration the historical context, the social context and the textual context. She also suggested a series of target-oriented criteria to be taken into consideration when it comes to translating – and performing – such texts into Arabic.

With an excellent command of English and a clear style, the researcher used a wide range of relevant references and the adequate academic tools to analyze her corpus in a deep way before concluding with clear responses to the problems of Drama Translation and suggesting a series of strategies and techniques to translate such type of texts.

It is my firm conviction that the present research is a substantial contribution to the understanding of Drama Translation problems. Undoubtedly, it will have a considerable impact in the field of literary and drama translation.

### Relevant Publications

N/P

### Career Aspirations

It is my utmost wish to pursue a career in academia. Translating literature has always been a passion of mine. It would be my greatest joy to nurture such a passion in the younger generations of translation practitioners.

# MAYSM NEZAR MOHAMAD

Department of Nutrition and Health  
College of Food and Agriculture



## Dissertation

<b>Title</b>	<i>GLYCEMIC INDEX OF FOODS, ADIPOSITY AND METABOLIC SYNDROME RISK IN EMIRATI YOUNG ADULTS</i>
<b>Faculty Advisor</b>	Dr. Ayesha Salem Al Dhaheri
<b>Defense Date</b>	27 November 2016
<b>Abstract</b>	<p>This dissertation is concerned with determining the prevalence of metabolic syndrome (MetS) in Emirati females aged 17–25 years and its relation to overweight and obesity. It also aims to determine the glycemic index (GI) and glycemic load (GL) values for traditional Emirati foods that have not been tested yet.</p> <p>In a cross-sectional study design, anthropometric measurements, blood pressure and biochemical measurements were collected from a total of 555 Emirati female college students and the prevalence of MetS was concluded. Furthermore, at least fifteen healthy subjects participated in the measurement of GI and GL values for each of the twenty-three Emirati test foods.</p> <p>This study showed a high prevalence of MetS among college female young adults aged 17–25 years (6.8%). Of the 555 participants enrolled, 23.1% were overweight and 10.4% were classified as obese. MetS was significantly associated with obesity, waist-hip ratio, glycated hemoglobin and high sensitivity C-reactive protein. The current study also provides a comprehensive food composition table including proximate data, minerals, vitamins, lipids, and sugars contents, along with GI and GL values of twenty-three locally consumed foods in the UAE which could be utilized in offering better dietary recommendations for the Emirati population.</p> <p>The results advocate the need for MetS identification and immediate intervention programs to improve the future health of this youthful group.</p>



### Research Relevance and Potential Impact

The dissertation highlights the importance of the screening for pre-diabetes among Emirati young adult's population especially those who are obese. In addition, a comprehensive food composition table with glycaemic index (GI) and glycaemic load (GL) values of locally consumed foods in the UAE was established to serve as a tool for nutrition therapy planning and dietary management of diseases in the country.

### Relevant Publications

- Al Dhaheri, Ayesha S., Asila K. Al Ma'awali, Louis C. Laleye, Sidiga A. Washi, Amjad H. Jarrar, Fatima T. Al Meqbaali, Maysm N. Mohamad, and Emad M. Masuadi. «The effect of nutritional composition on the glycemic index and glycemic load values of selected Emirati foods.» BMC Nutrition 1, no. 1 (2015): 1.
- Al Dhaheri, Ayesha S., Maysm N. Mohamad, Amjad H. Jarrar, Eric O. Ohuma, Leila Cheikh Ismail, Fatima T. Al Meqbaali, Usama Souka, and Syed M. Shah. «A Cross-Sectional Study of the Prevalence of Metabolic Syndrome among Young Female Emirati Adults.» PloS one 11, no. 7 (2016): e0159378.

### Career Aspirations

I would like to focus on two aspects of academia: teaching and research. I hope to be in a position that allows me to pass on my knowledge to the future generation and contribute to nutrition related research.

# LEENA MAHMOUD LULU

Department of Computer Science and Software Engineering  
College of Information Technology



## Dissertation

Title	<i>A ROBUST SYSTEM FOR LOCAL REUSE DETECTION OF ARABIC TEXT ON THE WEB</i>
Faculty Advisor	Prof. Boumediene Belkhouche
Defense Date	5 December 2016
Abstract	<p>We developed techniques and algorithms for finding text reuse on the Web, with an emphasis of the Arabic language. That is, our objective is to develop text reuse detection methods that can detect alternative versions of the same information and focus on exploring the feasibility of employing text reuse detection methods on the Web. The results of this research can be thought of as rich tools that may become essential parts in validating and assessing information coming from uncertain origins. These tools will prove useful for detecting reuse in scientific literature too. It is also the time for ordinary Web users to become Fact Inspectors by providing a tool that allows people to quickly check the validity and originality of statements and their sources, so they will be given the opportunity to perform their own assessment of information quality. For this purpose, we develop a novel technique to address the challenging problem of local text reuse detection from the Web. Given an input document <math>d</math>, the problem of local text reuse detection is to detect from a given documents collection, all the possible reused passages between <math>d</math> and the other documents. Selecting a subset of the documents that potentially contains reused text with <math>d</math> becomes a major step in the detection problem. In the setting of the Web, the search for such candidate source documents is usually performed through limited query interface. We developed a new efficient approach of query formulation to retrieve Arabic-based candidate source documents from the Web. The candidate documents are then fed to a local text reuse detection system for detailed similarity evaluation with <math>d</math>. Several techniques have been previously proposed for detecting text reuse, however, these techniques have been designed for relatively small and homogeneous collections. Furthermore, we are not aware of any actual previous work on Arabic text reuse detection on the Web. This is due to complexity of the Arabic language as well as the heterogeneity of the information contained on the Web and its large scale that makes the task of text reuse detection on the Web much more difficult than in relatively small and homogeneous collections. Our work to a certain degree is exploratory rather than definitive, in that this problem has not been investigated before for Arabic documents at the Web scale. However, our results show that the methods we described are applicable for Arabic-based reuse detection in practice.</p>



## Research Relevance and Potential Impact

Distilling operational information from the web is a wealth and a foundation for a knowledge economy. Resources dealing with Arabic text on the web (news, information, tweets, blogs, etc.) are scarce, if non-existent. Information from such a rich and abundant data is not readily available for policy makers, social scientists, linguists, and the general public. This dissertation provides an effective solution to Arabic text reuse. It builds a framework and develops an automated system for the identification of Arabic text reuse on the web. By itself, the Arabic language presents numerous natural language processing challenges. A model and algorithms are elaborated to address these challenges in the context of a heterogeneous web. The results demonstrate the soundness and the efficiency of the model.

The conceptual model and its software implementation constitute a direct support for a wider use of Arabic-related applications, such as data mining, text analysis, information retrieval. They provide also an operational platform for researchers from diverse fields to collect corpora and analyze socio-linguistic parameters.

## Relevant Publications

- Anas Boubas, Leena Lulu, Boumediene Belkhouche, Saad Harous, "GENESTEM: A Novel Approach for an Arabic Stemmer Using Genetic Algorithms", IIT2011
- Anas Boubas, Leena Lulu, Boumediene Belkhouche, Saad Harous, "A Genetic-Based Extensible Stemmer for Arabic Verbs" (2014), Journal of Linguistica Communication.
- Leena Lulu, Boumediene Belkhouche, Saad Harous, "Candidate Document Retrieval for Arabic-based Text Reuse Detection on the Web", IT2016.
- Leena Lulu, Boumediene Belkhouche, Saad Harous, "Overview of Fingerprinting Methods for Local Text Reuse Detection", IT 2016.
- Leena M. Lulu, Boumediene Belkhouche and Saad Harous, 2016. A Local Text Reuse Detection Method for Arabic-Based Documents. ACM Trans. Asian Low-Resour. Lang. Inf. Process. (2016), 17 pages. (under second revision)

### **Career Aspirations**

I would like to pursue a career in research and teaching in a reputable academic institution. For me, research as well as teaching are very inspiring experience. It would be truly delightful to be able to contribute to the understanding of a subject that has given me so much pleasure and joy. Through my previous professional career as a lecturer, I have found out that I am a teacher who takes pleasure in teaching. My eight years-experience with teaching, as a lecturer in the University of Sharjah, have evoked favorable responses and testified to my competence as a communicator and facilitator of learning. As a researcher, I believe that I have the qualifications to make the commitment and accept the challenges that a career in research involves. I am confident that I have the requisite aptitude, exposure and motivation to contribute to the field of text mining and machine learning. I want to continue to work in positions that focus on health, sustainability, and international humanitarian work all my life. I will use my PhD skills to continue to critically engage with these issues and to work on solutions to these complex problems in society today.

**UAEU**



# ZEINA SALIM AL-NATOUR

Department of Biochemistry and Molecular Biology  
College of Medicine and Health Sciences



## Dissertation

Title	<i>MOLECULAR FUNCTIONS OF THE CHROMATIN REMODELER FUN30</i>
Faculty Advisor	Dr. Ahmed H. Hassan Al Marzouqi
Defense Date	4 January 2017
Abstract	<p>Many studies have identified conserved ATP-dependent chromatin remodeling complexes whose functions are to modulate DNA access by relieving chromatin-mediated repression. We have previously characterized Fun30 in <i>Saccharomyces cerevisiae</i> as a homodimer with ATP-dependent chromatin remodeling activity. Other studies have shown that Fun30 plays a role in maintaining the silenced state of subtelomeric and centromeric chromosomal regions. Fun30 has also been shown to play an important role in DNA damage repair by facilitating long range resection of DNA in Double Strand Breaks. This thesis focuses on understanding the mechanisms by which Fun30 is involved in DNA damage repair. Results presented here show that Fun30 can anneal complementary strands of DNA that is facilitated by ATP hydrolysis and a helicase activity in the presence of trap DNA. In addition, Fun30 was found to be able to relax both negatively and positively supercoiled DNA in an ATP-independent manner and cleave a 3' overhang in a forked DNA duplex or a duplex that has a protruding 3'. Annealing and 3' flap endonuclease activities of Fun30 suggest a mechanism by which Fun30 can facilitate double strand break repair by the Single Strand Annealing pathway, while a potential helicase activity can facilitate Synthesis Depended Strand Annealing and as a result reduce the generation of recombination intermediates. Moreover, employing in vivo approaches, we show that Fun30 genetically interacts with the Mus81 nuclease upon chronic treatment with chemicals that stall the replication fork, suggesting that Fun30 deletion might lead to the accumulation of toxic recombination intermediates that are difficult to resolve in the absence of Mus81. We also found that Fun30 deletion affects the cell cycle progression of cells lacking TopI, without affecting the viability of the cells. This might explain a function for Fun30 in facilitating the progression of the cell cycle in the presence of torsional stress which can be induced by TopI deletion. Moreover, we found that Fun30 is not involved in removing camptothecin induced TopI/DNA complexes since no genetic interaction between Tdp1 and Fun30 was observed. Furthermore, we show that Fun30 genetically interacts with Asf1 under DNA damaging conditions, suggesting that Fun30 is required in the absence of Asf1. Finally, couple of models are proposed that explain how Fun30 annealing and nuclease activities may be important in the Single Strand Annealing pathway and how Fun30 helicase activity might be used to reduce the level of toxic recombination intermediates and thus maintain genomic stability, which if compromised could lead to cancer or other diseases.</p>



### Research Relevance and Potential Impact

Cancer is now the second leading cause of death worldwide and the third in UAE after cardiovascular diseases and injuries (i.e. traffic accidents) and is recognized as a major healthcare problem. The control of this disease and development of novel therapies benefits enormously from studying the basic mechanisms of gene regulation. With the experiments applied in this research, we are bringing new technology and know-how to conduct cutting-edge basic research in the field of Molecular Biology in the UAE. This opens excellent opportunities for training of local students to participate and should be beneficial for many new future studies in various areas. Thus, the practical and potential for applications of this research project are enormous.

### Relevant Publications

- Chalissery J, Jalal D, Al-Natour Z, Hassan AH. Repair of Oxidative DNA Damage in *Saccharomyces cerevisiae* (2017). DNA Repair 51:2-13. doi: 10.1016/j.dnarep.2016.12.010.

### Career Aspirations

During my PhD, I studied about the role of chromatin remodelers in DNA damage repair pathways and I wish to use this knowledge and my skills in molecular biology to unravel cellular mechanisms that lead to cancer development and progression with the hope of better understanding this debilitating disease and development of new targeted drug therapies to fight it. This could be achieved by continuing my career in research as a postdoctoral fellow initially followed by a position as an independent investigator.

# MOHAMMAD MAJED AL-AHMAD

Department of Pharmacology and therapeutics  
College of Medicine and Health Sciences



## Dissertation

Title	<i>GENETIC POLYMORPHISM OF CYTOCHROME P1-450A2 (CYP1A2) AND N-ACETYLTRANSFERASE2-(NAT2) AMONG EMIRATIS</i>
Faculty Advisor	Prof. Salim Bastaki
Defense Date	26 March 2017
Abstract	<p>Brief introduction: There are limited studies on CYP1A2 and NAT2 polymorphisms among Emiratis. Aims: This study aims to determine CYP1A2 and NAT2 alleles and genotypes and correlate these genotypes with caffeine metabolism phenotypes among Emiratis. Methods: After obtaining informed consent, five hundred and eighty one non-smoker subjects were given 300ml of caffeinated soft drink and were asked to provide a buccal swab and a urine sample two hours later. TaqMan Real Time PCR, PCR-RFLP, DNA sequencing were performed to determine CYP1A2 and NAT2 alleles and genotypes. Phenotyping was carried out by analysing the caffeine metabolites using HPLC analysis. Results: We found that 1.4%, 16.3% and 82.3% of the recruited subjects were slow, intermediate and rapid CYP1A2 metabolisers, respectively. Only 1.4% of the subjects were homozygotes for CYP1A2 mutant alleles while 16.1% were heterozygotes and 82.5% were homozygotes for the CYP1A2 wild type genotype. Therefore, the frequency of the wild type genotype CYP1A2*1A/*1A was 0.825 followed by CYP1A2*1A/*1C and CYP1A2*1A/*1K, with frequencies of 0.102 and 0.058, respectively. The degree of phenotype/genotype concordance was 81.6%. The CYP1A2*1C/*1C and CYP1A2*3/*3 genotypes showed the lowest phenotype status. With regards to NAT2, we found that 78.5%, 19.1% and 2.4% of the subjects were slow, intermediate and rapid NAT2 acetylators, respectively, with 77.4% being homozygote or heterozygote for NAT2 mutant alleles and 18.4% and 4.2% were heterozygote and homozygote for the NAT2 wild type genotypes, respectively. The most common genotypes found were NAT2*5B/*7B, NAT2*5B/*6A, NAT2*7B/*14B and NAT2*4/*5B with frequencies of 0.255, 0.135, 0.105 and 0.09, respectively. The degree of phenotype/genotype concordance was equal to 96.2%. The NAT2*6A/*6A, NAT2*6A/*7B, NAT2*7B/*7B, NAT2*5A/*5B and NAT2*5A/*5A genotypes were found to be associated with the lowest 5-Acetylamino-6-Formylamino-3-Methyluracil/1-Methylxanthine (AFMU/1X) ratios. Significant contributions: The majority of the studied Emiratis are slow NAT2 acetylators with implications for the prescription of medications that are metabolised by this enzyme. In addition, a small percentage of Emiratis have slow CYP1A2 enzyme activity which again should be taken into consideration when prescribing medications that are partially metabolised by this enzyme. In Emirati population, the frequency of the CYP1A2*1A and NAT2*5 alleles were the highest relative to other alleles frequencies. Moreover, Individuals who carried NAT2*6A/*6A, NAT2*6A/*7B, NAT2*7B/*7B, NAT2*5A/*5B, NAT2*5A/*5A, CYP1A2*1C/*1C or CYP1A2*3/*3 genotypes might be at high risk of toxicity with some drugs and some diseases compared to others as these genotypes are associated with the slowest phenotype status. Consequently, genetic testing is recommended prior to prescribing medications that are largely metabolized by CYP1A2 or NAT2. Gap filled: This is the first detailed study of CYP1A2 and NAT2 alleles and genotypes among Emiratis.</p>



### Research Relevance and Potential Impact

There is a low percentage of slow CYP1A2 enzyme activity among Emiratis which is directly related to the presence of low frequencies of mutant alleles in CYP1A2 gene. Those who are homozygote for alleles \*1C and \*3 are considered to be at the highest risk of drug toxicity and diseases as these alleles are associated with the slowest phenotype status. There is a high percentage of slow acetylators among Emiratis which is directly related to the presence of high frequencies of mutant alleles in NAT2 gene. The genotype frequency of the allele \*5 was the highest in this population. Moreover, the genotype frequency of \*5B/\*7B, \*5B/\*6A, \*7B/\*14B and \*4/ \*5B were the highest in this population. Individuals who carried NAT2\*6A/\*6A, NAT2\*6A/\*7B, NAT2\*7B/\*7B, NAT2\*5A/\*5B, NAT2\*5A/\*5A genotypes might be at high risk of toxicity with some drugs and some diseases compared to others as these genotypes are associated with the slowest phenotype status. Thus, this has a great impact on drug treatment since drug can be given on an individual bases rather than collectively.

### Relevant Publications

N/P

### Career Aspirations

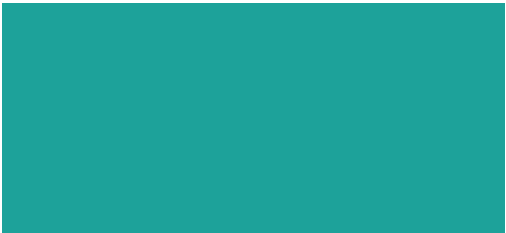
My objectives are to seek a teaching and research position in a research or academic institution where I can share my experience and knowledge with others excited about pharmacogenetics and where I can research, identify, and provide new challenges, perspectives, and approaches in the same field of my study. In addition, my grasp of clinical pharmacy, genetics and pharmacotherapies will provide me the essential tools to substantially contribute in the future research projects.

To pursue a challenging career in the field of pharmacy and genetics with continuous learning and contribution to the organization, and providing challenging work environment which allows me to grow professionally and academically.

To extend my knowledge and experience, to learn more about genetic polymorphisms and to test the study more extensively and relating it to daily practice.

MUNA SULAIMAN NASSER  
AL BADA'AI

Department of English Literature  
College of Humanities and Social Sciences



Dissertation

Title	<i>SITUATING AFRICAN AMERICAN MUSLIM SLAVE NARRATIVES IN AMERICAN LITERATURE</i>
Faculty Advisor	Dr. Doris Hambuch
Defense Date	11 April 2017
Abstract	<p>Slave narrative as a genre became popular in the eighteenth and nineteenth centuries and narratives of enslaved African American Muslims originate between 1734 and 1873. Examples of enslaved African American Muslims are Ayyub ben Suleiman (Job ben Solomon), Omar ibn Said, Abdr-Rahman Ibrahim, Mahommah Gardo Baquaqua, Lamine Kebe, Mohammad Ali ben Said (Nicolas Said) and Bilali Muhammad (Ben Ali). Their narratives are not anthologized. This dissertation explores Muslim and non-Muslim African American slave narratives from a comparative perspective. It proposes the inclusion of African American Muslim slave narratives in American literature.</p> <p>Chapter one reviews critical approaches to canonization and discusses reasons for the exclusion of narratives by enslaved African American Muslims from the American canon. Chapter two defines the slave narrative genre in light of the socio-historical background on slavery in narratives by enslaved African American Muslims. Chapter three focuses on the characteristics of early African American slave narratives and analyzes Ayyub ben Suleiman’s account. Chapter four discusses characteristics of antebellum African American slave narratives and analyzes and compares narratives of enslaved African American Muslims with Fredrick Douglass’s narrative. Chapter five focuses on the post-bellum slave narrative by Mohammad Ali Ben Said (Nicholas Said), and discusses characteristics of the post-Civil War slave narrative.</p> <p>The addition of narratives by enslaved African American Muslims would provide a more complete portrait about enslaved people and their writings at a crucial stage in American history. The study will ultimately contribute to current debates about literary canonization.</p>



### Research Relevance and Potential Impact

This study contributes a vital angle to the ongoing debate about literary canonization in general and about the American literary canon in particular. It is the first in-depth literary analysis of a significant corpus of narratives by enslaved African American Muslims with a focus on the unavailability of respective texts in established anthologies. Because of the marginalization of these texts, their impact is also missing from considerations of American literary history. Ms. Al Badaai's research situates five representative narratives within the three commonly identified periods of the slave narrative genre, pre-antebellum, antebellum, and post-bellum. Comparative studies of the selected texts with their anthologized counterparts by non-Muslim narrators highlight similarities and differences concerning plot structure, motives, and language. The dissertation emphasizes the multilingual nature of the American literary canon as well as of its socio-historical contexts.

### Relevant Publications

- Al-Badaai, Muna S., "Positioning the Testimony of Job Ben Solomon, An Enslaved African American Muslim." *International Journal of Applied Linguistics and English Literature IJALEL*, vol. 4, no. 6, 2015, pp. 204-11.

### Career Aspirations

I would like to do research and publish studies concerning the culture, heritage and traditions of the Arabian Gulf.

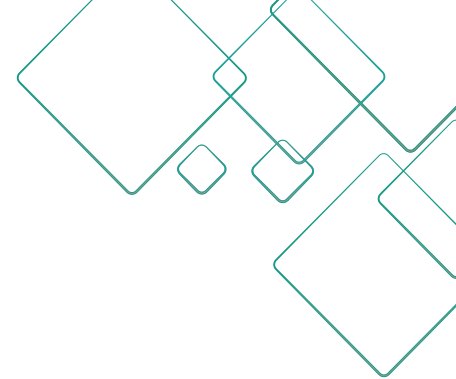
# MONA HUMAID ALJANAHI

Department of Curriculum and Methods of Instruction  
College of Education



## Dissertation

Title	<i>EXPLORING THE RHIZOMATIC LITERACY PRACTICES OF UAE HIGH SCHOOLERS</i>
Faculty Advisor	Dr. Negmeldin Alsheikh
Defense Date	10 May 2017
Abstract	<p>New trends in literacy studies shifted their focus from looking at the consequences and gains of literacy to examining its uses by various cultural groups. These new trends try to situate literacy practices in different spheres and contexts as literacy varies across cultural, social, individuals, geographical, and historical timeframes. Wittingly, some scholars argue that the field of education seems to have downplayed the development of adolescents' literacies since major literacy projects and initiatives seem to favor either child's early and emergent literacy or remediated adults. This study tried to trace the myriad of literacy practices of high school students at home and school spheres in the United Arab Emirates by using the philosophies of Deleuze and Guattari (1987) as a backdrop against the studies' exponents. The study used a convergent concurrent mixed method. In the quantitative data base, the participants (n=531) responded to a survey about their literacy practices; whereas the qualitative data base featured in-depth interviews conducted with 9 participants. Findings revealed that the UAE high school students' inside-school literacy practices were uniformed in nature, where students felt that in order to do well they had to adhere to rules and guidelines set by the textbook and/or the teachers. Furthermore, the findings showcased the complexity of students' literacy practices, particularly outside-school literacies, rendering them to fall under the overarching concept of the rhizome as well as the New London Group's (1996) definition of Multiliteracies. The findings also revealed that wherever permissible students inject their outside-school literacy practices against the cracks in the walls of inside-school literacy practices. The students also indicated that they predominantly discussed their literacy practices with their friends and same-aged peers, however; they revealed they did not hold discussions with their teachers. The study offers some recommendations for research, teachers and curriculum planners to provide meaningful learning experiences for the students by ways of mitigating inside and outside school literacy practices.</p>



### **Research Relevance and Potential Impact**

Exploring the Rhizomatic Literacy Practices of UAE High Schoolers is a compelling dissertation which was well crafted by the PhD Student in the College of Education; Mona Humaid Aljanah which, I believe will have a great impact on subsequent literacy research pertinent to the UAE context. The research is relevant and needed because the UAE has great focus on youth and their wellbeing. Mona Aljanahi used both qualitative and quantitative methods to explore the UAE high schools students' literacy practices in and outside the schools premises. The dissertation will contribute to our knowledge base, research base and instructional base regarding literacy practices of high schoolers in the UAE, the Gulf region and even the world because there is a paucity of research about adolescents' literacy worldwide. The dissertation also approaches literacy based on a wider epistemological stance based on the idea of the rhizome and new literacy trends based on the work of new London Group.

### **Relevant Publications**

N/P

### **Career Aspirations**

The opportunity to teach three undergraduate courses at the college of education at UAEU reinforced my belief that working as an academic and a researcher is ideal for my experience, education, skills, and career interests. The teaching experience was so uplifting that I am eager to explore career opportunities that would afford me to simultaneously work as both an academic and a researcher.



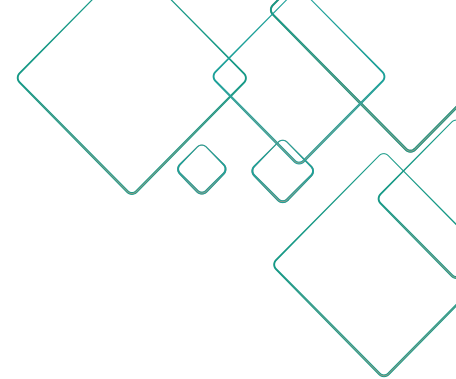
# SOBHI YOUSEF AHMAD ABUHATTAB

Department of Curriculum and Methods of Instruction  
College of Education



## Dissertation

Title	<i>THE IMPACT OF TABLET DIGITAL TEXTS VS. PRINT TEXTS ON SEVENTH GRADE STUDENTS' READING ACHIEVEMENTS, STRATEGIES AND MOTIVATION</i>
Faculty Advisor	Dr. Sadiq Abdulwahed Ismail
Defense Date	11 May 1017
Abstract	<p>The purpose of this research study is to explore the impact of tablet digital texts versus print texts on seventh grade students' reading achievements, reading strategies, and reading motivation. A quantitative method with a quasi-experimental design was used. A convenient non-equivalent sample of seventh grade students (N=75) comprising two groups; treatment group (n=34) and control group (n=41) participated in the study. Three instruments were used for collecting quantitative data to answer the six research questions: (a) A reading achievement test to measure the reading achievements (b) A survey of reading strategies to identify the reading strategies (c) A survey of reading motivation to identify the motivation levels of students. The results of the study show that the seventh grade students in the tablet digital texts group performed better than their counterparts in the print texts group in the reading achievements, reading strategies and reading motivation. Additionally, most correlations were positive in both groups between the reading achievements, strategies and motivation. Based on the study's results, schools are recommended to integrate tablets to enhance the instruction and learning of reading in English. The study will contribute to the existing body of research in the area of integrating tablets in the teaching and learning of reading skills.</p>



### **Research Relevance and Potential Impact**

The topic of this dissertation is very important in the Field of EFL/ESL language acquisition and learning. It will have an impact on the practice of integrating instructional technology in language classes in the UAE and beyond.

### **Relevant Publications**

N/P

### **Career Aspirations**

It is beneficial to invest the knowledge, expertise and experience obtained from my doctorate journey by pursuing my journey of research and participation in the fields of literacy, and smart technology.







**DOCTORATE  
OF BUSINESS  
ADMINISTRATION  
(DBA) GRADUATES**

# MONA MAJED MOHAMED AL MANSOORI

Department of Business Administration  
College of Business and Economics



## Dissertation

Title	<i><b>THE RELATIOSHIP BETWWEN TRANSFORMATIONAL LEADERSHIP AND HUMAN CAPITAL DEVELOPMENT: THE MEDIATING EFFECT OF KNOWLADGE MANAGMENT AND ORGANIZATIOANL CULTURE</b></i>
Faculty Advisor	Dr. Mohamed Al Waqfi
Defense Date	03 November 2016
Abstract	<p>Human capital development is one of the most important enablers for any organisation to achieving a sustainable competitive advantage. Thus, organisations are interested in adopting various initiatives and mechanisms to support the development of human capital, such as transformational leadership style, knowledge management practices and building organisational culture. This study intends to examine the mediating effect of knowledge management and organisational culture on the relationships between transformational leadership and human capital development in the Abu Dhabi emirate. This study used a structured questionnaire to collect data from a large sample of employees drawn from government and semi-government entities in the Abu Dhabi Emirate. The questionnaire consists of two parts. The inquiries of the first part based on Bass and Avolio's (1995) MLQ Form 5x-Short to measure and identify the leadership factors incorporated in their model. The inquiries of the second part investigated the various aspects of knowledge management and organisational culture, which might have significant effects on human capital development in an organisation. The human capital development as perceived by respondents is also measured using a separate scale. The quantitative analysis of the questionnaire data was conducted to examine the factor structure of the variables measured, whereas the structural equation model (SEM) estimation tested the hypotheses of the study. The generated results of this study revealed that transformational leadership as perceived by respondents has positive effects on the human capital development of subordinates. The findings also indicated knowledge management and organisational culture partially mediated the relationship between transformational leadership and the human capital development. The implications of the study findings on theory, practices, and policymaking are providing a roadmap to organisations to put much concern on developing leadership and boosting human capital development in the UAE and similar contexts.</p>



### **Research Relevance and Potential Impact**

This study addresses a very important subject and makes a significant contribution to the literature in the field. The role of leadership in the human capital development of followers deserves significant attention from researchers but the available literature on the topic is very scant, especially in developing economy contexts. This paper offers a new theoretical perspective on the role of leadership in human capital development of workers and provides an empirical support for the proposed model. This topic is also extremely important in the UAE context since the development of human capital is considered the key factor in supporting the Emiratization of the workforce policy which is a major concern for policy makers in the UAE recently. The development and empowerment of the local workforce to take a major role in building and sustaining the knowledge economy is the key element of the economic and social development plans of the UAE currently.

### **Relevant Publications**

N/P

### **Career Aspirations**

My career aspirations are to explore opportunities to utilize my research findings to contribute to the existing body of knowledge through participating relevant conference and publishing articles in academic journals. I am looking forward to putting in practice what I have learned through my DBA journey to advance my current job and to develop my staff to professionally prepare them to be able effectively and sustainably contribute to building UAE Economy. My desire to give back to UAE through passing on the knowledge I gained to the UAE youth who are the foundation of our country.

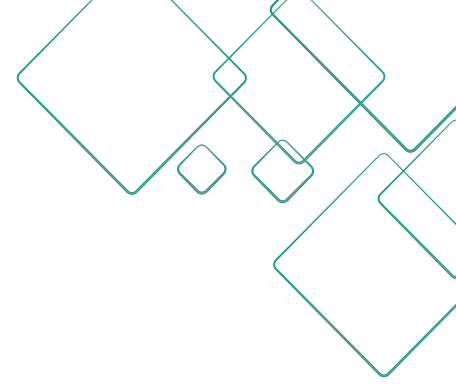
# AMENA AHMED ABDULLA AL SHAIKH AL ZAABI

Department of Business Administration  
College of Business and Economics



## Dissertation

<b>Title</b>	<i>ANTECEDENTS AND CONSEQUENCES OF INTERNAL BRANDING: THE CASE OF ABU DHABI DEPARTMENT OF ECONOMIC DEVELOPMENT</i>
<b>Faculty Advisor</b>	Prof. Riyadh Eid
<b>Defense Date</b>	24 November 2016
<b>Abstract</b>	<p>Internal branding is a new marketing paradigm to gain effective brand strategy that has recently emerged in the academic literature of marketing. It is a brand spirit that brings together brand loyalty, management and employees to their mutual benefit to create and deliver a value-added product or service to employees, customers and stakeholders (Keller, 1993). Generally, studies on the role of internal branding in creating a competitive organisational culture by considering antecedents that enable internal branding and its consequences do not exist within the UAE context. This study aims to show the importance of internal branding, and to develop and test a conceptual model that integrates specific constructs as antecedents and consequences of internal branding, these are external customer orientation, internal customer orientation, interdepartmental connectedness, quality of internal services, external customer satisfaction, and job satisfaction. The study takes on a quantitative approach a positivist enquiry, i.e., the primary research is in the form of a survey questionnaire and the secondary research is drawn from the literature. The questionnaire was designed and distributed amongst a selected sample of 300 employees from cross-functional sections in Abu Dhabi Department of Economic Development, where they were asked to test the suggested model. The findings identified four factors as the antecedents plus two factors as the consequences of internal branding. The study proposes an empirically tested integrated model of the antecedents and consequences of internal branding that will enable organisations to implement internal branding leading to business success. The developed conceptual model could contribute superior value to the Departments of the Abu Dhabi Government in general, and to the Abu Dhabi Department of Economic Development to contributing a practical business solution, particularly to its success. This study is the first to propose a model that integrates the antecedents and consequence of internal branding in a government setting in the UAE. The outcomes and findings of this study will, as it is hoped, to enrich the internal branding concept and literature, along with extensively extending insightful knowledge beyond the Western schools of thought to the UAE.</p>



### **Research Relevance and Potential Impact**

This research is dealing with an important issue that is not covered in the middle east region. Internal branding is relatively a new topic and the available literature is very limited. This work developed an integrated model that helps organizations to better implement internal branding in a way that will increase their employees' satisfaction and external customer satisfaction.

### **Relevant Publications**

N/P

### **Career Aspirations**

I am highly motivated to use my experience and skills gained during my DBA study to embrace creative solutions and explore new frontiers within the business and management context. I aspire to pursue an inspiring dynamic research-based career where I can fully utilize my acquired qualifications and extend my knowledge.



# KHALED SULTAN AL KAABI

Department of Business Administration  
College of Business and Economics



## Dissertation

<b>Title</b>	<i><b>PRIVATE SECTOR EMIRATISATION: EVALUATING THE POLICIES AND PRACTICES DESIGNED TO ACHIEVE ABU DHABI'S STRATEGIC HRM GOAL</b></i>
<b>Faculty Advisor</b>	Dr. Emilie Rutledge
<b>Defense Date</b>	27 November 2016
<b>Abstract</b>	<p>The purpose of this study is two-fold: firstly, to gauge the job satisfaction levels of UAE nationals employed in the private sector and secondly to consider the HRM policies and procedures most likely to attract and retain such individuals. The issue is of contemporary importance because the UAE has a fast growing population, an already overstaffed public sector and, a labour nationalisation program that has yet to have a significant impact on the ratio of nationals employed in the private sector vis-à-vis the classic public sector. Using a combination of employee survey and expert interview feedback this study provides a policy-orientated analysis of the current state of private sector Emiratisation and makes a significant contribution to the emerging Arab Middle East HR Model by suggesting ways in which UAE HR policies and strategies may be enhanced. If the compensation and benefits disparity between the two sectors be minimised, the majority of Emiratis would be willing to work in the private sector. The factors that can influence the employment decision include Salary and Fringe Benefits, opportunities for growth along with training and development, a friendly and professional working environment that offers job security and finally the social perceptions. This research can be helpful in understanding what incentives and measures can be useful and effective for the operational implementation of the Emiratisation process. The analysis can help in identification and prioritisation of issues that are impacting the pace of implementation of Emiratisation process. This study finds a number of statistically significant relationships between the dependent variable of "continuance intentions" and various predictor variables: <math>\beta</math> .399 for pay and benefits; <math>\beta</math> .163 for professional development opportunities; <math>\beta</math> .072 for the nature of the job; the impact of sociocultural influences was found to have a significant and negative relationship, <math>\beta</math> -.423. The study concludes by making a number of policy-relevant recommendations focusing on HRD at the macro level and HRM policies and procedures at the company level.</p>



### Research Relevance and Potential Impact

There were a number of global observations:

- Many UAE nationals are willing to gain experience in the private sector but typically see this as “a stepping stone to the public sector”. It was stressed nationals are usually more dependent on their given employer for their and their family’s livelihoods; “this doesn’t make them more effective as employees but does make them more dependable and less likely to petition for promotion or pay increases.”
- The practical/psychological consequences of the public/private sector pay and related benefits divide is and remains a key determiner.
- A labour market-wide monitoring system—seen as essential but hard to envisage (unlike “Western economies, there is no short term prospect of income tax/national insurance contributions” factors that make workforce monitoring feasible in the industrialised world)—was suggested.
- In terms of government-led Emiratisation interventions (i.e., top-down policies it was found that these were necessary but ran counter to free market principles, were seen as a taxation and ultimately difficult to meet. Many interviewees argued that it is simply not possible to find UAE nationals willing to apply, let alone qualify for a wide range of posts.
- Much more focus should be given to the quality of English at Federal HEIs. As one EPE stated, “to access the UAE’s HEIs requires a level of English far, far lower than would be the case of any HEI in the West.”

### Relevant Publications

N/P

### Career Aspirations

My Future Goal is to continue in the academic research in Emiratisation and workforces in the Arabian Gulf.

# SULTAN FAISAL ALI ALREMEITHI

Department of Business Administration

College of Business and Economics



## Dissertation

<b>Title</b>	<i><b>THE EFFECT OF USING SOCIAL MEDIA MARKETING ON CUSTOMER ENGAGEMENT IN THE PUBLIC SECTOR: THE CASE OF THE ZAKAT FUND</b></i>
<b>Faculty Advisor</b>	Prof. Riyad Aly Mohammed Eid
<b>Defense Date</b>	13 April 2017
<b>Abstract</b>	<p>Social Media Sites (SMSs) are affecting a wide cross-section of marketing activities. The purpose of this research is to investigate what antecedents determine a user's engagement with an account on a social media sites (SMSs).</p> <p>Through their use, the social media have facilitated various business opportunities as well as providing the public sector with platforms through which organizations can engage current and future customers. Still, the huge gap of practical knowledge about the role of SMSs in the public sector should not be forgotten. A key issue in this area is the focus on the user's; however, beyond this, the dissertation probed below the surface to see how such virtual engagement is conceptualized and what factors facilitate and support customer materialization.</p> <p>In the same context, this research assesses the effectiveness of using Social Media Marketing (SMM) as a tool in the public sector and attempts to shed light on it by examining the different user needs that SMSs satisfy, together with the important implications and outcomes for public sector bodies hoping to become involved in SMM.</p>



### Research Relevance and Potential Impact

This research contributes to the practical knowledge in the area of the social media and marketing through them, and has important practical solutions for increasing the effectiveness of marketing strategy overall and for the public sector on Social Media Sites (SMSs) in particular.

### Relevant Publications

- Bowden, J. L.-H. (2009). The Process of Customer Engagement: A Conceptual Framework. *The Journal of Marketing Theory and Practice*, 17(1), 63–74. <https://doi.org/10.2753/MTP1069-6679170105>.
- Chen, A., Lu, Y., Wang, B., Zhao, L., & Li, M. (2013). What drives content creation behavior on SNSs? A commitment perspective. *Journal of Business Research*, 66(12), 2529–2535. <https://doi.org/10.1016/j.jbusres.2013.05.045>.
- Barger, V., Peltier, J. W., & Schultz, D. E. (2016). Social media and consumer engagement: a review and research agenda. *Journal of Research in Interactive Marketing*, 10(4), 268–287.

### Career Aspirations

The purpose of this research is to investigate what antecedents determine SMSs users intention to deal with public sector. In addition, it seeks to determine the extent of the user's virtual engagement with an account on SMSs through the stages of adopting it, realising its Implications and acknowledging its outcomes.

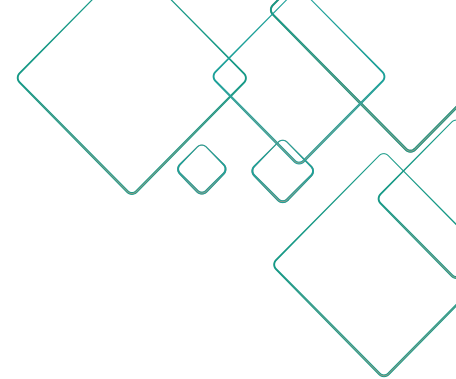
# NOORA YOUSIF MOHAMED ALI AL SAIQAL

Department of Business Administration  
College of Business and Economics



## Dissertation

<b>Title</b>	<i><b>PREDICTION OF UAE YOUTH ENTREPRENEURIAL INTENTION (EI); EXPLORING THE FACTORS THAT IMPACT ON THE CHOICE OF ENTREPRENEURSHIP (SELF-EMPLOYMENT) AS A CAREER OPTION BASED ON THE THEORY OF PLANNED BEHAVIOR (TPB)</b></i>
<b>Faculty Advisor</b>	Dr. James C. Ryan
<b>Defense Date</b>	17 April 2017
<b>Abstract</b>	<p>The United Arab Emirates (UAE) is considered a youthful country where national youth prefer to work in the already saturated government sector and avoid the private sector. In recent times, growing levels of young unemployed people have been observed. This study investigates UAE national youth intentions to become entrepreneurs by examining the factors that affect entrepreneurial career choice. This quantitative research employs the theoretical model of Ajzen's (1991) Theory of Planned Behavior (TPB). The most recent version of the standardized measure of "Entrepreneurial intention Questionnaire (EIQ)" has been used in the UAE context for the first time. UAE national senior Business and Engineering undergraduate students inside and outside the country were sampled. The survey methodology yielded 544 usable responses. Analysis using Structural Equation Modeling (SEM) confirmed the applicability of TPB in the UAE context. The study results show that attitude and perceived behavioral control positively and directly affect entrepreneurship intention. Subjective norms also indirectly affect the entrepreneurship intention through their direct effect on attitude and perceived behavioral control. The results suggest that more young UAE males than females have the intention to start a new business. In addition, entrepreneurship intention appears to be higher among UAE national youth who are studying outside the country. The relatively small sample of UAE students in other countries (44 cases) may affect the generalizability of some research results. Moreover, the effect of risk on young people's entrepreneurship intention could not be tested due to measurement issues. Other limitations are described in detail in the discussion and conclusion chapter. This study fills the literature gap regarding the UAE found by this research. Second, it tests and validates the most recent version of the EIQ measure for the first time in the present context and compares its results with other previously validated measurement approaches, thus enhancing the methodological rigor and advancing the knowledge of ways to measure entrepreneurship intention and its antecedents. Moreover, this study tries to compare the entrepreneurship intention of the UAE national youth students both inside and outside the country. To our best knowledge, this is a novel approach in conducting this kind of research.</p>



### **Research Relevance and Potential Impact**

Highly relevant to current UAE issue of entrepreneurship among National community. Findings will be high impact and shared with UAE leadership through the student's position in the Ministry of Presidential Affairs.

### **Relevant Publications**

N/P

### **Career Aspirations**

The main goal that encouraged me to join DBA program is to enhance my ability and skills to support UAE government and policy makers in any aspects including youth employment. My ambition is to have remarkable achievements to support youth and guide them toward creativity and innovation through entrepreneurship and self-employment. Moreover, to further enhance my knowledge and skills, I will continue conducting research in area of self-employment and entrepreneurship especially among our future leaders «Youth».

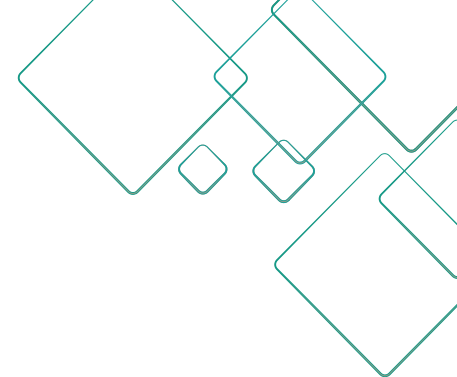
# NAHLA ABDULLA AL HAJ HASSAN M. FADHLANI

Department of Business Administration  
College of Business and Economics



## Dissertation

<b>Title</b>	<i>WORK ENGAGEMENT ANTECEDENTS AND CONSEQUENCES ACROSS GENERATIONS IN THE UNITED ARAB EMIRATES</i>
<b>Faculty Advisor</b>	Dr. Abdul Karim Khan
<b>Defense Date</b>	20 April 2017
<b>Abstract</b>	<p>Drawing upon generational differences and work engagement literatures, this research examines the antecedents and consequences of work engagement in the context of the UAE, and the moderating effect of generational membership.</p> <p>Statistics predicted that in the year 2015, 45% of the UAE labor market was comprised by individuals born between 1980 and 1999, known as the Y Generation. However, little is known about generational differences in the UAE, in particular among members of the Y Generation with respect to work engagement. Whereas organizations need suitable human resources practices and tools to ensure the consistency and growth of the three generations that are operating together for the first time in the current UAE labor market. This research accordingly identifies and examines organizational antecedents and associated consequences of work engagement in relation to both the current state of employment in the UAE and its broader culture, and the current literature on generational differences. As it also examines the moderating effect of generational membership on the hypothesized relationship of identified antecedents and consequences of work engagement. A review of the literature identifies four key organizational antecedents, namely, job characteristics (performance feedback and job autonomy), rewards, corporate social responsibility and work/life balance. These have been found to be of great importance in the context of generations. Furthermore, the literature identifies three consequences of work engagement in the context of organizations and generations, namely, organizational commitment, organizational citizenship behavior and intention to leave. These factors have been evaluated with regard to generational membership and associated differences in the UAE.</p>



The results of the current study indicate that all the identified antecedents and consequences are positively correlated with work engagement in the context of the UAE's culture, except for work/life balance (as well as the negative expected relationship with the intention to leave). Moreover, the current study illustrates that generational membership moderated only two of the identified relationships associated with organizational citizenship behavior (OCB) and intention to leave, the relationship being stronger for Baby Boomers than for the X and Y Generations.

To summarize, this study contributes to the literature on work engagement and generational differences in several relevant and substantive ways. First, it examines the impact of the selected organizational antecedents on work engagement and certain consequences in the context of the UAE's culture. Second, it examines the moderating effect of generational membership on the selected antecedents and consequences. Finally, it examines work engagement in the UAE workforce from both demographic and socioeconomic perspectives. In light of this, a list of recommended tools for enhancing work engagement is illustrated. The current study thereby promises a better understanding of work engagement and generational differences in the context of the UAE, upon which it recommends that further attention should be paid to individual differences and organizational culture rather than tailoring HR policies and practices for the purpose of accommodating generational differences.



### **Research Relevance and Potential Impact**

This research is relevant for the UAE HR managers and organizations for designing effective HR interventions for employees belonging to different generations. The findings highlight that there is no “one size fits all” approach in managing employees of different generational memberships. The findings will help organizations to focus on culturally-aligned HR practices in order to inculcate work engagement among their employees.

### **Relevant Publications**

N/P

### **Career Aspirations**

This research is mainly dedicated to HR professionals and Emiratization managers across the UAE, and has enabled me to understand the main motives of work engagement in context of the UAE and associated consequences. My ultimate objective is to enhance awareness about generational differences at workplace, and adopting those practices that enhance their work engagement, I look forward to further supporting of different Emiratization initiatives among various economic sectors of the UAE.

**UAEU**

# HUSSEIN SAAD ELSAYED MOHAMED ABDALLA

Department of Business Administration  
College of Business and Economics



## Dissertation

<b>Title</b>	<i><b>DETERMINANTS AND CONSEQUENCES OF KNOWLEDGE SHARING AMONG EMPLOYEES IN A UAE NATIONAL OIL AND GAS COMPANY</b></i>
<b>Faculty Advisor</b>	Dr. Mumin Dayan
<b>Defense Date</b>	27 April 2017
<b>Abstract</b>	<p>This dissertation investigates the determinants and consequences of knowledge sharing among members of technical teams at a UAE national oil company. The research aims to identify some of the key factors that encourage knowledge sharing between members of the technical teams and the link between knowledge sharing and individual job performance. Drawing on earlier research, an integrated theoretical model linking the antecedents and outcomes of knowledge sharing was developed. A Partial Least Square (PLS-SEM) technique was used to analyze the data collected from 357 engineers in various divisions in the largest business unit of the organization in question. Results suggest that management support, task-interdependence, individual attitude towards knowledge sharing, self-efficacy and the perceived usefulness of the knowledge itself play an important role in encouraging employees to share knowledge.</p> <p>Furthermore, the study suggests that knowledge sharing influences individual job performance by enhancing their innovative and task-focused organizational behaviors. This research contributes to the current literature on knowledge sharing and has done so by empirically testing the relationship between the antecedents and outcomes of knowledge sharing within new cultural and industrial contexts. Additionally, it addresses a gap in the extant literature where the focus has traditionally been on the macro-organizational outcomes of knowledge sharing, e.g. innovation, financial performance and operational efficiency, and not on micro-organizational factors such as individual job performance.</p>



### **Research Relevance and Potential Impact**

This research enriches the current literature on knowledge sharing by empirically testing the relationship between the antecedents and consequences of knowledge sharing within a new cultural and industrial context. It also addresses a gap in the literature, where the focus has traditionally been on macro-organizational outcomes of knowledge sharing, e.g. financial and operational performance, rather than micro-organizational outcomes such as individual job performance. This study also attempted to explain how knowledge sharing behavior could influence individual job performance through the mediating effect of innovative behavior and task-focused citizenship behavior.

### **Relevant Publications**

N/P

### **Career Aspirations**

In pursuing my doctoral studies, my goal was to change career and join the academia as a faculty. I have joined Abu Dhabi University as Assistant Professor of Management and aspire to be active in both teaching and research fields.

# MOHAMED ABDULLA AL HAMMADI

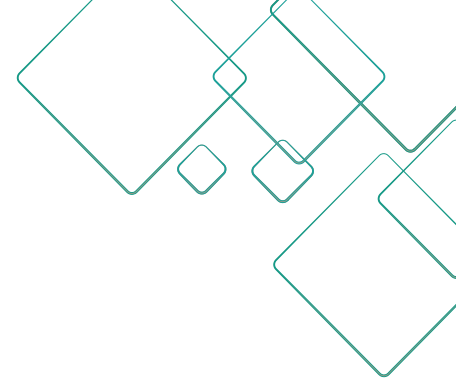
Department of Business Administration

College of Business and Economics



## Dissertation

<b>Title</b>	<i><b>THE ROLE OF HUMAN RESOURCES IN ORGANIZATIONAL RESTRUCTURING: PERCEPTIONS OF HR DEPARTMENT, LINE MANAGERS, AND EMPLOYEES</b></i>
<b>Faculty Advisor</b>	Prof. Riyad Eid
<b>Defense Date</b>	07 May 2017
<b>Abstract</b>	<p>The process of organizational restructuring is an integral and common aspect that has been integrated into the growth and development of organizations all around the globe. It is mainly undertaken to ensure that organizations are up to date with ever-changing external and internal business environments in order to improve organizational effectiveness, efficiency and productivity.</p> <p>The study empirically examines and rigorously investigates organizational restructuring covering all of the stages that organizational restructuring process goes through, starting from the adoption stage, which identifies the main reasons leading organizations to undertake organizational restructuring. Then the study evaluates the role of the HR department in the organizational restructuring implementation and finally, it examines the perception that line managers, HR department and organization employees have towards the HR Department's role played during the organizational restructuring. It takes into consideration government and semi-government entities in Abu Dhabi Emirate, which have undergone restructuring in the last four years. The research methods include desk research and a survey questionnaire given to 307 participants. The study proposes a conceptual framework, which can be used as a guide to improve the management of organizational restructuring including its stages of adoption, implementation, and perception/implications.</p>



### **Research Relevance and Potential Impact**

Previous studies focused on organizational restructuring from the perspective of HR practitioners or leaders only. Whereas this study covers organizational restructuring in its different stages. Moreover, the study integrates three important stakeholders in organizational restructuring, namely HR department, line managers, and employees.

The study provides a better understanding of the need for organizations to properly involve HRD and other stakeholders in organizational restructuring process and it emphasizes that all stakeholders should align their efforts and collaborate in order to achieve successful organizational restructuring.

### **Relevant Publications**

N/P

### **Career Aspirations**

I will share the research recommendations with organizations in government and semi-government sectors in Abu Dhabi Emirate so they can improve their future organizational restructuring projects. I would like to do more researches and publications based on this study and in other topics. Moreover, I have plans to get into a part time academic lecturing.

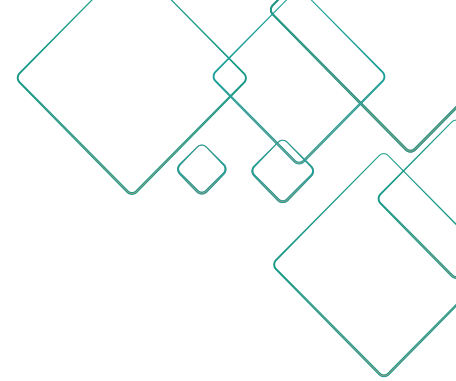
FAKHRAH KHALFAN HUMAID  
F. ALQUBAISI

Department of Business Administration  
College of Business and Economics



Dissertation

Title	<i>STRATEGIC PLAN IMPLEMENTATION IN THE UAE PUBLIC SECTOR ORGANIZATIONS: ANTECEDENTS AND OUTCOMES</i>
Faculty Advisor	Prof. Said Elbanna
Defense Date	07 May 2017
Abstract	<p>This study presents one of the first attempts to empirically test a conceptual model that discusses the effect of four factors; namely, decentralization of strategic planning, personnel commitment, senior management support, and importance of the strategic plan, on the success of strategic plan implementation and investigate whether the success of the strategic plan implementation affects organizational performance. Environmental munificence and organizational size are used as control variables in this investigation. This research targeted executive managers, senior analysts and strategic advisers in the United Arab Emirates (UAE) government organizations. The research sample covered all the relevant public bodies. Out of 290 bodies, 219 bodies agreed to participate in the study, with 125 of them completing the study questionnaire (57% response rate). Path analysis was used via the AMOS software to test the hypotheses presented in the conceptual model of the study.</p> <p>The findings show that decentralization of strategic planning, personnel commitment to strategic plan implementation, and senior management support have a positive impact on the success of strategic plan implementation. However, the empirical testing of the importance of a strategic plan is not significant for implementation success. The findings also indicate that success of strategic plan implementation has a positive impact on organizational performance. Similarly, the results indicate that environmental munificence has a positive impact on both the success of strategic plan implementation and organizational performance, justifying its use as a control variable. The results further indicate that the other control variable employed (i.e., organizational size) had no impact on either success of implementation or organizational performance. In addition to the above investigation, this research assesses the tools of strategic planning that are most commonly used at present in the UAE public organizations and highlights the key challenges that the UAE public organizations face in implementing their strategic plans.</p>



### **Research Relevance and Potential Impact**

This research is considered one of the first attempts to empirically test a conceptual model which investigate the consequence of four factors; namely, decentralization of strategic planning, personnel commitment, senior management support, and importance of the strategic plan, on the success of strategic plan implementation and investigate whether the success of the strategic plan implementation affects organizational performance. The research mainly focuses on the public sector in the UAE. Previous research was very limited on both strategic plan implementation and the UAE public sector and therefore the findings will, it is hoped, make a major contribution to the literature in this area.

### **Relevant Publications**

N/P

### **Career Aspirations**

I believe my research study outcomes and its managerial implications highlighted many key findings. It will be great if such recommendations are taken to decision making authorities for their review and to take the right actions accordingly.

To ensure raising the importance of my study findings to the decision makers is considered one of my career aspirations.











**UAEU**

