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**Rubina Mahsud, Ph.D.**  
**Associate Professor**  
**Management**  
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**ACADEMIC BACKGROUND**

Ph.D. New York State University at Albany.

M.P.H. School of Public Health.

M.S.Sc. University of Birmingham.

**QUALIFICATION**

Scholarly Academic

**PROFESSIONAL MEMBERSHIPS**

Strategic Management Society, 2007-2018

Academy of Management, 2007-2012

**SKILLS TEACHING**

**Teaching Skills**

Competitive & collaborative strategies, Adaptive Leadership, Leading Organizations within Systems, Global Business Management, Boardroom Analytics

**WORK EXPERIENCE**

**Academic**

Professor, Albers School of Business & Economics, Seattle University (March, 2021 - January, Present), Seattle, United States of America.

Associate Professor, Albers School of Business & Economics, Seattle University (March, 2013 - January, Present), Seattle, Washington.

Visiting Scholar and Visiting Associate professor, Fordham University - Gabelli Business School (July, 2013 - August, 2014), New York, New York.

Assistant Professor, Albers School of Business & Economics, Seattle University (September, 2007 - February, 2013), Seattle, Washington.

Assistant Professor, Tobin College of Business Administration, St. John's University, New York (September, 2006 - June, 2007), New York City, New York.

Instructor, College of Saint Rose (September, 2005 - June, 2006), Albany, New York.

Instructor, Business School, New York State University at Albany (June, 2003 - May, 2005), Albany, New York.

## **TEACHING**

### **Courses Taught**

**Courses from the Teaching Schedule:** Boardroom Analytics, Building Vision for a Global Commons, Business Policy & Strategy, Business Policy and Strategy, Competitive Strategy, Competitive Strategy, Global Management, Global Strategy, Global Strategy Formation, Independent Study, International Management, International Management, International Policy and Strategy, International Policy/Strategy, Leadership Formation I, Principles of Management, Strategy & Innovation

**Courses taught, but not in the Schedule:**

PMBA Strategy & Innovation 5215 (Spring 2015) - 4 sections  
PMBA Strategy & Innovation 5215 (Spring 2016) - 3 sections  
PMBA Strategy & Innovation 5215 (Spring 17) - 3 sections  
PMBA Strategy & Innovation 5215 (Winter 2016) - 2 sections  
PMBA Strategy & Innovation 5215 (Winter 2017) - 2 sections  
INBU 4860 International Business Management Summer 2017  
MGMT 4890 Business Policy & Strategy Fall 2017  
MBA 5500 Competitive & Collaborative Strategy Fall 2017  
EMBA 5410 Global Strategy Formation Fall 2017  
MGMT 5200 Boardroom Analytics Summer 2017  
MBA 5500 Competitive & Collaborative Strategies Summer 2017  
INBU 5310 International Business Management Summer 2017

### **Teaching Activities**

**Course (New) - Creation/Delivery: Conventional**

2022 - *Leading Organizations within Systems.*  
2019 - *Global Business Strategy.*  
2017 - *Boardroom Analytics.*  
2015 - *International Business Policy & Strategy.*  
2015 - *PMBA Strategy & Innovation.*  
2015 - *Global Strategy Formation.*  
2015 - *International Business Management.*  
2014 - *Global Business Strategy & Policy.*

## **INTELLECTUAL CONTRIBUTIONS**

### **Intellectual Contributions Grid**

Category	BDS	AIS	TLS	Total
Articles in Refereed Journals	12	2		14
Articles-in-Progress (All)	3			3
Publications of Non-refereed or Invited Papers		1		1
Presentations of Refereed Papers	6	2		8

## Refereed Articles

### Applied or Integrative/application Scholarship

Yukl, G., Mahsud, R., Prussia, G., & Hassan, R. (2019). Effectiveness of Broad and Specific Leader Behaviors. *Personnel Review*, 48 (3), 774-783.

Hassan, S., Prussia, G., Yukl, G., & Mahsud, R. (2018). How Leaders Networking, External Monitoring, and Representing are Relevant for Effective Leadership. *Leadership & Organization Development Journal*, 39 (4), 454-467.

### Basic or Discovery Scholarship

Kimbro, M., Adut, D., & Mahsud, R. (2022). Walking the Talk? An Examination of The Investments of Jesuit Universities in Fossil Fuel Firms. *Journal of Management for Global Sustainability*, 8 (1), 47-76.

Kimbro, M. B., Mahsud, R., & Adut, D. (2022). Walking the Talk? Jesuit Universities and Fossil Fuel Investment. *Journal of Management for Global Sustainability*, 8 (1).

Copeland, M. K., & Mahsud, R. (2020). Exemplary Customer Service: Strategies for establishing a competitive advantage and improved financial outcomes. *Graziadio Business Review*, 23 (2).

Mahsud, R., & Imanaka, J. L. (2019). Global Collaborative Advantage: Efforts towards decolonization of business ethics and management scholarship. *Journal of Management for Global Sustainability*, 7 (2), 25-54.

Mahsud, R., Jessica, I., & Prussia, G. (2018). Authenticity in Business Sustainability: Overcoming Limitations in Strategic Management Constructs. *Sustainability Accounting Management and Policy Journal*, 9 (5), 666-684.

Hassan, R., Mahsud, R., Yukl, G., & Prussia, G. (2013). Ethical and Empowering Leadership and Leader Effectiveness. *Journal of Managerial Psychology*, 28 (2).

Yukl, G., Mahsud, R., Hassan, S., & Prussia, G. (2013). An improved measure of ethical leadership. *Journal of Leadership & Organizational Studies*, 20 (1), 38-48.

Imanaka, J., Mahsud, R., & Prussia, G. (2012). We are the Corporation: Dispersive CSR. *Business and Society*, 117 (1).

Mahsud, R., Yukl, G., & Prussia, G. (2011). Human Capital, Efficiency, and Innovative Adaptation as Strategic Determinants of Firm Performance. *Journal of Leadership & Organizational Studies*, 18 (2), 34.

Yukl, G., & Mahsud, R. (2010). Why Flexible, Adaptive Leadership is essential. *Consulting Psychology Journal: Practice & Research*, 62 (2), 81-93.

Mahsud, R., Yukl, G., & Prussia, G. (2010). Leader Empathy, Ethical Leadership, and Relations-oriented Behaviors. *Journal of Managerial Psychology*, 25 (6), 561-577.

Ludescher, J., & Mahsud, R. (2010). Opening Pandora's Box: Corporate Social Responsibility Exposed. *Independent Review*, The, 15 (1), 123-131.

### Invited Articles/Reviews

Yukl, G., & Mahsud, R. (2009). Linking Strategic Leadership and Human Resource Management. *NHRD Network Journal*, 2 (2), 44-49.

## Presentations of Refereed Papers

### International

Mahsud, R. & Ma, S. (2020). *Strategic Management Society's scholarship 2060: From effectiveness to impact, from success to significance*. Strategy, London, Virtual.

Ferraro, H. & Mahsud, R. (2018). *Sustainably sustainable: Linking strategic leadership and HRM to human thriving*. IAJBS 24th Annual World Forum, Seattle, Washington.

Mahsud, R. & Imanaka, J. (2018, July). *Global Collaborative Advantage: Lessons for Business from the World's Wisdom Traditions*. IAJBS 24th Annual World Forum, Seattle, Washington.

Mahsud, R. (2017, October). *Noblesse Oblige*. Strategic Management Society Conference, Houston, Texas.

Mahsud, R. & Lebert, R. (2015, May). *Creating caring and compassionate organizations*. International Interdisciplinary Business - Economics Advancement Confererence, Vagas, Nevada.

Mahsud, R. (2012, October). *Transitioning from Within: A Metamorphosis of Strategy*. Strategic Management Society Conference, Prague, Czech Republic.

Mahsud, R. & Lebert, R. (2012, July). *Creating Caring and Compassionate Organizations: A dream or a reality?* Global Business and International Management Conference, Vancouver, Canada-British Columbia.

### **National**

Hassan, S., Mahsud, R., Yukl, G., & Prussia, G. (2012, October). *Two Studies on the Effects of Ethical and Empowering Leadership and the Mediating role of Leader Member Exchange (LMX)*. Southern Academy of Management, Fort Lauderdale, Florida.

### **Working Papers**

Mahsud, R. & Prussia, G. (2024). "Comparative study of leadership behavior taxonomy: UAE and U.S. managers," targeted for Leadership Review.

Mahsud, R. & Bejan, V. (2024). "The Economics of Human Capital and Capabilities: Simple Solutions to Complex Global Problems," targeted for Administrative Science Quarterly.

Mahsud, R., Ma, S., & Prussia, G. (2023). "Strategic Management Scholarship - 2060: From Effectiveness to impact, from success to significance or more of the same?," targeted for Strategic Management Journal.

## **SERVICE**

### **Service to the Institution**

#### **Department Assignments**

##### **Assurance of Learning - Institutional Service:**

2015-2016: Service

#### **Department Assignments**

##### **Member:**

2009-2010: Accounting Search Committee

#### **Department Assignments**

##### **Other Institutional Service Activities:**

2016-2017 – 2017-2018: Service

##### **Writing Student Recommendations:**

2014 – 2017: Service

#### **College Assignments**

##### **Assurance of Learning - Institutional Service:**

2015-2016: International Business Assessment Group

**College Assignments**

**Assurance of Learning - Institutional Service:**

2015-2016: Management Department

**College Assignments**

**Faculty Advisor:**

2011-2012: Alpha Kapa Psi

**College Assignments**

**Faculty Advisor:**

2015-2016: International Business students

**College Assignments**

**Other Institutional Service Activities:**

2016-2017 – 2018-2019: Advisory Boards MSBA and INBU

**College Assignments**

**Other Institutional Service Activities:**

2019-2020 – 2020-2021: Director, Global Business

2019-2020 – 2020-2021: Represented GBUS to Prospective Students

**College Assignments**

**Other Institutional Service Activities:**

2016-2017 – 2018-2019: member Executive Advisory Board - MSBA and International Business (INBU)

**Chair:**

2017-2018 – 2018-2019: CAPCOM

**College Assignments**

**Chair:**

2016-2017 – 2017-2018: Chair Curriculum Review Committee (CAPCOM)

**Member:**

2019-2020 – 2020-2021: Center for Global Business Assessment Group

2019-2020 – 2020-2021: CAPCOM

2017-2018: Committee

2016-2017: Committee member

**College Assignments**

**Member:**

2015-2016: Personnel Committee

**College Assignments**

**Member:**

2017-2018 – 2018-2019: Personnel Committee

**College Assignments**

**Member:**

2011-2012: Task Force on the Future of Graduate Education

**College Assignments**

**Member:**

2009-2010 – 2010-2011: Undergraduate Program Assessment Group

2009-2010: Undergraduate Program Assessment Group

**University Assignments**

**Committee Chair:**

2011-2012: Global Health Common

**University Assignments**

**Committee Member:**

2019-2020 – 2020-2021: Brand, Reputation, and External Affairs Committee

2019-2020: Presidential Search Committee

**University Assignments**

**Committee Member:**

2014-2015: Program Review Committee

**University Assignments**

**Committee Member:**

2010-2011: Prospective Nursing MBA program committee

**University Assignments**

**Other Institutional Service Activities:**

2012: Ambassador United Way Campaign

**University Assignments**

**Other Institutional Service Activities:**

2022-2023: Service - Strategic Advisor on Transnational Education

**University Assignments**

**Other Institutional Service Activities:**

2022-2023: Service - Strategic Advisor on Transnational Education

**Service to the Profession**

**Member: Committee/Task Force**

2014 – 2018: Strategic Management Society.

2012: Academy of Management.

2011: Strategic Management Society.

2010: Academy of Management.

## **Professional Development**

### **DS: Research-Related Conference/Seminar**

2006: AoM and UN Global Compact Forum. This paper cautions academicians and the UN leadership of mounting idealism 'serving the world's poor profitably'. For too long, we have talked about the 'invisible hand' of markets solving social problems of the poor, yet over decades we all have observed, this is not the case. The puzzle is why the invisible hand of markets for the poor of the society is still 'invisible' even in many developed countries including United States, France, and United Kingdom. The data depicts the gap between poor and rich is incessantly widening within these countries and many other rapidly growing countries including China and India. Another vivid question is why the invisible hand of the market suddenly withdrew itself (businesses and banks) from the tiger nations in the early 90s leaving them completely paralyzed resulting in sudden collapse of those markets such as South Korea, Singapore, Thailand, and Malaysia.

Markets and businesses have historically alleviated poverty in a sprouting/sporadic effect in few pockets and nations of the world. They have been unable to create a blanket effect by bringing everyone on one page by fulfilling the basic minimum needs of the poor.

Prahalad and Hammond (2003) argue that (multi national corporations) MNCs can succeed in poor markets if they work closely with local governments, NGOs, and indigenous businesses. Whereas I conceptualize that unless businesses sign a social contract (reaping profits while ensuring local development) with governments and local population, we will see only sporadic effects of economic gain and not a blanket effect of economic opportunity.

We have to evaluate with extreme caution the impact of existing success stories of MNC working profitably while severing poor in few countries or communities (pockets of India and few other countries) and that whether those stories are applicable to other poor parts of the world including Africa, Eastern Europe, pockets of Middle East, and ex Balkan states. In Africa alone, each year 3 million people die of simple curable disease 'malaria' where they cannot afford to purchase a bed net that costs \$5 US dollar to protect themselves from mosquitoes. The question arise why MNC don't see how to cure them and serve them profitably.

As informed academicians, we cannot and should not generalize sporadic examples of few companies, few years of their success, and the few countries or parts of countries in which they serve to the entire world's poor. In order to see the impact of serving the world's poor profitably by MNCs, I suggest, we should start examining their role from the developed countries such as the U.S. where 45 million people are un-insured and live in abject poverty. Recent example of hurricane Katrina in New Orleans is an eye opener for all. Let's see what the U.S. home grown MNCs will do in social rebuilding in the wake of this disaster for poor customers - not so far from their headquarters.

If businesses have to succeed as an agent of world's benefit by serving 4 billion poor of the world, have to sign a social contract with governments and communities in addition to making profits from those communities. If there were any signed social contracts among businesses, communities, and governments in 1990s in the Tiger nations situation would have been different for the poor in those societies today.

### **Other Professional Development**

2017: BUAD 1000: Introduction to Business. CDLI Online Class Training

### **Professional Seminars / Workshops**

2017: Albers Alumni Breakfast Series. CDLI Online classes seminar

**Last updated by member on 30-Jan-23 (12:59 PM)**