

**RUW CONFERENCE ON WOMEN AND SOCIETY**  
Royal University for Women,  
Kingdom of Bahrain  
19-20 April 2016

<b>DAY II 20<sup>th</sup> April 2016</b> <b>Parallel Sessions I</b> <b>The Role of Women in Business and Leadership organised by</b> <b>College of Business and Financial Sciences</b> <b>“Women, Innovation and Technology” organised by the College of Information Technology</b>	
<b>09.00 – 10.30 hours</b>	<b>Session II</b>
<b>Theme:</b>	<b>The role of women in business and leadership: Part I</b>
<b>Chair</b>	Ms. Sabah Almoayyed, Managing Partner Intellect Resources Management W.L.L. Ms. Nadera Abuali, Head of Public Affairs Citibank Bahrain/Qatar/Kuwait
<b>Speaker</b>	<b>Title</b>
Mr. Magued (Mag) Wassef MCP Consulting Inc. Canada, Egypt & East Africa Dr. Nehal El Naggar, RUW	“A Tailleur and a Tie (T&T), Profiling Women Leaders”
Dr. Cindy Ann Smith, Dar Al Hekma	“Utilizing Mentors to Develop Positive Leadership Skills in Young Women”
Dr. Suzanne White, Oasis Training Center	“Developing “Personal Power and Personal Leadership”
<b>10.45 – 12.15 hours</b>	<b>Session III</b>
<b>Theme:</b>	<b>Women, Innovation and Technology</b>
<b>Chair</b>	Dr. Virginia Franke Kleist, West Virginia University
<b>Speaker</b>	<b>Title</b>
Dr. Virginia Franke Kleist, West Virginia University	“Exploring Between And Within Group Gender Based Differences In Learning And Using Technology”
Dr. Humam Elagha, RUW	“Framing the Frameworks: Integrating IT Governance Structures and Processes”
Dr. Nasrin Rahmati, Dar Al Hekma	“The endangered species in Information technology and Computer Science”
Dr. Mahmoud Jazzar, RUW	“Enhanced Security Architecture for Cybercrime Evidence Collection”
<b>12.15 - 12.30</b>	Coffee break
<b>12.30 – 14.30 hours</b>	<b>Session IV</b>
<b>Theme</b>	<b>The role of women in business and leadership: Part II</b>
<b>Chair</b>	Ms. Ahlam Janahi, Chief Executive Officer, Bahrain Horizons
<b>Speaker</b>	<b>Title</b>
Dr. Adel Al Alawi, University of Bahrain	“Status of Bahraini Women in Banking and Financial Sector”
Dr. Katerina Nicolopoulou, University of Strathclyde; Prof. Nada Kakabadse, Henley Business School; Dr. Ahu Tatli, Queen Mary University, London; Kanellos-Panagiotis Nikolopoulos, Doctoral candidate, Open Universiteit, Nederland’s.	“Cosmopolitanism as a disposition for the study of female entrepreneurship”
Dr. Eugenie Samier, RUW Ms. Amal Al-Gallaf, The British University of Dubai	“Constructing Modern Women’s Leadership Identities in the Arabian Gulf: Synthesising Roles from Culture, Tradition and Modernisation”
<b>14.00 - 14.30 hours</b>	Presentation by Tamkeen representative and closing remarks in AC 01
<b>14.30 – 16.00 hours</b>	Lunch

## Parallel Sessions II: The Role of Women in Business and Leadership Part I

### Chairs of the session:

**Ms. Sabah AlMoayyed, Managing Partner Intellect Resources Management W.L.L.**

**Ms. Nadera Abuali, Head of Public Affairs Citibank Bahrain/Qatar/Kuwait**

Rapporteur: Dr Georgios Palaiologos

Ms. Sabah highlighted that Women contributions are essential in a society; in particular 'Education' is a must. Addressing Leadership and Women in the society, she pointed out that the last generation in the Middle East is evolving, and she is very active on that personally and by engaging others. Education via good degrees, help a lot especially in banking that has great experience. Her personal story includes scholarship in top universities including the American University of Beirut and continued in professional life as an employ to Citibank. Within Citi she integrated her carrier vertically and horizontally. Milestones in her career include continuous recognition and promotion and nowadays she is a part of serious presentations and lectures with the motto "give to society".

Ms. Nadera Keynotes emphasized that appreciation should be given to her engagement on education and international experience. While there were difficulties in the social level, she went abroad for her Master degree. Education is 'key' in the traditional societies like that of Jordan. But women are more capable of doing 'everything' and can also multitask. There was a controversy in the professional level, like being an executive in the Media as a woman and the religious society. She stressed the role of 'Education' on advancing careers, but most important today is the role of continuous education as "Training & Development". In her Media role, PR has been understood as a valuable skill but you could better advance your leadership perception by means of 'Leading Yourself' first.

### **1. Dr. Nehal Elnaggar & Mr. Mag Wassef: "A Tailleur and a Tie (T&T), Profiling Women Leaders"**

The paper tried to identify Social, Cultural and Organisational factors to relate with women leadership. It has been found that only 4% of women are listed in Fortune 500 list. While 43% women believe that they are paid less than what they deserve.

Using qualitative exploration the challenge facing Women with leadership roles in different contexts were addressed. Studying some individual leader women profiles in Middle East the

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authors came to conclusions and listed statistically significant factors as Marriage Statistics, Age, Cultural Effects, Female characteristics, Challenging Factors, Enabling Factors, and increasing number of women in Leadership.

**2. Dr. Cindy Ann Smith: “Utilizing Mentors to Develop Positive Leadership Skills in Young Women”**

The paper emphasized the working on training programs for mentorship, with focus on a training program active in Saudi Arabia.

In this program Gender specific attitudes in Girls power have been identified and explained in the context of the positive leadership outcome. Specific behaviors on young girls such as generational poverty, culture, family structure, life experiences have been studied.

The presenter identified the role of Recruiting, Screening, and Training Mentoring. Finally, she presented some elements of Effective Practice for mentoring. She explained her role in advancing policies also in the direction of ‘children at risk’, including children with disabilities.

**3. Dr. Suzan White: OASIS Training; “Developing ‘Personal Power and Personal Leadership”**

The paper was mostly a presentation of objectives and learning quotes for a Workshop. It has been stressed that individuals in different contexts gain via personal experiences. The training program of OASIS center is focusing on Leadership and Management programs that will enhance the role of Women in their organization and add in their leadership potential. The training direction has 3 stages: a. Identify, b. Significance and c. Competence of individuals. And the motto calls for development of the “Individual Journeys”

## Parallel Session III: Women, Innovation and Technology

### Chair of the Session

**Dr. Virginia Franke Kleist, Chair of MIS Department and an Associate Professor of MIS, West Virginia University**

Rapporteur: Dr Humam Elagha

The session chair, Dr. Virginia Franke Kleist, is the Chair of MIS Department and an Associate Professor of Management Information Systems at the College of Business and Economics, West Virginia University. Dr. Kleist teaches strategic technology at the M.B.A. and Executive M.B.A. level, as well as undergraduate Management Information Systems, data communications and network security at the College. She spent 10 years in industry in telecommunications network management operations before becoming a professor. Dr. Kleist has publications in academic journals, practitioner journals and conference proceedings. Her topic areas include the economics of information technologies and information systems data security and auditing issues. She is currently working on a WVU NSF ADVANCE grant for studying within women differences in learning and using Information Technology.

The session chair has welcomed all participants and speakers to the parallel session “Women, Innovation and Technology”.

- 1. Dr. Virginia Franke Kleist, “Exploring Between and Within Group Gender Based Differences in Learning and Using Technology”.**

Dr Virginia presented a research paper that models the underlying issues related to within group gender based differences in learning and using technology, and presents a research-in-process program that is designed to yield a deeper understanding of this issue. This ongoing research may help to better explain the more subtle aspects of gender based variations in terms of technology learning and use differences, thus leading to a better understanding of the technologically underserved within-women population.

- 2. Dr. Humam Elagha “Framing the Frameworks: Integrating IT Governance Structures and Processes”.**

Dr. Humam Elagha has more than ten years of academic experience in the field of Information Technology at many universities in the United Arab Emirates, Palestine, and Turkish Republic of Northern Cyprus. Dr. Elagha's current research interests lie in the areas of Information

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Systems Management and IT Governance. He is an active researcher and has published more than 10 publications in international journals and conferences. Dr. Elagha has joined the Royal University for Women in August 2012 as Assistant Professor at the College of Information Technology. This research paper presents an Integrated IT governance framework and introduces an assessment tool designed to measure its effectiveness. The framework builds on the integration between the structural and processes perspectives of IT governance, and business-IT alignment. The paper contributes to the IT governance literature on the importance of IT governance domains and mechanisms in establishing mature and effective IT governance.

**3. Dr. Nasrin Rahmati “The endangered species in Information Technology and Computer Science”.**

She has a PhD in Information Systems. She comes from Management Science/Operations research background. She has 25 years of University teaching experience. She has worked both as part of faculty of Information Technology and as a member of Management Information Systems (MIS) schools in Business college of different universities around the world. Her research area mainly is Decision Support Systems, Enterprise Resource Planning Systems, and adoption and implementation of Information Communication Technologies (ICT). She presented a research paper that investigates different relevant theories and some of the previous studies to comprehend the lack of female participation in IT industry.

**4. Dr. Mahmoud Jazzar “Enhanced Security Architecture for Cybercrime Evidence Collection”.**

Dr Jazzar has extensive academic and research experience in the field of Information and communication Technologies at many universities such as University of Science Malaysia, Curtin University of Technology-Sarawak, Birzeit University, and Royal University for Women. Dr. Jazzar is also a member of IAENG, MySEIG, and the Malaysian Information Technology Society (MITS). He joined many organizing and technical program committees and as a reviewer of many international conferences and journals. Dr. Jazzar main research lies in the areas of Computer and Network Securities, Intrusion Detection and Protection, Forensics, and Intelligent Systems. He has published one book and several scientific research papers in these fields. His research paper proposes and discusses an enhanced security architecture model for simplifying and filtering cybercrime evidence collection. The model consumes a number of

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intrusion detection sensors input which contribute to collect and fine-tune large number of evidences at lower level.

The session chair, Dr. Virginia Franke Kleist, thanked all participants and speakers for their participation in the RUW Conference on Women and Society. Dr. Virginia appreciated the high quality research contributions by the speakers describing original results of conceptual and empirical work in the area of “Women, Innovation and Technology”.

## Parallel Session IV: The role of women in business and leadership: Part II

### Chair of the Session

### Mrs. Ahlam Yusuf Othman Ali Janahi – Businesswoman and Founder of Bahrain Businesswomen’s Society

#### Rapporteur: Dr Nehal Elnaggar

Mrs. Ahlam Yusuf Othman Ali Janahi started to work as a banker for 6 years and work with family business for 12 years in the Kingdom of Bahrain. Moving on to the business field, she start running her own company in year 2002- Bahrain Horizon Event Management and PR communication ,organizes different events, such as forum, meetings, road shows, and conferences. In 2009, she has studied the market and opens her New Business (MY Bakery), manufacturer Lebanese bread and oriental Pastries, which is currently no.1 in the kingdom of Bahrain to deliver the high quality of bread and offer best service to its clients with professionalism. Founder of Bahrain Businesswomen’s Society, Inner wheel club Bahrain, Bahrain French Club Society. Board Member of Bahrain Chamber of Commerce and Industry for one year, and Ambassador of Entrepreneurs – UNIDO Bahrain, appointed Vienna Austria Hub Manager of MENA Businesswomen’s Network Society – Bahrain. On 2014, she also received the award #66 as influential women in the Arab Region. Mrs. Janahi is a mother and wife, a businesswoman with 30 years Business Experience and over 36 years of Voluntary work in the Kingdom.

She introduced the speakers for the day

#### 1. Dr. Adel al-alwai: “Status of Bahraini Women in the Banking and the Financial sector”

Dr. Al Alawi is one the strong advocates of the benefits of Digital Immunity and The Smart Vaccine Vaccination as a service, in the Digital world. Dr. Al Alawi, as a contributor, brings a substantial amount of academic and software engineering experience. Not to mentions his leadership in MIS, Business Management and Marketing. Dr. Al Alawi as an active contributor gives the project higher visibility and credit. Ar. Al Alawi held many leadership positions in the academic domain. Prior to his professorship at the University of Bahrain, he was Chairman of Business Studies & Director of Continuance Education Program at the Royal University for Women, and the Dean of School of Business & Advisor to the President at the University College of Bahrain. Dr. Al Alawi, is a skilled technical and business strategy author of many

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papers and articles. Dr. Al Alawi was the author of a highly informative research paper titled " Cybercrime, Computer Forensics and their Impact in Business Climate: Bahrain Status".

He is also the recipient of many honors and awards. He is an active member of Bahrain Information Technology Society (Board Member from 1983-2003) and President of the Information Systems Audit & Control Association (ISACA) Bahrain Chapter. Dr. Al Alawi holds a doctorate degree from the University of Leeds in England.

In his research paper Dr. Adel presented the data from women who are currently working in the financial sector and from women who worked in that sector for a while and then changed career or stayed home. Some of the addressed issues are as follows:

- Women taking initiative to transform from their traditional role.
- 55% out of 800 professional women in the world.
- 20% of women at senior levels & only 0.1% chief executive officers.
- 3.8% women leaders.

Some of the Barriers found: to leadership roles were Family concerns, Personal life conflicts, Country of origin and Rules & regulations. These barriers are the same in all GCC and worldwide. The study highlighted the following:

- The constitution of Bahrain giving women their rights to participate and empower them.
- There a total of 14675 Bahrainis in Financial and Banking sector by which 5482 of them are women and 9193 are men.
- The Challenges for women are being a working mother, Gender discrimination, Decision making is men based, lack of Networks and Culture.

Ms. Ahlam Janahi commented that these are the reason behind women leaving this sector from the leadership position in Banking and Financial sectors. So Bahrain should emphasize on equality between both genders as the Bahraini woman is ambitious. She shared a part of her personal experience also with the audience.

## 2. Dr. Katerina Nicolopoulou: "Cosmopolitanism as a disposition for the study of female entrepreneurship"

Dr. Katerina holds a Senior Specialist role in strategic planning and policymaking in the field of education, with the government of Abu Dhabi, UAE. Concurrently, she is a Visiting Fellow at the University of Southampton, where, during 2004-7, she was full-time member of faculty at the School of Management- in the fields of Enterprise, Social Entrepreneurship, CSR and Innovation. In the course of her career, she has conducted studies addressing aspects of

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policy and evaluation with international policy organizations and has managed knowledge transfer programs with international partners in the fields of CSR and sustainability, particularly between the UK and the UAE. Her previous f/t professional roles include: CSR Programme Manager, Dubai Chamber of Commerce, UAE; Senior Enterprise Fellow, University of Southampton, UK; Research Fellow INSEAD Business School, France; consultant and trainee with international organizations such as the World Bank (Leadership Development Group), UNESCO (Division of Cultural Policies) and the EU (DG Research). She has received the social systems auditor SA 8000 standard certificate, and is a graduate of master classes in strategic planning, performance management methods and in the GRI (Global Reporting Index). Katerina completed undergraduate studies at King's College, London, and then an MSc (Econs) and a PhD at the London School of Economics and Political Science. She became a Fellow of the Higher Education Academy in 2005; she has been a Visiting Fellow at Kingston University, and an Associate member of the University of East Anglia DECERE research center, as well as a visiting lecturer in entrepreneurship and organizational studies for various MBA and MSc programs in academic institutions in France and the UK. She has raised funds both for business development and research activities, from FP 7 business development grants and policy funders such as the South East of England Development Agency.

Through her research paper she addressed the problem with Globalization and the female entrepreneurship. She identified the Problems of globalization and Global citizens, Challenges of how to take the next step and defined the Concept of Global citizen in terms of Detachment, Competence in terms of networking, Choice over loyalty and hybridity.

She discussed the Cosmopolitan disposition and workforce which is a bigger concept as Cosmopolitan workforce is functioning within an international language. Further she outlined its relationship to time and space theory with a Focus on macro level while ignoring micro level, Population movement includes new business models and new product offerings and distant strangers. She stated that Innovation and inventing are linked with entrepreneurship. She addressed more on the cultural dimensions moving from individualistic mindsets to collective where she stated that survival is amongst the biggest challenges. She has discussed the relationship between time and space. Dr. Katerina referred to the Urbanization versus Globalization and the new opportunities for sustainable development. She referred to the Global Glass by Dobson (2006). She introduced the concepts of ecosystems, model figures, values in business, skill requirement and critical influences

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She referred to the case of Dubai as a Global working place and the support of Business development and innovation. Dubai model is built on knowledge transfer, being the Hero of innovation and the city of Happiness. Thus the main concepts covered in her lecture were Globalization, Diversity, Cosmopolitan, Modernization, & Social Entrepreneurship all with reference to the women roles.

**3. Ms. Amal Al-Gallaf & Dr. Eugenie Samier : “Constructing Modern Women’s Leadership Identities in the Arabian Gulf: Synthesizing Roles from Culture, Tradition and Modernization”**

Eugenie A. Samier is an Associate Professor in the Centre for General Studies and Liberal Arts at the Royal University for Women in the Kingdom of Bahrain. Her research concentrates on administrative philosophy and theory, interdisciplinary foundations of administration, theories and models of educational leadership, and comparative educational administration. She has been a Guest Researcher at the Humboldt University of Berlin, was Visiting Professor in the Department of administrative Studies at the University of Tartu, Estonia (2003) and has been a guest lecturer at universities and institutes in Germany, Estonia, Russia, Norway, Lithuania, Finland, the UAE and Bahrain.

She has published articles on organizational culture and values, the New Public Management, the role of history and biography in educational administration, the role of humanities, aesthetics and literary analysis in administration, and Weberian foundations of administrative theory and ethics in Educational Management & Administration, Journal of Educational Administration, Educational Administration Quarterly, Journal of Educational Administration and History, and Administrative Culture.

She is editor of a number of book collections with Routledge on ethical, aesthetic, political and emotional dimensions of educational administration and leadership and a collection on trust and betrayal with contributions on a broad range of philosophical and theoretical foundations. She is also an Associate Editor of the Sage Master Works Educational Leadership and Administration (Sage 2009), and contributor (on authority, bureaucracy, critical theory) to Encyclopedia of Education law (Sage 2008). Her most recent publications include Secrecy and Tradecraft in Educational Administration: The Covert Side of Educational Life (Routledge, 2014), and articles and book chapters on Islamic Ethics for Public Administration, Emirati women’s leadership, and Islamic Social Justice in leadership for higher education.

In her presentation she discussed the limitations of western models Leaders centered, Male dominant and Universal traits. The Criteria included Comprehensive and Culturally sensitivity.

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She has stated that there has been a lack of documentation and added that most western leadership models are biased. Dr. Eugenie illustrated the different theories on leadership referring to the leadership models in Islam and the limitation of western models.

Dr. Eugenie and Ms. Amal discussed the pluralist view of things and the bias in business. They have referred to the concepts of Toxic Management, Secular Societies. The co-presenters referred to Leadership in Islam and the Limitations of Western models.

Discussions were extended to include the contextual forces- both external & local- affecting leadership to include the Gulf core values, religion, family priorities, hospitality & Generosity in addition to pride and respect to heritage. The contrast has been made with the American core values of being secular, materialist, individualist and the equal opportunity.

The session came to end with fruitful discussions.