

Hajer Zarrouk Ep. Ouafi

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Summary

Self-motivated, driven, and well-organized with 20+ years of teaching experience, designing educational strategies and coaching students to success. Passionate researcher with a deep understanding of small business and the UAE ecosystem, along with a strong background in Finance, Islamic Finance, insurance, investment, and entrepreneurial orientation. Dynamic and motivated professional with a proven record of initiating projects, building relationships with the industry, demonstrating exceptional communication skills, and making critical decisions during challenges. Adaptable and transformational leader with an ability to work independently and to operate successfully in a demanding, fast-paced environment. Creative in developing strategies and opportunities that align with institutional goals.

Current Occupation

Associate Professor,
Business Department
Higher College of Technology, , Abu Dhabi, UAE

August 2022-Present

Education and Degrees Obtained

- | | |
|------|---|
| 2017 | Habilitation degree Economics/ finance, University Tunis El Manar, Faculty of Economic Sciences and Management Tunisia |
| 2008 | Ph.D in Economics, University of Mediterranean, Faculty of Economic Sciences and Management, Aix en Provence- France & University Tunis El Manar, Faculty of Economic Sciences and Management Tunisia
Thesis Title: “Financial Openness and Economic Performance” |
| 2002 | Master in Banking and Monetary Economics, University Tunis El Manar, Faculty of Economic Sciences and Management Tunisia
Thesis: Financial Liberalization – Financial Development – Economic Growth |
| 2000 | Bachelor in Banking and Monetary Economics, University Tunis El Manar, Faculty of Economic Sciences and Management Tunisia, Tunisia. |
| 1995 | Baccalaureate in Mathematics, Secondary school, Lycée Bardo, Tunisia |

Awards and Honors

2020 CISI Award Winner_ 2020 highest achievers of the International Introduction to Investment.

March 2022

2021 HCT Faculty Distinguished and Excellence Award_ Excellence in Community Service

September 2021

2020 ADX_ First prize for the best capstone project in applied research of 2020_ Zayed center of Excellence for Finance Research, graduating students awarded a check of 15,000 AED from Abu Dhabi Stock Exchange, received on March 2021.

March 2021

2021 ADX_Award_ for Research Papers _ Zayed center of Excellence for Finance Research, *Exploring Economic and Technological Determinants of Fintech Startups Success and Growth*, Zarrouk H., El Ghak, T and Bakhouché, A

March 2021

2018 Emerald Literati Awards, Awards for Excellence - 2018 Outstanding Papers, *Financial development, Islamic Finance, and economic growth: evidence of the U.A.E.*, Zarrouk, H. ElGhak, T. and AbuAlhija

July 2018

"The ADEC Award for Research Excellence" (A2RE)_2015, Emirate of Abu Dhabi, UAE, **Dr. Hajer Zarrouk**, Prof. Laura Galloway and Dr. Mohamed Sherif, *The Impact of Entrepreneurial Orientation on Firm Performance: the Case of Small and Medium-sized UAE and Abu Dhabi Businesses*,

2016-2018

Research Project and Grants Awarded

1. **Hajer Zarrouk [PI]**, "Funders Decision Making for Early-Stage Innovative Businesses: Challenges and Solution, HCT seed Grant, 2022, AED 10 000
2. Prof. Mourad Elhadef [PI], **Hajer Zarouk [CoPI]**, "SMEs Credit Risk Assessment Using Unstructured Data Sources and Artificial Intelligence", funded by the Office of Research and Sponsored Programs at Abu Dhabi University, 2020-21.
3. **Hajer Zarrouk [PI]**, Prof. Laura Galloway and Dr. Mohamed Sherif, Elarbi Elkaroui, Anas Al Mulla, (2017) *The Impact of Entrepreneurial Orientation on Firm Performance: the Case of Small and Medium-sized UAE and Abu Dhabi Businesses*, Research Project Report, Presented and distributed to Abu Dhabi Community during ECT Conference, 7 December, 2017, AED 170 000
4. Mouley, S., Baccouche, R. **Zarrouk, H.** and al., 2010, *Libéralisation du compte de capital et cadres de gestion macroéconomique comparés: Indicateurs de mesure et implications sectorielles et de politique monétaire en Tunisie*, Research Project N°FEM 33-03; FEMISE RESEARCH PROGRAM;

Professional Certificates and Expertise

Certificates

Institution/ Country

Advance HE Fellowship / Formerly Higher Education Academy (HEA)

Higher Education Academy / UK.

Accredited Small Business Consultant® / Accredited S.M.E. Consultant™.

Association of Accredited Small Business Consultants® /USA.

Blackboard Certified Specialist in Digital Teaching and Learning

Blackboard /USA.

Nearpod Certified Educator

Nearpod

Certified Islamic Finance Expert (CIFE)
Certified Takaful Professional (C.T.P.)
Certified Islamic Finance Executive™ (CIFE™)

Academy for International Modern Studies
(AIMS) Islamic Finance Institute, UK.
Ethica Institute of Islamic Finance
Dubai, UAE.

Current and Previous Roles

Member_ Promotion Committee	Sept 2022- 2023
Chair_ Innovation Committee	Dec. 2021- 2022
Member_ Professional Development Committee	Jan. 2022- Present
Member_ Towards Employability Committee	Oct. 2020- Present
Entrepreneurship Ambassador _ADWC	Apr. 2020- Present
Member_ Entrepreneurship Committee _ ADC.	Sept. 2020- Present
Member_ Applied Education and Research Committee_ Business Division _	Dec. 2019- Present
Subject Matter Expert Champion (SMEC) for the Finance Professional Certification(s)	Jan 2017- Present
Champion_ Accreditation Council for Business Schools and Programs (ACBSP)	2018- Present
Association to Advance Collegiate Schools of Business AACSB Task Force	2022_ Present
Member_ Campus & Business Promotion Committee	2022_ Present
CISI International Introduction to Securities & Investment subject specialists	Oct. 2020_ Present
Local Leader Program Director at Founder Institute, UAE.	April_ October 2020
Pioneering specialized volunteer trainer for Ghaya Financial Literacy Programme	Dec. 2020_ Jan. 2022
Faculty Advisor, CFA Research Challenge	2022 & 2023

Previous Positions

Assistant Professor, Business Department at Higher College of Technology,	August 2017-2022
Lead_ Finance Program Coordinator	
Assistant Professor, Business Department at Higher College of Technology,	August 2017-July2019
Chair_ Industry and Community Partnership _ ICP_ Committee Business Division _	Feb. 2018-Nov.2019
Faculty member, Business Department at Higher College of Technology,	2016-2017
Head, Banking and Finance Department at Emirates College of Technology,	

<i>Members of the Conference Approval Committee</i>	2015-2016
<i>Member of the accreditation committee</i>	
Program Coordinator, Banking and Finance at Emirates College of Technology,	2014-2015
<i>Chair of Teaching & Learning Committee</i>	
<i>Member of the Quality Board</i>	
Assistant Professor of Finance & Islamic Finance at Emirates College of Technology,	2012-2015
<i>Member of the Accreditation Committee (Bachelor in Finance & Bachelor in Islamic Finance)</i>	
<i>Member of the Research Committee</i>	
<i>Member of the Quality Board</i>	
Assistant Professor High Institute of Management, Tunisia,	2009-2012

Teaching Experience

2016-Present Higher College of Technology

Entrepreneurial Finance, Insurance, Macro-Economics, Fundamentals of financial accounting, Integrative Industry Project, Finance Research Project, Ethics, Sharia Law and Professional Qualifications, Financial Management, Innovation and Entrepreneurship, International Business Finance, Money and Banking, Wealth and Risk Management, Work Placement.

2012 – 2016 Emirates College of Technology, Abu Dhabi, UAE

International Banking, Financial derivatives, Investment, Islamic financial system, Commercial bank, Financial institutions and markets, Introduction to Financial Management, Macroeconomic, Computer application in banking and Finance, Graduation Project.

2009 – 2012 Gabes University, High Institute of Management, Tunisia

Graduate Level, Islamic banking and Finance, Financial macroeconomics, Intelligence economics, Seminar of research methodology

Undergraduate level, Numeric Economy, Microeconomics

2012 Avicenne Private Business School, Tunisia

Introduction to Economics

2008 – 2009 International University of Tunisia

Microeconomics

2008 – 2009 University of Tunis, High Institute of Commercial and Economic Sciences (ESSEC), Tunisia

International Finance

2007-2008 Time University Tunisia,

Economics and Management of firms

2003 – 2006 University of Manouba, (ISCAE), Tunisia

Monetary Economy, Macroeconomic

Master Thesis Supervision

2020-2021 ; SMEs Credit Risk Assessment Using Unstructured Data Sources and Artificial Intelligence; Abu Dhabi University/UAE

Academic and Professional Projects Realized

Year	Institution/ Country	Project
2017-2018	Higher Colleges of Technology Abu Dhabi, UAE.	Lead the development of Insurance concentration_ CII diploma is embedded into the Academic Program
2017-2021	Higher Colleges of Technology Abu Dhabi, UAE.	Prepare CII Professional Certification /Qualification Evaluation Report in collaboration with CII and IA.
Mai-2018_ 2021	Higher Colleges of Technology Abu Dhabi, UAE.	Follow up and develop the implementation strategy to embed CISI qualification into Finance Academic Program
2017	Higher Colleges of Technology Abu Dhabi, UAE.	Prepare CISI Professional Certification /Qualification Evaluation Report in collaboration with CISI and ESCA
2016-Present	Higher Colleges of Technology	Built partnership with the Industry (A.D.X., Takamul-DED, TIP): e.g., Competition on stock market simulation, Research on common topics of interest for students and faculty, Establishment of Zayed Center of excellence for Finance research, Leading awards for students and faculty, call for ADX research...
2015-2016	Emirates College of Technology Abu Dhabi, UAE.	Develop new program: Professional Diploma in Islamic Finance = 5 professional certificates
2015-2016	Emirates College of Technology Abu Dhabi, UAE.	Pilot project: Develop 2 Blended Learning Courses_ Islamic Banking & Investment
2015-2016	Emirates College of Technology Abu Dhabi, UAE.	Member of the committee: Develop Master Program in Industrial Management & Master of Science in Entrepreneurship, Innovation, and Business Excellence
2015-2016	Emirates College of Technology Abu Dhabi, UAE.	Built partnership with the Industry (ADX & Aafaq Islamic Finance)

Professional Experience

2001 'International Union Bank', UIB, Tunisia; Treasury Operations (Money Markets: Financial Analyst.

Training and Certification

Year	Institution/ Country	Certificates
2023	NVivo	NVivo Focused Learning: Coding
2022	NVivo	NVivo Core Skills Course
2022	The University of Pennsylvania / USA./Coursera	Entrepreneurship: Financing and Profitability https://coursera.org/share/ada69a01bdc4782e48f3e354b19bbd6f
2021- 2022	Blackboard /USA.	Digital Teacher Certification,
2021	Blackboard /USA.	Certified Practitioner in Digital Teaching and Learning Course B: Designing for Digital Teaching and Learning for Blackboard Learn
2021	Blackboard /USA.	Certified Associated Course A: Fundamentals of Digital Teaching and Learning
2021	The Chartered Institute for Securities & Investment (CISI)/UK	The UAE Financial Rules and Regulations
2019	Association of Accredited Small Business Consultants® /USA.	Accredited Small Business Consultant® /Accredited S.M.E. Consultant™.
2020	The Chartered Institute for Securities & Investment (CISI)/UK.	International Introduction to Securities and Investment
2020	Bloomberg for Education	Bloomberg Market Concepts (BMC.)
2019	Duke University / USA/Coursera	FinTech Law and Policy https://www.coursera.org/account/accomplishments/verify/DGZ67TWW9GDF
2019	CFA Institute US.	Investment Foundation
2014	Academy for International Modern Studies (AIMS) Islamic Finance Institute, UK	Master Diploma Islamic Finance; <i>Thesis: Islamic Financial Instrument Manual, Ijarah</i>
2009	Bourguiba School of Tunisia	English Diploma

Refereed Journal Publications

1. **Zarrouk, H.**; El Ghak, T.; Bakhouché A., (2021), Exploring Economic and Technological Determinants of FinTech Startups' Success and Growth in the United Arab Emirates. *J. Open Innov. Technol. Mark. Complex.* **2021**, 7, 50. <https://doi.org/10.3390/joitmc7010050>
2. **Zarrouk, H.**, M. Sherif, L. Galloway, T. EL Ghak (2020), "Entrepreneurial Orientation, Access to Financial Resources and SMEs' Business Performance: The Case of the United Arab Emirates", *The Journal of Asian Finance, Economics and Business* Vol.7 No.12 pp.465-474. <https://doi.org/10.13106/jafeb.2020.vol7.no12.465>
3. Sherif, M., Galloway, L. and **Zarrouk, H.** (2019) 'Performance and entrepreneurial orientation in SMEs: The case of Abu Dhabi', *International Journal of Accounting, Auditing and Performance Evaluation (IJAAPE)*, Vol. 15, No. 3, pp. 241-261. <https://www.inderscience.com/info/inarticle.php?artid=102247>
4. El Ghak T., **H. Zarrouk** & M. Aloulou: "Causes of Poverty Reduction: Re-Examining the Evidence", *International Journal of Advances in Management, Economics and Entrepreneurship* Volume 05 Issue 01: (2018) Jan. 2018, pp. 01-25.
5. **Zarrouk, H.**, **El Ghak, T.** and **Abu Al Haija, E.** (2017), "Financial development, Islamic finance, and economic growth: evidence of the UAE", *Journal of Islamic Accounting and Business Research*, Vol. 8 No. 1, pp. 2-22. <https://doi.org/10.1108/JLABR-05-2015-0020>
6. **Zarrouk, H.**, **Ben Jedidia, K.** and **Moualhi, M.** (2016), "Is Islamic bank profitability driven by same forces as conventional banks?", *International Journal of Islamic and Middle Eastern Finance and Management*, Vol. 9 No. 1, pp. 46-66. <https://doi.org/10.1108/IMEFM-12-2014-0120>
7. **Zarrouk, H.**, 2012, *Does Financial Crisis Reduce Islamic Banks Performance? Evidence from GCC Countries*, *Journal of Islamic Finance and Business Research*, Vol. 1. No. 1. pp. 1 – 16
8. Ayachi, S. and **Zarrouk, H.**, 2012, *The impact of the recent financial crisis in Arab countries: transmission channels and Lessons*, *European Journal of Economics, Finance and Administrative Sciences*; Issue, 46, pp. 97-106
9. EL GHAK T. and **Zarrouk, H.**, 2010, *Financial Development And Income Inequality: A Panel Data Analysis*, *Région et Développement*, vol. 32, pp. 59-90,
10. **Zarrouk, H.**, S. Ayachi., 2009, *Regulatory Environment and Banking Crises: Case of Developing Countries*, *European Journal of Economics, Finance and Administrative Sciences*; No. 1450. – pp. 28-87

Book Chapter

1. El Ghak, T. and **Zarrouk, H.**; (2022); "Opportunities and challenges facing SMEs' access to finance in the UAE"; Book Chapter in *Contemporary Research in Accounting and Finance - Case Studies from the MENA region*, <https://link.springer.com/book/10.1007/978-981-16-8267-4>
2. **Zarrouk, H.**, Galloway, L. and Sherif, M. Elarbi Elkaroui, Anas Al Mulla - "Entrepreneurial Orientation in Small Firms: A Qualitative Exploration in The Context of an Emerging Economy", Book Chapter in *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Paresha, S, J Gibb, M Akoorie and J M Scott, (eds.), Edward Elgar Publishing, 2020. <https://www.e-elgar.com/shop/research-handbook-on-entrepreneurship-in-emerging-economies>
3. **Zarrouk, H.** (2014), The Impact of the International Financial Crisis on the Performance of Islamic Banks in MENA Countries, in Fouad H. Beseiso (ed.) *The Developing Role of Islamic Banking and Finance: From Local to Global Perspectives* (Contemporary Studies in Economic and Financial Analysis, Volume 95) Emerald Group Publishing Limited, pp.45 - 69

4. **Zarrouk, H.** and ElGhak, T.. *Financial Openness, Investment and Economic Growth: Case of the Tunisian economic sector*, Mondialisation et Développement durable: Les Effets économiques, sociaux et environnementaux de l'Ouverture commerciale, Application aux Pays du Maghreb et du Proche-Orient, CAPC, No. 69, Commission Economique des Nations Unies pour l'Afrique (CEA)

Conference Proceedings and Presentations (not all)

1. **Zarrouk, H.**, Leo S. Abdallah and Alhammadi F. “ Implementing Green Accounting in UAE’SMEs: Challenges and Perspective”, ESG2023, Reinforcing Environmental, Social, and Governance Practices in the 21st Century, 15-16-March 2023, HCT, UAE

2. **Zarrouk, H.**, Rawdha Alnuaimi., "Early-Stage Entrepreneurial Investment decision making: Challenges and Dynamics", 6th International Conference on Applied Research in Management, Economics and Accounting (IARMEA), 24th – 26th of November, 2022, London, UK

3. **Zarrouk, H.**, Rawdha Alnuaimi., " Funders Decision Making for Early-Stage Innovative Businesses: Obstacles and Solutions", Achieving Sustainable Development Conference, 14- 19 October 2021, HCT, UAE

4. **Zarrouk, H.** “Means of Achieving Sustainability in Promoting the Growth of the Insurance Sector in Services and Financial Aspects”. Acting as a Guest Speaker in the Virtual Forum on Shaping the Future of Insurance, Insurance Authority Forum. December 2020.

5. **Zarrouk, H.**, Galloway, L. and Sherif, M. ElGhak, T., "Access to Finance, Entrepreneurial Orientation and SMEs Businesses in UAE: A GABEK Analysis", The 41 Annual Conference of the Institute for Small Business and Entrepreneurship, 14- 15 November 2019, Newcastle, UK

<https://app.oxfordabstracts.com/events/877/program-app/submission/130153>

6. **Zarrouk, H.**, Galloway, L. and Sherif, M. Elarbi Elkaroui, Anas Al Mulla - "Entrepreneurial Orientation in Small Firms in Abu Dhabi: A Qualitative Exploration", The 40th Annual Conference of the Institute for Small Business and Entrepreneurship, 8-9 November 2017, Belfast, UK

The ISBN for the ISBE 2017 conference proceedings is 978-1-900862-30-1

7. Galloway, L. Mohamed Sherif, M. and **Zarrouk, H.**, *The Impact of Entrepreneurial Orientation on Firm Performance: the Case of Small and Medium-sized Abu Dhabi Businesses*, The 39th Annual Conference of the Institute for Small Business and Entrepreneurship, 26-27 October 2016, Paris, France.

8. **Zarrouk, H.** ElGhak, T. and AbuAlhija, *Financial Development, Islamic Finance and Economic Growth: the case of UAE*, Islamic Perspective of Accounting, Finance, Economics, and Management 2015 (IPAFEM 2015) conference, 7 – 9 April 2015 at the Adam Smith Business School, University of Glasgow, Scotland, UK.

9. **Zarrouk, H.**, Daoud K. and Moulalbi, M. *Bank specific and macroeconomic profitability determinants of Islamic banks: The case of MENA countries*, The First Sharjah International Conference on Islamic Finance: Innovative Instruments, Issues of Implementation and Future Challenges, 5th- 6th November, 2014, University of Sharjah, UAE.

10. **Zarrouk, H.**. *Does Financial Crisis Reduce Islamic Banks Performance? Evidence from GCC Countries*, The International Islamic Finance Conference Abu Dhabi, UAE, 14-16 April 2013 & the 4th International Business and Social Science Research Conference, 5-7 January 2012; Dubai, UAE.

11. Ayachi, S. and **Zarrouk, H.**. *The impact of the recent financial crisis in Arab countries: transmission channels and Lessons*, the 4th International Business and Social Science Research Conference, 5-7 January 2012; Dubai, UAE.

12. **Zarrouk, H.** *Sensitivity of Economic Growth to Capital Account Liberalization through financial development*, the 23rd days of Banking and Monetary Economics by the Research Group, Economie Monétaire et Financière, GdR 98 du Centre National de la Recherche Scientifique in collaboration with Université d'Orléans, Université Charles De Gaulle, Université des Sciences et Technologies de Lille et Ecole Supérieure de Commerce de Lille, 22 and 23 June 2006

13. **Zarrouk, H.** *Financial integration and investment in the neoclassical growth model*, Journey: Développements récents en Economie Financière aspects microéconomiques et macroéconomiques, organized by AFSE, LARGE and BETA, Strasbourg, 11 and 12 May 2006

14. **Zarrouk, H.** *Does financial liberalization reduce financing constraints?*, VIème Doctoriales d'Economie et Finance Internationales – Organised by Recherche en Economie et Finances Internationales (REFI) In collaboration with University of Geneva, CEPII, ADRES et P.S.E., Geneva, 5 and 6 January 2006

15. **Zarrouk, H.** *Financial Openness and economic growth: A panel data analysis*, the 8th Meeting Euro-Méditerranéennes : Réformes Financières et Performances économiques dans le contexte des intégrations régionales, organised by FSEG University Tunis El Manar, le CEMAFI and RIME, Tunis 08-10 December 2004

University and Community Services

Ghaya Volunteer Trainer with The London Institute of Banking & Finance, “Financial Literacy Program”, https://www.credly.com/badges/31e03077-69f6-4e0a-815f-79759a923428/linked_in 2020_2022

Member of the "Labor Market Focus Group (financial and banking Sector)" ADEK 2017_2019

Member of the Business Advisory Board of School of Management, Aldar University, 2016-2019

Member of the Business Advisory Board of School of Management, New York Institute of Technology, 2016-2017

Association of Tunisian Economists (ASECTU), Tunisia
Treasurer 2009 –2012
External relationship 2007–2009

Organization of Seminars and Conferences

- Member of the organization committee of ESG 2023, Reinforcing Environmental, Social & Governance Practices in the 21st Century, HCT Business Conference, 15 & 16 March 2023.
- Organization of several "econometric training," seminars for "scientific writing" and "academic presentation" 2007-2012
- Member of the organization committee of eight annual international symposiums Organized by the Tunisian Economic Association (ASECTU) and by the Laboratory of Perspective, Strategy, and durable development, (PS2D), Faculty of Economics Sciences and Management, University Tunis El Manar, 2005-2012

<http://www.ps2d.net/conference-detaillée.php?Conference>

- Member of the organization committee of the 22nd Journey of Micro-Applied economics, 26 and 27 May 2005 Hammamet, Tunisia

Other Competencies

Computer Skills

- MS-Office: Word, Excel, PowerPoint; Nearpod
- Programs: GABEK-Winrelan, Eviews, Statat 10, Nvivo
- Databases: WDI, IFS, World Scope, INDSTATA, Chelem, EIU, FRASER, etc.
- E-Learning, Moodle, BlackBoard

Accreditation

- Good knowledge of local, ACBSP, and AACSB accreditation standards

Languages

- Arabic: Native
- French: Very Good
- English: Fluent

Memberships

Membership at Association of Accredited Small Business Consultants® /USA

2019 - 2020

Member of the Laboratory of Perspective, Strategy and Durable Development, (PS2D), Faculty of Economics Sciences and Management University Tunis El Manar

2005 - 2022

Member of research center of Development Economic and International Finance (DEFI) Faculty of Economics and Management, Université de la Méditerranée Aix-Marseille II, Aix-en-Provence. FRANCE

2004 – 2009