Muhammad A. Muhammad

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Area of Management, Rawls College of Business Administration
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EDUCATION

Ph.D. in Business Administration, Rawls College of Business, Texas Tech University, 2020

Master of International Business Administration, ESLSCA Group, France (Cairo Campus), 2006

Bachelor of Civil Engineering, Fayoum University (Egypt), College of Engineering, 1998

RESEARCH INTERESTS

Research Methodologies: Qualitative research; conceptual papers and theory development; experimental/quasi-experimental designs.

Research Phenomena: Entrepreneurial cognition; emancipatory and social entrepreneurship; necessity entrepreneurship; entrepreneurship within resource-constrained environments.

Target Populations and Settings: Immigrant entrepreneurs; women entrepreneurs; endogenous communities; and collectivist/authoritarian societies.

RESEARCH

Journal Publications

Muhammad, M. A., Jennings, J. E., Hansen, H., & Rahman, Z. (2025). Entrepreneurship through (cognitive) emancipation: Implications for research, policy, and practice in contexts of oppression. Academy of Management Perspectives, 39(3), 456–477. https://doi.org/10.5465/amp.2023.0395

Sears, J., & Muhammad, M. (2023). Emerging economy firm technological catch-up through a dual innovation ecosystem framework. R&D Management, 53(5), 741–756. https://doi.org/10.1111/radm.12666

Conference Presentations

- Muhammad, M. (2026). The necessity mosaic: A decision-structure reconceptualization of necessity entrepreneurship. Academy of Management Annual Meeting. **Best Paper Award, Entrepreneurship Division.**
- Muhammad, M., Hansen, H., & Mitchell, R. K. (2026). Redemptive entrepreneurship: Identity restoration through venture creation. Academy of Management Annual Meeting.
- Sears, J., McLeod, M. S., & Muhammad, M. (2026). Dissonance in signaling: The consequences of parent-CVC character incongruence. Academy of Management Annual Meeting.
- Muhammad, M., Suddaby, R., & Jaskiewicz, P. (2024). To be different and the same: Mimetic isomorphism in precarious institutional environments. Southern Management Association.
- Muhammad, M. (2024). The necessity mosaic: Necessity entrepreneurship across the spectrum of need. European Group for Organizational Studies (EGOS) Colloquium.
- Muhammad, M., Hansen, H., & Mitchell, R. (2019). Toward a theory of redemptive entrepreneurship. Academy of Management Proceedings.
- Muhammad, M., Hansen, H., & Mitchell, R. (2019). Toward a theory of cognitive emancipation. Social Entrepreneurship Conference.

- Muhammad, M., Hansen, H., & Mitchell, R. (2018). Redemptive entrepreneurship. Southern Management Association.

Papers Under Review

Journal Submissions:

- Dissonance in Signaling: The Consequences of Parent-CVC Character Incongruence. Sears, J., McLeod, M. S., & Muhammad, M. Journal of Management Studies. (Revise and resubmit)
- Redemptive Entrepreneurship: Identity Restoration Through Venture Creation. Muhammad, M., Hansen, H., & Mitchell, R. K. Entrepreneurship and Regional Development. (Second round of review)

Work in Progress

- When Fields Collapse: Cross-Institutional Mimesis as Sensemaking, Learning, and Institutional Change. Muhammad, M., Suddaby, R., & Jaskiewicz, P. (In preparation for submission to Academy of Management Journal)
- Liberating Adversity: Transitional Entrepreneurship through Institutional Disruption. Muhammad, M.
- Emancipatory Entrepreneurship: Infancy or Conceptual Desert? A Systematic Review and Research Agenda. Muhammad, M.

Case Writing

- Evie Mae's BBQ: [Case in Development]. Part of The West Texas Entrepreneurship Casebook, a collection of strategic management and entrepreneurship cases on businesses and organizations located in West Texas.
- First Friday Art Trail (Lubbock, Texas): [Case in Development]. Part of The West Texas Entrepreneurship Casebook.

DISSERTATION

Title: Cognitive Emancipation: A Cognitive Approach to Entrepreneuring-as-Emancipation

Committee: Ronald K. Mitchell (Co-Chair), Hans Hansen (Co-Chair), Keith Brigham, Garry Bruton (External, TCU), Mark Sheridan (Graduate School Dean)

Defense Date: June 22, 2020

TEACHING EXPERIENCE

Texas Tech University (Fall 2023 – Present)

Teaching Load: 6 courses per academic year across undergraduate and graduate levels. Experienced in synchronous, asynchronous, and hybrid delivery formats, including curriculum and course design.

Undergraduate Courses:

- Entrepreneurship: MGT 4376: Discovering Entrepreneurial Opportunities, MGT 3375: New Value Creation
- Management: MGT 3370: Managing People and Organizations, BA 3305: Organization Management
- Strategy: MGT 4380 Strategic Management
- Organizational Development & Change: MGT 3390: Creating Value in a Changing World

Graduate Courses (STEM MBA, Professional MBA, Executive Programs):

- Strategy: MGT 5391 Strategic & Global Management

St. Cloud State University (Fall 2020 – Spring 2023)

Undergraduate Courses:

- Management: MGMT 462 Small Business Management, MGMT 201 Principles of Management
- Entrepreneurship: ENTR 200 Principles of Entrepreneurship, ENTR 364 Business Plans, ENTR 305 Business Models

Graduate Courses (MBA):

- Entrepreneurship: MBA 663 Business Modeling and Commercialization

Texas Tech University – Ph.D. Student (Fall 2015 – Spring 2020)

Instructor of Record:

- Entrepreneurship: MGT 3375 New Value Creation, MGT 4386 New Venture Creation

Teaching Assistant:

- Cross-Campus Technology Commercialization (Spring 2016 – Fall 2018)

EXECUTIVE EDUCATION AND CORPORATE TRAINING

- Continental Dairy Facilities (CDF) – Designed and delivered a full-day Change Management training workshop for executives and managers. Developed original workshop materials, activities, and exercises customized to CDF's organizational needs.

COURSE DESIGN

Texas Tech University

- MGT 4376 Discovering Entrepreneurial Opportunities (designed course content)
- MGT 3375 New Value Creation (designed course content)
- MGT 3390 Creating Value in a Changing World (contributed to course design and designed content; Organizational Development & Change focus)
- Entrepreneurship Essentials Micro-Credential (TTU Online, community-focused)

St. Cloud State University

- MBA 663 Business Modeling and Commercialization
- ENTR 366 Digital Entrepreneurship

TEACHING INTERESTS

Experiential classroom methods; project-based learning; AI-enhanced pedagogy (course design, assignments, assessments, class activities); teaching AI skills and prompt engineering; online and hybrid course design; synchronous and asynchronous delivery; K-12 entrepreneurship education; community-engaged pedagogy.

GRANTS

- Scholarship of Teaching and Learning (SoTL) Mini-Grant, Texas Tech University (2026). Funds to support the integration of artificial intelligence into course design, assignments, and assessment.

- Open Educational Resources Incentive Grant (Co-PI). Funds to support the development of The West Texas Entrepreneurship Casebook.

SERVICE

Institutional Service – Texas Tech University

- Faculty Mentor, Texas Tech MBA Team, Big XII MBA Case Competition (2026)
- Honors URS Faculty Mentor (2025–2026)
- Rawls Undergraduate Research Program Mentor (2025)
- Entrepreneurial Management Certificate Coordinator, Area of Management (2025–present)
- Member, Center for Urban and Rural Environmental Sustainability (CURES) (2025–2026)
- Founder and Faculty Advisor, Raider Entrepreneurship Club (2024–present)
- Scholarships Committee Member, Area of Management (2023–2024)
- Curriculum Review Undergraduate Subcommittee Member, Area of Management (2023–2024)
- Faculty Advisor, Sigma Iota Epsilon Student Organization (2023–present)

Institutional Service – St. Cloud State University

- Academic Advisor for Entrepreneurship Students, Herberger Business School
- Committee Membership: Curriculum Committee, Scholarship Committee
- Faculty Advisor, Entrepreneurship Club

Academic Service

- Panelist, Transitional Entrepreneurship Colloquium (with Prof. Shaker Zahra and Prof. Garry Bruton)
- Ad-hoc Reviewer: Academy of Management Perspectives, Strategic Entrepreneurship Journal, Family Business Review, Entrepreneurship Theory & Practice, Journal of Small Business and Enterprise Development
- Conference Reviewer: Academy of Management (2017–2019, 2023, 2026), Southern Management Association (2017–2018), USASBE (2019)

Professional and Community Service

- Dream Starters Entrepreneurship Training, Small Business Development Center of Lubbock (2024)
- Mentor, Beta, gBETA, and iltAcademy accelerator programs (30+ companies mentored) (2022–2023)
- Advisory Team Member, Fastlane 94 (government-funded NGO promoting entrepreneurship in central Minnesota) (2022–2023)
- Institutional Representative, Minnesota DEED Higher Education Committee (2022–2023)

PROFESSIONAL DEVELOPMENT

- AI for Entrepreneurship Educators, Babson Academy, Babson College, 2026
- Price-Babson Symposium for Entrepreneurship Educators, 2025
- Harvard Business Impact: Teaching with Cases Seminar, 2025
- Effectuation Symposium: Reimagining Entrepreneurship Education, 2025
- TTU Faculty Mentorship Academy, 2025–2026
- Equity, Diversity, and Inclusion Workshop, Spring 2022

- Social Entrepreneurship Doctoral Seminar, University of Oklahoma, Fall 2019
- TTU Groundwork Teaching Program, Spring 2019
- Experiential Classroom Clinic, Fall 2018
- California Entrepreneurship Educators Conference, Spring 2017
- CARMA Short Courses: Programming with R, Summer 2016

ENTREPRENEURIAL EXPERIENCE

- **Co-Founder & CEO, BasharSoft (2009–2012)** – Online job recruitment technology startup. Won national business plan competition and received $200,000 government grant. Grew to become Egypt's market leader in online job recruitment. Finalist at MIT Arab Business Plan Competition.
- **Co-Founder & CEO, Dominos Media (2007–2011)** – Digital communications agency providing web design/development and digital marketing services to clients in Egypt, UK, Germany, USA, Kuwait, and UAE.

PROFESSIONAL EXPERIENCE

- **Marketing Manager, OneCard.net (2013–2015)** – Regional e-commerce alternate payment platform (MENA region)
- **External Consultant, Silatech (2012)** – International development NGO (Doha, Qatar); regional youth empowerment portal development
- **Regional Business Development Manager, Applied Science International (2008–2009)** – Established MENA presence, secured contracts with Saudi Aramco and Arab Contractors
- **Marketing Communications Manager, The Steel Network Egypt (2004–2008)** – Supervised graphics, 3D modeling, and web development teams
- **Graphics & Internet Division Manager, EnR Solutions (2002–2004)**
- **Software Developer, EnR Solutions (2000–2002)** – Structural analysis and design software development

AWARDS AND RECOGNITION

- Best Paper Award, Entrepreneurship Division, Academy of Management Annual Meeting (2026)
- Nominated, Best Undergraduate Teaching Award, Rawls College of Business, Spring 2026
- TTU Innovation Hub Faculty Ambassador (2024)
- Media Coverage: Class project featured in Lubbock local newspaper for community impact (2018)
- AT&T Graduate Fellowship, Texas Tech University (2015–2018)
- First Egyptian startup to join 500 Startups accelerator, Silicon Valley (2014)
- Visiting Fellow, University of Michigan Economic Empowerment Program (2013)
- U.S. Department of State Professional Fellows Program Alumni (2013)
- Top 12 Startup (out of 3,500+ contestants), MIT Arab Business Plan Competition (2011)
- Most Promising 30 Technology Startups in Egypt, U.S. Department of State Global Entrepreneurship Program (2011)
- Best 100 Mediterranean Startups, MedVentures (2010)
- Winner, Egyptian National Business Plan Competition; $200,000 government grant (2009)