

**Bilal LATIF, PhD**

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Bilal is working as Assistant Professor at the National Defence University, Islamabad. He completed a Postdoc and PhD in Business Economics with specialization in Corporate Governance from the Universiteit Hasselt, Belgium. He has national and international experience of working as Research Assistant and Lecturer. He has received Best Conference Paper Award from European Institute for Advanced Studies in Management (EIASM) while his research papers have been published in several top-ranked journals. Bilal has the potential to deliver high-quality lectures as well as to write for highly-ranked journals. His research interests include; Corporate Governance, Multiple Directorships, Board Behavior, Busy Board, Gender Diversity on Board, CEO Power.

**EDUCATION**2021 - 2021 **Hasselt University, Belgium**

Postdoctoral Research Fellowship

Promotor: Prof. Dr Wim Voordeckers

2014 - 2018 **Hasselt University, Belgium**

PhD in Business Economics (Corporate Governance)

Thesis Title: Multiple directorships: a curse or a blessing?

A story of fit or misfit

Promotor: Prof. Dr Wim Voordeckers

Co-promotor: Prof. Dr Frank Lambrechts

2011 - 2013 **Government College University Faisalabad, Pakistan**

MS-Business Administration (Corporate Governance)

Grade: A, 4/4 (85.82%)

Thesis Title: The effects of corporate governance on firm financial performance: a study of family and non-family owned firms in Pakistan

Supervisor: Prof. Dr Hazoor Muhammad Sabir

2009 - 2011 **Government College University Faisalabad, Pakistan**

M.Com

Grade: A, 3.52/4 (80.81%)

Internship: United Bank Limited

2007-2009 **University of the Punjab Lahore, Pakistan**

B.Com

First Division, (61%)

## EXPERIENCE

- 2020-Continue **Assistant Professor**  
Leadership & Management Sciences  
National Defence University Islamabad, Pakistan  
**Duties:** Performing responsibilities assigned by the academic Head and teaching courses at graduation and master level.
- 2019-2020 **Assistant Professor**  
College of Commerce  
Government College University Faisalabad, Pakistan  
**Duties:** Performed responsibilities assigned by the academic Head and taught the courses of Issues in Corporate Governance, Business Research Methods at Master and M.Phil. Level
- 2014 - 2018 **Research Assistant**  
Research Center for Entrepreneurship and Family Firms  
Hasselt University, Belgium  
**Duties:** Worked with academic members of the research group. Responsible for writing up research papers and presenting research findings to doctoral commission members and also at academic meetings.  
*Tools Used:* STATA, SPSS, The PROCESS micro for SPSS
- 2013 - 2014 **Lecturer**  
Department of Commerce  
Government College University Faisalabad, Pakistan  
**Duties:** Responsible for teaching undergraduate students in the department of Commerce at University Community College.  
*Courses Taught:* Introduction to Business, Principles of Accounting, Principles of Management, Introduction to Banking
- 2011 - 2011 **Internee**  
United Bank Limited, Jaranwala.  
**Duties:** Responsible for account opening and customer services.

## PUBLICATIONS

### MANUSCRIPTS PUBLISHED

- Latif, B., Voordeckers, W. & Lambrechts, F. (2023). Overcommitted to Show up in the Board? The Moderating Effect of Ownership, *Review of Managerial Sciences*. (SSCI, **Impact factor: 5.672**)
- Butt, M. A., Ayub, H., Latif, B., Asif, F., Shabbir, M. S., & Raja, A. A. (2022). Financial risks and performance of conventional and Islamic banks: Do reputational risk matters? *Journal of Islamic Accounting and Business Research*, Vol. ahead-of-print No. ahead-of-print. (ESCI)
- Latif, B., Voordeckers, W., Lambrechts, F., & Hendriks, W. (2020). Multiple directorships in emerging countries: Fiduciary duties at stake? *Business Ethics: A European Review*, 29(3), 629-645. (SSCI, **Impact factor: 6.967**)

- Saleem, S., Humayun, S., Latif, B., & Iftikhar, U. (2020). Identities Hidden in Challenges: The Sequential Mediation of Thriving at Work and Employee Investment. *Frontiers in Psychology*, 11, 2536. (SSCI, **Impact factor: 4.232**)

#### *WORKING PAPERS*

- Latif, B., Voordeckers, W., Lambrechts, F. & Steijvers, T. Multiple Directorships a curse or a blessing? A review of literature, **to submit** in *Journal of Economic Surveys*.
- Latif, B., Voordeckers, W. & Lambrechts, F. Busy Boards, Meeting Attendance and Firm Performance: The Moderating Role of Firm Growth.

#### *CONFERENCE PROCEEDINGS*

- Latif, B., Voordeckers, W., & Lambrechts, F. (2020). How Do Multiple Directorships Affect Firm Performance? In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 20112). Briarcliff Manor, NY 10510: Academy of Management.
- Latif, B., Voordeckers, W. (2023). Multiple Directorships, Meeting Attendance and Firm Financial Performance: The Moderating Role of Firm Growth. In *35<sup>th</sup> Australian and New Zealand Academy of Management (ANZAM) Conference Proceedings* (ISBN:978-0-6481109-7-2) .

#### *PUBLISHED BEFORE PhD*

- Latif, B., Sabir, H. M., Saleem, S., & Ali, A. (2014). The Effects of Corporate Governance on Firm Financial Performance: A Study of Family and Non-Family Owned Firms in Pakistan. *Research Journal of Finance and Accounting*, 5(17), 75-89.
- Zia, M., Muhammad, H., Arbab, S., Shahzad, A., & Latif, B. (2014). VAIC and Firm Performance: Banking Sector of Pakistan. *Information and Knowledge Management*, 4(2), 100-107.
- Latif, B., Shahid, M. N., Haq, M., Waqas, H. M., & Arshad, A. (2013). Impact of corporate governance on firm performance: Evidence from sugar mills of Pakistan. *European Journal of Business and Management*, 5(1), 51-59.
- Latif, B., Gohar, F. R., Hussain, A., & Kashif, M. M. (2013). Barriers to effective strategic planning. *International J Management and Organizational Studies*, 1(2), 16-21

#### **CONFERENCE PRESENTATIONS**

- Latif, B., Voordeckers, W. (2022). Multiple Directorships, Meeting Attendance and Firm Financial Performance: The Moderating Role of Firm Growth. In: *35<sup>th</sup> Annual conference of Australian and New Zealand Academy of Management (ANZAM 2022)*, Gold Coast, Australia, 5-7 December 2022.
- Rubab, U., Latif, B. & Rehan, M. (2021). Do gender matter in multiple directorships and firm performance? A study of listed firms in Pakistan stock exchange. In: *International Conference on Business & Commerce (ICBC 2021)*, Lahore, Pakistan, 26-27 November 2021.

- Latif, B. (2021). Multiple directorships, Gender, and Firm Performance: Moderating role of Board Size. In: Belgian Entrepreneurship research Day 2021, Hasselt, Belgium 28<sup>th</sup> October 2021.
- Latif, B., Voordeckers, W. & Lambrechts, F. (2020). How Do Multiple directorships affect firm performance? In: 2020 Annual meeting of Academy of Management (AOM, 2020), Vancouver, Canada, 7-11 August 2020 (**Virtual Conference**).
- Latif, B., Voordeckers, W., Lambrechts, F. & Hendriks, W. (2018). Multiple directorships and board meeting attendance: the moderating role of ownership. In: 2018 Annual conference of Accounting & Finance Association of Australia and New Zealand (AFAANZ, 2018), Auckland, New Zealand, 1-3 July 2018.
- Latif, B., Voordeckers, W., Lambrechts, F. & Hendriks, W. (2018). Overcommitted to show up in the board? The moderating effect of ownership. In: 18th Annual conference of European Academy of Management (EURAM, 2018), Reykjavik, Iceland, 20-23 June 2018.
- Latif, B., Voordeckers, W., Lambrechts, F. & Hendriks, W. (2018). Busy boards and firm performance: the moderating role of firm size. In: Special conference of Strategic Management Society (SMS, 2018), Sao Paulo, Brazil, 15-17 March 2018.
- Latif, B., Voordeckers, W., Lambrechts, F. & Hendriks, W. (2017). The effects of multiple directorships on firm performance in Pakistani listed firms: the moderating effect of firm size. In: 14th EIASM Workshop on Corporate Governance, Brussels, Belgium, 6-7 November 2017.

## **SEMINARS/TRAININGS**

- Summer school on Corporate Governance and Board Effectiveness organized by University of Groningen, from July 5-9, 2021 at University of Groningen, Netherlands.
- Supervise bachelor and master theses organized by the department of educational excellence, professionalization and diversity on May 7<sup>th</sup> 2018 at University of Hasselt, Belgium.
- FLAMES Summers School Methodology & Statistics 2016 organized by Flanders Training Network for Methodology and Statistics (FLAMES) on September 12-16, 2016 at Hasselt University, Belgium
- Introduction to *R* organized by Flanders Training Network for Methodology and Statistics (FLAMES) from 29<sup>th</sup> August to 2<sup>nd</sup> September 2016 at Hasselt University Belgium.
- Seminar on Value Creating Board given by Prof. Dr Morten Huse on July 1-3, 2016 at Witten/Herdecke University, Germany.

- Advance Research Methods Workshop on Panel Data Models for Accounting and Finance organized by Aston Business School on June 23-24, 2016 at Aston University Birmingham, United Kingdom.
- First International Conference on Managing the Future: “Recent Innovations in Economics, Information Technology & Social Sciences” on December 19-20,2015 at National College of Business Administration and Economics Lahore, Pakistan
- Method in Data collection organized by Flanders Training Network for Methodology and Statistics (FLAMES) in April-May 2015 at KU Leuven, Belgium.
- Workshop on Writing articles for international publications in the humanities and social sciences, given by Josie Dixon on January 12-13, 2015 at Hasselt University, Belgium
- Workshop on Writing and giving conference presentations in the humanities and social sciences, given by Josie Dixon on January 14-15, 2015 at Hasselt University, Belgium
- Four- Day workshop on Statistics for Research organized by Department of Statistics, Government College University, Faisalabad on March 10-13,2014.

#### **AWARDS AND DISTINCTIONS**

- Received Research Travel Grant to participate and present at the 35<sup>th</sup> Annual Conference of the Australian and New Zealand Academy of Management (ANZAM 2022).
- Received fully funded grant under the BOF 2021: Incoming mobility – BOF21KV09 for the Postdoctoral Research Fellowship
- Best Conference Research Paper Award for the paper " The effects of multiple directorships on firm performance in Pakistani listed firms: the moderating effect of firm size" from The European Institute for Advanced Studies in Management (EIASM), Brussels, Belgium, 2017. (Coauthors: Voordeckers, W., Lambrechts, F. & Hendriks, W.)
- Awarded fully funded HEC-UESTP/UETS Scholarship for PhD studies
- Shortlisted for Overseas Scholarship for MS/MPhil Leading to PhD (France) offered by Higher Education Commission of Pakistan
- Shortlisted for Indigenous PhD Fellowship offered by Higher Education Commission of Pakistan.
- Distinction in MS-Business Administration

## **DOCTORAL STUDENT ADVISOR**

- Munawar Shabbir, “Impact of Firm Specific Risks on Capital Structure Adjustments: An Evidence from Manufacturing Industry in Pakistan” (co-supervisor).

## **MASTER STUDENT ADVISOR**

- Umee Rubab, “Do Gender Matters in Multiple Directorships and Firm Performance? A Study of Listed Firms in Pakistan Stock Exchange.” (Supervisor).
- Faisal Yar Khan, “Impact of Audit Committee Characteristics on Audit Quality: Study of Pakistan Listed Companies.” (Supervisor).
- Sara Tariq, “Impact of Multiple Directorships on Corporate Social Responsibility Disclosures: The Moderating Role of Firm Lifecycle.” (Supervisor).
- Shahzaib Chandio, “Impact of Directors Busyness on CEO Compensation: A Study of Pakistani Non-Listed Firms.” (Supervisor).
- Matee Ullah Balouch, “Impact of Board Gender Diversity on Corporate Social Responsibility in Pakistani Listed Firms.” (Supervisor).

## **AD HOC REVIEWING — JOURNALS**

- SAGE Open
- Journal of Finance and Accounting Research
- Small Business Economics
- Journal of Financial Reporting and Accounting

## **AD HOC REVIEWING — CONFERENCES**

- International Conference on Business and Commerce (ICBC, 2021)
- Academy of International Business (AIB, 2020,2022)
- European Academy of Management (EURAM, 2018,2019,2020,2022,2023)
- Academy of Management Specialised Conference: Responsible Leadership in Rising Economies (AOM Specialized Conference 2019)
- Academy of Management (AOM, 2023)

## **PROFESSIONAL MEMBERSHIPS**

- Australian and New Zealand Academy of Management (ANZAM)
- European Academy of Management (EURAM)
- Strategic Management Society (SMS)
- Accounting & Finance Association of Australia and New Zealand (AFAANZ)
- British Academy of Management (BAM)

## **ECONOMETRIC SOFTWARE PACKAGES**

- STATA
- SPSS
- The PROCESS macro for SPSS

## **REFERENCES**

### **Prof. Dr. Wim Voordeckers**

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Universiteit Hasselt, Belgium

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### **Prof. Dr. Frank Lambrechts**

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