Our Vision

“To become globally recognized as the leading business school between Europe and South Asia in terms of academic research, teaching excellence and business impact.”

Mission

“Building on over a century of prominence in business education, the Suliman S. Olayan School of Business (“OSB”) is committed to providing quality undergraduate and graduate programs aimed at developing business leaders in, for or from the Middle East region and beyond.

The School’s undergraduate program (“BBA”) accentuates a liberal arts-based operational focus whereas the Executive MBA has a distinct leadership and strategy orientation. The MBA program imparts globally current, regionally relevant general management competencies to the next generation of business leaders and the specialized masters programs are designed to graduate expert practitioners.

OSB’s role in knowledge dissemination and service is reinforced by the School’s contribution to knowledge generation through basic and applied research. OSB upholds and promotes the highest ethical standards and a continuous improvement ethos in all its activities.”
Message from the Dean

Dear Colleagues,

It gives me great honor to write this message as acting dean of the Olayan School of Business. Throughout the academic year, faculty and staff continued to join hands in their implementation of strategic initiatives, realize continuous improvements across the School’s educational and administrative programs, and work towards meeting OSB’s re-accreditation requirements - five years after the School obtained its initial AACSB international recognition in 2009.

Major accomplishments during the year include the official launch of two specialized masters programs, one in Human Resources and another one in Finance, the increased research quality which was also evident among junior faculty members, and the securing of additional funds for faculty development and mentoring. Those achievements were carried out while the School maintained its continuous improvement of programs, pursued its efforts to enhance visibility and globalization, and reviewed its 2012-16 strategic plan to ensure alignment with vision, mission, and values.

Since my appointment as Acting Dean in April 2013, I have had the pleasure to work with dedicated colleagues in the school and at AUB, all aiming for our excellence and sustainable development. So, I take this opportunity to thank the former deans of OSB since its inception for their contributions to building a strong school, one that sustains progression despite the potential challenges that lie ahead. I would also like to acknowledge and praise all faculty and staff members for their immense support to the School’s community, and their profound commitment to the ongoing development and success of the School. This document is just a small tribute to their major accomplishments of the past academic year.

I am proud to say that we have pulled together as one family during this transitional period, and I am fully confident that we will continue to do so in the future as well.

Salim Chahine, Ph.D.
Professor and Acting Dean
AACSB Accreditation

Five Year Cycle and Re-Accreditation

The academic year 2012-13 marked the fifth year of the first AACSB 5-year review. During the year, there were senior consultative meetings with the AACSB president and AACSB staff on the revised AACSB standards and maintenance of accreditation best-practices.

In addition, Dean Norm Solomon, AACSB’s Chair of the Peer Review Team for Maintenance of Accreditation, visited the School and met with the acting dean, the leadership team, and faculty and staff. He provided key recommendations which were addressed by the School and documented in a maintenance report, considered to be a key deliverable for maintaining AACSB accreditation.

The maintenance report and other supporting documents - a total of 16 appendices covering all aspects of the School - were sent ahead of their deadline date of December 23, 2013, and efforts were continued to complete the logistical and administrative preparations for the re-accreditation review in February 2014.

AACSB Accreditation

“AACSB-accredited schools are considered to be the best business schools in the world,” according to the AACSB website. “Their undergraduate, master's, and doctorate degree programs have passed rigorous standards for quality. AACSB-accredited schools have better programs, better faculty, better students with higher overall GPAs, more international students, more employers that recruit from them, and graduates that receive better salaries.” They are known to produce graduates that are highly skilled and more desirable to employers than other non-accredited schools.

Founded in 1916, the Association to Advance Collegiate Schools of Business is the longest-serving global accrediting body for business schools. AACSB Accreditation is considered the hallmark of excellence in business education. “It takes a great deal of commitment and determination to earn and maintain AACSB Accreditation,” said Robert D. Reid, executive vice president and chief accreditation officer of AACSB International.
Year at a Glance

Highlights of Achievements over the Past Year

✓ Launched two specialized masters programs, one in Human Resource Management and another one in Finance; enrolment figures in both programs met initial base expectations.

✓ Dr. Dima Jamali, Professor and Associate Dean for Undergraduate Programs at OSB, was selected as one of the Eisenhower Fellows (EF)\(^1\) representing the MENA region for the 2013 EF Multi-Nation Program. The fellowship revolved around Corporate Social Responsibility, Sustainability and Philanthropy.

✓ The School hosted renowned and distinguished scholars in several business disciplines as part of its visiting scholars program to connect OSB to distinguished scholars. The scholars visited the school for one month at a time and conducted research seminars, trained faculty members on best practices in research, fostered academic collaboration, and designed research studies with global impact. In academic year 2012-2013, OSB received 4 visiting scholars:

- Dr. Michael J. Brennan, Professor of Finance, UCLA Anderson School of Management and London Business School
- Dr. Sattar A. Mansi, Professor of Accounting, Pamplin College of Business at Virginia Tech
- Dr. Samer Faraj, Canada Research Chair in Technology, Management & Healthcare, Desautels Faculty of Management, McGill University
- Dr. Pervez Ghauri, Professor of International Business at King’s College London.

✓ The American University of Beirut was crowned as the champion of the Lebanese CFA Institute Research Challenge on March 1, 2013, and proceeded to represent Lebanon for the second time in the EMEA Regional Final of the CFA Research Challenge held in London on April 10-11, 2013.

✓ OSB advanced to the regional finals of the 4th Annual Hult Prize. The Hult Prize is the world’s largest student competition and crowdsourcing platform for social good, recently named one of the top five ideas changing the world by President Bill Clinton and TIME Magazine.

✓ Developed a digital communication plan, and partnered with the Office of IT to enhance the gathering, and delivery and exchange of information;

✓ The EMBA and MBA programs were ranked first and third by Eduniversal’s Masters Ranking Four Palmes League in Eurasia and the Middle East.

✓ The School of Business new building was ranked as the 23\(^{rd}\) most beautiful business school in the world by Top Management Degrees.

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\(^1\) EF identifies, empowers and links leaders from around the world, helping them to achieve consequential outcomes across sectors and borders. It provides a transformational experience leading to lifetime engagement in global network, where dialogue and collaboration make the world more prosperous, just, and peaceful.
The BBA Program

Regional Leadership, Global Excellence

“OSB offers the flexibility of general business degree with an edge of concentration in different fields. The BBA degree is composed of a diverse academic business curriculum, paralleled with strong international exchange program, module-based workshops that enhance core business courses, and a renowned internship program that bridges academia to the professional and corporate world.” Mr. Antoine Sabbagh, Executive Director, Undergraduate Programs

Background

OSB offers a Bachelor of Business Administration (BBA) degree, with concentrations in Accounting, Business Information and Decision Systems, Entrepreneurship, Finance, Management, and Marketing. The program builds on a tradition of more than 100 years in business education and 140 years in liberal arts education at AUB. The School continues to graduate students with strong technical, quantitative and analytical business skills, while maintaining AUB’s general education requirements aimed at exposing students to a wide range of intellectual experiences.

OSB exposes students to the specific conditions and challenges faced by regional businesses operating in an open and global economy. Communication, interconnectedness and positive attitude to change and diversity are emphasized throughout the program. Upon graduation, our students are well prepared to enter and compete in the business world, acquiring fast-paced careers in banking and finance, human resources management, information systems management, advertising, fashion, sport and music management, and development and international relations.

Recent Developments

In the classroom, our undergraduates benefit from:

✓ Continuous improvement of the quality of program content based on on-going learning outcomes assessment.

✓ Rigorous performance standards.

✓ Internationally recognized faculty in their fields.

✓ Innovative classroom pedagogy, based on IT-enabled problem-based approaches. Capstone course BUSS249 (strategic Management) now uses CAPSIM simulation to enhance the learning process by allowing students to manage complex and rapidly evolving scenarios through analysis, planning, and decision making.

✓ New teaching approaches, such as Team Based Learning (TBL), in which students can acquire knowledge in an interactive manner, was adopted in some courses. A considerable portion of the TBL program is dedicated to applying real-life situations in the classroom to give students a chance to experience and manage potential problems in the workplace.
Outside the classroom, our undergraduates find value and benefit from several activities:

- The internship program, which each year places around 400 students in local, regional, and international institutions. The program encourages students to apply for internships abroad.

- Academic advising to help students plan their undergraduate studies and, ultimately, prepare for graduation. Advisors stress the relevance of an interdisciplinary approach to business decision making, and encourage students to develop their varied interests in following a business concentration. Advisors take into account the uniqueness of each student and encourage students to use university services and support to enhance their educational experience.

- Several initiatives are being pursued to enhance the program, including:
  - Continuing search efforts worldwide to recruit highly qualified faculty members in all areas of business.
  - Continuing recruitment and retention efforts that have helped increase the quality of our student intakes.
  - Enhanced delivery of outreach services to students in residence halls.
  - Continuous improvement in placement services.

OSB Co-curricular Activities

The undergraduate program provides students with opportunities of learning that are spent outside the traditional classroom environment, making the students’ educational experience memorable and more interesting. Such activities normally contribute to have students excel in their academic performance. Below are some of the co-curricular activities that OSB students were part of:

- Case Competition: Organizing a Business Plan Competition for nearly 200 students who participated and presented different business plans for start-up businesses.

- The Business Student Society has organized the “Virtual Stock Exchange” competition for the last five years. The competition gives students the chance to apply their knowledge and skills, and to test their business acumen. Students entering in the competition have been growing in numbers. Nearly 200 students participated last year, representing an increase of more than 45% from the previous year.

- OSB students ranked in the top 25 percent of all students worldwide who participated in the “Bloomberg Financial and Overall Business Knowledge” tests. In addition, two hundred students enrolled in 5 training sessions organized by Bloomberg. These sessions offered students the opportunity to learn about real-life financial problems and solutions.
Admissions and Enrolment

OSB continues to attract some of the best students in Lebanon and the region, with average SAT verbal and math scores for the past two academic years reaching 1138. Efforts to increase the intake of international students continue. As a result, students from outside Lebanon form 30% of new student enrolment. In addition, the school aims to increase the socio-economic diversity of the undergraduate student body by offering financial aid programs directly to students and facilitating other financial programs such as the student loan program.

<table>
<thead>
<tr>
<th>Tuition for Academic Year 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time – 5 courses</td>
</tr>
<tr>
<td>Tuition per Credit Hour</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Undergraduate Profile</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrolment</td>
<td>1116</td>
<td>1039</td>
<td>1004</td>
<td>1059</td>
<td>1039</td>
</tr>
<tr>
<td>Average SAT (Verbal + Written)</td>
<td>1107</td>
<td>1131</td>
<td>1143</td>
<td>1140</td>
<td>1140</td>
</tr>
<tr>
<td>% of students women</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>58%</td>
<td>59%</td>
<td>62%</td>
<td>62%</td>
<td>59%</td>
</tr>
<tr>
<td>% of students from outside Lebanon</td>
<td>12%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Career Placement: Employment

OSB students are well regarded and sought by local, regional, and multinational companies in Lebanon and the Middle East. Saudi Arabia and the Gulf Countries provide many opportunities for OSB graduates. Many of these graduates opt to work in the region, mainly in industry sectors like financial services, consumer products, advertising, consulting, and retail.

<table>
<thead>
<tr>
<th>Distribution by Industry</th>
<th>Consulting</th>
<th>Consumer Products</th>
<th>Financial Services</th>
<th>Manufacturing</th>
<th>Media/Entertainment</th>
<th>Pharmaceutical/Biotechnology</th>
<th>Real Estate</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>17%</td>
<td>14%</td>
<td>6%</td>
<td>31%</td>
<td>15%</td>
<td>10%</td>
<td>1%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Career Placement: Internship

OSB offers its students the opportunity to participate in a guided internship course designed to acquaint them with the practical side of business, and help them acquire core values and basic skills necessary for success.

In summer 2013, 330 BBA students were placed in 130 companies in Lebanon, the Levant and Gulf regions, and other parts of the world. Companies covered many industries and were classified as:

- Local: 34 companies
- Regional: 40 companies
- Multinational: 56 companies

The following table provides a breakdown of those companies by industry:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Companies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Products</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>14</td>
<td>11%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Advertising</td>
<td>22</td>
<td>17%</td>
</tr>
<tr>
<td>Consulting</td>
<td>19</td>
<td>15%</td>
</tr>
<tr>
<td>Media</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td>International Organization</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Non-Governmental Agencies</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Retail</td>
<td>9</td>
<td>7%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>HR</td>
<td>9</td>
<td>7%</td>
</tr>
<tr>
<td>Auditing</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
<td>15%</td>
</tr>
</tbody>
</table>
Graduate Programs

“OSB is responding to a complex and interconnected world by delivering a suite of programs (MBA, MSF, MHRM, EMBA) designed for fresh graduates, mid-managers, and executives at all stages of their careers. The programs emphasize the ways in which conceptual and theoretical skills can be effectively integrated and applied to address both strategic and operational challenges confronting people at work. Our curriculum draws a balance between academic rigor and practical relevance to the MENA region and beyond, and develops successful managers and leaders who create value for their organizations and communities.”

Dr. Assem Safieddine, Associate Dean for Graduate Programs

The MBA Program

Regional Leadership, Global Excellence

“The MBA program has been designed to shape the foundations of tomorrow’s business leaders. At the roots of this leading program is 1) a great selection of high quality and diverse candidates, 2) a uniquely crafted curriculum that is highly rigorous and balance between analytical and practical exposures, and, 3) a world class experts/faculty.”

Dr. Victor Araman, MBA Program Director

Background

Since the mid-1940s, the MBA program has graduated over 1400 business professionals who have either held or are currently assuming leading and high impact positions in the public and private sectors in Lebanon, the region, and globally.

The Program provides students with fundamental and advanced knowledge in all functional areas of business. At the same time, it emphasizes practical skills which are critical for assuming new roles, and managing and leading effectively and efficiently in the business world. Such skills include but are not limited to effective team work, analytical thinking, decision making, and problem solving.

The MBA Program is designed to meet the ambitions and aspirations of its students and the demands and needs of the global business community. It nurtures excellence and commitment to continuous learning among its students, and is designed to enable business professionals to advance their careers to the highest levels in various industries and business contexts.

The Program interacts closely with the business community and hosts top business executive officers of leading regional and global companies as guest speakers.

Following are testimonials from two graduates of the Program:

“From the MBA program at the Olayan School of Business, I have learned to act with the utmost integrity, and pursue my work with the highest standards of ethics and due diligence. I learned about sustainability and the importance of looking for ways to meet our needs in the present, without compromising the ability of future generations to meet their own needs. I have learned that we need to be balanced, sensitive to the needs of others and...”
around us, and that there are multiple ways for shared value creation and for doing well while doing good. In short, I have learned to be a socially responsible person and I feel proud to be leaving AUB with this unique set of values that I am sure will continue to inspire me throughout my career!” Farah Matar

“Having lived in the United Kingdom for most of my life, studying at the Olayan School of Business was the perfect introduction to business in the Middle East, one of the fastest growing economies in the world. The breadth and depth of MBA courses on offer have enabled me to acquire knowledge in various disciplines, opening many new career opportunities that were not available to me before. A huge part of this unforgettable experience is owed to the professionalism and wisdom of the faculty who never failed to make time to offer advice and guidance.” Zeid Haddad

Program Delivery and Structure

The program is delivered by distinguished faculty members who are doctoral graduates of top educational institutions in the USA and Europe, and represent over eight nationalities. They conduct research and publish their findings in worldwide recognized outlets and journals, and serve as board members and/or consultants to business and government organizations.

The MBA Program has a flexible delivery structure. It is offered on either a full-time or part-time basis. It requires a total of 48 credits where 6 of those credits may be waived depending on the area of undergraduate study. The Program can be completed in 14 months, but may take up to four years, depending on enrolment status and course load. Students admitted to the MBA program without having to take any of the pre-MBA foundation courses must complete a total of 42 credit hours of course work.

The program is structured around three main interrelated modules: 24 credit hours of common core courses in the different areas of business and management sciences, 15 credit hours of elective courses, and an optional three credit hour MBA project that can be a case study, consulting project, or research project, which not taken, must be replaced with two elective courses totalling six credits.

Our Core courses are in: Corporate Finance, Accounting, Advanced Business Analysis, Strategic Management, Leadership, Marketing Management, Decision Making, and Operation Management. Our most popular elective courses are in the following areas of study: Entrepreneurship, Human Resource Management, Marketing Research, Investment Analysis and Valuation, Investment Banking, and Models for Decision Making.

The Learning Experience

The program learning methods emphasize action-based learning in addition to in-class case study discussions, collaboration and group projects. The classroom experience is enriched by having business leaders as co-instructors on selected courses and guided consulting projects. These leaders share their experiences and knowledge with students and normally engage students in insightful real life projects.

Furthermore, the program’s content is subject to continuous review and assessment aiming at meeting the key concerns of business professionals and at ensuring relevance to the business world in the region and globally.

Other learning opportunities that complement the program comprise the speaker series, which hosts seminars and knowledge centres. Both initiatives not only tackle current business issues but also provide
the MBA community with networking opportunities; thus enhancing visibility and direct contact with the business world.

The MBA Community: Admissions and Enrolment

The basic requirements for admission include: an undergraduate grade average of at least 80, a minimum GMAT score of at least 570, and a minimum of two years of work experience. The following table highlights the profile of our most recent intakes for the MBA program in the last three academic years:

<table>
<thead>
<tr>
<th>New Student Enrolment</th>
<th>Fall 2009-2010</th>
<th>Fall 2010-2011</th>
<th>Fall 2011-2012</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women</td>
<td>53%</td>
<td>60%</td>
<td>82%</td>
<td>42%</td>
</tr>
<tr>
<td>% From Outside Lebanon</td>
<td>7%</td>
<td>20%</td>
<td>6%</td>
<td>13%</td>
</tr>
<tr>
<td>Total New Enrolment</td>
<td>15</td>
<td>20</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>Average Age</td>
<td>25</td>
<td>26</td>
<td>25</td>
<td>27</td>
</tr>
<tr>
<td>Average GMAT Score</td>
<td>595</td>
<td>617</td>
<td>614</td>
<td>631</td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition based on 12 credit hours / semester</td>
<td>USD 9,696</td>
</tr>
<tr>
<td>Tuition per credit hour</td>
<td>USD 808</td>
</tr>
</tbody>
</table>

The MBA Community: A Diversity of Professional Backgrounds

To enhance diversity and stimulate discussions from a variety of perspectives, the MBA program admits students from various educational backgrounds. Almost half of the MBA students have engineering, science, and other non-business backgrounds.

[Student Background chart]

Data based on MBA student survey conducted in 2013
MBA Career Placement

The MBA has a track record of success in providing students with numerous job opportunities. Students benefit from the School’s national, regional, and international networks giving them access to a large number of companies who actively recruit them. MBA graduates have enjoyed competitive salaries in the region as well as global career opportunities.

Our MBA graduates have enjoyed a very competitive average starting salary relative to their peers in the region, and have also been known to double, sometimes treble their salaries within three years.

Some of the companies that recruited OSB students include the following list of companies:

- Bank Audi
- BLOM Bank
- PricewaterhouseCoopers
- Merrill Lynch
- National Bank of Kuwait
- Procter & Gamble
The Specialized Masters Programs

Masters in Finance (MSF)

“The Masters in Finance Program is specifically tailored to meet the needs of the young professional seeking a career in finance. It is a rigorous program that sets very high standards in terms of quality of teaching and in the training provided to students. The program has a practical nature which aims to give students a competitive edge in the job market.” Dr. Wassim Dbouk, Program Coordinator

Program Overview

The Masters in Finance Program was launched to meet increasing demand in the Middle East region for analytical positions in corporate finance and to growing student interest in the finance area.

Such corporate demand and student interest, when combined with the dearth of specialized and advanced programs in the finance area, prompted OSB to launch this unique, region-relevant MSF Program which aims to prepare students for in-depth knowledge and technical expertise in the finance field.

The Program aims to supply the regional financial markets with a workforce that is equipped with knowledge of relevant, and cutting-edge financial theories and tools, especially in corporate finance.

The MSF Program is aligned with OSB’s 5-year strategy to better serve the region, increase its graduate enrolment, and further enhance AUB’s global brand as the regional business education leader. It is distinct from other university programs with Finance components in that it targets students from different educational backgrounds, requires no work experience, and prepares students for careers as technical experts in finance. OSB have agreed with other AUB Faculties that certain courses offered by the MSF will also be cross-listed with selected courses in Financial Economics and Engineering management to allow for inter-disciplinary exposure, and enrolment optimization across AUB.

Program Delivery and Structure

The MSF program can be completed in a 12 month period by students with business backgrounds. Students with non-business backgrounds will need 14 months to complete the program, and will be required to take, prior to enrolling in the MSF program, at least two pre-requisite/remedial courses of 3 credits each. The graduate program consists of 7 core courses and 3 electives spanning the various areas of corporate financial management, risk analysis and management, investments and portfolio theory, and quantitative finance.

The Learning Experience

The program learning methods emphasize action-based learning in addition to in-class case study discussions, collaboration, lab assignments, and group projects. The classroom experience is enriched by having corporate executives and top practitioners lecture in selected courses as well as guide student projects in some cases. These leaders share their experiences and knowledge with students and normally engage students in insightful real life projects. Furthermore, the program’s content is subject to
continuous review and assessment aiming at meeting the key concerns of business professionals and at ensuring relevance to the business world in the region and globally.

Admissions and Enrolment

The basic requirements for admission include: an undergraduate university average of at least 80 or equivalent. GMAT, GRE and work experience will not be required and the typical student will be a fresh graduate. Students not having an undergraduate degree in business will be required to take at least two pre-requisite courses prior to enrollment in the core. Below are enrolment and tuition fact tables about the program’s student enrolment and tuition.

<table>
<thead>
<tr>
<th>New Student Enrolment</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women</td>
<td>68 %</td>
</tr>
<tr>
<td>% From Outside Lebanon</td>
<td>0 %</td>
</tr>
<tr>
<td>Total New Enrolment</td>
<td>22</td>
</tr>
<tr>
<td>Average Age</td>
<td>22</td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>1.66</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition based on 12 credit hours / semester</td>
<td>9,696 USD</td>
</tr>
<tr>
<td>Tuition per credit hour</td>
<td>808 USD</td>
</tr>
</tbody>
</table>
Specialized Masters Programs

The Master in Human Resource Management Program (MHRM)

“The MHRM program offers participants an educational experience that is enabled and supported by an outstanding learning environment that stresses both academic rigor and practical relevance to the region. The knowledge and skills acquired at the end of the program can be leveraged either for career development or for the pursuit of a doctoral education, as our MHRM is fully accredited by AACSB and recognized by doctoral programs worldwide.” Dr. Fida Afiouni, Program Coordinator

Program Delivery and Structure

Business executives in the Middle East region are becoming increasingly aware of the importance of and need for progressive higher education aimed at the Human Resources (HR) profession. Recent survey results targeting junior and senior HR professionals reveal their preference to pursuing a Master’s degree in HR, and to hiring and promoting staff who have degrees in Human Resources. In addition, demand for HR specialists in banking and healthcare has witnessed significant growth in the region, and student interest in the HR area has increased as well.

The Master in Human Resource Management Program was launched to meet market and student demand and interest in the field. The program aims to supply the region with a highly qualified pool of experts in the Human Resource Management domain, combining theoretical knowledge with hands on practical experience. The proposed MHRM is intended as a career-development, specialist program for those working, or planning to work, in human resource management.

Program Delivery and Structure

The MHRM requires a minimum of 30 credit hours. It consists of 9 required 3-credit hour courses (for a total of 27 credit hours) and a one 3-credit hour course as an industry project/practicum to be completed on a modular basis in a 15 month period. The comprehensive industry project allows students to apply their analytical and conceptual skills, and utilize their knowledge and available tools to solve a real-time strategic HR problem. Participants normally complete the program in 15 – 18 months depending on their backgrounds. Classes are normally delivered in three full days (Thursday, Friday, and Saturday) every 3 weeks requiring approximately 1.25 years (15 months) for program completion. For students with non-business backgrounds, the program will require 36 credit hours or approximately 1.5 years (18 months) to complete.

The Learning Experience

The program learning methods emphasize action-based learning in addition to in-class case study discussions, collaboration and group projects. The classroom experience is enriched by having business leaders as co-instructors on selected courses and guided consulting projects. These leaders share their experiences and knowledge with students and normally engage students in insightful real life projects. Furthermore, the program’s content is subject to continuous review and assessment aiming at meeting the key concerns of business professionals and at ensuring relevance to the business world in the region and globally.
Following are testimonials from graduates of the Program:

“The MHRM program came at a perfect time in my life, when I decided to take a few years off work and focus on my family. To describe my MHRM experience...well, it was a unique experience that gave me so much more than academic knowledge. Our small and cozy class created a great social experience in which we all became as one, and in which we got the chance to gain expertise from each other’s professional backgrounds. It was a rewarding, beneficial and exciting experience that allowed me to further broaden my horizons and further convince me that I am in the right place!” Maya Alam Daouk – cohort 1

“The MHRM program has added to my knowledge and interest in Human Resources Management. The program has enriched my exposure to the latest trends and topics in the field where I am now backed up by a sustainable and superior knowledge that will allow me to endeavor and reach the success I wish to pursue. The professionalism and knowledge on the Doctors and experts in the field is surely a competitive advantage that this program will ensure to any Human Resources professional or any person interested in this field.” Marie-Josee Youssef-Cohort 1

“The MHRM program at AUB is an extremely rich program, and has all the capabilities and ingredients to produce the HR leaders in Middle East area. It has an interactive curriculum that incorporates the findings of the most up-to-date scholarly works in HR. The professors cannot be described except in superlative terms, and by all means. If I am given the opportunity again to choose between the AUB-MHRM program and similar programs in top universities in the US, AUB-MHRM program would definitely be my first choice.” Nabil Mansour – Cohort 1

Admissions and Enrolment

To be eligible for admission to the MHRM program, an applicant must hold a university degree recognized by the American University of Beirut, and must possess a minimum of two years of business work experience and satisfy the requirements of the University for admission to graduate study (including meeting the English Language Proficiency (ELPR) of the University.

Admitted applicants will normally have attained the following:

- An undergraduate average of at least 80 or equivalent in any major. The undergraduate degree must be obtained from a University recognized by the American University of Beirut.
- A minimum of 2 years of relevant work experience preferably in the field of human resources.
- A successful personal interview (optional and by invitation at the discretion of the OSB Graduate Studies Committee)

Admitted participants with non-business undergraduate degrees are required to successfully complete two remedial business courses prior to the commencement of the MHRM program.

The GMAT will not be required but work experience is necessary and the typical student will be an early career professional with an interest in MHRM. However, the GMAT and work experience criteria may be modified in the future depending on the volume of applicants.
Below are enrolment and tuition fact tables about the program’s student enrolment and tuition.

<table>
<thead>
<tr>
<th>New Student Enrolment</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women</td>
<td>87 %</td>
</tr>
<tr>
<td>% From Outside Lebanon</td>
<td>6.66 %</td>
</tr>
<tr>
<td>Total New Enrolment</td>
<td>15</td>
</tr>
<tr>
<td>Average Age</td>
<td>35</td>
</tr>
</tbody>
</table>
| Average Years of Work Experience | 10 |}

<table>
<thead>
<tr>
<th>Tuition</th>
<th>Fall 2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition based on 12 credit hours / semester</td>
<td>9,696 USD</td>
</tr>
<tr>
<td>Tuition per credit hour</td>
<td>808 USD</td>
</tr>
</tbody>
</table>
The EMBA Program

Regional Leadership, Global Excellence

“A rigorous and relevant program designed to develop the next generation of business leaders for the Arab World. The program teaches effective management concepts with direct relevance to needs of Middle East executives. The EMBA develops well rounded, well grounded, thoughtful and confident executives who will build communities that make a difference." Mr. Riad Dimechkie, Executive Director, EMBA Program

Background

Launched in Spring 2004, the OSB Executive MBA (EMBA) has graduated over 110 students taught by a high calibre faculty comprising 25 distinguished scholars who have a thorough understanding of the practical aspects of business as they act as consultants to institutions and governments, serve on the boards of major corporations and conduct research that is published in high impact journals.

The EMBA program at OSB aims to develop the next generation of leaders for the Middle East. Top and mid-level executives are taught leadership skills indispensable for the effective execution of strategy and for an integrated strategic response to the constantly changing business environment. In particular, the program builds on the executives’ experience and industry knowledge. The program is designed to add value by exposing executives to a cross-functional perspective and an integrated decision making approach. Furthermore, the EMBA experience will enhance the ability of executives to communicate confidently across different organizational levels and functional areas.

Following are testimonials from two graduates of the Program:

“A very rigorous program delivered by a highly experienced and knowledgeable team of professors. Transitioning between classroom and work was beneficial as I applied new concepts with impact at work, and brought real world issues into AUB for debate with instructors and colleagues.” Rana Tuffaha, Sales Manager, Novartis Pharma Sciences

“The EMBA provided a framework that helped structure my 20+ years of career experience and gave me a holistic and strategic perspective. It ignited the discipline of learning within me.” Hussam Kayyal, Managing Director, EXCEED / Entrepreneur

Program Structure

The program starts with a “total immersion” ten day orientation session, during which newly admitted participants are introduced to core management and leadership concepts in order to prepare them for effectively contributing to their EMBA community. The program content consists of applied theme-based coursework in effective analysis, operational management, strategic management, and successful implementation. These four themes are delivered over a period of 22 months (with time off in August and around holidays), in a format suitable for busy executives. Participants attend “weekend” sessions (Thursday - Saturday) held every three weeks. Classes are held from 8:00 through 18:00 on Thursdays and Fridays and from 8:00 to 13:00 on Saturdays.
During the challenging 22 month period each participant must successfully complete 35 courses totalling 50 credit hours.

Admissions and Enrolment

Selected facts about our program enrolment and diversity of participants and industry:

<table>
<thead>
<tr>
<th>Total Enrolment</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolment</td>
<td>47</td>
<td>37</td>
<td>44</td>
<td>40</td>
<td>38</td>
<td>40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition (2 years)</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$43,000</td>
<td>$49,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$52,500</td>
<td>$52,500</td>
</tr>
</tbody>
</table>

Diverse Community of Professionals

OSB’s EMBA participants are a diverse group of highly experienced professionals. Recent participants represent 50 companies and 15 industries from over 10 countries. An EMBA class has approximately 15 participants with an average age of 40 and 18 years of management experience. Typically, half of the student-executives commute to Beirut from countries throughout the Middle East and beyond.

Classes 1 through 16 inclusive by Nationality
Classes 1 through 16 inclusive by Country of Residence

Diverse Profile of Backgrounds

<table>
<thead>
<tr>
<th>Sample Organizations</th>
<th>Sample Industries</th>
<th>Typical Participant Job Titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hikma Pharmaceuticals</td>
<td>Medical/Pharmaceutical</td>
<td>Partner/Founder</td>
</tr>
<tr>
<td>Nokia-Siemens</td>
<td>Telecommunications</td>
<td>Managing Director</td>
</tr>
<tr>
<td>MTC-Touch</td>
<td>Financial Services</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>Orbit Productions</td>
<td>Real Estate</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td>Ernst &amp; Young, KPMG</td>
<td>Consumer Products</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>National Bank of Kuwait</td>
<td>Non-Profit</td>
<td>Deputy Controller</td>
</tr>
<tr>
<td>Audi Bank</td>
<td>Education</td>
<td>Chief Marketing Officer</td>
</tr>
<tr>
<td>Gulf Bank</td>
<td>Professional Services</td>
<td>Regional Manager</td>
</tr>
<tr>
<td>International Finance Corporation</td>
<td>Government</td>
<td>Country Manager</td>
</tr>
<tr>
<td>Solidere</td>
<td>Insurance</td>
<td>Public Relations Director</td>
</tr>
<tr>
<td>Abu Dhabi Chamber of Commerce</td>
<td>Manufacturing</td>
<td>Human Resources Director</td>
</tr>
<tr>
<td>Nestle</td>
<td>Media</td>
<td>Sales Manager</td>
</tr>
<tr>
<td>Johnson and Johnson</td>
<td>FMCG</td>
<td>President</td>
</tr>
</tbody>
</table>
Corporate Executive Education Program

The OSB Corporate Executive Education Program works with organizations on a one-to-one basis to create high-impact learning experiences that are tailored to the needs of each firm. Whether an organization is facing shifting market dynamics, new competitors, more demanding customers, or other strategic challenges, OSB Executive Education team customizes programs to fortify the integrative leadership capacity of employees on both the individual and organizational levels.

The primary goal of every OSB custom program is to develop industry leaders who will come to make a difference within the organization. While each organization faces its own unique set of issues, all executive programs seek to achieve a number of universal objectives:

✓ Prepare managers to understand the macro and micro-environment of their business and industry – introduce managers to the integrative structure of their business;
✓ Help managers implement the strategic goal of the organization within the context of market and regulatory change;
✓ Enable individuals to enhance specific management skills as required by their current and future responsibilities;
✓ Build new or greater organizational competency in specific areas such as finance, accounting, operations, human resource management, or governance;
✓ Participate in moving the organization forward and measuring this performance.

Most learning outcomes differ from one program to the next, as they relate directly to the defined goals agreed upon with the corporate partner. However, each OSB executive education program puts a group of committed participants, with the desire to learn, on a new and more productive path that will lead their organizations to more flexible and effective business practices.

Participants acquire enlightened perspectives, enhanced capabilities, improved decision-making skills, and the desire to promote and utilize their learning throughout all the levels of the organization, which in turn provides companies with an immediate and assured return on investment.

The Corporate Executive Education Program understands the issues that companies in the Middle East face, and partners with them to improve performance and impact its history of excellence in the region.

Looking Ahead

As we move into the 2013-2014 academic year, we maintain our high momentum in providing excellent executive education to our strategic regional partners. We are committed to continue OSB’s legacy of excellence as we work closely with our GCC and MENA business partners.

“[AUB OSB is] doing a great job. It will be a pleasure to attend similar courses and programs. No wonder AUB is rated as one of the best universities in the region!” Taiseer Mustafa, IT Manager, Aramex
Research

“The Olayan School of Business (OSB) of the American University of Beirut (AUB) is a national leader in business research with an international reputation for research excellence and innovation. OSB aspires to become the region’s premier business school recognized for its research excellence manifested by the production of rigorous and relevant intellectual contributions that advance the knowledge and practice of business in our community in specific and the world at large.” Dr. Ibrahim Osman, Associate Dean for Research

OSB Research Support

The OSB’s Associate Dean for Research facilitates the growth of world-class research activities across the Faculty, as well as the growth and viability of interactions with the industry, government and wider community to mobilize knowledge creation and transfer in ways to significantly improve and impact positively the life of our community.

The Associate Dean for Research is supported in this role by the School Research Committee, which is chaired by the Associate Dean. The Associate Dean for Research and the Faculty Research Committee advise the OSB Dean on the allocation of funds made available to OSB by the University Research Board and OSB endowed funds for research purposes.

The OSB research is organized into centers and interdisciplinary research units that contribute to the development and delivery of three pillars of OSB – research, learning and service to our community.

OFFER Awards

The Olayan Fund For Enhancing Research (OFFER) was established in 2011 to meet challenges of the 21st century and to support the advancement of basic and applied research, and training in business areas to achieve OSB’s research mission. OFFER aims to continuously enhance the quality value and visibility of scholarship and research of all types—basic, applied, and pedagogical – conducted by OSB professorial and non-professorial faculty members using the following four types of Programs:

- Rigorous Research Insight;
- Relevant Development of Talent;
- Professional Relationships;
- Individual Incentive for Research Excellence.

OFFER’s Advisory Board members include internal members comprising of the OSB Dean, Associate Deans, and external members comprising of Professor Soumitra Dutta, INSEAD, and Professor Samuel Hayes, Harvard University.

Recipients of the OFFER awards for calendar year 2013 include the following faculty members:

- Azad, Bijan
- Chahine, Salim
- Fleszar, Krzysztof
- Jamal, Dima
- Karam, Charlotte
- Lanteri, Alessandro
- Moussawi-Haidar, Lama
- Nasr, Walid
- Osman, Ibrahim
- Sidani, Yusuf
- Yorke-Smith, Neil
Selected Research Contributions

Full-time faculty members at OSB are graduates of top accredited international institutions of higher learning and represent over 16 nationalities. Most hold doctorates and are accomplished scholars in their fields, and continue to gain international scholarly recognition for advancing knowledge. A growing number have published in some of the best academic business journals in the world, such as Computers & Operations Research, Corporate Governance: An International Review, European Journal of Operational Research, Entrepreneurship Theory and Practice, Journal of Business Ethics, Journal of Business Finance & Accounting, Journal of Corporate Finance, Information Systems Journal.

Selected Refereed Publications in Impact Factor Journals


King, N. 2013. “Exploring the impact of operating model choice on the governance of inter-


Faculty Honors and High Achievements

Wassim Dbouk
- CFA Research Challenge Competition (Local Winners) Award, CFA Institute.

Dima Jamali
- Eisenhower Fellowship 2013-Multi Nation Program.

Charlotte Karam
- Awarded 2012 AUB Teaching Excellence Award.

Leila Khauli
- Nominated for the 2012-2013 Teaching Excellence Award,
- Finalist - SIM Paper Award 2012.

Lama Moussawi
- Invited to chair a session title "Establishing international research collaborations", at the workshop for Women in Industrial Engineering, US-Turkey, Istanbul, May 30 2012,
- Panel discussant in the Workshop for Women in Industrial Engineering.

Neil Yorke-Smith
- Outstanding Senior Programme Committee Member 2013, 27th AAAI Conference on Artificial Intelligence (AAAI'13).
Faculty External Grants

Abdel Latef Anouze
FUNDING AGENCY: Lebanese National Council for Scientific Research,
PROJECT TITLE: The impact of Financial and Political Crisis on Lebanese Banking Sector Performance

Lina Daouk-Oeyry
FUNDING AGENCY: Qatar Foundation,
PROJECT TITLE: Developing an Integrated Model for Evaluating E-government services Transformation

FUNDING AGENCY: Lebanese National Council for Scientific Research
PROJECT TITLE: Investigation into the Personality Structure in the Levant Region and the Development of an Arabic/English Personality Instrument

Dima Jamali
FUNDING AGENCY: Lebanese National Council for Scientific Research,
PROJECT TITLE: The impact of Financial and Political Crisis on Lebanese Banking Sector Performance
FUNDING AGENCY: Citi Foundation,
PROJECT TITLE: The Citi-OSB Women Entrepreneurship Initiative

Haitham Khoury
FUNDING AGENCY: University of Central Florida,
PROJECT TITLE: Dynamic Models of the Effect of Culture on Collaboration and Negotiation,

Ibrahim Osman
FUNDING AGENCY: Brunel University / EC,
PROJECT TITLE: Citizen Oriented Evaluation of E-Government Services: A Reference Process Model (CEES)

FUNDING AGENCY: Qatar University,
PROJECT TITLE: An Integrated-Model for Evaluating E-Government Services Transformation (I-MEET)

Neil Yorke-Smith
FUNDING AGENCY: Computational Linguistics Ltd
PROJECT TITLE: HALO 2012 Development Plus-Up Phase
Faculty Service

Abdel Latif Anouze
  • Editor (refereed book): *Strategic performance measurement and management using Data Envelopment Analysis.*

Marina Apaydin
  • Journal Ad-hoc Reviewer / Referee for:
    ▪ International Journal of Emerging Markets,
    ▪ Journal of Management Studies,
    ▪ International Business Review,
    ▪ Organization Studies,
    ▪ Journal of Business Research,
    ▪ Journal of Business Ethics.

Salim Chahine
  • Editorial Board Member, Journal of Management Studies (FT45-Impact Factor: 2.805, 2008 to present),
  • Editorial Board Member, Journal of Management and Governance,
  • Board Member, Salman Group – KSA-Bahrain.

Wassim Dbouk
  • Journal Ad-hoc Reviewer / Referee for:
    ▪ International Financial Markets, Institutions & Money,

Dima Jamali
  • Editor, Special Issue Call for Papers in Business &Society: SMEs and CSR in Developing Countries: Advancing Academic and Policy Oriented Knowledge (with P. Lund-Thomsen and S. Jeppsen from Copenhagen Business School) (2012- present)
  • Editor, Special Issue Call for Papers in B&S: SMEs and CSR in Developing Countries: Advancing Academic and Policy Oriented Knowledge
  • Elected Representative at Large for the International Association of Business and Society (IABS)
  • Editorial Board Member, Business and Society
  • Editorial Board Member, Journal of Change Management
  • Editorial Board Member, Eurasian Business Review
  • Editorial Board Member, Journal of African Business
  • Board Member, Digital Opportunity Trust, Lebanon
Tarek Kettaneh
- Member of the Board, BlackSmith Studios WLL,
- Speaker at various seminars organized by OSB and other organizations.

Samer Khalil
- Journal Ad-hoc Reviewer / Referee for:
  - Contemporary Accounting Research,
  - Auditing: Journal of Practice and Theory,
  - Issues in Accounting Education.

Nelson King
- Editorial Board, International Journal of Organisational Design and Engineering (IJODE),
- Senior Editor, Information Systems Management Journal,
- Area Editor – Health Systems - Clinical Systems & Informatics,
- Associate Editor, Communications of the Association for Information Systems,
- Associate Editor of ICIS 2013 Healthcare Track (4 papers),
- Journal Ad-hoc Reviewer / Referee for:
  - Journal of Digital Imaging,
  - European Journal of Information Systems,
  - AMCIS 2013.

Alessandro Lanteri
- Board Member, Italian Association for the History of Economic Thought,
- Board Member, Erasmus Journal for the Philosophy of Economics.

Lama Moussawi
- Journal Ad-hoc Reviewer / Referee for:

Ibrahim Osman
- Editor, Data Mining and Optimization (DMO) 2011 3rd Conference, Putrajaya, Malaysia,
- Editor (refereed book): Strategic performance measurement and management using Data Envelopment Analysis.

Karim Rebeiz
- Associate Editor, Journal of Energy.

Samer Saade
- Journal Ad-hoc Reviewer / Referee for:
  - Ad-hoc reviewer, The Financial Review, USA,
  - Ad-hoc reviewer, Corporate Governance: An International Review, USA (2 papers).

Assem Safieddine
- President of the Lebanese CFA Society,
- Board Corporate Governance Committee, member, Al-Hilal Bank, Abu Dhabi.
Lina Tannir
- Board member, chair of the education/advocacy committee, CFA Chapter – Lebanon,
- Speaker, Maurice Fadel Business Plan Competition.

Wilfried Vanhonacker
- Editorial Board Member.

Neil Yorke-Smith
- Editorial Board, Journal of Artificial Intelligence Research,
- Editorial Board, International Journal of Artificial Intelligence Tools (World Scientific),
- Editors, Special Issue on Scheduling and Planning Applications: Selected Papers from the SPARK Workshop Series, Computational Intelligence,
- Visiting Research Fellow, Judge Business School, University of Cambridge, UK,
- Visiting Scholar, St Edmund's College, University of Cambridge, UK,
- Member, Towards Human-Like Intelligence Task Force and Intelligent Agents Task Force, IEEE Computational Intelligence Society Emergent Technology Technical Committee (IEEE CIS ETTC),
- Journal Referee for:
  - AI Magazine (AAAI Press),
  - Applied Mathematical Modelling (Elsevier),
  - Biologically Inspired Cognitive Architectures (Elsevier),
  - Computational Intelligence (Wiley-Blackwell),
  - International Journal on Artificial Intelligence Tools (World Scientific),
  - Journal of Artificial Intelligence Research (AI Access Foundation/AAAI Press),
  - Journal of Autonomous Agents and Multi-Agent Systems (Springer),
  - AI Communications (IOS).

Foud Zablith
- Journal Referee for:
  - Semantic Web Journal,
  - Journal of Web Engineering,
  - TLDKS Special Issue on Big Data and Open Data.
Our Fulltime Faculty (Fall 2012)

Business Information and Decision Systems Track

Track Convener: Fleszar, Krzysztof: Associate Professor [Decision Systems], PhD, Warsaw University of Technology.

- **Anouze, Abdel Latif**: Assistant Professor [Decision Systems], PhD, Aston University, UK.
- **Araman, Victor**: Associate Professor [Decision Systems], PhD, Stanford University.
- **Azad, Bizhan**: Associate Professor [Business Information], PhD, Massachusetts Institute of Technology.
- **Bou Hamad, Imad**: Assistant Professor [Decision Systems], PhD, HEC Montreal.
- **El-Darzi, Elia**: Visiting Associate Professor [Decision Systems], PhD, Brunel University.
- **Feghali, Tony**: Assistant Professor [Business Information], PhD, Purdue University.
- **Geutcherian, Rita**: Instructor [Decision Systems], MBA, American University of Beirut.
- **Hindi, Khalil**: Professor [Decision Systems], PhD, University of Manchester Institute of Science and Technology.
- **King, Nelson**: Associate Professor [Business Information], PhD, University of Southern California.
- **Majdalani, Elie**: Lecturer [Decision Systems], MS, New York Institute of Technology.
- **Moussawi, Lama**: Assistant Professor [Decision Systems], PhD, University of Texas at Dallas.
- **Nasr, Walid**: Assistant Professor [Decision Systems], PhD, Virginia Polytechnic Institute and State University.
- **Osman, Ibrahim**: Professor [Decision Systems], PhD, University of London, Imperial College.
- **Salamoun Sioufi, Randa**: Instructor [Business Information], MS, Ecole des Hautes Etudes Commerciales.
- **Yorke-Smith, Neil**: Assistant Professor [Decision Systems], PhD, University of London.
- **Zablith, Fouad**: Visiting Assistant Professor [Business Information], PhD, Open University.

Finance, Accounting and Managerial Economics Track

Track Convener: Khalil, Samer: Associate Professor [Accounting], PhD, Concordia University.

- **Abdallah, Hanin**: Senior Lecturer [Finance], PhD, Virginia Polytechnic Institute and State University.
- **Arakji Reina**: Assistant Professor [Finance], PhD, City University of New York.
- **Chahine, Salim**: Professor [Finance], PhD, Aix-Marseille III University.
- **Dbouk, Wassim**: Assistant Professor [Finance], PhD, Concordia University.
- **El Hajj Ibrahim, Sana**: Instructor [Finance], MBA, Lebanese American University.
- **Ghanem, Abdul Jalil**: Assistant Professor [Accounting], PhD, Bordeaux University.
- **Hout, Bassima**: Instructor [Accounting], MBA, American University of Beirut.
- **Jamali, Ibrahim**: Assistant Professor [Finance], PhD, Concordia University.
- **Mazboudi, Mohamad**: Assistant Professor [Accounting], PhD, University of Iowa.
- **McNamara, Steven**: Assistant Professor [Business Law], PhD/JD, Columbia Law School.
- **Rkein, Ali**: Assistant Professor [Accounting], PhD, University of East Anglia.
- **Saade, Samer**: Assistant Professor [Finance], PhD, University of Grenoble Pierre Mendes.
- **Saffar, Walid**: Assistant Professor [Finance], PhD, HEC Montreal.
- **Safieddine, Assem**: Professor [Finance], PhD, Boston College.
- **Tannir, Lina**: Instructor [Finance], MBA, American University of Beirut.
- **Termos, Ali**: Assistant Professor [Finance], PhD, North Carolina State University.
- **Uwaydah Mardini, Rania**: Instructor [Accounting], MBA, American University of Beirut.
Management, Marketing and Entrepreneurship Track

Track Convener: Jamali, Dima: Professor [Management], PhD, University of Kent, Canterbury.

- Afionni, Fida: Assistant Professor [Management], PhD, Paris 1-Sorbonne University.
- Al Horr, Hadi: Assistant Professor [Management], PhD, Texas Tech University.
- Apaydin, Marina: Assistant Professor [Management], PhD, Ivey School of Business (Western Ontario).
- Bastian, Bettina: Assistant Professor [Management], PhD, Swiss Federal Institute of Technology.
- Daouk, Lina: Assistant Professor [Management], PhD, City University, London.
- Dimechkie, Riad: Senior Lecturer [Management], MBA, INSEAD.
- El Jurdi, Hounaida: Assistant Professor [Management], PhD, University of Auckland.
- Kamel, Yehia: Assistant Professor [Management], PhD, Benedictine University.
- Karam, Charlotte: Assistant Professor [Management], PhD, University of Windsor (Canada).
- Kettaneh, Tarek: Senior Lecturer [Entrepreneurship], MBA, Harvard University.
- Kfouri, Michael: Instructor [Marketing], MBA, Columbia University Graduate School of Business.
- Khakhar, Priyan: Assistant Professor [Marketing], PhD, Manchester Business School.
- Khaul-Hanna, Leila: Instructor [Marketing], MBA, Bowling Green State University.
- Khoury, Haitham: Assistant Professor [Management], PhD, University of South Florida.
- Lanteri, Alessandro: Assistant Professor [Management], PhD, University of Rotterdam/Erasmus.
- Leigh, Laurence: Assistant Professor [Marketing], PhD, University of North Carolina, Chapel Hill.
- Panossian, Hagop: Instructor [Management], MS, Lebanese American University.
- Rebeiz, Karim: Associate Professor [Management], PhD, University of Texas at Austin.
- Sidani, Yusuf: Associate Professor [Management], PhD, University of Mississippi.
- Thornberry, Jon: Lecturer [Management], PhD, University of Texas at Dallas.
- Yehya, Nadine: Assistant Professor [Marketing], PhD, Purdue University.
- Zeidan, Mohamad-Jamal: Assistant Professor [Management], PhD, Ecole Polytechnique.
Financial Information

The primary financial challenge for OSB has been to obtain the flexibility that result from being able to keep a greater percentage of resources generated by the School while simultaneously meeting its obligations to the University. OSB has continued to acquire additional resources to fund faculty development, innovation and growth.

As shown in the table below, OSB’s operating budget per full-time faculty member has been heading upwards in the last five years, demonstrating continuing resource support for the School’s programs and planned growth by the University administration.

<table>
<thead>
<tr>
<th></th>
<th>Annual Operating Budget (in US$, in Millions)</th>
<th>Number of Full-time Faculty (Fall Numbers)</th>
<th>Annual Operating Budget Per Full-time Faculty Member (in US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2007-2008</td>
<td>5.5</td>
<td>47</td>
<td>117,149</td>
</tr>
<tr>
<td>AY 2008-2009</td>
<td>6.4</td>
<td>47</td>
<td>136,170</td>
</tr>
<tr>
<td>AY 2009-2010</td>
<td>10.3</td>
<td>56</td>
<td>151,785</td>
</tr>
<tr>
<td>AY 2011-2012</td>
<td>9.7</td>
<td>59</td>
<td>164,712</td>
</tr>
<tr>
<td>AY 2012-2013</td>
<td>9.5</td>
<td>59</td>
<td>162,254</td>
</tr>
</tbody>
</table>

The School’s endowment earned a 13% investment return for the year ending June 30, 2013. The endowment value grew from $26.4 million on June 30, 2012, to $29.8 million on June 30, 2013. As a result, the School benefited from investment gains of approximately $3.4 million and had an additional $4.2 million to spend on its strategic initiatives. The School has elected to use some of those funds to increase research support and faculty development at the School, attract top visiting scholars from around the world, and improve educational programs.
Facilities

OSB realizes the importance of creating a friendly and technologically advanced environment that facilitates and maximizes learning, communication, and knowledge creation and transfer. The OSB business school, overlooking the Mediterranean features 12,000 square meters of built-up facilities for its business programs as well as faculty offices, and an entire floor devoted to executive education programs, thus providing exceptional infrastructural support to the School’s students and faculty. The building features include:

- 62 faculty and staff offices
- Over 10 interactive student labs (2 of which containing approx. 100 terminals)
- 1 100-person auditorium
- 2 50-person conference rooms
- 3 60-person common rooms
- 10 50-person teaching rooms
- 9 15-person breakout rooms
- 4 40-person resource rooms
- 1 15-person specialized business lab/trading room
- 2 50-person postgraduate study rooms
- 1 80-person undergraduate study room
- 3 20-person group study rooms
- 1 100-person student service area
- 2 student lounges

The building was placed among the top 50 most beautiful business schools worldwide by Top Management Degrees. Below is a screen print of the ranking in the Top Management Degrees website, which can be accessed by visiting http://www.topmanagementdegrees.com/beautiful-business-schools/
IBO and MEAB Boards

The school is run by the dean and guided by two independent boards: an International Board of Overseers (the “IBO”) comprising international leaders in business and education and a Middle East Advisory Board (the “MEAB”) composed of accomplished regional thought leaders and trend setters in business.

Since its establishment in 2001 by AUB’s Board of Trustees, the IBO assists the School in its networking initiatives to identify sources of excellence in business teaching, research and corporate best-practices.

The MEAB keeps the School apprised of key regional developments and provides access to a very important corporate network in the Middle East.

### International Board of Overseers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HE Sheikh Salem Al Subah</strong></td>
<td>Governor, Central Bank of Kuwait/ Kuwait</td>
</tr>
<tr>
<td><strong>Ali Fekrat</strong></td>
<td>Professor Emeritus, McDonough School of Business, Georgetown University/ Washington, DC, USA</td>
</tr>
<tr>
<td><strong>Yash Gupta</strong></td>
<td>Dean, John Hopkins Carey Business School/ Baltimore, USA</td>
</tr>
<tr>
<td><strong>Gabriel Hawawini</strong></td>
<td>Former Dean, INSEAD/ France</td>
</tr>
<tr>
<td><strong>Samuel Hayes</strong></td>
<td>Jacob H. Schiff Professor of Investment Banking, Emeritus, Harvard Business School/ Boston, Massachusetts, USA</td>
</tr>
<tr>
<td><strong>Erik Hoffmeyer</strong></td>
<td>Former Governor, National Bank of Denmark/ Copenhagen, Denmark</td>
</tr>
<tr>
<td><strong>Abdallah Jumah</strong></td>
<td>Former CEO and President, Saudi Arabian Oil Company/ Dhahran, Saudi Arabia</td>
</tr>
<tr>
<td><strong>HE Najib Mikati</strong></td>
<td>Trustee and Prime Minister Designate/ Lebanon</td>
</tr>
<tr>
<td><strong>Jacques Nasser</strong></td>
<td>Managing Director, Equity One Partners/ New York, USA</td>
</tr>
<tr>
<td><strong>Khaled Olayan</strong></td>
<td>CEO, The Olayan Group/ Al Khobar, Saudi Arabia</td>
</tr>
<tr>
<td><strong>Sir Geoffrey Owen</strong></td>
<td>Former Editor, Financial Times, Lecturer, LSE/ London, UK</td>
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<tr>
<td><strong>Richard Schmalensee</strong></td>
<td>Howard W. Johnson Professor of Management, Sloan School of Management, MIT/ Cambridge, Massachusetts, USA</td>
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<tr>
<td><strong>Peter Wodtke</strong></td>
<td>Businessman/ Washington Connecticut, USA</td>
</tr>
</tbody>
</table>
## Middle East Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
<th>Organization/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yousef Abu Khadra</strong></td>
<td>Former Member, Invest Corporation International Ltd.</td>
<td>London, UK</td>
</tr>
<tr>
<td><strong>Diraar Alghanim</strong></td>
<td>President, Alghanim International Corporation</td>
<td>Kuwait</td>
</tr>
<tr>
<td><strong>H.E. Badr Al-Humaidhi</strong></td>
<td>Former Minister of Finance/ Al Safat, Kuwait</td>
<td></td>
</tr>
<tr>
<td><strong>Rachid Al Miraj</strong></td>
<td>Governor, Central Bank of Bahrain/ Bahrain</td>
<td></td>
</tr>
<tr>
<td><strong>Sabah Almoayyed</strong></td>
<td>General Manager, The Housing Bank/ Manama, Bahrain</td>
<td></td>
</tr>
<tr>
<td><strong>Faysal Al Mutawa</strong></td>
<td>Vice President/ Managing Director, Abdel Wahab Sons/Kuwait</td>
<td></td>
</tr>
<tr>
<td><strong>Hisham Abdelrazzaq Al Razouki</strong></td>
<td>Chief Executive Officer and General Manager, Gulf Investment Corporation/ Kuwait</td>
<td></td>
</tr>
<tr>
<td><strong>Saad Azhari</strong></td>
<td>Vice Chairman and General Manager, BLOM Bank/ Beirut, Lebanon</td>
<td></td>
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<tr>
<td><strong>Nabil Bustross</strong></td>
<td>Chairman and CEO, Midis Group Ltd/ Beirut, Lebanon</td>
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<tr>
<td><strong>Said Darwazah</strong></td>
<td>CEO, Hikma Pharmaceuticals/ Amman, Jordan</td>
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<tr>
<td><strong>Fawzi Farah</strong></td>
<td>CEO, Corporate Finance House/ Beirut, Lebanon</td>
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<tr>
<td><strong>Nehmat Frem</strong></td>
<td>General Manager, INDEVCO/ Beirut, Lebanon</td>
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<tr>
<td><strong>Fadi Ghandour</strong></td>
<td>President/CEO, ARAMEX/ Amman, Jordan</td>
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<tr>
<td><strong>Abdel Hamid Hallab</strong></td>
<td>Special Adviser to the President, AUB/ Beirut, Lebanon</td>
<td></td>
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<tr>
<td><strong>Marwan Kheireddine</strong></td>
<td>General Manager, Al-Mawarid Bank/ Beirut, Lebanon</td>
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<tr>
<td><strong>Mr. Fouad Makhzoumi</strong></td>
<td>Future Group Holdings SA SPF Beirut, Lebanon</td>
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<tr>
<td><strong>Usama Mikdashi</strong></td>
<td>Central Bank/ Beirut, Lebanon</td>
<td></td>
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<tr>
<td><strong>Murad A. Murad</strong></td>
<td>Chairman of the Board, Bank of Bahrain and Kuwait/ Manama, Bahrain</td>
<td></td>
</tr>
<tr>
<td><strong>Nehmeh Sabbagh</strong></td>
<td>Executive General Manager, Arab Bank/ Amman, Jordan</td>
<td></td>
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<tr>
<td><strong>Constantin Salameh</strong></td>
<td>COO, Private Investment/Al Nahyan Family/ Abu Dhabi, UAE</td>
<td></td>
</tr>
<tr>
<td><strong>Elia Samaha</strong></td>
<td>General Manager/ Head of Regional Expansion, Audi-Saradar Group/Beirut, Lebanon</td>
<td></td>
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<tr>
<td><strong>Talal Shair</strong></td>
<td>Chairman/CEO, Dar Al Handasah/ Shair and Partners/Amman, Jordan</td>
<td></td>
</tr>
<tr>
<td><strong>Antoine Wakim</strong></td>
<td>Chairman/CEO, Société Nationale d’Assurance/ Beirut, Lebanon</td>
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