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.”

Our 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 Acting Dean

Dear Friends,

During the academic year 2013-14, the Olayan School of Business celebrated its first reaccreditation by the Association to Advance Collegiate Schools of Business (AACSB). This reaffirmation of accreditation by AACSB demonstrates the high quality of instructional delivery and the rigorous nature of the School’s learning environment. Moreover, it strengthens the School’s position as a distinguished leader among business schools in Lebanon, and the Middle East and North Africa Region.

Students of the Olayan School of Business receive an outstanding education not only in subject-specific business areas, but also in general education where they are exposed to a variety of disciplines in liberal arts, humanities, and sciences. This hybrid and effective form of learning nurtures the growth of our students’ talent and intellect, and equips them with fundamental skills to have meaningful lives and successful careers.

Evidently, none of the above would be a reality without the full dedication and commitment of the School’s world-class faculty. The devotion of faculty members to offer our students quality, up-to-date and relevant business education has been insurmountable. They are consistently active and engaged in expanding knowledge through their contributions to basic and applied research. Furthermore, they continually review and update the School’s curricula and render services to OSB’s student and business communities. These aspects, when coupled with the School’s management and staff’s commitment to maintain a friendly and supportive environment, have ensured and further enhanced students’ learning, providing them with a unique and rich educational experience.

While the School continues its search for a dean, I look forward to meeting the challenges and grasping the opportunities of the next academic year, 2014-2015. I am confident the School will continue to shine as a provider of high quality business education and remain a focal point for businesses and academic institutions in the Middle East, and I am hopeful the new year will bring about additional improvements and positive changes for OSB and its communities within AUB and beyond.

Salim Chahine, Ph.D.
Professor of Finance and Acting Dean
Abdul Aziz Al Sagar Endowed Chair in Finance
Accreditation

Maintenance of AACSB Accreditation

In April 2014 the School was re-accredited by AACSB International, the Association to Advance Collegiate Schools of Business - considered the benchmark for business school quality among the academic community.

Professor Salim Chahine, OSB acting dean, underscored the importance of this recognition, as proof of the OSB team’s dedication to pursuing the school’s mission of delivering an internationally-recognized, high-quality education in Lebanon and the Arab world.

“The collaborative efforts of our dedicated faculty and staff to maintain high standards will continue regardless of any challenges,” Chahine said. “We are committed to maintaining excellence in teaching, producing impactful research, and nurturing our interaction and relationships with business and industry. Most importantly, this accreditation will give our graduates an advantage as it certifies to the business community that learning matters at OSB, and helps our students find better job opportunities locally and internationally.”

By maintaining rigorous standards, OSB stakes its place among the world’s 5 percent of business schools who have AACSB accreditation. In 2009, OSB became the first Lebanese institution to receive its 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.”

AACSB-accredited schools 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.

EFMD (EQUIS) Affiliated Member

The School is an affiliated member of the European Foundation for Management Development (EFMD), which is recognized globally as an accreditation body of quality in management education with established accreditation services for business schools. The European Quality Improvement System (EQUIS) is considered EFMD’s academic institutional accreditation program which assesses institutions primarily devoted to management education.

Year at a Glance

Highlights of Achievements over the Past Year

- The School was re-accredited by the Association to Advance Collegiate Schools of Business (AACSB) in March 2014. This occurred five years after receiving initial accreditation in 2009. OSB celebrated the occasion through a Gala Dinner on May 15th in the presence of distinguished business and society guests and leaders.

- The Darwazah Center for Innovation Management and Entrepreneurship launched its 1st Darwazah Student Innovation Contest. The purpose of the contest was to encourage entrepreneurship and innovation among AUB undergraduate and graduate students, as well as collaboration among students from different disciplines, through knowledge sharing and devising of well-rounded and complete proposals for innovative products or services.

- As part of its contribution to the community, OSB hosted 24 NGOs for a three-day training workshop, titled “NGOs Serving Communities in Need” to assist NGOs in difficult times and to improve their fundraising and proposal writing skills. The NGOs that participated in the workshop are based in rural areas and deal with Palestinian and Syrian refugees.

- The School filled the vacant chair positions of the following centers:
  - Abdul Aziz Al-Sagar Chair in Finance, Dr. Salim Chahine,
  - Kamal Shair Chair in Leadership, Dr. Dima Jamali,
  - Husni A. Sawwaf Chair in Business Management, Dr. Ibrahim Osman,
  - Rami Fouad Makhzoumi Chair in Corporate Governance, Dr. Assem Safieddine.

- The OSB Research Committee hosted Professor Craig L. Pearce for one day in April. He met with faculty members and conducted a seminar on Shared Responsible leadership. Professor Pearce is the Founding Director of the Deloitte Leadership Institute at Ozyegin University. He has a large number of publications in top journals and is the author of several books.
The Net Impact AUB/OSB Chapter was awarded the prestigious International Silver chapter standing, an honor that recognizes the chapter's significant contributions to the field of corporate social responsibility.

The School launched the EMBA Alumni Chapter and delivered the first Post-EMBA Executive Education Program (PEMBA) in November, 2013. A team of BBA students won the Unilever MENA Case Competition on Sustainable Living: 20 universities across MENA participated, 2500 applications from different teams, and 150,000 Facebook likes. The research incentive awards of $3,000 each to professorial faculty members, who published on average, one article in impact factor journals in the last three years. Around 60% of publications in quality journals were from the ranks of assistant professor and lecturer.

The School launched its third annual competition event, "Big4 & After"; a joint collaborative effort between the School, the Business Student Society, PricewaterhouseCoopers, and Ernst & Young. Students were challenged on teamwork, technical skills, and knowledge of accounting. Every member on the winning team of 4 students was offered a full-time job with the consulting firms, while students on the second team of 4 students earned prized internships.

The School hosted several notable guest speakers in its MBA and specialized masters programs from leading organizations such as, Deloitte, Gulf Fund, Liban Post, Hikma Pharmaceuticals, NBK Capital, and Deutsche Bank.

OSB was ranked as the top Business School in the Arab Middle East by Eduniversal, and the MBA and EMBA Programs received the Eduniversal Four Palmes Award and were ranked first and third in Eurasia and Middle East.

A team of BBA students won the Unilever MENA Case Competition on Sustainable Living: 20 universities across MENA participated, 2500 applications from different teams, and 150,000 Facebook likes.

Masters in Finance students participated in a student competition sponsored by a group of financial institutions and led by BLOM Invest. A jury panel awarded $2,500 to the winning team, and the program collaborated with “Wall Street Prep” to provide students with real world, hands-on financial seminars and e-learning programs.

The MBA Program successfully concluded its “Fourth MBA Finance Competition” on May 12th, 2014. A $1,500 Award was offered by Hikma Pharmaceuticals.

The School launched the EMBA Alumni Chapter and delivered the first Post-EMBA Executive Education Program (PEMBA) in November, 2013.

AUB/OSB became a signatory of the UN Principles of Responsible Management Education (UNPRME) in 2013.

The Net Impact AUB/OSB Chapter was awarded the prestigious International Silver chapter standing, an award that only 10% of over 300 Net Impact chapters worldwide achieved in May 2014. The Chapter delivered several initiatives throughout the year which encompassed a diverse range of topics and themes specific to the Lebanese context. Student engagement and empowerment was evident in the following initiatives:

- Environmental Impact: The Bliss Street Improvement Initiative,
- Environmental Impact: The Reverse Vending Machines, a Recycling Initiative.
- Impact Program: CSR in Action - Al Ahli Holding Group,
- Impact Program: International Labor Organization (ILO), AUB, and the Association of Lebanese Industrialists (ALI) planned a two-day workshop on Corporate Social Responsibility (CSR) and Child Labor.
- Social Impact: Syrian Refugee Appeal for Help collect numerous tons of clothing.

### Faculty Retreat: Review of Strategic Plan

On November 1, 2013, the Acting Dean chaired a day-long faculty retreat designed to solicit faculty input and ideas about School positioning, and its future direction and priorities for continuous improvement. Specifically, the retreat aimed to initiate a School-wide discussion and generate ideas for a formal strategic plan review to take place in the 2013-2014 academic year.

In the retreat, faculty members were divided into five focus groups: undergraduate programs, graduate programs, executive education, research, and fund raising. Each focus group was given a set of initiatives to review and to make recommendations on how to carry them out. Each group established recommendations and priorities in every area which were synthesized into a widely shared document that served as the basis of bottom-up input for the revised strategic plan of the academic year. Following are some of the major recommendations of each focus group:

- The undergraduate focus group emphasized the need to conduct a full review of the program and strengthen its course offerings in the various concentrations.
- The graduate focus group recommended hiring a career placement officer to support the placement of graduate students. In addition, and in line with the 2012 strategic initiatives, the graduate focus group requested the hiring of faculty in finance, accounting, and marketing, and recommended a review of the MBA program in order to determine its attractiveness and positioning.
- The executive education focus group valued the recent developments of executive education programs which involved maintaining and further developing communication channels with major industry partners and offering customized programs to meet their demands. The focus group recommended the increase of faculty and administrative support, given the importance of executive education in providing an additional source of income which supports research and strengthens the reputation of the school in the business community.
- The research focus group made recommendations to have OSB organize and host international business conferences, and develop policies and procedures to support research activities using available funds.
- Finally, the fund raising focus group stated the need to raise external funds through establishing centers of excellence in OSB’s current areas of expertise, strengthening OSB recruitment efforts, and working with the University to increase OSB salaries.
The BBA Program

Regional Leadership, Global Excellence

“Anchored in the Liberal Arts Tradition, our Bachelor of Business Administration (BBA) degree offers a rounded preparation and exposure to core business areas, while strengthening managerial skills, communication skills, and critical business decision making capability. The BBA program not only nurtures business acumen and management capability, but also sensitizes our students to the complex practical and ethical dimensions of leadership and prepares students for their future leadership roles across a variety of organizations.”

—Dr. Dima Jamali, Associate Dean for Undergraduate Programs

“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.
- Integration of the Principles of Responsible Management Education and Responsible Leadership (PRME) in the educational program.
- 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 chance of joining the Net Impact AUB/OSB Chapter which empowers students to use their business skills in creating positive social and environmental impact.
- 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 1124. Efforts to increase the intake of international students continue. As a result, students from outside Lebanon form around 20% 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.

Tuition for Academic Year 2013–14
- Full-time – 5 courses: USD 10,590 per semester
- Tuition per Credit Hour: USD 706

Undergraduate Profile Fall 09 Fall 10 Fall 11 Fall 12 Fall 13
- Total Enrolment: 1039 1004 1059 1039 977
- Average SAT (Verbal + Written): 1131 1143 1140 1140 1105
- % of students women: 59% 62% 62% 59% 57%
- % of students from outside Lebanon: 30% 30% 30% 28% 18%

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.

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 2014, 302 BBA students were placed in 143 companies in Lebanon, the Levant and Gulf regions, and other parts of the world. Companies covered many industries and were classified as:
- Local: 36 companies
- Multinational: 62 companies
- Regional: 45 companies

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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Products</td>
<td>8</td>
</tr>
<tr>
<td>Financial Services</td>
<td>30</td>
</tr>
<tr>
<td>Real Estate</td>
<td>5</td>
</tr>
<tr>
<td>Advertising</td>
<td>22</td>
</tr>
<tr>
<td>Consulting</td>
<td>6</td>
</tr>
<tr>
<td>Media</td>
<td>14</td>
</tr>
<tr>
<td>International Organization</td>
<td>2</td>
</tr>
<tr>
<td>Non-Governmental Agencies</td>
<td>3</td>
</tr>
<tr>
<td>Retail</td>
<td>6</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>3</td>
</tr>
<tr>
<td>HR</td>
<td>7</td>
</tr>
<tr>
<td>Auditing</td>
<td>11</td>
</tr>
<tr>
<td>Food and Beverages</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
</tr>
</tbody>
</table>

Distribution by Industry (June 2014 Graduates)
- Consulting
- Consumer Products
- Financial Services
- Manufacturing
- Media/Entertainment
- Pharmaceutical/Biotechnology
- Real Estate
- Other
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 centers. 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.

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 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

The MBA Community: Admissions and Enrollment

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 Enrollment</th>
<th>Year 2012–13</th>
<th>Year 2013–14</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women</td>
<td>45.8%</td>
<td>43.7%</td>
</tr>
<tr>
<td>% From Outside Lebanon</td>
<td>9.3%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Total New Enrolment</td>
<td>32</td>
<td>24</td>
</tr>
<tr>
<td>Average Age</td>
<td>26</td>
<td>28.5</td>
</tr>
<tr>
<td>Average GMAT Score</td>
<td>624</td>
<td>636</td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>3.2</td>
<td>4.62</td>
</tr>
</tbody>
</table>

Tuition

Tuition based on 12 credit hours / semester  | Year 2013–14 |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10,277</td>
<td></td>
</tr>
<tr>
<td>Tuition per credit hour</td>
<td>856</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.

<table>
<thead>
<tr>
<th>Student Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
</tr>
<tr>
<td>Engineering</td>
</tr>
<tr>
<td>Medical</td>
</tr>
<tr>
<td>Marketing/Sales</td>
</tr>
<tr>
<td>Media</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

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 (MFIN)

"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 MFIN 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 MFIN 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 MFIN 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 MFIN 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 MFIN 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 are required from the applicant who have a non-quantitative undergraduate degree. Moreover students not having an undergraduate degree in business will be required to take at least two pre-requisite courses prior to enrolment in the core. Below are enrolment and tuition fact tables about the program’s student enrolment and tuition.

### New Student Enrolment Fall 2013–14
- **% Women**: 59.5%
- **% From Outside Lebanon**: 9.5%
- **Total New Enrolment**: 42
- **Average Age**: 23
- **Average Years of Work Experience**: 1.27

### Tuition Fall 2013–14
- **Tuition based on 12 credit hours / semester**: 10,272 USD
- **Tuition per credit hour**: 856 USD
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 AUB. An applicant is considered for admission on probation if he/ she has attained an average between 75 and 80.
- A minimum of 2 years of relevant work experience preferably in the field of human resources.
- A successful personal interview.
- A GMAT or GRE test may be required for applicants who did not meet the GPA requirements.
- The admission to the MHRM program is competitive and the application will be stronger with high GMAT or GRE score and with additional relevant experience.

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

Below are enrolment and tuition fact tables about the program’s student enrolment and tuition.

<table>
<thead>
<tr>
<th>New Student Enrolmet</th>
<th>Fall 2013–14</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women</td>
<td>81.25 %</td>
</tr>
<tr>
<td>% From Outside Lebanon</td>
<td>6.25 %</td>
</tr>
<tr>
<td>Total New Enrolment</td>
<td>16</td>
</tr>
<tr>
<td>Average Age</td>
<td>27.2</td>
</tr>
<tr>
<td>Average Years of Work Experience</td>
<td>4.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition</th>
<th>Fall 2013–14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition based on 12 credit hours / semester</td>
<td>10,272 USD</td>
</tr>
<tr>
<td>Tuition per credit hour</td>
<td>856 USD</td>
</tr>
</tbody>
</table>
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 18 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, Fridays and Saturdays.

During the challenging 18 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>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolment</td>
<td>40</td>
<td>38</td>
<td>40</td>
<td>36</td>
<td>38</td>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sultian (18 months)</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sultian</td>
<td>$50,000</td>
<td>$52,500</td>
<td>$52,500</td>
<td>$55,000</td>
<td>$55,650</td>
<td>$55,650</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 212 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 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 me with the appropriate lens from which I was able to focus and expand my understanding at every business level. I entered the program as an entrepreneur, and in less than two years, I was able to transform into an advisor, a mentor, a strategist and now work with hundreds of entrepreneurs across all levels and industries. The EMBA transformative experience is simply, the single most important refraction point of my professional career. The program is incredibly enriching, but the real tangible value is the return on investment which I receive every single day post-graduation.”

—Walid Faza, President 101 Immigration

"The AUB EMBA program was my best investment ever as it allowed me to strengthen my leadership and functional management skills through a comprehensive curriculum, exposure to an excellent pool of faculty and guest speakers, an optimal balance between theory, case studies, group exercises and projects, and the opportunity to learn from the broad experience of other participants. An unforgettable experience that will serve me very well throughout my future executive career!”

—Lara Tarakjian, Executive Director, SILKOR
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.

Participating executives include:

- General Managers (CEO, President, GM, Founder): 40%
- Functional executives (VP of HR, IT, F&A, Operations): 40%
- Other Professionals (Lawyers, Doctors, Architects…): 20%

### Classes 1 Through 17 Inclusive by Nationality

- Lebanese: 73%
- Kuwaiti: 5%
- Jordanian: 2%
- Saudi: 1%
- Qatari: 1%
- Egyptian: 1%
- Syrian: 1%
- Other Arab: 3%
- European: 3%
- Canadian: 1%

### Classes 1 Through 17 Inclusive by Country of Residence

- Lebanon: 50%
- Saudi Arabia: 5%
- Kuwait: 5%
- Qatar: 5%
- UAE: 5%
- Jordan: 1%
- Syria: 1%
- Europe: 16%
- MENA: 12%
- Africa: 1%
The 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, or other strategic challenges, the 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.

Program Activities Overview in 2013–2014

In the Academic Year 2013–2014, AUB OSB Executive Education office initiated and completed numerous programs, including:

- Hikma Management Program cohorts IV and V (Amman and Dead Sea, Jordan) aiming at strengthening the core competencies of Hikma in a fast growing industry and organization.
- Bank Audi Advanced Management Program, cohort I (Beirut, Lebanon) targets the leading Lebanese banks managers in line with Bank Audi core values and aiming at providing them with a macro and micro-understanding of their business and industry. This program includes an integrative capstone project whereas managers work in team to initiate a new organizational initiative and pitch it to its senior managers.
- AlFardan Leadership Program, cohort 2 (Doha, Qatar) targets managers from the different AlFardan subsidiaries focusing on developing their general management skills.
- The Women Entrepreneurship Program (WEP) is a ten-day educational and networking event funded by Citi Foundation targeting women-owned and managed SMEs operating in Lebanon. The program aims at supporting the selected women Entrepreneurs in formalizing their business, entering new markets and assuring their company’s sustainable growth. The Citi WEP was developed and executed in close collaboration with OSB Darwazah Center for Innovation Management and Entrepreneurship.

In addition, the Executive Education office partnered with the EMBA program to initiate its post-EMBA (PEMBA) Executive Education program. PEMBA aims at fostering the EMBA alumni commitment to learning and continuously uplifting their business acumen. The PEMBA first module focused on the topic of Strategic Pricing.

Looking Ahead

As we move into the 2014–2015 academic year, AUB OSB Executive Education will continue developing its corporate partnerships while forging new strategic alliances with the business industry. OSB Executive Education is planning the consequent cohorts for its management programs to Bank Audi, Hikma, Aramex and AlFardan. The office is also working on strategic projects to support SME growth in the region by filling the business education gap and leveraging its different centers and chairs.

Program Testimonials

“Running my own business with endless challenges, I joined the program at OSB drowning in a flood of daily struggles. While I did believe that going back to the academic arena would have its benefits, I wasn’t quite sure how that would apply to my own specific challenges. Now we are still less than halfway through the program but we have already been offered great guidance and exposed to a myriad of executive, decision-making and strategy-setting tools and perspectives. With the diligent and patient assistance of the lecturers and guest speakers, we, participants, could relate those tools, each to her specific business, and most of us have already started to modify practices – having understood the more successful and efficient path this would lead to. You know when you are in bad need for advice? Like professional advice from someone in the industry but have absolutely no clue where to get it from? It was a heavenly realization for me that the program content is set and delivered by OSB top professors, who happen to be the business and leadership consultants of some of the biggest and most successful corporations in the region! Don’t get me wrong, you will never be taken by the hand and told exactly what to do – you don’t want that anyway! But you will be listened to, corrected, appreciated and encouraged”

Chantal Abou Jaaoude, Edge s.a.r.l., Edge Middle East s.a.r.l., General Manager / Founder / Co-owner

“It was an exquisite experience on both professional and personal levels! The program helped me gain more insight on myself and others which reflected directly on my work at Bank Audi and allowed me to appreciate diversity in other colleagues and to see things from a new perspective. In a nutshell, it enhanced and enriched my life. Thank you Bank Audi and AUB!”

Hilda Sadek, Bank Audi, Branch manager, Dora

“Price is what you pay, value is what you get.’ The value acquired from this course is excellent.”

Aziz Gheddar, Class 13, Managing Director, Almazroui Icas
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 School’s Research Committee supports and encourages the growth of research activities, and facilitates interaction with industry, government, and the wider community to mobilize knowledge creation and transfer it in ways to significantly improve and impact the community.

The School’s Research Committee, chaired by Dr. Ibrahim Osman makes annual recommendations to the OSB Dean on the allocation of funds received from the University Research Board and OSB endowed funds for research purposes.

The following table describes the research funds that were distributed in academic year 13–14:

<table>
<thead>
<tr>
<th>Research Funding and Support</th>
<th>AY 13–14 Number</th>
<th>AY 13–14 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>URB</td>
<td>13</td>
<td>$80,770</td>
</tr>
<tr>
<td>OFFER Awarded Research Incentives (Merit Awards)</td>
<td>11</td>
<td>$34,500</td>
</tr>
<tr>
<td>OFFER Awarded Research</td>
<td>14</td>
<td>$81,960</td>
</tr>
<tr>
<td>Case Studies Supported by OFFER</td>
<td>7</td>
<td>$20,500</td>
</tr>
<tr>
<td>Case Studies Supported by the NGO Workshop Fund</td>
<td>2</td>
<td>$10,000</td>
</tr>
<tr>
<td>Case Studies Supported by the Darwazah Center Fund</td>
<td>3</td>
<td>$12,000</td>
</tr>
<tr>
<td>Case Studies Supported by Citi Foundation – Women Entrepreneurship</td>
<td>2</td>
<td>$15,624</td>
</tr>
<tr>
<td>Case Studies Supported by Citi Foundation – Family Business</td>
<td>3</td>
<td>$14,000</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>$269,354</td>
</tr>
</tbody>
</table>

Olayan Fund For Enhancing Research (OFFER) Awards

The Olayan Fund For Enhancing Research (OFFER) was established in 2011 to meet challenges of the 21st century and support the advancement of basic and applied research as well as training in certain 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 principles:

- 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, OSB Research Committee Chair, and external members comprising of Professor Soumitra Dutta, INSEAD, and Professor Samuel Hayes, Harvard University.

Recipients of the OFFER awards for calendar year 2013–14 include the following faculty members:

- Dr. Azad, Bijan
- Dr. Chahine, Salim
- Dr. Fleszar, Krzysztof
- Dr. Jamali, Dima
- Dr. Karam, Charlotte
- Dr. Lanteri, Alessandro
- Dr. Moussawi-Haidar, Lama
- Dr. Nasr, Walid
- Dr. Osman, Ibrahim
- Dr. Sidani, Yusuf
- Dr. 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 European Journal of Information Systems, Environmental Monitoring and Assessment, Business Ethics-A European Review, and Journal of Corporate Finance.

Selected Refereed Publications in Impact Factor and ABS-listed Journals


Faculty Honors and Achievements

Ibrahim Osman
- Best paper award, IESM, 2014
Charlotte Karam
- OFFER Certificate of Research Merit, OSB, 2014
Leila Khauli
- Nominated for the AUB 2013-2014 Teaching Excellence Award
Fida Afiouni
- Finalist for the Careers Best International Paper Award, Academy of Management, 2014
- Nominated for the AUB Teaching Excellence Award, AUB, 2014
Thornberry, Jon & Sidani, Yusuf & Apaydin, Marina

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, $12,000
Lina Daouk-Oeyry
- 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, $5,000
Ibrahim Osman
- FUNDING AGENCY: Brunel University / EC, PROJECT TITLE: Citizen Oriented Evaluation of E-Government Services: A Reference Process Model (CEES), $143,000
- FUNDING AGENCY: Qatar University, PROJECT TITLE: An Integrated-Model for Evaluating E-Government Services Transformation (I-MEET), $193,600
Dima Jamali
- FUNDING AGENCY: Citi Foundation PROJECT TITLE: The Citi-OSB Women Entrepreneurship Initiative, $50,000
Salim Chahine
- FUNDING AGENCY: Projacs International PROJECT TITLE: NGOs Serving Communities in Need, $50,000

Faculty Services

Fida Afiouni
- Guest Editor, International Journal of Human Resource Management
- Editorial Board Member, International Journal of Human Resource Management
Abdel Latif Anouze
- Editor (refered 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
- Editorial Board Member, Journal of Global Business and Economic Development
- Editorial Board Member, Journal of Asia Pacific Business
Wassim Dbouk
- Journal Ad-hoc Reviewer / Referee for:
  - International Financial Markets, Institutions & Money
  - International Review of Financial Analysis
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)
- Associate Editor – Business and Society
- Associate Editor, Corporate Social Responsibility and Environmental Management
- Editor-in Chief, Business Ethics: A European Review
- Member of Advisory, Conference Board on Corporate Philanthropy
- Editor-in Chief, Special Issue Call for Papers in B&S: SMEs and CSR in Developing Countries: Advancing Academic and Policy Oriented Knowledge
Ibrahim Jamali
- Reviewer, University Research Board, AUB
Samer Khalil
- Journal Ad-hoc Reviewer / Referee for:
  - Contemporary Accounting Research
  - Auditing: Journal of Practice and Theory
  - Issues in Accounting Education
Nelson King
- Member of the 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
- Knowledge Management Research & Practice

Alessandro Lanteri
- Editorial Board Member, Business Ethics: A European Review
- Board Member, Erasmus Journal for the Philosophy of Economics

Lama Moussawi
Journal Ad-hoc Reviewer / Referee for:
- Applied Mathematical Modeling, Computers and Industrial Engineering

Ibrahim Osman
- Editor (refereed book): Strategic performance measurement and management using Data Envelopment Analysis
- Editorial board member, International Journal of Mathematical Modeling and Algorithms- IJMMA
- Editorial board member, International Journal of Computational Intelligence- IJC
- Editorial board member, Operational Research: An International Journal (ORI)
- Associate Editor, Journal of Heuristics-JoH
- Editorial board member, OR Spectrum Journal: Quantitative Approaches in Management
- Editorial board member, Journal of Scheduling

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)

Rania Uwaydah Mardini
- Editorial Board Member, Journal of Business Valuation and Economic Loss Analysis

Yusuf Sidani
- Associate Editor, Business Ethics - European Review
- Editorial Advisory Board (EAB) of Employee Relations
- Editorial Advisory Board (EAB) of Management Decision
- Ad-hoc reviewer:
  - International Business Review
  - Business Ethics Quarterly
  - Journal of Business Ethics
  - Gender in Management: an International Journal
  - Management Decision
  - Journal of Management, Spirituality & Religion

Neil Yorke-Smith
- Editorial Board, International Journal of Artificial Intelligence Tools (World Scientific)
- Editor, Special Issue on Agent-Based Modelling for Policy Engineering, AI & Society

Journal Referee for:
- AI Magazine (AAAI Press)
- US National Science Foundation (NSF)
- Applied Mathematical Modelling (Elsevier)
- Biologically Inspired Cognitive Architectures (Elsevier)
- Computational Intelligence (Wiley-Blackwell)
- International Journal on Artificial Intelligence Tools (World Scientific)
- Journal of Autonomous Agents and Multi-Agent Systems (Springer)
- AI Communications (IOS)

Fouad Zablith
Journal Referee for:
- Journal of Web Engineering
- TDKS Special Issue on Big Data and Open Data.
- Journal of Zhejiang University Science
- Interactive Learning Environments
- Journal of Web Semantics
- Semantic Web Journal
Our Fulltime Faculty (Fall 2013)

Business Information and Decision Systems Track

Track Convener: Osman, Ibrahim: Professor [Decision Systems], PhD, University of London, Imperial College.

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.

Feghali, Tony: Assistant Professor [Business Information], PhD, Purdue University.

Fleszar, Krzysztof: Associate Professor [Business Information], PhD, Warsaw University of Technology.

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, Ellie: 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.

Salamoun Sioufi, Randa: Lecturer [Business Information], MS, Ecole des Hautes Etudes Commerciales.

Yorke-Smith, Neil: Assistant Professor [Decision Systems], PhD, University of London.

Zabilit, Foad: Visiting Assistant Professor [Business Information], PhD, Open University.

Finance, Accounting and Managerial Economics Track

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

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, Abdull Jalil: Assistant Professor [Accounting], PhD, Bordeaux University.

Hout, Basima: Instructor [Accounting], MBA, American University of Beirut.

Jamali, Ibrahim: Assistant Professor [Finance], PhD, Concordia University.

Mazboudi, Mohamad: Assistant Professor [Accounting], PhD, University of Iowa.

McMarara, 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.

Saieddine, 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: Sidani, Yusuf: Associate Professor [Management], PhD, University of Mississippi.

Abdallah, Hanin: Senior Lecturer [Finance], PhD, Virginia Polytechnic Institute and State University.

Afifi, Fida: Assistant Professor [Management], PhD, Paris 1-Sorbonne 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: 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.

Khakhari, Priyam: Assistant Professor [Marketing], PhD, Manchester Business School.

Khouli-Hanna, Leila: Instructor [Marketing], MBA, Bowing Green State University.

Khoury, Hailtham: 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.

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

Thornberry, Jon: Lecturer [Management], PhD, University of Texas at Dallas.

Yehya, Nadine: Assistant Professor [Marketing], PhD, Purdue University.

Vanhonacker, Willfried: Professor [Marketing], PhD, Krannert Graduate School of Management.
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 in 2014.

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 continuously increasing 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>FY 2007–08</td>
<td>5.5</td>
<td>47</td>
<td>117,149</td>
</tr>
<tr>
<td>FY 2008–09</td>
<td>6.4</td>
<td>47</td>
<td>136,170</td>
</tr>
<tr>
<td>FY 2009–10</td>
<td>10.3</td>
<td>56</td>
<td>151,785</td>
</tr>
<tr>
<td>FY 2011–12</td>
<td>9.7</td>
<td>59</td>
<td>164,112</td>
</tr>
<tr>
<td>FY 2013–14</td>
<td>9.5</td>
<td>54</td>
<td>175,926</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.
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>Title/Position</th>
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<tbody>
<tr>
<td>HE Sheikh Salem Al Subah</td>
<td>Ex-Governor, Central Bank of Kuwait/ Kuwait</td>
</tr>
<tr>
<td>Ali Fekrat</td>
<td>Professor Emeritus, McDonough School of Business, Georgetown University/ DC, USA</td>
</tr>
<tr>
<td>Yash Gupta</td>
<td>Former Dean, John Hopkins Carey Business School/ Baltimore, USA</td>
</tr>
<tr>
<td>Gabriel Hawawini</td>
<td>Former Dean, INSEAD/ France</td>
</tr>
<tr>
<td>Samuel Hayes</td>
<td>Jacob H. Schiff Professor of Investment Banking, Emeritus, Harvard Business School/ Boston, Massachusetts, USA</td>
</tr>
<tr>
<td>Erik Hoffmeyer</td>
<td>Former Governor &amp; Chairman, National Bank of Denmark/ Copenhagen, Denmark</td>
</tr>
<tr>
<td>Abdallah Jumah</td>
<td>Former CEO and President, Saudi Arabian Oil Company/ Dhahran, Saudi Arabia</td>
</tr>
<tr>
<td>HE Najib Mikati</td>
<td>Trustee and Prime Minister Designate/ Lebanon</td>
</tr>
<tr>
<td>Jacques Nasser</td>
<td>Managing Director, Equity One Partners/ New York, USA</td>
</tr>
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<td>May Makhzoumi</td>
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<td>Usama Mikdashi</td>
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<tr>
<td>Murad A. Murad</td>
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<td>Nehmehe Sabbagh</td>
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<tr>
<td>Constantin Salameh</td>
<td>CEO, Private Investment/ Al Nahyan Family/ Abu Dhabi, UAE</td>
</tr>
<tr>
<td>Elia Samaha</td>
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<tr>
<td>Talal Shair</td>
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<tr>
<td>Antoine Wakim</td>
<td>Chairman/CEO, Société Nationale d’Assurance/ Beirut, Lebanon</td>
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### Middle East Advisory Board

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