Welcome to the Executive MBA (EMBA) Program at AUB’s Olayan School of Business (OSB), known for its exceptionally high academic standards and its direct relevance to the needs of regional executives and the companies they lead.

The program prepares promising executives for increased responsibilities, as well as general managers who want to sharpen their management skills and enhance their leadership effectiveness.

The EMBA Program is rigorous and demanding and will prove to be extremely rewarding for you and your organization. The format is designed to accommodate the demands of your professional life while enabling you to deliver real value to your organization. As you enhance your skills and capabilities, through you your company will gain insight into, and solutions to, its challenges.

OSB emphasizes actionable knowledge based on experiential learning and the analysis of real-life cases. You will learn management skills and develop insight, both inside and outside the classroom, from our distinguished faculty, through debate and collaboration with accomplished peers and by applying your knowledge in the real world.

Our professors are acclaimed scholars and experienced practitioners in their fields. They are skilled at mentoring seasoned executives in applying the latest management theories and implementing appropriate strategies in their organizations.

At OSB you will join a select group of highly motivated, action-oriented executives. Interacting with experienced professionals will expose you to new perspectives and provide more texture to your learning experience. You will be immersed in a challenging and collegial environment and develop life-long personal friendships and professional relationships with the current and future leaders of the region.

We look forward to welcoming you into our EMBA community where academic theory and the practical world engage in an enriching environment.

Sincerely,

Riad Dimechkie
EMBA Program Director
AUB’s EMBA Program is the leader in the region, teaching state-of-the-art concepts with direct relevance to the needs of the Middle East today and into the future.

Launched in the spring of 2004, through the Suliman S. Olayan School of Business (OSB), the EMBA’s first class graduated in the fall of 2005.

Over 25 distinguished faculty members administer and deliver the EMBA Program. All our faculty members have received their degrees from top programs in the United States and Europe and are either actively engaged in applied research or assume senior leadership roles in their business communities.

OSB graduates join a prominent alumni community with an active and diverse network of regional and world leaders.

“The holistic approach of the EMBA has enabled me to grow from a successful manager to a well-informed leader. Daily challenges, during the program and on the job, testing, proving and honing my new skills and abilities, have been like the grooming of an athlete. I am on the right track, and winning the gold medal is now within reach.”

Shady Al Ali, class 10
Project Manager, Samir Khairallah and Partners

“The EMBA is to a business leader like a compass is to a sailor. It opened up new horizons and took me to the next dimension in management.”

Nasser Ghandour, class 10
Founder and Managing Director, Mets Energy

“The experience is both intellectual and social. The learning is everywhere and continuous - participating in class, debating with fellow students, applying the concepts at work and helping my team learn.”

Shadi Bakhour, class 7
Sales and Marketing Director, Xerox KSA

The EMBA Program is given over a period of approximately 20 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 normally held from 08:00 through 18:00 on Thursdays and Fridays. Saturday classes are usually held from 08:00 to 13:00. A few longer (3.5 day) sessions take place in the middle of the program.

Applicants are normally admitted twice a year. Please refer to the web site for the exact dates.
The EMBA develops your leadership skills including your ability to identify operational and strategic issues and opportunities, analyze situations and provide alternative solutions, develop an integrated strategic response and drive effective execution.

As an EMBA graduate in a leadership position, you will be called upon to provide direction and harness resources to enhance corporate value. In order to do this, you will need to understand complex situations, communicate effectively, guide and oversee functional experts (or multi-disciplinary teams) and manage the big picture as it cascades down your organization.

EMBA participants build on their functional expertise, management experience and industry knowledge.

At OSB, we will leverage your experience and help you become a more confident and more effective leader.

You will be better equipped to:
- Understand the context in which you operate
- Identify emerging issues and opportunities
- Grasp the fundamentals of functional areas working with, or for you
- Make better decisions based on strong analytical and organizational skills
- Communicate more effectively
- Build strong interpersonal relationships
- Assemble and guide effective teams towards successful implementation.

Together, we will productively leverage the time you spend in class, your time between classes (preparation, group work, applying lessons learned in your company) and your commitment to lifelong learning.

“Professors contributed to our success in the most graceful way. They touched our lives, expanded our comfort zone and helped us realize our potential.”

Amal Jousou Kayasi, Class 9
Executive Manager, Macromed Pharmaceutical Company

“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, class 7
Sales Manager, Novartis Pharma Services

“Through its well rounded program, the EMBA provided me with solid foundations for many of the disciplines that cut across a leader’s scope of responsibilities in today’s corporate world. Add to that the opportunity to learn and apply the learning in real-time and the whole experience is unmatched for me personally as well as for my company.”

Khalil Jamaledine, class 10
Director, Strategic Planning and Business Development MEA, Medtronic Inc

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Director, Strategic Planning and Business Development MEA, Medtronic Inc
At OSB, you will address business issues from many perspectives. The curriculum reinforces the development of conceptual skills in tandem with practical problem solving; all within a broad interdisciplinary context.

You will learn the basic management tools, conceptual frameworks, and leading-edge business practices; you will develop insight into the underlying forces at work within an organization and in its environment; and you will develop the skills and judgment to apply your knowledge effectively in the real world.

During the stimulating 20-month program each participant must successfully complete 32 courses (50 credits). Please refer to our web site for a comprehensive listing and description of the EMBA courses.

The EMBA also includes a Distinguished Guest Speaker Program, through which business and community leaders give lectures and invite discussion on current issues of importance to business leaders.

“For me it was not only an EMBA program, it was the start of change on both the personal and career levels that continues to enrich my life, keeps me learning and lights the way forward.”

Rachad Aoun, class 8
Division Manager, Nesma trading Company

“I go about my day and something pops up, a management concept, business terminology. I meet people from different business backgrounds and I am comfortable identifying the issues and leading the discussion on matters of strategy, valuation, marketing, I.T., and operations. I can understand every department’s point of view and can work through tough operational, organizational and strategic issues.”

Walid Faza, Class 7
Entrepreneur / Investment Coordinator
OSB’s EMBA participants are a diverse elite group with strong undergraduate degrees. There are approximately 15-20 participants per class with an average age of 40, and 15 years of management experience. Recent participants represent 50 companies in 15 industries and over 10 countries. Typically, half the student-executives commute to Beirut from countries throughout the Middle East and beyond.

### A DIVERSITY OF INDUSTRIES AND FUNCTIONS

**Sample Companies**
- Al Jomaih Co
- Banks: Audi, Gulf, NBK
- Central Bank of Kuwait
- Ernst & Young, KPMG
- Hikma Pharmaceuticals
- Schering-Plough
- Hospitals: ALH, KFSH&RC
- Johnson and Johnson
- LG Electronics
- Philips
- MTC-Touch
- Wataniya Telecom
- MedNet
- Nesma
- Nestle
- Nokia-Siemens
- Solidere

**Sample Industries**
- Financial Services
- Manufacturing/Industry
- Consulting
- Engineering/Contracting
- Architecture/Design
- Real Estate
- FMCG
- Consumer Electronics
- Medical
- Pharmaceutical
- Telecommunications
- IT

**Participants’ Job Titles**
- Chief Executive Officer
- Chief Operating Officer
- Partner/Founder
- Managing Director
- Senior Vice President
- Regional or Country Manager
- Chief Financial Officer
- Controller
- Marketing Director, Vice President
- Sales Manager
- Public Relations Director
- Human Resources Director
- IT Director
- Operations Manager
- Project Manager
- Legal Counsel
- Medical Doctor

### A DIVERSITY OF NATIONALITIES (Classes 1-12)

- Lebanon, 46%
- UAE, 5%
- Jordan, 7%
- Saudi Arabia, 4%
- Kuwait, 5%
- Qatar, 3%
- Other, 4%

### A DIVERSITY OF RESIDENCY (Classes 1-12)

- Lebanon, 46%
- UAE, 5%
- Jordan, 5%
- Kuwait, 14%
- Qatar, 7%
- Saudi Arabia, 16%
- Other, 6%
With 20 years of work experience I was a little apprehensive about how I would benefit from an EMBA. Surprisingly, the program helped me develop my leadership skills and a strategic way of thinking.

Mazen Hakim, Class 9
Entrepreneur, EZ Order Office Supplies

"With 20 years of work experience I was a little apprehensive about how I would benefit from an EMBA. Surprisingly, the program helped me develop my leadership skills and a strategic way of thinking."

You will develop a thorough understanding of the various functional disciplines - accounting, finance, marketing, planning, HR, IT and operations - from a strategic, top-management perspective. You will learn the language, frameworks, priorities and areas of focus of the various disciplines and how they impact one another.

You will learn how to read financial statements and discount cash flows, prepare a marketing plan, and evaluate HR practices, understand and map business processes, develop models for better decision making, analyze risk and value a business, determine what to outsource and how to diversify.

You will develop your analytical and communication skills and enhance your ability to simplify complex problems, to synthesize and conceptualize.

"The caliber and variety of the participants and lecturers made the ideas and experiences we shared in class very enriching. The EMBA is an opportunity to reinvent yourself, you get out of it as much as you put into it."

Maha Chehadeh, Class 5
Legal / Financial Manager, Librarie du Liban (Publishing)

Over time you will become a more effective and valued executive with:

- Broader perspective developed through exposure to different disciplines, industries and people. You will open up to new strategies and approaches, improve and apply your understanding and analysis. You will become more aware of, and accepting of new cultures, concepts and people.

- Strategic thinking. More disciplined analysis will enable you to get to the heart of the issue, probe deeper, integrate more knowledge and fresh perspectives into your decision making, and contextualize issues and decisions.

- Self-confidence in problem solving, decision-making and leadership. Exposure to many different situations and problem solving challenges and the need to argue your point of view (including outside your area of expertise), will help you develop insight, gain confidence, and be more willing to question, challenge and reach decisions that will impact your organization.

- Ability to execute. You will become much more effective at driving change in your organization. You will learn how to develop a shared vision, set priorities, mobilize resources, ensure accountability, overcome challenges and lock in improvements.

- Enhanced people and communication skills. You will learn how to deal with senior executives, understand their perspectives and needs, communicate your analysis and defend your decisions. You will become better at delegating and motivating. You will communicate more effectively to build consensus, drive decisions, energize teams and effect change.

You will gain the knowledge, insights and skills to advance your career and become part of the high profile professional network of AUB graduates in the region. Most importantly we hope you will become a life-long learner and a reflective executive.

Mazen Hakim, Class 9
Entrepreneur, EZ Order Office Supplies

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Application Procedures

Admission Criteria

- Senior management standing
- Bachelor’s degree
- English Language Requirements

Applicants must take the TOEFL test if required and achieve a minimum score of 585/700 (paper-based test)

Application Procedure

To apply for admission, the EMBA applicant must submit:

- Completed application form which may be downloaded from http://sb.aub.edu.lb
- Two letters of recommendation
- Official transcripts for all undergraduate and graduate course work
- Copy of all University degrees
- TOEFL scores (if required)
- Curriculum vitae (CV)
- Application fee of $75
- Interview with the Program Director

Applications to the EMBA Program are accepted on a rolling basis throughout the year. Please refer to our website for tuition, fees and dates of upcoming sessions.

For more information on our program
Please visit our web page at http://sb.aub.edu.lb/

or contact:

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American University of Beirut
PO Box 11-0236
Riad El-Solh 1107 2020
Lebanon

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Fax: +961-1-750 214
E-mail: emba4@aub.edu.lb

"The EMBA program provides the opportunity and tools for individuals to develop in both their personal and professional life. During the course of the program, I was offered an opportunity to lead one of our operations in a different country. The EMBA program made it seem easy as I was able to see the big picture, prioritize, and drive results."

Samer Zeinoun, Class 10
General Manager

"The EMBA is a great opportunity for executives to meet family business managers and entrepreneurs; and for small company executives to interact with corporate people. We learned from each other: working together, debating and strategizing late into the night."

Walid Haidar, Class 4
Entrepreneur / (Gloria Jean’s) Franchisor

“Our success depends on the positive impact that our graduates make on the organizations they serve and on the communities they live in.”

Riad Dimechkie, EMBA Program Director