



American University of Beirut

Suliman S. Olayan School of Business

UN Global Compact Communication on Engagement
(COE) Report

&

Principles for Responsible Management Education
(PRME) Sharing Information on Progress (SIP) Report

For the period October 2013 - October 2015



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 Dean

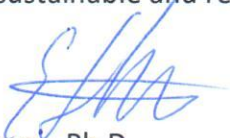
I am pleased to confirm that the American University of Beirut reaffirms its support of the Ten Principles of the United Nations Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption. In addition, the American University of Beirut reaffirms its support of the six Principles for Responsible Management Education (PRME).

We hereby submit a joint Communication on Engagement (COE) and Sharing Information on Progress (SIP) report that describes our organization's efforts to support the implementation of the ten principles of the UN Global Compact and the six principles of the PRME.

In this report, we describe our actions to integrate the UN Global Compact and PRME and their principles into our strategy, culture and daily operations. We are also committed to share this information with our stakeholders using our various channels of communication.

As the following report suggests, we are exerting systematic efforts in this direction, and in the coming years we will continue to look for opportunities to strengthen the UNGC and PRME Principles in our curricular and extracurricular activities.

I would like to give a special thanks to the students, faculty and staff who have worked to permeate the principles of the Global Compact and responsible management in our teaching, research and community involvement. It is their energy and initiative that is driving the school towards sustainable and responsible business.



Steve Harvey, Ph.D.

Dean

Suliman S. Olayan School of Business

PO Box 11-0236, Riad El Solh, 11072020

Beirut, Lebanon

+961 1-350000 x 3934

AACSB Accreditation

AACSB First Re-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.

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 (and one of the first in the Middle East) to receive AACSB accreditation.

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, mainly carried out via EFMD's academic institutional accreditation body, the European Quality Improvement System (EQUIS).

UN Global Compact Principles

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

PRME Principles**Principle 1: Purpose**

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Principle 5: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6: Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

The OSB Corporate Social Responsibility (CSR) Initiative

The CSR Initiative was launched in 2012 supported by a generous endowment from former Lebanese Prime Minister, Najib Mikati. The CSR initiative is committed towards raising awareness on the important topics of CSR as well as to enhance its standing and practice in the region. Internally, the initiative seeks to instil the essence of responsibility in future leaders through mainstreaming CSR and Sustainability into the curriculum and student organizations. The strategic priorities of the CSR Initiative are illustrated in Figures 1 and 2.

The CSR initiative has been increasingly committed to steering social responsibility and corporate sustainability forward by involving a core group of students and faculty, establishing the Net Impact AUB Chapter. The initiative champions research relating to CSR in the Middle East and MENA Region through the publication of numerous journal articles, case studies, and books and builds awareness and capacity by sharing knowledge pertaining to CSR and sustainability through its speaker series, workshops, and seminars.

Figure 1- Strategic Priorities of the OSB CSR Initiative

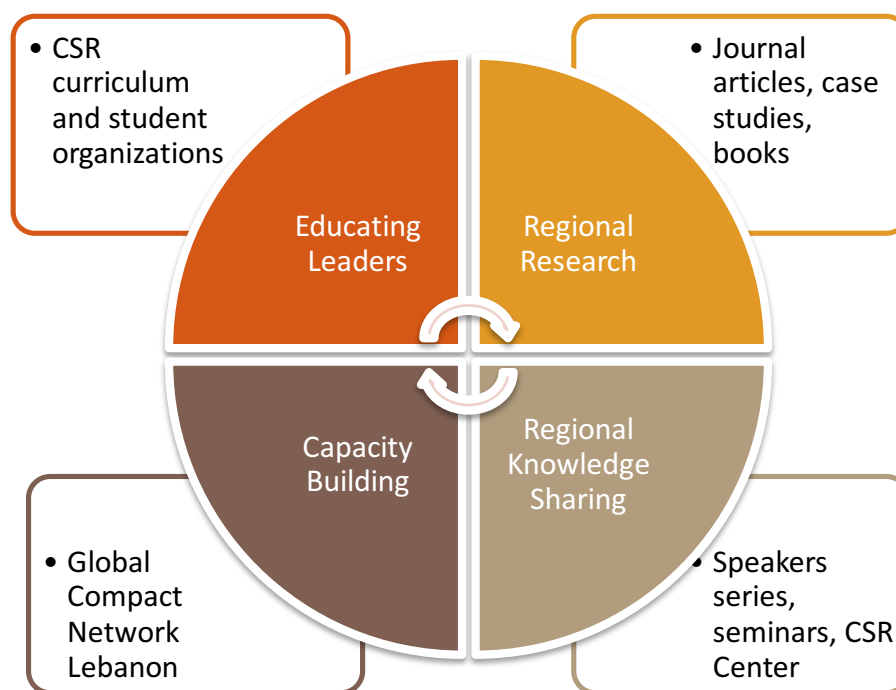


Figure 2- OSB CSR Initiative, A Center for Excellence

Education	Knowledge Sharing	Applied Research	Capacity Building
<ul style="list-style-type: none"> • CSR curriculum and student organizations • Short courses for professionals • Seminars for senior managers interested in the development, and refinement CSR within their organizations 	<ul style="list-style-type: none"> • Point of reference, catalyzing debates, and dialogue • Information exchange regarding best practices relating to CSR and application in the region • Speaker Series, conferences, seminars 	<ul style="list-style-type: none"> • Journal articles, case studies, books • Research on existing regional data • Regional data sets on CSR implementation, especially in areas that characterize the region 	<ul style="list-style-type: none"> • Hosting the Global Compact Network Lebanon • Engaging with business and non-business UNGC participants on learning, policy dialogue, and collective action and partnerships

Practical Actions to Support the Global Compact and PRME Principles

The OSB CSR Initiative continues to partner with various internal and external entities to advance the goals and spirit of the UN Global Compact and PRME at AUB, Lebanon and the region.

The table below summarizes some of the major initiatives, conferences, workshops, and events that the CSR initiative has worked on since 2013.

Table 1- CSR Initiative Activities since 2013

Year	Initiative	Partner(s)	UNGC / PRME Principle(s)	Description
2013	Workshop on CSR and Child Labor	The International Labor Organization (ILO) and Association of Lebanese Industrialists (ALI)	UNGC Principles 1 & 5	A two-day workshop on Corporate Social Responsibility (CSR) and Child Labor. The two-day workshop intended to raise awareness about the central importance of human rights and child labor, as focal aspects of a rounded CSR agenda.
2013	NGO Database		PRME Principles 5 & 6	A database with an aim to connect vibrant students and citizens interested in social work with the different players of the civil society. This initiative is first of its kind in Lebanon and seeks to

				<p>make the details of NGOs' operations available for all parties interested in collaboration. Information was recruited from diverse Non- Government Organizations (NGO) operating in Lebanon and systematized their details into an easily accessible and publicly available database.</p> <p>The database has been recently published and is available for the public on the below URL: http://www.aub.edu.lb/osb/osb_home/student/Pages/ngodb.aspx</p>
2014	Mind your Business, Heart your Community- NGO Conference	Center for Civic Engagement and Community Service	PRME Principles 5 & 6	A panel discussion on "Sustainability and the Need for Partnerships" and a roundtable discussion to enable participants to share their experiences on role of the civil society in Lebanon and the importance of cross-sector social partnerships.
2014	Social Entrepreneurship Initiative		PRME Principles 1 & 6	A series of guest speakers and social entrepreneurs, in particular, were invited to the Olayan School of business to give students a glimpse of their spectacular experience and elucidate how a business can make profit while serving its society and environment.
2013-2014	CSR in Action Lebanon Program	Al Ahli Holding Group	PRME Principle 1, 5 & 6	<p>The CSR in Action is a program that seeks to develop and augment the practice and awareness of CSR activities among practitioners and simultaneously enhance student conceptual understanding. The project aims at engaging the private sector, academia, and government entities in formulating strategies that are more responsive to community needs.</p> <p>The program encompassed a one week workshop that aimed to build CSR awareness, to train students and professionals to develop sustainability practices and processes within their organizations and engage them with their local community. Participants were given the opportunity to come up with a socially responsible project over a four-month period. Students from across disciplines and universities took part in attending the one-week workshop which equipped them with the knowledge to adequately devise a socially responsible project that is feasible and needed by their community.</p> <p>The CSR in Action is in line with the CSR Initiative's strategic objective of fostering its students' responsibility towards the community and encouraging them to lead and develop creative initiatives that would exemplify this responsibility. After four months of diligent work, the groups of students presented their ideas and pitched it to a panel of renowned judges. The two winning teams received trophies and an invitation to the CSR Summit in Dubai in May 2014.</p>

2014	The Citi-OSB Women's Entrepreneurship Initiative	Citi Foundation	UNGC Principle 6; PRME Principles 5 & 6	<p>A program lead by OSB in partnership with Citi aimed at filling the gap in women entrepreneurship business education, supporting female entrepreneurs in formalizing their businesses, support female entrepreneurs to enter new markets while assuring their company's sustainable growth.</p> <p>With a generous grant from Citi foundation, the program focused on a pertinent and important gap in the current entrepreneurship space, revolving around building the skills, capacity and resilience of Lebanese women entrepreneurs.</p> <p>Program Outcomes:</p> <ul style="list-style-type: none"> Met the entrepreneurial needs of 24 women entrepreneur participants out of many that applied in Lebanon <p>Topics covered: Entrepreneurship, Strategic Business, Social Media, Leadership, Financial Accounting, Reporting, and Planning, Human Resources, Marketing Strategies, and Legal Issues.</p>
2014-2015	Guest Speaker Visits	CSR Experts	PRME Principles 1, 2 & 6	<p>The Governance of Political Corporate Social Responsibility By Dr. Bobby Banerjee</p> <p>Corporate social responsibility (CSR) has now become a global phenomenon. Increasingly business firms are expected to respond to global environmental and social problems facing the world. In this talk, Professor Banerjee discussed the opportunities, limits and problems of CSR. Using insights from theory and practice he demonstrated how corporations use CSR to negotiate these limits. He concluded by exploring some ideas that could lead to more progressive CSR outcomes and discussed implications for the governance of corporations.</p> <p>Hooked on Speed: How the Addition to Change is Duping Corporations and Eroding Sustainability By Dr. Tima Bansal</p> <p>The research-based seminar stressed on the pros and cons of speed and change in relation to corporate performance and sustainability. Furthermore, Prof Bansal used the case of multinational beverage conglomerates to reflect and highlight the matter with a conclusion on how corporates can impact the environment and the resources that are critical for future generations. Corporates should progress forward but at a moderate speed and balance short term and long term aspects of decision making, taking into</p>

				<p>consideration the impact on the community and environment.</p> <p>Reluctant Optimism: The Prospects for Business Success in an Era of Climate Change By Dr. Michael Blowfield</p>
2015	CSR from Top Management Perspective Panel	Regional and International Businesses	PRME Principles 1, 5 & 6	<p>Moderated by Dr. Dima Jamali, this panel is intended to shed light on the perspective of high level CEOs and General Managers on the meaning and evolution of CSR from their perspective.</p> <p>Panelists:</p> <ul style="list-style-type: none"> - Mr. Marc Audi: General Manager- Bank Audi - Ms. Asmahan Zein: Lebanon & Regional Manager- Aramex - Ms. Rana Ghandour Salhab: Partner Talent and Communication- Deloitte ME - Samer Soukkarieh: Head of Investor Relations- Solidere - Walid Chahine: Chief Operating Officer (COO) - Azadea Group
2015	Global Compact Network Lebanon Launch Event	Business and Non- Business organizations	PRME Principle 5 & 6	<p>The launch event served to achieve the following objectives</p> <ol style="list-style-type: none"> 1. Raise awareness on the UN Global Compact as a global corporate sustainability learning platform and on opportunities for engagement 2. Facilitate dialogue on value proposition of Global Compact Network Lebanon 3. Increase understanding of the UN Global Compact’s reporting requirement 4. Provide signatories with a forum to consider and advance issues of mutual interest and concern

Hosting the Global Compact Network Lebanon

In March 2015, the OSB CSR Initiative at AUB was appointed as the secretariat or hosting institution for Global Compact Network Lebanon. The network works closely with the United Nations Global Compact (UNGC) Headquarters to provide opportunities for learning, policy dialogue and partnership on the Ten Principles and UN goals. Dr. Dima Jamali, Professor of management at OSB, has been elected to serve as the network representative. The mission of the Global Compact Network Lebanon is to promote the United Nations Global Compact's 10 Principles pertaining to human rights, labour, environment and anti-corruption in Lebanon, and to support the advancement and implementation of these ten principles through dialogue, the exchange of information, and the expansion of the Lebanon signatories to the UN Global Compact. The network also seeks to create opportunities for multi-stakeholder engagement and collective action.

The Global Compact Network Lebanon currently comprises leading business and non-business participants working together to raise awareness on the UN Global Compact as a global corporate sustainability platform and to advance responsible business in Lebanon. The Global Compact Network Lebanon engages with the UNGC participants in Lebanon and creates opportunities for learning, policy dialogue, and partnerships to advance issues of mutual interest pertaining to sustainability.



Global Compact Steering Committee Members: From left to right:
Younna Ziade Karam (BLC Bank); Rana Haddad (BLF); Farah Matar (AUB); Elissar Antonios (Citibank- Lebanon); Asmahan Zein (Aramex Lebanon); Tania Rizk (BLF); Ronnie Richa (LibanPost); Dr. Dima Jamali (AUB); Nour Bitar (EBCO Bitar); Souha Bourjeily (Alfa); Sallama Namani (Makhzoumi Foundation); Hasmig Khoury (Bank Audi); Vartkes Keutelian (Makhzoumi Foundation)



Workshop hosted by Global Compact Network Lebanon, October 2015

Net Impact AUB Chapter

An important extension of the work of the OSB CSR Initiative is channelled through the Net Impact AUB Chapter, which was launched in 2012 by Professor Dima Jamali along with eight MBA students. The chapter has since grown annually, increasing its student base and social impact. Today, the Net Impact hybrid chapter of graduates and undergraduates is a fully-fledged team of over 60 students seeking to advance not only CSR but also social entrepreneurship, non-profit management, human rights, and environmental sustainability among students, businesses, and society at large.

Net Impact presents students with a real opportunity to learn first-hand about CSR, and to apply the skills they gain in projects aimed at supporting for-benefit enterprises and the community at large. Net Impact has engaged in various initiatives over the years, encompassing a diverse range of topics and themes that reflect the mission of Net Impact, revolving around making a positive social and environmental impact by mobilizing the skills of business students. The table below summarizes some of the recent achievements of the AUB Net Impact chapter.

Table 2- Net Impact AUB Chapter Activities since 2013

Year	Initiative	Partner(s)	UNGC / PRME Principle(s)	Description
2013	Campus Greening Program Name: Reverse Vending Machines at AUB		UNGC Principles 8 &9	In collaboration with the AUB environmental health, safety and risk management, NI AUB chapter sought to develop an environmentally sound waste management system, ensuring treatment and recycling, through the use of innovative technologies for waste treatment and recycling and the support of an awareness and communication program provided by NI Chapter. The target group will benefit from the incentive based recycling activity, as they will recycle their empty plastic and metal bottles using the Reverse Vending Machines in return for points generated by the machine itself.
2013	Campus Greening Program Name: Our Shared Space: Improving Bliss Street	Neighborhood Initiative and Environmental Health, Safety, and Risk Management Facility	UNGC Principle 8	AUB's presence in Ras Beirut since 1866 has carved the urban environment surrounding the university. Many businesses and financial institutions have proliferated around AUB's campus providing goods and services to students and staff; ranging from restaurants, coffee shops, and banking institutions that are especially located on Bliss Street; a street that beholds the Main Gate/ entrance of AUB. Unfortunately, the cleanliness of Bliss Street is currently at stake: the curbside is suffering from dirt and food residues due to leakages from disposal bags used by neighboring businesses. Moreover, there is an obvious scarcity of garbage bins and recycling bins on Bliss Street. As special project under the AUB President's Office, this initiative has been adopted by the Net Impact Chapter, and sought to address all these imminent issues revolving around community development, environmental sustainability, and CSR.
2014	Syrian Refugee Appeal for help initiative	Project Warmth NGO	UNGC Principle 1 PRME Principle 1	A project dedicated to collecting clothing apparel to help alleviate the suffering of numerous Syrian families "residing" in the many camps around Lebanon.
2014	Clothes Donation	Local NGOs	UNGC	Net Impact AUB Chapter in collaboration with

	Drive		Principle 1 PRME Principle 1	local NGOs, worked to collect clothes to distribute to the refugees in our country who have little shelter, clothing or basic resources to keep them going through the winter. Boxes for donations were spread out throughout the campus reaching as many students as possible.
2015	Conflict Resolution Workshop	Local NGO	UNGC Principle 10 PRME Principle 1	Net Impact AUB Chapter held a workshop under the conflict resolution theme to help students enrich their skills. Mr. Elie Awad, the co-founder and manager of the NGO: "Youth for Tolerance", was the facilitator of this workshop. From its inception, the organization focused on training youth on conflict resolution skills and running awareness campaigns against violence and blind allegiance.
2015	Women International Day	Local NGO	UNGC Principles 1 & 6 PRME Principle 6	Net Impact AUB Chapter held a fundraising event in collaboration with the Women's Right Club for ABAAD NGO through a bake sale. The funds raised were donated to the project of "Al-Dar" which is a shelter for women in forced and abusive marriages. ABAAD is a non-profit, non-politically affiliated, non-religious civil association that aims to achieve gender equality as an essential condition to sustainable social and economic development in the MENA region.
2015	OSB Go Green		UNGC Principle 8	OSB Go Green is an initiative aimed at promoting sustainability and CSR within the Olayan School of Business at AUB. It seeks to allow every user of the building to become more responsible, towards energy, water, cleanliness, & recycling. Involves the collaboration of students, faculty, and staff.
2015-2016	ACCESS Project	Local NGO	UNGC Principle 8 PRME Principles 1, 2 & 8	In collaboration with the SEPT NGO, Net Impact embarked on the ACCESS Project which aims to address the problem of societal degradation and youth disengagement by promoting and building capacity on CSR. The project is funded by the US Embassy and takes place over a period of eight months across 3 universities in Lebanon. The student participants from AUB and other universities will undergo training on designing and implementing a CSR related advocacy campaign. The students will be given the opportunity to set up their own NGO related to the topic that they have chosen.

Measurement of Outcomes

OSB has witnessed consistent healthy growth and maturation over time, graduating over 12,000 undergraduate students and over 2000 graduates to date, in addition to growing its full time faculty body from 13 academics in early 2000 to nearly 50 full time faculty in 2015. Moreover, OSB boasts a diverse student body with 26% of its students in 2014 coming from outside of Lebanon.

Number of Students Enrolled	2013- 2014	2014- 2015	2015- 2016
BBA	976	1000	975
MBA	74	48	49
MFIN	42	43	43
MHRM	31	28	30
EMBA	35	29	27

	2013- 2014	2014- 2015	2015- 2016
Number of Full-Time Faculty	53	55	52

Student Diversity

In BBA Program:

	2013- 2014	2014- 2015
Percentage of Enrolled Women	58%	56%
Percentage of Students Enrolled from Outside Lebanon	29%	26%

Faculty Honors and Achievements

2013 – 2014

Ibrahim Osman

- Best paper award, IESM, 2014

Fida Afiouni

- Finalist for the Careers Best International Paper Award, Academy of Management, 2014

**Thornberry, Jon, Sidani,
Yusuf, & Apaydin,
Marina**

- Management History Division Award. 2014
& Finalist for Carolyn Dexter Award

2014 - 2015

Charlotte Karam

- Nominee for the Teaching Excellence Award, OSB, 2014
- 2014 Emerald Best International Symposium Award, Academy of Management, 2014

Dima Jamali

- Aspen Institute Faculty Pioneer Award, 2015
- Personality of the Year for CSR, 2015

Fida Afiouni

- Recipient of the Emerald Best International Symposium Award, Academy of Management, 2014

Marina Apaydin

- Best Paper Award, Academy of International Business, 2014

Implementation of the PRME Principles

Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Through co-curricular and extra-curricular activities, OSB is striving to implement the first principle, specifically through its Net Impact chapter that presents a chance for business students to learn first-hand about CSR as well as apply the business skills they gain while pursuing their degrees in projects aimed at supporting CSR and for-benefit enterprises.

Moreover, the table below maps the concepts related to CSR and sustainability to the courses that the students take in their undergraduate and graduate years of study.

Table 3- CSR and Ethics- Related Topics in the BBA Program

Concept	Business Ethics (Core)	Management Accounting (Core)	Operations Management (Core)	Principles of Marketing (Core)	Business Law (Core)	Principles of Management (Core)
Sustainability			Year II			
Organization-sustaining activities		Year III				
Sustainable Business Practice	Year III					
Sustainable Development	Year III					
Environmental Sustainability				Year III		
Fraud		Year I				
Human rights	Year III				Year III	
Moral rights and bill of right						
Culture						Year II
Labor law					Year II	
Discrimination	Year III					
UNPRME and UNGC	Year III					

Principle 2: Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



Lecture on PRME Principles by Dr. Dima Jamali

The following topics are covered in several courses in the undergraduate OSB curriculum:

- Securities Fraud
- Human Rights, Moral Rights, and Bill of Rights
- Compliance Based Culture
- Labor Law
- Discrimination and Reverse Discrimination
- 10 principles of the UNGC

To see the full list of undergraduate courses offered at OSB please visit <https://www.aub.edu.lb/registrar/Documents/catalogue/undergraduate15-16/osb.pdf>

Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



Guest Lecturer Dr. Tima Bansal, March 2015



Net Impact AUB Chapter

OSB strives to provide effective learning experiences for responsible leadership through its various speaker series including the CSR Initiative Speaker Series and Meet the Company MBA Speaker Series where CEOs and top executives from regional companies are invited to speak to MBA students about the importance of responsible leadership and community development. OSB also has future plans to incorporate a mandatory one-month summer internship for all undergraduate students at sophomore level in 2016 - 2017.

Moreover, during the Academic Year 2013 - 2014, the School established endowed chairs in the areas of leadership and corporate governance.

- Kamal Shair Chair in Responsible Leadership - Dr. Dima Jamali

- Rami Fouad Makhzoumi Chair in Corporate Governance - Dr. Assem Safieddine

All Chairs launched guest lecture series in their domains, and had top local and international business leaders engage students and faculty in discussing relevant and current topics affecting businesses in the region.

Big 4 & After Competition

The Big 4 & After competition is a joint collaborative effort between the School, the Business Student Society, PwC, and Ernest and Young (EY). OSB students are divided into teams, in a special competition, surmounting various physical and mental challenges to win the opportunity of a lifetime: an employment or internship contract at either PwC or EY. Challenges are designed around several competency areas to test teamwork, technical skills, as well as knowledge of accounting.

Darwazah Student Innovation Contest

The Darwazah Student Innovation Contest is organized and sponsored by Samih Darwazah Center for Innovation Management and Entrepreneurship at OSB. The competition is open to all AUB undergraduate and graduate students. Participants submit a proposal for an innovative product, service, or business process. The purpose of this competition is to foster entrepreneurship and innovation among AUB students. It also aims at encouraging collaboration between students from different disciplines, to share knowledge and come up with a well-rounded and complete business proposal for a new product or service.

The Samih Darwazah Center for Innovation Management and Entrepreneurship that works on documenting distinct innovative practices of regional startups, research, and case development. The center was inaugurated in January 2011 at OSB and aims to document and enhance innovative practices in the business community. It seeks to generate reliable information to guide evidence-based decision-making in this key sector that holds strategic importance in a knowledge economy. Its scope includes research, field studies, benchmarking, seminars and workshops as well as conferences all focused on the pivotal domain of organizational renewal and wealth creation through creative enterprise.

Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Taking a quick glimpse at OSB's academic research records yields a total of 13 articles published in Thomson Reuters (Web of Knowledge) Impact journals since 2013 related to topics on: CSR, social business, ethics, management, and corporate governance, among others.

Moreover, extensive research contributions in areas of CSR, corporate governance, gender and environment amounted to 27% of total school research productivity in academic year 2014-2015 and 23% of total school research productivity in academic year 2010-2014. The tables below summarize the number of intellectual contributions and their impact factors. For a full list of OSB's faculty research from 2013 through 2015, please see appendix A.

Table 4- The Number of Intellectual Contributions and Impact Factors in OSB for AY 2010-2011 until 2013-2014 (inclusive)

Type of Publications Covering:	Number of Intellectual Contributions	Published Peer Reviewed Journal Articles with Web of Knowledge Impact Factors
Learning/Pedagogical Contributions: Book Chapters	5	
Publications in Refereed Conference Proceedings	24	
Published Peer Reviewed Journal Articles (PRJ)	34	47% of Total PRJs
Refereed Conference Presentations	14	
Grand Total	81	

Table 5- The number of Intellectual Contributions and Impact Factors in OSB for AY 2014-2015

Type of Publications Covering:	Number of Intellectual Contributions	Published Peer Reviewed Journal Articles with Web of Knowledge Impact Factors
Learning/Pedagogical Contributions: Book Chapters	10	

Publications in Refereed Conference Proceedings	6	
Published Peer Reviewed Journal Articles (PRJ)	9	57% of Total PRJs
Refereed Conference Presentations	11	
Grand Total	37	



Guest Lecturer Dr. Bobby Banerjee, October 2014

Figure 3- Spectrum of Publications, Cases, and Books

Publications

- SMEs and CSR in Developing Countries.**
Business and Society (2015)
- CSR institutionalized myths in developing countries: An imminent threat of selective decoupling.**
Business and Society (2015)
- Exploring HRM roles in CSR: The CSR-HRM Co Creation Model**
Business Ethics: A European Review (2015)
- Socially responsible investment: Insights from Sharia units in Islamic Financial Institutions**
Business Ethics: A European Review (2014)
- Does religiosity determine affinities to CSR**
Journal of Management, Spirituality and Religion (2014)
- Gendering CSR in the Arab Middle East: An institutional perspective**
Business Ethics Quarterly (2013)
- Is CSR counterproductive in developing countries: The unheard voices of change**
Journal of Change Management (2011)
- Corporate governance and corporate social responsibility: Evidence from health care sector**
Corporate Governance (2011)
- Drivers of Corporate Social Responsibility Attitudes: The Demography of Socially Responsible Investors**
British Journal Of Management (2011)

Case Studies

- BLC Bank and the Quest for Women's Empowerment in MENA, Case 9B15M106, *Ivey Publishing*
- Sustainability in the Arab world: The Aramex Way, Case 9B11M060, *Ivey Publishing*
- Ruwwad and the Genesis of Community Development in the Arab Region, Case 9B11C019, *Ivey Publishing*
- The Partnership for Lebanon (PFL) and Cisco Systems: Promoting Development in a Post War Context, Case 9B11M050, *Ivey Publishing*
- 2B Design: A Creative Social Business In Lebanon, *Ivey Publishing*, Case 9B11M097, *Ivey Publishing*
- Souk El Tayeb The Good Food Market in Lebanon, *Ivey Publishing*, Case 9B11M111, *Ivey Publishing*
- Shankaboot: An Experiment in Promoting Social Development through ICT. *Ivey Publishing (in preparation)*

Books

- Development Oriented CSR (Volume 1 and Volume 2)
Edited by Dima Jamali, Charlotte Karam, Michael Blowfield
- Social Entrepreneurship in the Middles East (Volume 1 and Volume 2)
Edited by Dima Jamali and Alessandro Lanteri
- Cultural Adaptation of Management by Robins, S. and Coulter, M., Pearson. Edited by Dima Jamali and Yusuf Sidani
- CSR in the Middle East , Fresh Perspectives
Edited by [Dima Jamali](#) and [Yusuf Sidani](#)

Principle 5: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

OSB initiated a number of partnerships with private and public entities including:

- ❖ The Citi-OSB Women's Entrepreneurship Initiative (September 15 - October 21): A program lead by OSB in partnership with Citi aimed at filling the gap in women entrepreneurship business education, supporting female entrepreneurs in formalizing their businesses, support female entrepreneurs to enter new markets while assuring their company's sustainable growth
- ❖ The Executive Education Program works with organizations on a one-to-one basis to create high-impact learning experiences tailored to the needs of each firm. The Program prepares managers to understand the macro and micro-environment of their business and industry, and builds their organizational competency in various discipline areas including leadership and governance

Principle 6: Dialogue

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

OSB participates in continuous dialogue and learning opportunities. For example, Dr. Naresh Malhotra, a Regents' Professor Emeritus, Georgia Institute of Technology was invited for a two-week visit in April 2015, where he conducted research seminars and shared his views with faculty members on: best practices in research, fostering academic collaboration, and designing research studies with global impact. OSB also invited Dr. Glenn Rowe, Paul MacPherson Chair in Strategic Leadership, Ivey Business School to provide a customized two and a half day session to OSB faculty on best practices in Executive Education and Case Method teaching. Moreover, the CSR Initiative invited a number of international scholars including Dr. Bobby Banerjee, Dr. Tima Bansal and Dr. Micheal Blowfield who conducted presentation to OSB faculty that provided advice and insight on how to approach the publication process and improve OSB faculty skills in this regard.

Faculty members also launched a Reading and Research Circle to gather once per month and read research related to women and management studies, feminist theory, and gender in the Arab Middle East. The circle is open to all researchers, graduate students and inquisitive minds.

Goals and Commitment to PRME and UN Global Compact

The Olayan School of Business at the American University of Beirut is committed to supporting the further implementation of CSR and corporate responsibility into all aspects of its programs.

As such, the school is supportive of faculty developing new courses in this field as is evident from the sustainability-focused courses offerings available to students. In addition, there are plans to create a new core community service course at the undergraduate level and that seeks to foster civic engagement and community responsibility in our students.

Our faculty and staff have always supported PRME regional and international conferences, as well as the UNGC annual local network forum. We are also eager to host the Regional PRME meeting in 2017.

Appendix A: Faculty Publications and Research since 2013

2013	Jamali, D, Vives A, and LundThomsen, P	Published Articles in Refereed Journals	CSR and SMEs: An analysis of donor financed management tools. Forthcoming
2013	Jamali, D	Refereed Conference Presentations	CSR in Action Workshop
2013	Jamali, D	Chapters in Books/Monographs	CSR in developing countries through an institutional lens
2013	Karam C, Jamali D, Ralston D	Publications in refereed conference proceedings	Development Oriented CSR: Private Sector Firms Serving as Change Agents in Developing Economies.
2013	Karam C, Jamali D	Publications in refereed conference proceedings	Ethical Business Strategies: Helping to level the playing field through gendering CSR
2013	Karam C, Jamali D	Published Articles in Refereed Journals	Gendering CSR in the Arab Middle East: An Institutional Perspective
2013	Jamali, D	Refereed Conference Presentations	Partnerships for CSR
2013	Shahnaz I, Jamali D, Karatas-ozkan M	Publications in refereed conference proceedings	Theorizing Social Embedded-ness of CSR in Emerging Markets. 29th EGOS Colloquium
2013	Jamali D, Safieddine A, Daouk M	Published Articles in Refereed Journals	Corporate Governance and Women: An Empirical Study of Top and Middle Women Managers in The Lebanese Banking Sector
2013	Uwaydah Mardini R	Published Case Studies	Corporate Governance Case Study: Mobinets
2013	King N	Published Articles in Refereed Journals	Exploring the Impact of Operating Model Choice on the Governance of Inter-Organizational Workflow: The US E-Prescribing Network
2013	Afiouni F, Karam C	Publications in refereed conference proceedings	Indigenous HR policy development in the Arab Middle East: Putting Gender on the Agenda
2013	Osman, I	Non-Refereed Conference Presentations	International Renewable Energy Index for Sustainable Development
2013	Rawwas, M. Arjoon, S, and Sidani, Y	Published Articles in Refereed Journals	An Introduction of Epistemology to Business Ethics: A Study of Marketing Middle-Managers
2013	Sidani, Y, Ghanem, A and Rawwas, M	Publications in Refereed Conference Proceedings	Attributes, Ethical Attitudes, and Behaviors of Tax Evaders in a Permissive Tax Collection Society
2013	Ahmad Z, Elfakhani S	Published Articles in Refereed Journals	Basis of Entrepreneurship Principles Within an Islamic Ethical Framework
2013	Elfakhani S, Ahmad Z	Published Articles in Refereed Journals	Philosophical Basis of Entrepreneurship Principles Within an Islamic Ethical Framework
2013	Afiouni F, Karam C,	Published Articles in	The Hard or the Soft: The Ethics of Getting Ahead

	Al Hage H	Refereed Journals	at Work across Asia
2013	Karam C, Ralston D, Egri C	Publications in refereed conference proceedings	The Society for Business Ethics Conference
2013	Dawkins C, Jamali D, Karam C, Zhao J-X	Published Articles in Refereed Journals	Corporate Social Responsibility and Job Choice Intentions: A Cross-Cultural Analysis
2013	Karam C, Jamali D, Ralston D, Blowfield M, Egri C, Idemudia U, Kolk A, Preuss L	Refereed conference presentations	Present and Future Leader Group Attitudes across the BRIC Countries: An Assessment of the Triple-Bottom-Line of Corporate Responsibility
2013	Bastian, Bettina L	Published Articles in Refereed Journals	Promoting innovation in the MENA region: the role of social norms and individual factors in entrepreneurial networks
2013	Afiouni F, Karam C	Refereed conference presentations	Family, Career patterns and the notion of success in traditional collectivist culture
2013	Afiouni F, Karam C	Publications in refereed conference proceedings	Women within the Arab Spring: Exploring possible strategic actions for shaping change
2013	Afiouni, F and Karam, C.	Publications in Refereed Conference Proceedings	Women, Employment, and the quest for legitimacy in Arab societies.
2014	Jamali D, Karam CM	Refereed conference presentations	New Gendered Forms of CSR: Activist CSR and the Gender Institution in the Arab Middle East
2014	Lund Lund Thomsen P, Jamali D, Vives A	Published Articles in Refereed Journals	CSR and SMEs: An analysis of donor financed management tools
2014	Jamali D	Learning/Pedagogical Contributions: Published Book Chapters	CSR and social entrepreneurship in Lebanon.
2014	Jamali D, Karam C	Learning/Pedagogical Contributions: Published Book Chapters	CSR in developing countries: a comparative glimpse
2014	Jamali D	Learning/Pedagogical Contributions: Published Book Chapters	CSR in the Middle East: An overview.
2014	Karam C, Jamali D, Blowfield	Refereed conference presentations	Development-Oriented CSR: responsible businesses building positive change in developing countries.
2014	Jamali D, Karam CM	Refereed conference presentations	Gendering CSR through Activist CSR in Lebanon.
2014	Jamali D, Abdallah H	Learning/Pedagogical Contributions:	Mainstreaming CSR at the core of the business curriculum

		Published Book Chapters	
2014	Jamali, Dima; Dirani, Ali	Published Articles in Refereed Journals	Synergies of CSR and diversity management: a converging agenda
2014	Jamali D	Learning/Pedagogical Contributions: Published Book Chapters	The need for a finer grained analysis of the CSR of MNC subsidiaries in developing countries
2014	Karam C, Afiouni F, Sidani M	Refereed conference presentations	The Bursting Pipeline: Gender, HR, and Avenues for Regional Development in the Arab Middle East.
2014	Tanusree J, Jamali D	Publications in refereed conference proceedings	Corporate Social Orientations in Emerging Markets: A Comparative Analysis. International Association for Business and Society
2014	Jamali D, Ibrahim S	Learning/Pedagogical Contributions: Published Book Chapters	Sustainable Enterprise in Egypt: An Overview
2014	Jamali D, Kreide L	Learning/Pedagogical Contributions: Published Book Chapters	Sustainable Enterprise in Lebanon: An Overview
2014	Jamali D, Seferian N, Oasem M	Learning/Pedagogical Contributions: Published Book Chapters	Sustainable Enterprise in the Middle East and North Africa
2014	Jamali D, Lanteri A	Publications in refereed conference proceedings	Creating and Measuring Shared Value in the Arab Countries: A Human Development Perspective, International Association for Business and Society
2014	Yehya N.A., Dutta M.J.	Published Articles in Refereed Journals	Articulations of Health and Poverty Among Women on WIC
2014	Bou Hamad I	Refereed conference presentations	Effects of Political Orientation, Religion, and Demographic Backgrounds on Lebanese Mass Media Consumption: A Confirmatory Quantitative Analysis
2014	Jamali D, Karam C	Publications in Refereed Conference Proceedings	Activist CSR and the Gender Institution in the Arab Middle East. Gender, Work and Organizations.
2014	Jamali D	Published Case Studies	Audi Bank: The Journey to Build Strategic CSR Capacity
2014	Jamali, D, Karam, C and Dawkins, C	Published Articles in Refereed Journals	CSR and job choice intentions: A comparative analysis of three countries.(forthcoming)
2014	Jamali, D and LundThomsen, P	Published Articles in Refereed Journals	CSR Institutionalized myths in developing countries: An imminent threat of selective decoupling. (forthcoming)
2014	Karam C, Jamali D	Publications in	Development Oriented CSR: Responsible

		Refereed Conference Proceedings	Businesses Building Positive Change in Developing Countries, 2014 Annual Meeting, Academy of Management
2014	Jamali, D, and Sidani, Y	Published Articles in Refereed Journals	Does religiosity determine affinities to CSR (forthcoming)
2014	Yin J, Jamali D	Publications in Refereed Conference Proceedings	Strategic CSR of MNC Subsidiaries in Emerging Markets: Evidence from China, 2014 Annual Meeting, Academy of Management
2014	Chahine S, Zeidan M	Published Articles in Refereed Journals	Corporate Governance and Market Performance of Parent Firms Following Equity Carve-outs Announcement
2014	Ismail A, Dbouk W, Azouri C	Published Articles in Refereed Journals	Does Industry-adjusted Corporate Governance Matter in Mergers and Acquisitions?
2014	Chahine, S	Published Articles in Refereed Journals	Corporate Governance and Market Performance of Parent Firms Following Equity Carve-outs Announcement
2014	Karam C, Afioni F	Publications in Refereed Conference Proceedings	The Bursting Pipeline: Gender, HR, and Avenues for Regional Development in the Arab Middle East.
2014	Jamali, D. Ullah, S. and Harwood, I.	Published Articles in Refereed Journals	Socially responsible investment: insights from Shari'a departments in Islamic financial institutions
2014	Sidani Y	Published Articles in Refereed Journals	Gaps in female labor participation and pay equity: The impact of cultural variables
2014	Afioni F	Publications in Refereed Conference Proceedings	Why does human capital go to waste? uncovering the meaning of work and the perceived barriers to women's employment in Lebanon
2015	Jamali D, Jain T	Learning/Pedagogical Contributions: Published Book Chapters	Approaches to CSR in developing countries: A comparative study of India and the Arab World
2015	Jamali D, Jain T, Aguilera R	Publications in refereed conference proceedings	Expanding the Conversation on the Governance-CSR Interface
2015	Jamali, Dima R.; El Dirani, Ali M.; Harwood, Ian A.	Published Articles in Refereed Journals	Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model
2015	Husted B. Jamali D. and Saffar W.	Published Articles in Refereed Journals	Near and Dear? The Role of Location in CSR Engagement
2015	Jain, T. and Jamali, D.	Published Articles in Refereed Journals	The Impact of CG on CSR: A Multi-Level Review
2015	Ralston, David A.; Egri, Carolyn P.; Karam, Charlotte M.; Naoumova, Irina; Srinivasan, Narasimhan; Casado, Tania; Li,	Published Articles in Refereed Journals	The triple-bottom-line of corporate responsibility: Assessing the attitudes of present and future business professionals across the BRICs

	Yongjuan; Alas, Ruth		
2015	Afiouni F, Karam CM	Refereed conference presentations	Gender Mainstreaming and Corporate Governance: Exploring Potential Approaches in Developing Economies
2015	Bastian B, Akkawi Y	Research Reports	Corporate Governance Assessment on listed companies in Lebanon
2015	Abed Al Nasser Abdallah, Ismail A	Refereed conference presentations	Corporate Governance Practices, Ownership structure and types, and Corporate Performance in the GCC Countries
2015	Farah B, Elias R, Beamish P W	Refereed conference presentations	Do Expatriates, as MNE Parent-Foreign Subsidiary Governance Mechanisms, Really Impact Foreign Subsidiary Performance?
2015	Karam CM, Afiouni F	Refereed conference presentations	Gender and Governance: Multilevel Dynamics Shaping Perceptions of Career Legitimacy
2015	Farah B	Other Contributions to Practice	MNE Parent-Foreign Subsidiary Governance
2015	Karam CM	Refereed conference presentations	PDW: Gender governance in the Arab Middle East.
2015	Jamali D, Jain T	Publications in refereed conference proceedings	The impact of corporate governance on corporate social responsibility: A multi-level review
2015	Sidani, Yusuf M.; Konrad, Alison; Karam, Charlotte M.	Published Articles in Refereed Journals	From female leadership advantage to female leadership deficit A developing country perspective
2015	Metcalfe B., Karam CM, Afiouni F	Publications in refereed conference proceedings	Leveraging Gender Mainstreaming for female empowerment within the Arab Spring and Islamic Winter
2015	Goldberg , Karam CM	Refereed conference presentations	PDW: Doctoral Consortium for the Gender and Diversity in Organizations Division
2015	Sidani, Yusuf; Al Ariss, Akram	Published Articles in Refereed Journals	New Conceptual Foundations for Islamic Business Ethics: The Contributions of Abu-Hamid Al-Ghazali
2015	Karam, Charlotte M.; Sidani, Yusuf M.; Showail, Sammy	Published Articles in Refereed Journals	Teaching business ethics in the global South: control, resistance, and phronesis
2015	Lanteri, A.	Published Articles in Refereed Journals	The Creation of Social Enterprises: Some Lessons from Lebanon
2015	Lanteri A, Menhall N, Hmayed A	Learning/Pedagogical Contributions: Published Book Chapters	The nabad social incubator and nascent entrepreneurship in Lebanon
2015	Jamali D, Jain T	Publications in refereed conference proceedings	A human development perspective to shared value creation