



# 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 2015 - October 2017

## Our Vision

Something we aspire to achieve

*“Transform business thinking in the MENA region.”*

## Our Mission

Our purpose and focus

*“Enable world-class business research, learning, and knowledge transfer from our authoritative anchor point within the MENA region.”*



## 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

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## 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.

## Practical Actions to Support the Global Compact Principles

### Human Rights

Partner with ShareQ an online job-search platform that connects people with disabilities looking for jobs to corporate employers looking to hire.

### Anti-Corruption

**Anti-Corruption Initiative:** Complete the 2nd and the 3rd phases of the anti- corruption Initiative with UNDP in which members will attend an in-depth training about anti-corruption.

**Post- Training Advocacy Group:** Established and trained to advocate for concrete anti-corruption reform priorities working closely with the national commission on anti-corruption and championing anti-corruption on a national scale.

### Environment

**Environmate:** A competition which supports young Lebanese “Ecopreneurs” in addressing pressing environmental problems

### Education

**Sustainable Minds:** Edition 2 of the nation-wide competition Sustainable Minds, in which secondary school students create a short video demonstrating their understating of the 17 SDGS.

**Peace Building Program:** A series of workshops held in collaboration with Search Common Ground to introduce the peacebuilding concept to the private sector and civil society leading to a nucleus group and action platform to promote their role in peacebuilding.

## Panels and Workshops

**Lebanon Collaboration for the SDGs:** The event will consist of a series of panels highlighting practical examples of efforts and partnerships between the private sector and the NGOs around the SDGs.

**CSR Workshops:** A series of industry-tailored lectures, seminars, and workshops to share best practices on CSR and Sustainability.

**COP Workshops:** A workshop in which attendees learn how to prepare their annual Communication on Progress (COP) report as per UNGC Guidelines.

**Roundtables Discussion around the SDGs:** A series of roundtable discussions to exchange best practices and knowledge around sustainability in each industry as well as the challenges and opportunities.

## The Steering Committee

- Souha Bourjeily (*Head of Corporate Communications and CSR Unit*)
- Isabelle Naoum (*Head of Communications - BLOM BANK*)
- May Rihan (*Head of Marketing Research Department - Fransabank sal*)
- Asmahan Zein (*Founder of Inforot LLC in Lebanon*)
- Dima Jamali (*Full Professor at American University of Beirut*)
- Elias Gemayel (*HR Business Partner at Aramex*)
- Hasmig Khoury (*Head of CSR at Bank Audi Member of Economic Social Council*)
- Rana Haddad (*Instructional Designer at American University of Beirut*)
- Youmna Ziade (*Project Manager and Head of CSR Committee BLC Bank*)
- Sana Zacca (*Global Subsidiary Group Head - Lebanon / Vice President at Citibank Lebanon N.A*)
- Nour Bitar (*Refugee Health Program Coordinator & Global Health Research Officer*)
- Ronnie Richa (*Senior Marketing Manager at LibanPost*)
- May Makhzoumi (*Founder of the National Dialogue Party*)

## Work Plan for 2018

## GCNL Work Plan for 2018

Specific Initiatives	<b>HUMAN RIGHTS</b>	
	<i>Objective 2018</i>	To promote the inclusion of employees with disabilities within organizations in Lebanon and help them obtain decent and productive work opportunities
	<i>Initiatives</i>	→ Launching an online job-search platform that connects people with disabilities looking for jobs to corporate employers looking to hire in collaboration with ShareQ
	<i>Relevant SDGs</i>	❖ Decent work and economic growth ❖ Reduced inequalities ❖ Peace, justice and strong institutions
	<b>ANTI-CORRUPTION Training Phase 2</b>	
	<i>Objective 2018</i>	To raise awareness of the prevalence of corruption in the Middle East and help companies limit or avoid inadvertently participating in corruption
	<i>Initiatives</i>	→ Complete phase 2 of the <i>Anti-Corruption Workshop</i> in collaboration with UNDP → Circulate the <i>GCNL Anti-Corruption Guide</i> to all network participants and future GCNL events
	<i>Relevant SDGs</i>	❖ Decent work and economic growth ❖ Peace, justice and strong institutions
	<b>EDUCATION</b>	
	<i>Objective 2018</i>	To introduce the SDGs in Lebanese schools
	<i>Initiatives</i>	→ Repeat the nation-wide competition—Sustainable Minds, in which Grade 10 students create a short video demonstrating their understanding of one of the 17 SDGs
	<i>Relevant SDGs</i>	❖ Quality education ❖ Gender equality ❖ Clean water and sanitation ❖ Affordable and clean energy ❖ Reduced inequalities ❖ Sustainable cities and communities ❖ Peace, justice and strong institutions ❖ Partnerships for goals

Specific Initiatives	<b>ENVIRONMENT</b>	
	<i>Objective 2018</i>	To generate viable, creative solutions that address today's most urgent energy and environmental challenges in Lebanon
	<i>Initiative #1</i>	→ The Urb-Hackathon is a sprint-like event in which passionate university students, entrepreneurs and professionals meet to innovate solutions under the theme of: Data-Urbanism: Reducing City Air Pollution from Transport
	<i>Relevant SDGs</i>	<ul style="list-style-type: none"> <li>❖ Clean water and sanitation</li> <li>❖ Affordable and clean energy</li> <li>❖ Industry, innovation, and infrastructure</li> <li>❖ Responsible consumption and protection</li> <li>❖ Climate action</li> <li>❖ Life below water</li> <li>❖ Life on land</li> </ul>
	<b>PEACE Pioneers Phase 2</b>	
	<i>Objective 2018</i>	To highlight the efforts of the Peace Pioneers (i.e. private companies and civil society organizations promoting peace in Lebanon), share findings from the research while also giving participants the opportunity to publicly commit to the agreed partnerships/programs that the actors will venture in and give the latter the chance to discuss their plans openly.
	<i>Initiatives</i>	<ul style="list-style-type: none"> <li>→ Pledge to work jointly on locally-led peacebuilding efforts</li> <li>→ Highlight the importance of SDG 16 &amp; SDG 17 as an essential element of sustainable development</li> <li>→ Incentivize building networks and partnerships across actors</li> <li>→ Share the findings of the research</li> <li>→ Launch of the Peace Council</li> </ul>
	<i>Relevant SDGs</i>	<ul style="list-style-type: none"> <li>❖ Reduced inequalities</li> <li>❖ Decent work and economic growth</li> <li>❖ Peace, justice and strong institutions</li> <li>❖ Partnerships for goals</li> </ul>



<b>Student Engagement</b>	
<i>Objective 2017-2018</i>	To engage youth in the work that GCNL does and leverage the resources of university student clubs
<i>Initiative #1</i>	<p><b>SDG Challenge</b></p> <p>→ Hold a competition for students relevant to the SDGS</p>
<i>Initiative #2</i>	<p><b>Supporting AUB Students Community Events</b></p> <p>→ BEYMUN Conference in April 2018: With converging interests and goals, this year, the Global Compact Network Lebanon is championing the annual student-run Model United Nations conference, BEYMUN, held at the American University of Beirut. The mission of BEYMUN is to introduce college students from all around the world to the inner workings of the United Nations and engage them in high-level debates to come up with practical solutions to modern-day issues. This year, with GCNL taking new directions to build peace through cross-sector engagement, it saw the perfect opportunity to praise student engagement in a conference whose theme revolves around “Paving Unity, Pioneering Acceptance”.</p>
<i>Initiative #3</i>	<p><b>Share the Flag Conference May 6 2018:</b></p> <p>→ Supporting a youth driven patriotic and community initiative, the Global Compact Network Lebanon is collaborating with the Business Student Society to <i>produce and donate 104,000 notebooks to public school</i> children on Lebanese territory. This is a chance for everyone –students, companies and government key players—to unite for a good cause and help each other customize the biggest Lebanese flag made out of notebooks on the green field of the American University of Beirut. This is our way of standing up to “Education for All” and breaking the Guinness World Records for the biggest flag made out of a mosaic of notebooks at the same time.</p>

<b>General Initiatives</b>	<b>Panels &amp; Workshops</b>	
	<i>Objective 2018</i>	To encourage knowledge sharing and mutual learning
	<i>Initiatives</i>	<ul style="list-style-type: none"> <li>→ <b>SDG Panels (Lebanon Collaboration for the SDGs):</b> Hold a series of panel discussions, in which participants who have excelled in an area relating to an SDG and/or the UNGC Ten Principles share their experiences and expertise with other network participants</li> <li>→ <b>Workshops on CSR:</b> Facilitate a series of industry-tailored lectures, seminars, and workshops on the basics of corporate social responsibility, social entrepreneurship, and sustainable development, in which companies and organizations of the same sector attend to learn practical solutions and tips to making their businesses more sustainable, green, and socially responsible</li> <li>→ <b>Workshop on social entrepreneurship:</b> GCNL is collaborating with the UK initiative on social entrepreneurship in Lebanon, SoUK.LB, to host expert from Social Value UK who will deliver a 2 hour talk on social impact measurement and maximization of social value in an organization.</li> <li>→ <b>SDG Focus Group:</b> Conduct workshops per SDG by giving guidelines how to promote the SDGs and how to create projects related to them</li> </ul>

<b>Social Media Initiatives</b>	<b>Social Media Strategy &amp; Calendar</b>	<p>Components of strategy:</p> <ul style="list-style-type: none"> <li>→ Research performed from the SDG Mapping efforts (Tahaki Map)</li> <li>→ Awareness: Inform the audience about the Global Compact and the SDGs</li> <li>→ Engagement tools: Competitions, questions, small tasks</li> <li>→ Reference tips: Display what prominent figures and reference groups are doing in relation to the SDGs –in the form of facts, quotes, graphics, etc.</li> </ul>
	<b>SDG Video for Lebanon (Artists)</b>	Shed light on prominent figures upholding the SDGs

	<b>SDG Video for Lebanon (Network Members)</b>	Shed light on the activities of our network members through small clips
<b>Vision Initiative</b>	<b>SDG Council</b>	
	<i>Objective 2018</i>	<ul style="list-style-type: none"> <li>→ Provide strategic direction to GCNL in relation to making progress towards the SDGs capitalizing on private sector leadership, engagement and involvement</li> <li>→ Help mobilize resources and forge the necessary national and international partnerships and stewardship to keep all progress and activities on track in relation to particular SDGs</li> <li>→ Help to further promote and support GCNL and track the progress being made on the SDG side in the private sector and in the context of nonprofits that are part of the network</li> </ul>
	<i>Initiative #1</i>	<ul style="list-style-type: none"> <li>→ <b>Working with the Chambers of commerce in Tripoli and Beirut, this project will entail three parts:</b> <ol style="list-style-type: none"> <li>1- To launch the first Social Entrepreneurship and Social Innovation Award, extending the work of the Souk.lb project</li> <li>2- Working with existing social enterprises to launch a Social Procurement Manifesto</li> <li>3- Working with BDL to reach consensus on an operational definition for a Social Enterprise, but also secure additional funding for social enterprises and social innovations</li> </ol> </li> </ul>
	<i>Initiative #2</i>	<ul style="list-style-type: none"> <li>→ <b>Robotics and Technology within Public Schools</b> This projects is in collaboration with The Little Engineer (LTE) The project will integrate Science, Technology, Engineering and Mathematics through interactive tailored programs in two pilot public schools in Lebanon The project will also entail facilitation visits by public schools students to the MEA center in Jnah to introduce them to the new MEA state of the art training center and the latest technology</li> </ul>
	<i>Initiative #3</i>	<ul style="list-style-type: none"> <li>→ <b>E-commerce with The Blessing Foundation</b> The Blessing Foundation’s mission is to empower women in business by helping them start, sustain, evolve and scale The e-commerce platform helps women sell their products online, thus creating sustainable projects and positively contributing to the ecosystem; GCNL will help in marketing those products, creating gift bundles and highlighting success stories</li> </ul>

<i>Initiative #4</i>	<p>→ <b>Al Manara Project:</b> This project, in collaboration with Light House Keepers NGO will entail three phases; GCNL will support the first phase of the project entailing the coloring of the new ultra-modern lighthouse by the famous Manara sea promenade and introducing night light enhancements</p>
<i>Initiative #5</i>	<p>→ <b>Tree Planting Project for all AUB Students</b> The American University of Beirut is starting an initiative to encourage every AUB student to plant a tree (before or during their stay at the university) to nurture a sense of civic engagement, social cohesion but more importantly to contribute to national reforestation in efforts in Lebanon.</p> <p>The project will be run in partnership with the Presidency of the Republic as an extension of the national reforestation efforts. It will involve a campaign to onboard all AUB students who want to be engaged through making presentations in classes and contacting students clubs. Then we need to organize a full day event to plant the trees. Through mobilizing students and the AUB community, we hope to generate impact that pushes Lebanon one step closer to achieving the SDGs.</p>
<i>Initiative #6</i>	<p>→ <b>The Green Schools Certification Program</b> The Green Schools Certification Program is a program running in Lebanon since 2015, it is organized by e-EcoSolutions under the patronage of the Ministry of Education and Higher Education in Lebanon and with the support of the Ministry of Environment in Lebanon and the Global Coalition for Green Schools. It aims to transform Private and Public schools from the different geographical areas of Lebanon into Green Schools with a mission to “Put every Student in Lebanon in a Green School within this Generation”.</p>

	<i>Initiative #7</i>	<p>→ <b>3rd edition of the National Cancer Treatment</b> Cancer Guidelines: The United Nations Development Programme (UNDP) in Lebanon will be launching the 3<sup>rd</sup> edition of the National Cancer Treatment Guidelines on February 3, 2018 in collaboration with the President's Office at the American University of Beirut (AUB) and Global Compact Network Lebanon (GCNL).</p> <p>The UNDP project "Transfer of knowledge through expatriate nationals" TOKTEN objective is to enhance Lebanon's development through the transfer of knowledge of successful expatriates. The project provides technical assistance to ministries and public institutions through short-term missions or assignments accomplished by successful expatriates.</p>
	<i>Initiative #8</i>	<p>→ <b>The No Hunger Project</b> This project will be implemented in coordination with UNDP. GCNL will provide an office phone and connectivity for the project</p> <p>The project aims to raise awareness on food security in Lebanon. The project will organize a lunch every month in a different host community totaling 12 lunches. The event will include refugees as well as Lebanese citizens in municipalities hosting the refugees. The UNDP will work on the coordination planning logistics finance and outreach while Vincenti will make sure that the food and beverages will be available on the date.</p>

<b>Research Initiatives</b>	<b>GCNL Team SDG Mapping</b>	
	<i>Objective 2018</i>	Call for action oriented research on the Sustainable Development Goals (SDGs) in Lebanon
	<i>Initiatives</i>	<p>→ In partnership with the American University of Beirut, the Issam Fares Institute (IFI) and the Global Health Institute (GHI), The Global Compact Network Lebanon (GCNL) will support up to 10 collaborative research projects across AUB that will strengthen the advancement of the SDGs in Lebanon for 2018.</p>

<b>SDG Awards</b>	<p>GCNL will launch its very first SDG Awards ceremony honoring, recognizing and highlighting the outstanding efforts of Lebanese business and organizations that are adopting and implementing the advancement of the 17SDGs in Lebanon. The Awards ceremony will bring together senior leaders from the private, the public sectors NGOs, and academics with the aim to recognize the biggest achievements of their companies involving CSR initiatives and their advancements towards achieving the agenda 2030 and the 17 SDGs.</p> <p>The aim of the Awards is to encourage all Lebanese businesses and organizations to embed the 17 Goals and highlight some of the amazing progress that they have made towards solving the pressing environmental, social and economic challenges of our time.</p>
<b>SDG Label</b>	<p>The Global Compact Network Lebanon (GCNL) is eager to introduce the Sustainability label. It follows the same pattern as other labels the only difference is that private businesses and companies will be labeled not products.</p> <p>The Sustainability label is a seal of approval given to companies and businesses that are deemed to have an impact on the progress of the agenda 2030 and the 17 SDGs. The aim is to showcase, promote and encourage companies working on sustainability to report their success and improvements and to be part of a SDG / Sustainability Label more sustainable community. These companies reached sustainability either by including best practices in their strategies (CSR...) or by implementing projects with a sustainability component that focuses on SDGs. The goal of sustainability labeling is to promote sustainably managed businesses and companies and highlight their results in the field of CSR and recognize the level of sustainability already achieved.</p>
<b>SDG Eco Label</b>	<p>GCNL in cooperation with the Ministry of Environment will launch the Eco Label. This label will come as a seal of approval accredited to companies and businesses in Lebanon who are working on achieving progress on the environmental SDGs of the 2030 agenda. The aim is double folded, 1-to showcase the work companies are doing on sustainability and environmental causes 2- to encourage more companies in Lebanon to adopt green policies (green loans, recycling..)</p>

## Principles for Responsible Management Education

### 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.

## Outcomes of PRME Chapter MENA 7<sup>th</sup> Regional Meeting

On October 09 2017, the 7th Regional Meeting of the PRME Chapter MENA was held at the American University of Beirut in Lebanon, in conjunction with the Global Compact Network Lebanon (GCNL), organized by the Olayan S. School of Business.

During the two-day “Joint UNGC-UNPRME Regional Meeting & Multi-Stakeholder SDG Forum”, the conference brought together close to 500 participants from all over the MENA including many deans and directors of business schools, as well as researchers, teachers, and the academic community who attended the event to discuss the future of responsible management education and its contributions to achieving the UN 2030 Sustainable Development Agenda.

The meeting started with the opening panel chaired by the following keynote speakers: President Fadlo Khuri (AUB), H.E. Mr. Marwan Hamadeh (Minister of Education), Dean Steve Harvey (OSB), Prof. Carole Parkes (PRME Chapter UK & Ireland Chair/Special Advisor for Chapters) and Prof. Dima Jamali (PRME Chapter MENA Chair). Followed by a “Social Entrepreneurship and SDGs panel”, and closed with a panel on “Education as an active partner in building a sustainable community” led by prominent business school Deans from MENA who gave an overview of the current challenges and opportunities regarding sustainable development, humanistic approach to education, and the implementation of PRME in business schools and larger society.

By bringing together faculty and deans from different business schools in the region, the meeting provided a platform for collaboration and partnership, and served as an opportunity for participants to integrate and share major actions to support the 6 principles that underpin the initiative and the SDGs, sharing insight about best practices for embedding PRME and enhancing the necessary institutional and operational capacities to advocate and promote PRME and the UN Global Compact in the region.

Finally, the event closed with a very interactive session titled “Looking Ahead”, in which the next steps for the PRME Chapter MENA were discussed, taking into account what was learned during the day on what signatories can do to advance responsible management education and contribute to the SDGs in the MENA region.

Participants explored ways of engaging students, businesses, non-governmental organizations, policymakers, accreditation bodies in promoting responsible leadership, sustainability, and corporate responsibility through an open dialogue on the context, practices and actions necessary for developing a sustainable mindset to offer responsible management education and make progress toward the SDGs.



## Implementation of the Principles for Responsible Management Education

### 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, through diverse edges including:

#### AACSB First Re-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.

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’s quality among the academic community.

By maintaining rigorous standards, OSB stakes its place among the world’s five percent of business schools who earned AACSB accreditation. In 2009, OSB became the first Lebanese institution (and one of the first in the Middle East) to receive AACSB accreditation.

#### 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).

### Net Impact AUB Chapter

In mid-2014, Net Impact has announced the 2014 Gold and Silver standings for Net Impact chapters, awarding Net Impact AUB the prestigious Silver standing. These standings, based on the chapter's performance this past academic year, represent the most outstanding chapters in the Net Impact network. That year, just 10% of over 300 Net Impact chapters worldwide achieved Silver standing. Net Impact is a leading non-profit that empowers a new generation to use their careers to drive transformational change in the workplace and the world. At the heart of our community are over 50,000 student and professional leaders from over 300 volunteer-led chapters across the globe working for a sustainable future.

### Blended Learning

The School has invested in recruiting and training an "Assistant Instructional Technologist" whose basic functions revolve around designing and developing instructional material for Web-Enhanced, Blended and Online courses that support the Olayan School of Business e-learning strategy. This falls in line with the new vision, mission and strategic imperatives of the School.

### Caring Environment

The School's professional administrators and programs directors/coordinators aim at providing a friendly and caring environment to both undergraduate and graduate students across all programs. Skilled staff also form the backbone of an educational environment committed to academic excellence that aims at fostering OSB's strategic imperatives.

### Extra-Curricular Learning

The "Investment Management Program" provides students with learning opportunities that go beyond the classroom where students are given opportunities to (a) manage investment portfolios using real money consisting of equities and fixed income securities and (b) form relationships with top investment management industry professionals. Accordingly, students develop competencies that are highly sought and relevant to investment management firms, and are given chances to secure future employment, internships, and better prepare for life in general.

## 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.

In the past, various courses include Organizational Behavior, Leadership, Employee Development, and Strategic Human Resource Management. Today, courses include Business Ethics and Corporate Social Responsibility in the BBA, MBA, and EMBA programs.

**Business Ethics**, an introductory course that provides students with an overview of business ethics at the individual, organizational, and societal level. Issues such as corruption, sexual harassment, fair trade, fraud, whistle-blowing, corporate social responsibility, ethical norms, ethical values, environmental responsibility and many more will be examined both in the international as well as local Lebanese context. Ultimately, the course is designed to not only introduce students to a wide array of current ethical issues in business but to also foster skills related to critically analysing the ethical and social dimensions of business-related problems in order to build more ethically-informed rationales for decision making.

**Corporate Social Responsibility**, a unit that examines the challenges of ethical decision making while focusing on CSR as a new management paradigm with ethical, responsible leadership and sustainability at its core. The course is dynamic and interactive, highlighting different approaches with which to examine CSR both conceptually and empirically and using actual case examples of organizations that have become trend setters in the CSR domain.

**Social Entrepreneurship**, a course that seeks to elucidate the rise of social entrepreneurship and the specific social orientations and drivers behind it. The course also explains the business models most common in Social Enterprises, discusses the most common financing schemes for Social Enterprises, and explains the strategies for measuring impact and scaling impact.

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

Table 1 - **CSR and Ethics-** Related Topics in the **BBA Program**

<b>Concept</b>	<b>Undergraduate Course</b>
<b>Sustainability</b>	Essentials of Entrepreneurship
<b>Sustainable Business Practice</b>	Fundamentals of Management and Organizational Behavior
<b>Sustainable Development</b>	Fundamentals of Management and Organizational Behavior
<b>Fraud</b>	Fraud examination and internal auditing Introduction to external auditing Business Ethics
<b>Human rights</b>	Business Ethics
<b>Culture</b>	Pre-foundation -Business Context Total Quality Management for Business Excellence Case studies in finance International Marketing Consumer behaviour Fundamentals of Management and Organizational Behaviour Organizational Behaviour Selection and assessment Strategic management
<b>Labor law</b>	Real estate management Organizational Behavior
<b>Discrimination</b>	Operations Management Foundations of Information Systems Pricing and Revenue Management Financial markets and institutions Cost accounting Fraud examination and internal auditing Financial Accounting Management accounting Intermediate financial accounting I Consumer behaviour Contemporary issues in human capital management Selection and assessment Social media in digital business Human resource and analytics Financial markets and institution Cost accounting Real estate management Venture capital management Intermediate financial accounting I Business Statistics Strategic management Small Business Management Business Environment of The Firm Essentials of entrepreneurship Family Business: Issues and Solutions Entrepreneurial Decision Making Launching a new venture

Table 2 - CSR and Ethics- Related Topics in the MBA, MFIN and EMBA Programs

Concept	Graduate Course
<b>Sustainability</b>	Business Ethics and Sustainability
<b>Fraud</b>	Predictive Analytics & Machine Learning
	Predictive Analytics & Machine Learning
	Predictive Data Mining For Business
<b>Human rights</b>	Entrepreneurship & Innovation Practicum—Developing & Launching New Products/Ventures
<b>Culture</b>	Human Capital Training and Development
	Business Ethics and Sustainability
	Leadership and Organizational Behavior
	Strategic Human Resources Management and Change Management
	Professional HRM challenges in the Middle East
	Leadership and Behavior In Organizations
	Business Context
	Advanced Seminar in Strategic Management
	Managing the Recruitment Process
	Professional HRM challenges in the Middle East
<b>Labor law</b>	Professional HRM challenges in the Middle East
<b>Discrimination</b>	Financial Econometrics
	Compensation and Performance Management
	Operations and Process Management
	Advanced Business Analytics: Strategic Market Crisis Communication and Reputation Management Measurement
	Human Capital Training and Development
	Models for Decision Making
	Managing the Recruitment Process
	Entrepreneurship & Innovation Practicum—Developing & Launching New Products/Ventures
	Supply Chain Management
	Islamic Finance and Banking
	Business Context
	Consumer Behaviour
	Fixed Income Statements
	Leadership and Behaviour In Organizations
	Family Business Management
	Financial Strategy
	Marketing Management
	Branding and Advertising
	Portfolio Management
	Data Visualization & Communication
	Human Capital Management
	Predictive Data Mining For Business
	Optimization & Simulation
	Quantitative Methods of Finance
	Equity Valuation
	Predictive Analytics & Machine Learning
	Advanced Project Management
	Social Media Strategy
	Applied Statistical Analysis

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Structured Finance  
Financial Statement Analysis  
Data Processing Framework  
Advanced Business Communication  
Risk Management in Financial Institutions  
Private Equity  
Financial Markets in the Middle East region  
Energy Finance  
Real Estate Investment and Development  
Entrepreneurial Finance  
Leadership and Organizational Behavior  
Strategic Human Resources Management and Change Management  
Professional HRM challenges in the Middle East  
Human Resource Development  
Advanced Organizational Research Methods and Design  
Business Understanding  
Leadership in Crisis Management  
Social Entrepreneurship  
Introduction to Management Consulting  
Advanced Seminar in Strategic Management  
Business Ethics and Sustainability  
Prices, Markets and the Economic Environment  
Financial Reporting and Analysis  
Intermediate Corporate Finance

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## The OSB Corporate Social Responsibility (CSR) Initiative

The CSR Initiative launched in 2012, is dedicated to build awareness about Corporate Social Responsibility (CSR) and enhance its role and practice in the region in order to achieve a continuing added value for businesses, communities, and societies.

As the CSR initiative is being increasingly committed to steering social responsibility and corporate sustainability forward, OSB is considered to be a thought leader in the area of Corporate Social Responsibility (CSR) and has, since its inception, prioritized it as critical to its mission, which resulted in many pioneering initiatives pertaining to CSR in the region. OSB is the only business school in the region that has mainstreamed CSR through integrating and embedding it as a stand-alone subject matter across all its programs (BBA, MBA and EMBA).

The OSB CSR Initiative strives to fulfil its main objectives of educating future leaders, advancing knowledge relating to CSR, and building awareness and capacity. By integrating CSR in undergraduate and graduate curricula, endeavouring in regional case studies and books pertaining to CSR, housing a series of conferences, seminars and guest speakers, and instilling the essence of CSR in the Net Impact AUB Chapter that empowers students to use their business skills in creating a positive social and environmental impact, CSR at AUB has ultimately gained momentum and is always on the outreach for continuous advancement and collaboration.

Through its CSR Initiative, OSB seeks to mobilize a new generation of leaders who embrace the complexities of ethical integrity and moral choice, by nurturing soft skills relating to moral/ethical integrity, including stewardship, and compassion. AUB is determined to maintain its leadership role in this area, emphasizing its commitment to social progress and reform across the region.

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 Center for CSR Excellence at OSB

AUB's Suliman S. Olayan School of Business is planning to develop a distinctive knowledge/action centre that proactively enhances the role of businesses in societies around the Middle East region. In the Middle East, the need for CSR awareness and adoption is immense, especially given this unique time in history of the region. The Arab Spring is bringing about socio-political changes in the region that convey a hunger for democracy and sustainable patterns of development anchored in the principles of social justice and participation to benefit the vulnerable, the poor, the marginalized, and the wider population. It is hence a timely opportunity for catalysing private sector engagement through CSR.

In light of these regional changes and because of the critical role that businesses can play in the welfare, stability, and economic development of the region, the Centre for CSR Excellence at OSB is the tool that will leverage OSB's strengths and build capacity for effective CSR in the region:

### **Education**

The Centre will design and deliver short courses and coaching seminars for senior managers interested in the development, refinement, and institutional of CSR practices within their organizations.

### **Market-Making and Knowledge Sharing**

The Centre will serve as a credible point of reference; catalysing debates, dialogue, exchange and relevant/up to date communication regarding best practices in relation to CSR as well as their application in the region.

### **Applied Research**

The Centre will collect and summarize existing regional data as well as develop robust regional data sets to inform CSR implementation, especially in areas that characterize the region such as SMEs and family enterprise, NGOs, and religion.



### Principle 3: Method

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

OSB engages with various stakeholders and constituents in ways that have considerable practical impact. Students, faculty, staff, and the community at large are continuously engaged in different ways and means – some of which are highlighted here below:

#### Students' Competitions

BBA Students in the Project Management course presented their final projects to a panel of business executives. Faculty members organized the event to give students the opportunity to receive valuable feedback about their project work from several business managers. On the other hand, MBA students in the Corporate Finance course participated in a competition. The competition jury challenged the participating teams on the valuation models they presented on the Tottenham Hotspur English Premier League football club. The competition was followed by a faculty-student football tournament on AUB's Green Field.

#### Darwazah Contest Awards

The Samih Darwazah Center's Innovation Gathering and Contest Awards is an event held at OSB on a yearly basis during which a number of finalists pitch their start-up ideas to a jury of experts. During the 2017 edition, two first-place winners each received an award of \$10,000 to help further develop their business plans and hopefully bring them to fruition. Months of preparation usually precede this final event. The contest usually begins with an ideation session to help students come up with start-up concepts or enhance existing ideas. An initial jury scrutinizes the 80 applications received and whittle them down to less than 20 semi-finalists who get the opportunity to attend workshops to further hone their plans. After the teams submit refined business models, the jury choose less than ten finalists who receive training in how to pitch a start-up.

#### EFMD Case Writing Competition

On a yearly basis, our faculty members take part in the annual edition of the EFMD case writing competition. This gives OSB the opportunity to showcase our research potential. Indeed, in 2016, OSB sponsored the family business case competition while in 2015, the School published an award-winning case sponsored by HEC Paris in Qatar and titled: "Michel Nassif Et Fils: Succeeding Generations" (Ivey Publishing). For more information, please refer to: <https://www.thecasecentre.org/educators/products/view&&id=128918>

## Case Competitions

Case competitions are becoming a fundamental part of the business school's culture allowing both undergraduate and graduate students to (i) benchmark their skills and knowledge to the best and brightest and (ii) effectively engage with the world's top schools.

1. Indeed, a team of graduate students from the Suliman S. Olayan School of Business (OSB) has won first place in the 2017 University of Munster International Case Competition in Munster, Germany on October 21, 2017. The OSB team competed against nine universities, including head-to-head matchups against University of Belgrade, HEC Montréal, University of Munster, and Chulalongkorn University to take the top prize in the inaugural competition, along with a monetary prize of 1,000 euros.
2. Moreover, a team of undergraduate students came in second at the 2017 HSBC/HKU Asia Pacific Business Case Competition, hosted by the Asia Case Research Center (ACRC) of Hong Kong University on June 9, 2017. Trained by Management and Strategy faculty as well as a graduate student, the OSB team competed with 24 business schools from 22 countries, placing among the top schools early in the competition. The three-day international case competition challenged teams to develop solutions to real business case scenarios. With no Internet access, each student team had a brief 20 minutes to present their casework to a panel of judges.
3. Back in January 2017, a team of graduate students from OSB reached semi-finals and won top honors at the 36th MBA International Case Competition (ICC), the world's oldest and most prestigious competition of its kind, hosted by the John Molson School of Business, Concordia University, Canada. Teams were given unpublished business cases and challenged to apply their skills, creativity and knowledge learned in class to present feasible outcomes in a round-robin tournament style. With just three hours of preparation time, limited use of Microsoft Office software and no access to the Internet, teams were expected to come up with a PowerPoint presentation as a final product to impress a remarkable panel of judges, formed of more than 300 business executives. Despite a fierce competition put up by 36 participating universities from 18 different countries, OSB's team went through the primary round as the only undefeated team, to reach the semi-finals for the first time in its history. The team also won top honors, receiving the Richard Outcault Team Spirit Award, in addition to the Divisional Leader Award. The Team Spirit Award is granted to the team that has demonstrated genuine team spirit and outstanding collaboration.

### LLWB Workshops

In partnership with the Lebanese League for Women in Business (LLWB), OSB launched the "Learn. Impact. Grow. Program" offered to LLWB members and community starting Q3 2017. The 14-day program covered areas such as leadership skills, business strategies, latest advances in digital marketing tools and more, conducted by internationally recognized faculty members and experts in their respective fields. The courses will offer a unique opportunity for executives and entrepreneurs to enhance their leadership skills, engage with their peers and benefit from leading professionals within an intimate and convenient setup tailored to fit their busy schedules.

### Accessible Education Initiative

As Complimentary efforts to the establishment of AUB's first Accessible Education Office (AEO) for disability services and learning supports, OSB faculty and staff proposed guidelines for accessibility and accommodation at the School needed due to disability, mental health conditions, or other health impairments. In order to ensure the success of this initiative, faculty, staff and graduate assistants will undergo a specific training on accessibility and accommodation.

### Non-Discrimination and Anti-Harassment

The University and consequently OSB AUB are committed to providing a safe, respectful, and inclusive environment for all its students. As a member of the AUB community, students have the right to an educational environment free of discrimination, including harassment. AUB policy specifically protects students against adverse actions based on sex, race, gender and gender identity, political affiliation, nationality, disability, marital status, religion, etc.

### Social Entrepreneurship

In collaboration with Global Compact Network Lebanon, the Kamal Shair Chair in Leadership launched a new report that has been in the making for two years entitled "Trends in Responsible Business Practice and Social Entrepreneurship: An Overview of the Arab Region". Esteemed professionals participated in discussions focused on recent trends in sustainability, social entrepreneurship, and responsible business in the region.

### Consulting Projects

BUSS247 is a practicum course that can be counted for any undergraduate concentration. This course focuses on analysis of contemporary business issues and problems. The project requires, among other things, that the student works on a problem faced by one of the local or regional businesses, and recommends a set of possible solutions under the supervision of one or more faculty members in the particular area of concentration. The results of the project are normally presented in a meeting in the presence of representatives from the business subject to the consulting assignment.

### Career Management Services

The Career Management Services (CMS) at OSB aims to guide students as they discover their preferences, strengths and skills in the goal of increasing the number of employment opportunities for students. Career Services at OSB will be recognized by the university community as the premier resource for actively engaging students in exploring and pursuing their career aspirations in a manner that enhances their academic life experience, helps them achieve practical experience, and enables self-development leading to a meaningful and purposeful career. In an effort to effectively and efficiently engaging students, our CMS are leveraging on two online portals – accessible to both employers and students – (1) “AUB’s Career Portal” (a platform offering local and regional job vacancies and internships) and (2) OSB’s Global Talent Portal (a global career portal targeting business graduates providing the perfect opportunity for OSB students to seek regional and international internship and job opportunities).

### Business Student Society

At OSB, the Business Student Society (BSS) is an active organization that aims at providing our students with a great opportunity to develop leadership and communication skills, enrich their experience outside the classroom, and foster personal as well as professional development. The Office of Student Activities is dedicated to serve as an effective mean for students to find their proper niche and support students in their ongoing efforts to have a positive impact at AUB. For more details about rules and regulations pertaining to joining an existing society or forming a new society, please visit <http://www.aub.edu.lb/sao/activities>.

### Beta Gamma Sigma

The Beta Gamma Sigma (BGS) honour society celebrated the induction of new students and graduates for their academic excellence. In its last event (2016), 27 junior and 18 senior students in the BBA program, 3 in the MBA, and 1 in the MFIN program received certificates of membership and recognition pins for their outstanding academic excellence.

### Space Optimization

Space utilization improvements have been initiated by the School with a focus on re-locating student services to more visible and more accessible first floor areas.

#### 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 publications record in Impact journals since 2015 related to topics on: CSR, social business, ethics, management, and corporate governance, among others.

The tables below summarize the number of intellectual contributions and their impact factors. For a full list of OSB's faculty research from 2015 through 2017, please see the appendices.

Table 3 - The Number of Intellectual Contributions and Impact Factors in OSB for AY 2015-2016 until 2017-2018 (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	77%
Publications in Refereed Conference Proceedings	29	
Published Peer Reviewed Journal Articles (PRJ)	85	
Refereed Conference Presentations	13	
Grand Total	132	

## Books Publishing

Some of our faculty have developed and published books in a wide array of topics including – but not limited to – Management, Marketing Research, etc. These books are widely used / adopted by various business schools in the region and are having a positive impact on the learning experiences of students in the MENA region.

Faculty Member				Year
Said Elfakhani	Finance, Accounting & Managerial Economics	Uncertainty in Contracts Under the Islamic Ethical Code on 'Gharar'	Handbook of Research on Islamic Business Ethics	2015
Fida Afiouni	Management, Marketing & Entrepreneurship	HRM in Lebanon	The Handbook of Human Resource Management in the Middle East	2016
Hagop Panossian	Management, Marketing & Entrepreneurship	Responsible Leadership in Times of Change: Champions from the Arab Region		2017
Dima Jamali	Management, Marketing & Entrepreneurship	Responsible Leadership in Times of Change: Champions from the Arab Region		2017
Bettina Bastian	Management, Marketing & Entrepreneurship	Empowerment against all odds: Women Entrepreneurs in the Middle East and North Africa	Entrepreneurship and Business Innovation in the Middle East	2017

## Students' Publications

Some of our recent BBA graduates (2016/2017) managed to publish 22 interesting articles in *The SAGE International Encyclopedia of Travel and Tourism*. These articles addressed various Middle Eastern and other countries and tourism concepts such as – but not limited to:

- Tourism in the Middle East: Lebanon, Syria, Marrakesh
- Tourism in the Gulf: Abu Dhabi, Doha, Manama, Mecca, Riyadh, Kuwait, Qatar, UAE, East Province
- Tourism in Europe and Caucasus: Paris, Madrid, Kiev, Sweden, Georgia
- Tourism in Asia: Tokyo and Guangzhou
- Airline industry: cost structure, low cost airlines, and seasonality

While most contributors to this volume are coming from academic scholars, OSB's students were able to submit entries of sufficient quality to pass the peer review. This work was not a part of any course and was done in the summer 2015 after student graduation.

Additionally, we list here below all the published works by various OSB students under faculty supervision:

- IVEY PUBLISHING
  - “Ixsir Winery of Lebanon” (Lebanon) 2017
  - “Tatev Revival Project” (Armenia) 2015
  - “Jabwood International: The Risky Business of Expanding East” (Lebanon) 2012 - included in International Marketing, 11e by Terpstra, Foley, Sarathy, Naper Publishing Group – 2015.
  
- MCGRAW-HILL PUBLISHING
  - Operation Management, Stevenson, W.J., 12th Global Edition 2014
    - “Maison M” (Lebanon) Ch. 1, pp. 33-35
    - “Middle East Airlines” (Lebanon) Ch. 2, pp. 70-73
    - “3MPlast” (Lebanon), Ch. 12, pp. 541-543
    - “Al-Rifai” (Lebanon), Ch 13, pp. 601-603
    - “Vitale Barberis” (Italy), Ch 14, p. 638
  
  - Strategic Management, 1st Global Edition 2013
    - “Technica: Expansion into Africa” (Lebanon) pp. C-234-355
  
- MACMILLAN EDUCATION PUBLISHERS PALGRAVE (UK)
  - Economics for Business, 3rd edition, 2015
    - “Uniceramic” (Lebanon) for the chapter on International Trade
    - “Arab Bank” (Jordan) for the chapter on Inflation
    - “Emirates Airlines” (UAE) for the chapter on Macroeconomic Policy and Business
    - “Chiloian Gallery” (Lebanon) for the chapter on Costs and Revenues
    - “Gandour” (Lebanon/Saudi Arabia) for the chapter on Globalization
    - “Soliver” (Lebanon) for the chapter on Factor Markets
  
- SAGE PUBLISHING
  - Business Cases 2016
    - “Balancing Heritage Management and Tourism in Tripoli” (Lebanon)



### Inter-Disciplinary Research

The University introduced the Collaborative Research Stimulus (CRS) as a novel concept that aims at fostering interdisciplinary research among the different disciplines at AUB. Its objective is to enhance research by providing support on a competitive basis to collaborative, interdisciplinary, impactful, and innovative projects. More OSB faculty members are collaborating with other disciplines, mainly in health and engineering to conduct innovative research. The School's research incentive schemes also encourage and reward such contributions as well.

### Think-Tanks

One of the strategic imperatives of the School is to continue advancing research, excellence in education, and transfer of knowledge. The "Darwazah Center for Innovation Management and Entrepreneurship" is an academic think-tank that aims at encouraging teaching, curriculum development and interaction between the School, regional policy makers, and the regional and global business community. Besides actively engaging small and medium-sized companies in tackling growth challenges, the Center's research focuses on local and regional distinctive and innovative practices. The Growth Readiness Program (GRP) in collaboration with USAID has been successful in preparing SMEs in the region for sustainable enterprise growth and scale-up.

## Measurement of Outcomes

OSB has witnessed consistent healthy growth and maturation over time, graduating students and growing its full time faculty body.

### BBA Students Stats

	Fall 1213	Fall 1314	Fall 1415	Fall 1516	Fall 1617	Fall 1718
Total Enrollment	1050	1002	1000	974	1033	1066
Average SAT	1140	1105	1109	1111	1086	1167
Percent Female	58%	57%	54%	59%	58%	50%
Percent Outside Lebanon	20%	17%	19%	14%	18%	18%
Percent of Applicant Receiving Financial Aid	78%	52%	76%	71%	77%	N/A
Amount of Financial Aid Disbursed Per Student	USD 6,638	USD 3,647	USD 3,832	USD 4,651	USD 7,704	N/A

### MBA Students Stats

	Fall 1213	Fall 1314	Fall 1415	Fall 1516	Fall 1617	Fall 1718
Total Enrollment	78	74	48	49	48	37
Years of Work experience	3.2	4.2	4.0	4.0	3.7	2.25
Average GMAT	631	622	601	640	617	670
Percent Female	42%	50%	75%	69%	63%	46%
Percent Outside Lebanon	13%	6%	8%	8%	6%	3%
Number of Students Receiving Assistantships	18	13	4	4	8	9
Average Age	27.0	27.0	26.0	26.0	25.7	25.8

### MFIN Students Stats

	Fall 1213	Fall 1314	Fall 1415	Fall 1516	Fall 1617	Fall 1718
Total Enrollment	22	42	43	42	45	57
Years of Work experience	1.7	1.3	2.1	2.1	2.0	2.6
Percent Female	68%	60%	70%	64%	59%	56%
Percent Outside Lebanon	0%	10%	12%	12%	2%	5%
Number of Students Receiving Assistantships	4	13	21	18	20	17
Average Age	22.5	23.0	23.7	22.7	22.7	25.9

### MHRM Students Stats

	Fall 1213	Fall 1314	Fall 1415	Fall 1516	Fall 1617	Fall 1718
Total Enrollment	15	31	28	30	22	29
Years of Work experience	10.0	4.5	5.7	4.7	3.3	3.15
Percent Female	87%	81%	69%	100%	89%	69%
Percent Outside Lebanon	7%	6%	0%	7%	0%	0%
Number of Students Receiving Assistantships	1	5	4	1	1	6
Average Age	35.3	27.2	29.0	29.0	27.5	25.7

### Number of Full-Time Faculty

2015-2016	2016- 2017	2017- 2018
52	57	58

### Faculty Honours and Achievements

## Research Excellence Awards

Three out of seven recipients of 2016's Research Excellence Award presented by the Lebanese National Council for Scientific Research (CNRS) were AUB faculty – one of which is OSB's faculty member, namely Dr. Dima Jamali, a Professor and Associate Dean for Research and Faculty Development at OSB. She currently also holds the Kamal Shair Chair in Responsible Leadership and has won several awards including the 2015 Aspen Institute Faculty Pioneer Award, the Shield of Excellence for the Arab Region, and the 2010 Shoman Prize. She was designated as Personality of the Year for CSR by the Arab Organization for Social Responsibility in 2015.

## Recognitions and Awards

OSB's faculty members have been consistently recognized for their intellectual contribution in the past 5 years. Indeed and to name a few, our faculty received the following:

- Abdul Hameed Shoman Award (Dr. Osman)
- LCIS Distinguished Career Achievement Award (Dr. Osman)
- EURO Excellence in Practice Award 2015 – Finalist (Dr. Osman)
- National Council for Scientific Research (CNRS) Research Excellence Award (Dr. Jamali)
- Golden Shield of Excellence for Arab Region and Personality of the Year in CSR (Dr. Jamali)
- Best International Symposium Award (Dr. Jamali)
- Abdul Hammed Shoman Award (Dr. Sidani)
- Keeper of the Land Award (Dr. Karam)
- United States Department of State Federal Assistance Award (Dr. Karam)

## Aspen Faculty Pioneer Award

OSB's Professor Dima Jamali, who teaches management and is the Kamal Shair Endowed Chair in Leadership, has been announced as one of four recipients of the 2015 Aspen Faculty Pioneer Award, which celebrates educators who demonstrate leadership and risk-taking – and blaze a trail toward curricula that deeply examine the relationships between capital markets, firms, and the public good. Dr. Jamali is the only non-US professor to be awarded this prestigious award. She joins professors from MIT, Harvard, and Northwestern University, in being recognized for her work in promoting business ethics and corporate social responsibility. Syllabi from the courses taught by these faculty and additional details about their approaches to teaching are available at [www.CasePlace.org](http://www.CasePlace.org).

## Editorial Roles of OSB faculty

Faculty Member	Editorial Role
<b>Ahmad Ismail</b>	Editorial Board Member: Virtus Global Center for Corporate Governance
<b>Bijan Azad</b>	Associate Editor: Academy of Management, Organizational Communication & Information Systems Division
<b>Charlotte Karam</b>	Associate Editor: Business Ethics: A European Review
<b>Dima Jamali</b>	Editor-in Chief: Business Ethics: A European Review
	Associate Editor: Corporate Social Responsibility and Environmental Management
	Editorial Board Member – Asian Journal of Sustainability and Social Responsibility
	Editorial Board Member – Journal of Green Economy and Development
<b>Fida Afiouni</b>	Editorial Board member, International Journal of Human Resource Management
	Guest Editor, special issue on HRM in the Middle East, International Journal of Human Resource Management
	Associate Editor, Business Ethics: A European Review

<b>Ibrahim Osman</b>	Area Editor of Computational Intelligence of the Computers & Industrial Engineering International Journal
	Associate editor of Journal of Heuristics
	Editorial board member
	International Journal of Mathematical Modeling and Algorithms- IJMMA
	International Journal of Computational Intelligence- IJCI
	Operational Research: An International Journal (ORIJ)
<b>Lama Moussawi</b>	Editorial board member : Applied Mathematical Modeling
<b>Yusuf Sidani</b>	Editorial Advisory Board Member: Employee Relations
	Associate Editor: Business Ethics - European Review
<b>Rania Uwaydah-Mardini</b>	Editorial Board Member, Journal of Business Valuation and Economic Loss Analysis
<b>Salim Chahine</b>	FT45- Journal of Management Studies (2008 to present)
	Journal of World Business (2015 to present)
	Journal of Management and Governance (2012 to present)
<b>Steven McNamara</b>	Editorial Board Member: The MENA Business Law Review (LexisNexis pub.)

## Research and Policy-Making Initiatives

The Rami Fouad Makhzoumi Initiative in Corporate Governance's purpose is to facilitate the dissemination and communication of research and policy on corporate governance in business. The initiative is designed to ensure that governance knowledge is mobilized, shared and made available to all players in the MENA region through the coordination of various events and maintaining an informational website, as well as providing a platform for AUB-OSB scholars and invited scholars to communicate their work. Since its inception in 2011, the Program has been active and instrumental in raising awareness on various governance practices and issues in the Middle East region. The initiatives accomplished so far and those planned for the future are diverse in the delivery approaches, scope, and target.

## External Grants

- Charlotte Karam: United States Department of State Federal Assistance Award
- Fida Afiouni: Career-family attitudes and their impact on dual-career choices. CNRS
- Ibrahim Osman: Technology Road Mapping for Participation, Policy Modeling and Governance: Qatar 2020

## Visiting Faculty

The School has already appointed a Visiting Associate Professor in its Management, Marketing and Entrepreneurship (MME) track specialized in translating social science into work policies and practices that promote sustainable business, especially staff development and capability. OSB has plans to recruit additional visiting scholars to fill academic positions at the ranks of Visiting Assistant Professor, Visiting Associate Professor or Visiting Professor in various areas such as Marketing, Entrepreneurship, Management, Finance, Accounting and Data Sciences. This is a key step for OSB as it helps in (1) attracting top regional and international scholars and (2) positioning the School on the global academic map.

## Collaboration with International Hubs

The MBA Program at the School collaborated – in mid-2017 – with the Lebanese Canadian Tech Hub (LC Tech Hub) in a conference entitled “How disruptive is FinTech?” With an interest to be ahead of every innovation, AUB hosted specialists in the field to shed light on the global dynamics of FinTech, its implications for the region, and the lessons learned from countries that have adopted it. The LC Tech Hub is an ecosystem that connects entrepreneurs, investors, and governments in North America, through Canada, to startups in the MENA region, through Lebanon, as well as the GCC. It provides a digital ecosystem to promote business opportunities and entrepreneurship. The initiative between LC Tech Hub and AUB allowed for an exchange of

ideas and interests between experts within the two institutions and offered an opportunity for networking with key actors in the financial and technological worlds.

### WiDS (Women in Data Science)

In collaboration with Stanford University, the WiDS conference brought together academics and professionals in the industrial and entrepreneurial sectors working in data science, and allowed them to focus on data science research, practices, and educational collaborations in the MENA region.

### Cognitive Analytics Management Conference

Organized in early 2017, this conference brought top scholars and professionals together to exchange knowledge and information about cognitive analytics management processes that form the core of digital transformation of organizations from basic to smart.

### Research Chairs

Research chairs have been constantly active in inviting top international business leaders and scholars as guest speakers or panelists including:

- Dr. Keith Myers, Managing Director at Richmond Energy Partners.
- Dr. Gikas Hardouvelis, former Finance Minister of Greece, and Professor of Finance and Economics at the University of Piraeus.
- Mr. Maroun Semaan (Co-founder, Petrofac Group).
- Mr. Fawzi Farah (CEO, Corporate Finance House).
- Dr. Walid Khadduri (former Director, OPEC).
- Mr. Fouad Makhzoumi (Chairman & CEO, Future Pipe Industries).
- Dr. Michael Blowfield, Professor in Corporate Responsibility at Wolverhampton University.
- Mr. Marc Audi, GM Lebanon, Bank Audi.
- Mr. Walid Chahine, COO, Azadea.
- Mrs. Rana Selhab Ghandour, Partner, Deloitte ME
- Mr. Samer Soukkarieh, Head of Investor Relations, Solidere.
- Asma Zein, Chairman, Aramex Lebanon.
- H.E. Mr. Raed H. Charafeddine, First Vice Governor, Banque du Liban.



## 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.

### Growing Partnerships & Internationalization

With the objective of increasing the School's international reach, we have developed a number of strong partnerships with leading business schools such as – but not limited to – NYU Stern, IE Business School, ESSCA Ecole de Management (Shanghai Campus), Harvard Business School, and others.

- New York University, Stern School of Business Exchange Program

OSB's MBA program has signed an agreement with NYU Stern to offer a funded semester in NYU, through the Bobst Lebanon Scholars, for Lebanese MBA students. Up to three students can benefit from this agreement on a yearly basis. Located in the most international city in the world, this initiative provides OSB students with a global element to their MBA.

NYUStern is not simply located in New York, it is fully immersed there. New York, as a center of international commerce and industry, serves as home to some of the world's most powerful enterprises, and the objective is to offer our students the opportunity to enhance their portfolios and careers in a globalizing business landscape. This business school is a perfect student exchange partner for the global world we are living in today.

- Shanghai Summer Program

An agreement has been signed between AUB and ESSCA (Ecole Supérieure des Sciences Commerciales d'Angers) one of the "grandes écoles" accredited French schools of management. One of the major fruits of this agreement is the ability to send an MBA student for a summer exchange program in Shanghai. AUB is now at par with other schools collaborating with ESSCA such as McGill and Boston universities.

The 5 week Shanghai Summer Program, taught entirely in English, provides a first-hand initiation into the essential aspects of doing business in an international context. It is open to business students from around the globe, meaning that our MBA students will be exposed to a multicultural learning environment and will develop cross-cultural skills which last a lifetime.

- IE Business School

OSB offers a three week summer program for MBA students in IE Business School including 40% scholarships waiving from the tuition fees.

- Partnering with Injaz for Data Collection

OSB has partnered with Injaz to collect data on the perceptions of high school students regarding CSR in all Arab countries. A group of OSB professors has already completed the customization of the Injaz Ethics Module and data collection has been on-going since 2011.

Injaz is a non-governmental and non-profit organization established in order to educate youth about entrepreneurial and leadership skills to enhance their economic opportunities in Lebanon.

### 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 by organizing Lecture series and inviting guest speakers continuously:

### Lecture Series

#### HR Speakers Series

- **“AUB graduates: Build your Professional Brand”**  
*Rajai El Khadem, Alliance Manager LinkedIn MENA*
- **HR Practices in Lebanese Firms: Where do we stand?**  
*Dr. Pierre Abou Ezze, Assistant General Manager, Head of Human resources BLOM Bank*
- **HR Challenges and trends in the Middle East**  
*Mr. Samir Mardini, Associate Director at Hay Group*

#### Rami Makhzoumi Chair Lecture Series

- **Legal Models for the Development of Oil & Gas: What options does the state have?**  
*Professor John Paterson, Vice-Principal for Internationalization, University of Aberdeen*

- **Governance of the Oil and Gas Sector: Principles, Practices and Challenges**  
*Dr. Keith Myers Richmond Energy Partners, Managing Director*
- **Financial Sector Governance: Structural Problems of Current Financial Sector Reforms and Perspectives**  
*Sarkis D. Yoghourtdjian, Advisor and Assistant Director - banking supervision and regulation, Board of Governors of the Federal Reserve System*
- **Confronting the cultural Crisis of Compliance in Global Banking**  
*Mr. Chip Poncy, Co-Founder and President, Financial Integrity Network (FIN)*
- **A wider Perspective on Corporate Governance**  
*H.E. Mr. Raed H. Charafeddine, First Vice-Governor, Banque du Liban*
- **Governance, Financial Integrity & Financial Security Risks: Road Map to Balance Global Expectations and Disciplined Growth**  
*Mr. Chip Poncy, Co-Founder and President, Financial Integrity Network (FIN)*

#### “Meet the Company” Lecture Series

- **Memac Ogilvy**  
*Mrs. Tanya Dernaika, Training Leader at Memac Ogilvy*
- **J. Walter Thompson - Why is Advertising Still Interesting?**  
*Mr. Nicolas Geahchan, Executive Creative Director, Head of Activations JWT Levant*
- **The Challenges to Grow NGOs**  
*Sarah Trad, Founder and CEO of the NGO Skoun*
- **The strategic challenges of local FMCG retail, How Fahed Group has responded over the past 20 years**  
*Dr. Nabil Fahed, Chairman and CEO of Fahed Holding*
- **Deloitte & Touche**
  - *Mr. Badr El Hassan, Audit Partner at the Middle East Practice of Deloitte & Touche*

- *Mrs. Tahani Sinjab Zahr, Senior HR Manager at the Middle East Practice of Deloitte & Touche*
- *Mr. Mazen Afif, Consulting Partner at the Middle East Practice of Deloitte & Touche*

Moreover, the CSR Initiative invited a number of international scholars including:

- **Do not fly blind – Cultural Navigation, Deal Making, Leadership**  
*Mr. Rafi Baghdjian, Chief operating officer/shell UK*
- **Change Management and the Leadership expected from business executives to succeed in today's dynamic and fast moving world**  
*Mr. Danny Tawil, Group Deputy CEO, Nuqul Group - FINE Hygienic Paper Co, MENA region*
- **How Companies Manage Crisis**  
*Saada Hammad, Regional Director, Memac Ogilvy Public Relations, MENA*
- **The Future for FinTech & Blockchain under a new world order, and their impact on the job markets**  
*Saalim Chowdhury, Entrepreneur in Residence*
- **CFA Charter: The Gold Standard**  
*Mr. Paul Smith, President and CEO of CFA Institute*

### Reading and Research Circle

Faculty members continue to gather twice per month to read and exchange 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. Also, the school organizes Research Lunch Series for Faculty members to meet on a weekly basis.

## **Renewal of 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.

## Appendix A: Faculty Publications in Refereed Conference Proceedings since 2016

Faculty Member				Year
<b>Ibrahim Osman</b>	Business Information and Decision Systems	A Particle Swarm Algorithm for Solving the Multi-objective Operating Theater Layout Problem		2016
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Assessing Maritime Customs Process Re-Engineering using Agent-Based Simulation	Proceedings of the 15th International Conference on Autonomous Agents and Multiagent Systems (AAMAS'16)	2016
<b>Hounaida El Jurdi</b>	Management, Marketing & Entrepreneurship	Beauty and the Social Imaginary: A Social Historical Analysis of the Lebanese Techno-Cosmetized Beauty Market		2016
<b>Jihad Al Okaily</b>	Finance, Accounting & Managerial Economics	Corporate Governance Quality and Premature Revenue Recognition: Evidence from the UK		2016
<b>Bassam Farah</b>	Management, Marketing & Entrepreneurship	Do MNE Parent-Foreign Subsidiary Governance Mechanisms Really Impact Foreign Subsidiary Performance?	Academy of Management Best Paper Proceedings	2016
<b>Randa Salamoun</b>	Business Information and Decision Systems	Exploring Project Work Practices in the Context of Constant Connectivity	Academy of Management 2016 Annual Meeting	2016
<b>Fida Afioni</b>	Management, Marketing & Entrepreneurship	Gendering the HRM - CSR Nexus in Developing Economies: Meaningful Tools and Mechanisms		2016
<b>Randa Salamoun</b>	Business Information and Decision Systems	How identity shapes enactment of mobile ICT affordances: The case of constantly connected consultants	Lebanese Conference for Information Systems	2016
<b>Lina Daouk-Öyry</b>	Management, Marketing & Entrepreneurship	How Routines Drift-in-Check While Being Inhabited by Agents?	Academy of Management Proceedings	2016
<b>Fida Afioni</b>	Management, Marketing & Entrepreneurship	Institutional Logics of Patriarchy and the Legitimacy of Women Not Engaging in Paid Work	Academy of Management Annual Meeting	2016
<b>Bettina Bastian</b>	Management, Marketing & Entrepreneurship	Natural Resources and RBV	AOM Anaheim	2016
<b>Ibrahim Osman</b>	Business Information and Decision Systems	Optimization of dynamic operating theatre facility layout	Proceedings of 2015 International Conference on Industrial Engineering and Systems	2016

			Management, IEEE IESM 2015	
<b>Ricardo Azambuja</b>	Management, Marketing & Entrepreneurship	Playing for Real: Middle Managers' Simulations and the Construction of Organizational Simulacra		2016
<b>Nadine Yehya</b>	Management, Marketing & Entrepreneurship	Relationship marketing through personal selling in the Pharmaceutical Industry	Celebrating America's Past times: Baseball, Hotdogs, Apple Pie and Marketing?	2016
<b>Hounaida El Jurdi</b>	Management, Marketing & Entrepreneurship	Socio-materiality and the Practice of Hope Among Syrian Refugees in Spaces of Long-Term Displacement		2016
<b>Ricardo Azambuja</b>	Management, Marketing & Entrepreneurship	The Dialectics of Organizational Reality: Middle-Managers' Simulations and the Construction of Organizational Simulacra		2016
<b>Bijan Azad</b>	Business Information and Decision Systems	The Sociomateriality of an Institutional Logic: Exploring Mobilization of the Social and the Material During Practice Change		2016
<b>Alain Daou</b>	Management, Marketing & Entrepreneurship	ViaVia Travelers Cafe- The Creation of a Sustainable Franchise Model		2016
<b>Ibrahim Osman</b>	Business Information and Decision Systems	A Particle Swarm Algorithm for Solving the Multi-objective Operating Theater Layout Problem		2016
<b>Fouad Zablith</b>	Business Information and Decision Systems	Catalyst: Piloting Capabilities for more Transparent Text Analytics	Proceedings of the 23rd Americas Conference on Information Systems, Boston, USA	2017
<b>Fida Afioni</b>	Management, Marketing & Entrepreneurship	Contextualizing Career Calling: War, Patriarchy and Idiosyncrasies of Local Settings	Academy of Management Annual Meeting	2017
<b>Fida Afioni</b>	Management, Marketing & Entrepreneurship	Debunking Myths surrounding women's careers in the Arab Region: A critical Reflexive Approach	33rd EGOS Colloquium	2017
<b>Jihad Al Okaily</b>	Finance, Accounting & Managerial Economics	Economic Bonding, Corporate Governance and Earnings Management: Evidence from UK Publicly-Traded Family Firms		2017
<b>Salim Chahine</b>	Finance, Accounting & Managerial Economics	How Auditors Could Affect the Completion Time in Mergers and Acquisitions?	European Accounting Association	2017
<b>Salim Chahine</b>	Finance, Accounting & Managerial Economics	Investor Relations and IPO Performance	Entrepreneurial Finance Conference Special Issue Conference of the Journal of Banking and Finance	2017

<b>Randa Salamoun</b>	Business Information and Decision Systems	Role of social innovation incubators and accelerators in alleviating the refugee crisis	Twenty-third Americas Conference on Information Systems	2017
<b>Randa Salamoun</b>	Business Information and Decision Systems	Smartphones from Luxury Devices to Necessary Survival Tools: The Role of Smartphones in the Existence of Syrian Refugees in Lebanon	Lebanese Conference for Information Systems	2017
<b>Bettina Bastian</b>	Management, Marketing & Entrepreneurship	The Impact of Entrepreneurial Competencies on Women Entrepreneurial Intention; At A Glance Paradoxical Role of Gender Inequality in the Context of Middle East And North Africa	AOM Atlanta	2017
<b>Fida Afiouni</b>	Management, Marketing & Entrepreneurship	The Meaning of Work Among Women who Opted out: A Sensemaking Perspective	Academy of Management Annual Meeting	2017
<b>Salim Chahine</b>	Finance, Accounting & Managerial Economics	The relationship between public listing, context, multi-nationality and CSR	Special issue conference of the Journal of Corporate finance	2017



## Appendix B: Faculty Publications in Refereed Conference Presentations since 2016

Faculty	Article	Journal	Year
<b>Nadine Yehya</b>	Dialogic Communication in Lebanese NPO's Websites and Facebook	International Communication Association Conference	2016
<b>Charlotte Karam</b>	Women's Empowerment through Corporate Funded Initiatives: Power, Resistance, and Change		2016
<b>Lina Daouk-Öyry</b>	Exploring Mechanisms of Change and Stability in Routines: How Routines are Inhabited by Agents and Shaped by Practical Morality	AOM annual Meeting	2016
<b>Bassam Farah</b>	CEO Power: Relinquish or Withhold?	Academy of Management Annual Meeting, Anaheim, California, U.S.A.	2016
<b>Ahmad Ismail</b>	Smart Investments by Smart Money: Evidence from Acquirers' Projected Synergies		2016
	Are Heirs Apparent Capable of Strategic Change or Not?	European Group for Organizational Studies (EGOS) Annual Meeting, Copenhagen, Denmark	2017
	The Link between CEO Over Identification and CEO Power Relinquishing Attitude	Academy of Management Annual Meeting, Atlanta, United States	2017
<b>Bassam Farah</b>	MNE Parent-Subsidiary Governance and Performance	Academy of International Business Annual Meeting, Dubai, United Arab Emirates	2017
	The Nonlinear Moderating Effects of Ownership and National Governance on the Relationship between Expatriates and Subsidiary Exit	Academy of Management Annual Meeting, Atlanta, United States	2017
<b>Randa Salamoun</b>	Constant connectivity practices: enduring interruptions or attending to urgency? Technology Research, Education, and Opinion (TREQ) Talk	Twenty-third Americas Conference on Information Systems	2017
	Refugees, Social Enterprise, and Private Sector Innovation: Beginning a Conversation at the Academy, Professional Development Workshop	Academy of Management 2017 Annual Meeting: PDW	2017
<b>Lina Daouk-Öyry</b>	Effects of Personality and Creativity on Jobcrafting in the Nursing Profession	British Academy of Management	2017
	The Relationship between Sociocultural orientation, Basic Need Satisfaction, and Jobcrafting among Nurses		2017

## Appendix C : Papers submitted to Conferences

Authors	Title	Source Title	Conference Title	Date
<b>Chraibi, Abdelahad; Kharraja, Said; Osman, Ibrahim H.; Elbeqqali, Omar</b>	Multi-Agent System for solving Dynamic Operating Theater Facility Layout Problem	Ifac Papersonline	15th IFAC Symposium on Information Control Problems in Manufacturing	2015
<b>Zablith, Fouad; Osman, Ibrahim H.</b>	Linking Stanford Typed Dependencies to Support Text Analytics	Www'15 Companion: Proceedings Of The 24th International Conference On World Wide Web	24th International Conference on World Wide Web (WWW)	2015
<b>King, Nelson; Azad, Bijan</b>	Recognizing the System Impact of Technology Adoption on Inter-organizational Workflow: Exploring US E-prescribing	2015 9th Annual Ieee International Systems Conference (Syscon)	9th Annual IEEE International Systems Conference (SysCon)	2015
<b>Chraibi, Abdelahad; Kharraja, Said; Osman, Ibrahim H.; Elbeqqali, Omar</b>	Optimization of Dynamic Operating Theatre Facility Layout	2015 International Conference On Industrial Engineering And Systems Management (Iesm)	International Conference on Industrial Engineering and Systems Management	2015
<b>Yehya, Nadine A.</b>	Relationship Marketing Through Personal Selling in the Pharmaceutical Industry	Celebrating America's Pastimes: Baseball, Hot Dogs, Apple Pie And Marketing?	Annual World Marketing Congress of the Academy-of-Marketing-Science (AMS)	2015

## Appendix D: Faculty Research since 2015 (Scopus)

Faculty		Title	Source Title	Year
<b>Fouad Zablith</b>	Business Information and Decision Systems	Ontology Evolution: A Process Centric Survey	The Knowledge Engineering Review	2015
<b>Fouad Zablith</b>	Business Information and Decision Systems	Production and Consumption of University Linked Data	The Interactive Learning Environments	5
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Corporate Governance in Lebanon: An Empirical Investigation	Journal of Corporate Ownership and Control, Forthcoming	2015
<b>Victor Araman</b>	Business Information and Decision Systems	Crowdvoting the Timing of New Product Introduction	Submitted for Publication	2015
<b>Steven R. McNamara</b>	Finance, Accounting & Managerial Economics	Insider Trading and Evolutionary Psychology: Strong Reciprocity, Cheater Detection, and the Expanding Boundaries of the Law	Virginia Journal of Social Policy & the Law	2015
<b>Said Elfakhani</b>	Finance, Accounting & Managerial Economics	An Analysis of Net FDI Drivers in BRIC Countries	Competitiveness Review	2015
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Leveraging Multiviews of Trust and Similarity to Enhance Clustering-based Recommender Systems	Knowledge-Based Systems	2015
<b>Charlotte Karam</b>	Management, Marketing & Entrepreneurship	From Female Leadership Advantage to Female Leadership Deficit: A Developing Country Perspective.	Career Development International	2015
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Reasoning About Interruption of Biological Processes	Biologically Inspired Cognitive Architectures	2015
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	A Win Win Model for Shared Value Corporate Strategic Philanthropy	European Financial Review	2015
<b>Charlotte Karam</b>	Management, Marketing & Entrepreneurship	Corporate Social Responsibility and Job Choice Intentions: A Cross-Cultural Analysis	Business & Society	2015
<b>Ali Termos</b>	Finance, Accounting & Managerial Economics	Revisiting the Effects of Globalization and Securitization on the Bank Lending Channel		2015
<b>Ali Termos</b>	Finance, Accounting & Managerial Economics	Securitization versus Selling of Home Mortgages		2015
<b>Ali Termos</b>	Finance, Accounting & Managerial Economics	Income Inequality and Housing Affordability: Worldwide Evidence		2015
<b>Ali Termos</b>	Finance, Accounting & Managerial Economics	Remittances Outflow and Inflation in the Remitting Country		2015

<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	The Importance of Institutions for Social Network Choices and Entrepreneurial Performance	INTERNATIONAL SMALL ENTERPRISE RESEARCH	2015
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	Entrepreneurial Advice sources and their antecedents: venture stage, innovativeness and internationalization	JOURNAL OF ENTERPRISING COMMUNITIES	2015
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	Entrepreneurial motives and their antecedents of men and women in North Africa and the Middle East	Gender in Management	2015
<b>Lina Daouk-Öyry</b>	Management, Marketing & Entrepreneurship	What do nurse managers say about nurses' sickness absenteeism? A new perspective.	Journal of nursing management	2015
<b>Khaled Abdallah</b>	Finance, Accounting & Managerial Economics	The demand for import documentary credit in Lebanon	International Business Research	2015
<b>Yusuf Sidani</b>	Management, Marketing & Entrepreneurship	Le management international des talents dans une perspective institutionnelle: les conflits de logiques dans les pays du Golfe	Management International/International Management/Gestión Internacional	2015
<b>Fouad Zablith</b>	Business Information and Decision Systems	Exploring Barriers to e-Government Take-Up: An Affordance Lens onto Perceived Challenges of Digitally Mediated Delivery of Public Services		2015
<b>Bijan Azad</b>	Business Information and Decision Systems	Materializing Practices: When Elusive Work Practices Meet Digitization	Organization Science	2015
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	The Impact of CG on CSR: A Multi-Level Review	Corporate Governance: An International Review	2015
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	A Win-Win Model for Shared Value Corporate Strategic Philanthropy	European Financial Review	2015
<b>Beverly Dawn Metcalfe</b>	Management, Marketing & Entrepreneurship	Globalization, Development and Islamic business ethics	Journal Of Business Ethics	2015
<b>Fouad Zablith</b>	Business Information and Decision Systems	Ontology Evolution: A Process Centric Survey	The Knowledge Engineering Review	2015
<b>Imad Bou Hamad</b>	Business Information and Decision Systems	An Integrated Approach of Data Envelopment Analysis and Boosted Generalized Linear Mixed Models for Efficiency Assessment	Annals of Operations Research, <a href="http://dx.doi.org/10.1007/s10479-016-2348-4">http://dx.doi.org/10.1007/s10479-016-2348-4</a>	2016
<b>Imad Bou Hamad</b>	Business Information and Decision Systems	Bayesian Credit Ratings: A Random Forest Alternative Approach	Communications in Statistics – Theory and Methods, <a href="http://dx.doi.org/10.1080/03610926.2016.1148730">http://dx.doi.org/10.1080/03610926.2016.1148730</a>	2016

<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Smart Investments By Smart Money: Evidence from Acquirers' Projected Synergies	Journal Of Financial Economics	2016
<b>Imad Bou Hamad</b>	Business Information and Decision Systems	Partisan Selective Exposure in TV Consumption Patterns: A Polarized Developing Country Context	Communication Research, <a href="http://dx.doi.org/10.1177/0093650216681896">http://dx.doi.org/10.1177/0093650216681896</a>	2016
<b>Abdel Jalil Ghanem</b>	Finance, Accounting & Managerial Economics	The impact of Basel II on banking strategies in the MENA region	Journal of Banking Regulations	2016
<b>Steven R. McNamara</b>	Finance, Accounting & Managerial Economics	The Law and Ethics of High Frequency Trading	Minnesota Journal of Law, Science & Technology	2016
<b>Fouad Zablith</b>	Business Information and Decision Systems	Organizational Knowledge Generation: Lessons from Online Communities	Business Process Management	2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Family Control and Shareholder Activism		2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Pension Accounting in the Family Firm		2016
<b>Lina Daouk-Öyry</b>	Management, Marketing & Entrepreneurship	Integrating Global and Local Perspectives in Psycholexical Studies: A GloCal Approach	Journal Of Research In Personality	2016
<b>Salim Chahine</b>	Finance, Accounting & Managerial Economics	Board Interlocks and Initial Public Offering Performance in the United States and the United Kingdom	Journal Of Management	2016
<b>Victor Araman</b>	Business Information and Decision Systems	Scheduled Traffic and their Impact on Queues with Deterministic Service Times	Work in Progress	2016
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	A Novel Recommendation Model Regularized with User Trust and Item Ratings	IEEE Transactions On Knowledge And Data Engineering	2016
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	A Novel Evidence-based Bayesian Similarity Measure for Recommender Systems	ACM Transactions on the Web	2016
<b>Ali Termos</b>	Finance, Accounting & Managerial Economics	Do Mortgage Loans Respond Perversely to Monetary Policy?	Journal Of Real Estate Research	2016
<b>Charlotte Karam</b>	Management, Marketing & Entrepreneurship	Corporate Social Responsibility in Developing Countries as an Emerging Field of Study	International Journal Of Management Reviews	2016
<b>Ibrahim Osman</b>	Business Information and Decision Systems	The Home-Care Nurse Routing Problem with Time Windows and Perishable Drugs: Exact and Perturbation Methods		2016
<b>Ibrahim Osman</b>	Business Information and Decision Systems	Cognitive Analytics Models for the Design of an Optimal Layout of Operating Theatre in Hospitals		2016

<b>Hounaida El Jurdi</b>	Management, Marketing & Entrepreneurship	Cultural Norms and the Marketplace: Favour Economies in the Arab World	Journal Of Business Research	2016
<b>Hounaida El Jurdi</b>	Management, Marketing & Entrepreneurship	CSR Socialization Practices and Employee Engagement in CSR		2016
<b>Leila Khauli</b>	Management, Marketing & Entrepreneurship	Losing [IT] Control to Gain It: Exploring Organizational Linkages of Social Media Technology	Information Systems Management	2016
<b>Nadine Yehya</b>	Management, Marketing & Entrepreneurship	Partisan Selective Exposure in Media Consumption Patterns: A Polarized Developing Country Context	Communication Research	2016
<b>Angelos Tsoukalas</b>	Business Information and Decision Systems	Robust Dual Dynamic Programming	Operations Research	2016
<b>Bijan Azad</b>	Business Information and Decision Systems	Exploring Materialization of Institutional Logics: A Case Study of Changing Tax Regimes and Procedures	Journal Of Information Technology	2016
<b>Bijan Azad</b>	Business Information and Decision Systems	Phenomenology, Affordances and Workarounds: Broadening "Use" to Better Account for the Reality of IS Enactment in Work Practices	European Journal Of Information Systems	2016
<b>Ibrahim Jamali</b>	Finance, Accounting & Managerial Economics	The corporate governance and social responsibility nexus in the Lebanese banking industry	Corporate Governance-The International Journal Of Business In Society	2016
<b>Said Elfakhani</b>	Finance, Accounting & Managerial Economics	Impact of Tighter Regulation (Internal Control Audit Report-ICFR) on Audit fees		2016
<b>Said Elfakhani</b>	Finance, Accounting & Managerial Economics	Will the adoption of IFRS improve the comparability of information provided by financial statements of listed companies in the MENA?		2016
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	Opportunities and Challenges Facing CSR Mainstreaming in Business Schools	International Journal of Technology and Educational Marketing	2016
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	Incongruent Pursuits: The Hidden Conflict of Divergent Objectives within Islamic Financial Institution	Journal of Business Ethics	2016
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	A Longitudinal Cross-Industry Analysis of Corporate Social Orientation	Journal of Business Ethics	2016
<b>Dima Jamali</b>	Management, Marketing & Entrepreneurship	CSR in Afghanistan: A Multi-Level Institutional Approach	South-Asian Journal of Global Business Research	2016

<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	Control Rights, Capital Structure, and Legal Enforcement	Journal Of Corporate Finance	2016
<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	Control Rights in Mergers & Acquisitions		2016
<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	Debt Contracts under Economic Policy Uncertainty		2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Dynamics of Investor Protection and Governance in the Valuation of Emerging Markets Investments	Financial Analysts Journal	2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Audit Report Lag in the Banking Sector		2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Estimating the Cost of Capital for International Investments		2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Buybacks' Return On Investments		2016
<b>Assem Safieddine</b>	Finance, Accounting & Managerial Economics	Smart Money and Ethical Investing		2016
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	Corporate Governance and Firm Disclosure in the MENA region	MENA Business Law Review	2016
<b>Fouad Zablith</b>	Business Information and Decision Systems	Ontology Evolution: A Process Centric Survey	The Knowledge Engineering Review	2015
<b>Nadine Yehya</b>	Management, Marketing & Entrepreneurship	Online Presence of NPOs: Dialogic Communication and Tools of Engagement	Nonprofit And Voluntary Sector Quarterly	2017
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Aborting, Suspending, and Resuming Goals and Plans in Intelligent Agents	Autonomous Agents And Multi-Agent Systems	2017
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Commitments and Interaction Norms in Organisations	Autonomous Agents And Multi-Agent Systems	2017
<b>Nadine Yehya</b>	Management, Marketing & Entrepreneurship	Validation of the Arabic Version of the Infant Feeding Intentions Scale (IFI-A) Among Lebanese Women	Journal Of Human Lactation	2017
<b>Nadine Yehya</b>	Management, Marketing & Entrepreneurship	Transient Poverty and Psychological Distress among Graduate Students: Great Expectations and Bitter Bridges	Health Communication	2017
<b>Hounaida El Jurdi</b>	Management, Marketing & Entrepreneurship	Mirror, Mirror – National Identity and the Pursuit of Beauty	Journal Of Consumer Marketing	2017
<b>Neil Yorke-Smith</b>	Business Information and Decision Systems	Evaluating Knowledge Systems: Experiences with a User-Adaptive Intelligent Agent	Knowledge and Information Systems	2017
<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	How Do Firms Price Optimal Capital Structure? Evidence from Merger Premium	Journal Of Corporate Finance	2017

<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	Creditor Control Rights, Capital Structure, and Legal Enforcement	Journal Of Corporate Finance	2017
<b>Fouad Zablith</b>	Business Information and Decision Systems	Rethinking How Users Engage with Linked Data Visualization: An Affordance Perspective	Journal Of Web Semantics	2017
<b>Angelos Tsoukalas</b>	Business Information and Decision Systems	An iterative Algorithm for 2-stage Robust Programs		2017
<b>Bilal Al Dah</b>	Finance, Accounting & Managerial Economics	Antitakeover Provisions and CEO Monetary Benefits: Revisiting the E-Index	Research In International Business And Finance	2017
<b>Said Elfakhani</b>	Finance, Accounting & Managerial Economics	The Economics of Bounced Checks in Lebanon	International Journal of Economics and Financial Issues	2017
<b>Mai Daher</b>	Finance, Accounting & Managerial Economics	Internal Control Weakness and Debt Contracts in Family Firms		2017
<b>Beverly Dawn Metcalfe</b>	Management, Marketing & Entrepreneurship	Under western eyes: A transnational and postcolonial critique of gender and HRD	Human Resource Development International	2017
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	Natural Resource Constraints and Innovation. A real options perspective	R&D Management	2017
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	Women Entrepreneurship in the Middle East and North Africa: A Critical Review of the Literature and Future Research Directions	Gender In Management	2017
<b>Bettina Lynda Bastian</b>	Management, Marketing & Entrepreneurship	The Impact of Entrepreneurial Competencies on Women Entrepreneurial Intention; At A Glance Paradoxical Role of Gender Inequality in the Context of Middle East And North Africa	International Journal of Entrepreneurial Behavior & Research	2017



## Appendix E: Faculty Research since 2015 (Web of Knowledge)

Authors	Title	Source Title	Year
Jamali, Dima R.; El Dirani, Ali M.; Harwood, Ian A.	Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model	Business Ethics-A European Review	2015
Weerakkody, Vishanth; Irani, Zahir; Lee, Habin; Osman, Ibrahim; Hindi, Nitham	E-government implementation: A bird's eye view of issues relating to costs, opportunities, benefits and risks	Information Systems Frontiers	2015
Naguib, Rabia; Jamali, Dima	Female entrepreneurship in the UAE: a multi-level integrative lens	Gender In Management	2015
Chahine, Salim; Mansi, Sattar; Mazboudi, Mohamad	Media news and earnings management prior to equity offerings	Journal Of Corporate Finance	2015
Gospodinov, Nikolay; Jamali, Ibrahim	The response of stock market volatility to futures-based measures of monetary policy shocks	International Review Of Economics & Finance	2015
Sidani, Yusuf M.; Konrad, Alison; Karam, Charlotte M.	From female leadership advantage to female leadership deficit A developing country perspective	Career Development International	2015
Sidani, Yusuf; Al Ariss, Akram	New Conceptual Foundations for Islamic Business Ethics: The Contributions of Abu-Hamid Al-Ghazali	Journal Of Business Ethics	2015
Elfakhani, Said; Mackie, Wayne	analysis of net FDI drivers in BRIC countries	Competitiveness Review	2015
Ralston, David A.; Egri, Carolyn P.; Karam, Charlotte M.; Naoumova, Irina; Srinivasan, Narasimhan; Casado, Tania; Li, Yongjuan; Alas, Ruth	The triple-bottom-line of corporate responsibility: Assessing the attitudes of present and future business professionals across the BRICs	Asia Pacific Journal Of Management	2015
Jamali, Dima; Abdallah, Hanin	Mainstreaming Corporate Social Responsibility at the Core of the Business School Curriculum	Handbook Of Research On Business Ethics And Corporate Responsibilities	2015
Yehya, Nadine A.; Dutta, Mohan J.	Articulations of Health and Poverty Among Women on WIC	Health Communication	2015
Khalil, Samer; Saffar, Walid; Trabelsi, Samir	Disclosure Standards, Auditing Infrastructure, and Bribery Mitigation	Journal Of Business Ethics	2015
Karam, Charlotte M.; Sidani, Yusuf M.; Showail, Sammy	Teaching business ethics in the global South: control, resistance, and phronesis	Teaching In Higher Education	2015
Ang, James S.; Ismail, Ahmad K.	What premiums do target shareholders expect? Explaining negative returns upon offer announcements	Journal Of Corporate Finance	2015

Elfakhani, Said; Sidani, Yusuf M.	Uncertainty or 'gharar' in contracts under the Islamic ethical code	Handbook Of Research On Islamic Business Ethics	2015
Sidani, Yusuf M.	The ethics of Islamic accounting	Handbook Of Research On Islamic Business Ethics	2015
Sidani, Yusuf M.	Work ethics in GCC countries: current challenges and the road ahead	Handbook Of Research On Islamic Business Ethics	2015
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