

Mira THOUMY, Ph. D., M. Eng., PMP, CSSMBB

Nationality: Canadian/Lebanese

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Education:

- **PhD in Business Administration - Operations Management** (2009-2013) - HEC Montreal
 - Thesis topics: Performance, quality, complex adaptive systems
- **Masters in Project Management** (2006-2009) – Ecole Polytechnique de Montreal
- **B. Eng. in Industrial Engineering – Production and Logistics** (2002-2006) – Ecole Polytechnique de Montreal

Teaching Experience:

Associate Professor – (LAU, Lebanon): 2023 – present

- Associate professor in management at the Adnan Kassar School of Business
 - Undergraduate courses taught: Project Management, Strategic Planning and Policy Formulation, Fundamentals of Management
 - Graduate courses taught: Strategic Management (with simulation)

International Management Professor – (ESSCA Online Campus (triple accredited), France) :2021-2023

- Course taught:
 - International Project Management (Graduate)

Instructor, Research affiliated – HEC Montreal: 2021-2023

Associate Professor – (NDU, Lebanon): 2013 – 2021

- Associate professor in management at the faculty of business administration and economics.
- Courses taught:
 - Business Policy (Graduate) with simulation
 - Corporate Strategic Planning (Graduate) with simulation
 - Operations and Supply Chain Management (Graduate)
 - Strategic Management (Undergraduate) with simulation
 - Operations Management (Undergraduate)
 - Digital Business (Undergraduate) with simulation
 - Management of Healthcare Organizations (Undergraduate)
 - Health Care Strategic Management (Undergraduate)

- Services:
 - Academic Advisor for the following programs: MBA, Masters in Business Strategy, International Business Management, Health Care Management.
 - Management & Marketing discipline coordinator (2019- 2021)
 - Chair of AACSB standard 8 committee (Assurance of Learning)
 - Elected as the faculty representative on the university council
 - Member of the AACSB steering committee
 - Member of the department curriculum committee
 - Member of the department personal committee
 - Member of the faculty graduate committee
 - Member of the faculty relations committee
 - Secretary of the university research committee
 - Coordinator of an objective in the university strategic plan
 - Secretary of the university curriculum committee
 - Member of the university information technology committee, health care management discipline coordinator
 - Supervisor of graduate research projects (15 theses, 8 research projects)
 - Curricular development:
 - Proposal and implementation of the MBA emphasis in project management
 - Proposal and implementation of the BBA in Entrepreneurship program
 - Revamping of the MBA
 - Revamping of the Masters in Business Strategy
 - Revamping of the BBA in Management
 - Revamping of the BBA in International Business Management
 - Revamping of the BBA in Healthcare Management
 - Coordination of the application of NDU becoming a registered education provider of the Project Management Institute (PMI R.E.P.)

Instructor – (HEC Montreal, Canada): 2011 – 2013

- Course taught:
 - Performance and process improvement

Working Experience:

Freelance Consultant – Lebanon: 2013 – present

- Project coordinator for strategic plan renewal at LAU
- Write up and review of case studies used for the assessment of strategic competencies for directors and managers at Phi Management & Mercer.
- Individual assessment of leadership and strategy skills of top managers in one-on-one meetings (Phi Management & Mercer).
- Multiple projects to improve quality and performance at the hematology- oncology department and to increase the capacity of the chemotherapy unit at LAUMC-RH
- Optimization projects to reduce cost and time on packaging assembly lines at UNICARTON.

Consultant (Montreal university hospital, Sainte- Justine university hospital) - Canada: 2011 – 2013

- Projects conducted in different departments at both hospitals such as endocrinology, oncology, general surgery, quality assurance, general administration, planning and development.
- Coaching in strategic planning, HR management, process improvement, project management, hospital certifications, lean, supply chain management.

Operations Consultant- Processes Optimization (Montreal Reproductive Center) - Canada: 2011–2013

- As-Is and To-be mapping
- Optimization of both clinical and administrative processes
- Conception and implementation of key performance indicators and balanced scorecards

Project Consultant - Operations Management (Deloitte - Canada): 2010 – 2011

- Conduction of a project for the municipality of “Trois Rivières”
- Optimization of sewers operations and processes

Consultant – Performance Improvement (PROACTION group) - Canada: 2008 – 2009

- Managerial skills and behaviors evaluation
- Management systems diagnosis
- Business and communication process analysis
- Improvement opportunities identification
- Coaching and training of middle and top managers

Project Manager – Lean Initiatives (MATROX Inc.) - Canada: 2006 – 2008

- Lean program coordination and training and Lead Kaizen Blitz
- Multiple global projects to improve efficiency of production lines
- Multiple projects to reduce 30% of operations cost in a 3 month period
- Multiple projects to reduce the products Takt time from 5 to 3 days including SMED, ANDON and standards implementations.
- Multiple projects to increase production flexibility including products release, optimization and agile design.

International Refereed Articles and Case Studies:

- Fournier, PL., Thoumy, M., Groulx, P. et al. (2026) Untangling standardization and administrative burden as microfoundations of agility in healthcare. *BMC Health Serv Res* 26, 1055, in press <https://doi.org/10.1186/s12913-026-15179-6>
- Thoumy, M, and Abou Hamad, J (2026;), "Sustainable entrepreneurship in times of crisis: an institutional theory perspective". *Society and Business Review*, in press. <https://doi.org/10.1108/SBR-04-2025-0129>

- Fares, J, Thoumy, M. and Di Maddaloni, F. (2026), “Unravelling Megaprojects Stakeholder Engagement in Turbulent Times: A Political Opportunity Structure Perspective”, *Project Management Journal*, In press. <https://doi.org/10.1177/87569728261431569>
- Thoumy, M and El Hajj, C. (2025), “Lean Meets Green: Uncovering the Integration Enablers to Lean Construction Management and Sustainable Construction”, *Engineering, Construction and Architectural Management*, In press. <https://doi.org/10.1108/ECAM-05-2025-0808>
- Rahi, K., Thoumy, M. and Saqib, M. (2025), “Productivity in Motion: A Structuration Theory Lens and Qualitative Analysis of MTM in Engineering Consulting Firms”, *International Journal of Productivity and Performance Management*, 74(2), 659–682.
- Thoumy, M., Jobin, M.-H., Baroud, J. and El Nakhel Khalil, C. (2023), "Impact of lean principles on operational performance in high uncertainty", *International Journal of Productivity and Performance Management*, 72(9), 2697-2716.
- Harb, A., Thoumy, M. and Yazbeck, M. (2022), “Customers’ satisfaction with digital banking channels in times of uncertainty”, *Banks and Bank Systems*, 17(3), 27-37.
- Thoumy, M., Harb, A. and El Hajj, C. (2022). A strategic assessment of the twenty-tens barriers preventing the optimal implementation of lean management in the Lebanese construction industry. *International Journal of Productivity and Quality Management*, 37(3), 323-343.
- Thoumy, M., Beyrouthy, G. and Souaid, C. (2021). Project Success in International Development Projects: The Case of Lebanon. *International Journal of Services and Operations Management*. 40(2), 143-169.
- Hazzouri, M. & Thoumy, M. (2020). Internal Stakeholders’ Perspective on Lean Energy and Environmental Sustainability: The Case of Notre Dame University – Louaize. *World Review of Entrepreneurship, Management and Sustainable Development*. 16(5), 492-518.
- Thoumy, M. & Jobin, M-H. (2020). Interactions Dynamics between the Performance Management System and the Quality Management System. *International Journal of Productivity and Quality Management*. 31(3), 412-433.
- Saleh, T., Thoumy M. (2020). The Impact of ERP Systems on Organizational Performance in Lebanese Wholesale Engineering Companies. *International Journal of Services and Operations Management*. 37(4), 509-529.
- Saade, R., Thoumy, M., & Sakr, O. (2019). Green Supply Chain Management Adoption in Lebanese Manufacturing Industries: An Exploratory Study. *International Journal of Logistics Systems and Management*, 32(3-4), 520-547.

- Al-Kareh, T., & Thoumy, M. (2018). The Impact of Health Information Digitization on the Physiotherapist-Patient Relationship. *International Journal of Healthcare Information Systems and Informatics*, 13(2), 29-53.
- Thoumy M., & Sakr, O. (2018). Lebanon Mountain Trail Association: Aiming for Sustainability. Ivey ID: 9B18M044. London, Canada: Ivey Publishing.
- Thoumy, M., & Abdallah, E. (2017). Switching costs impact on customer retention in telecommunication: An exploratory study in Lebanon. *Competition and Regulation in Network Industries*, 18(3-4), 198-216.
- Thoumy, M., & Moubarak, J. (2017). Project Manager Assignment and Its Impact on Multiple Project Management Effectiveness: An Empirical Study of IT Projects in the Lebanese Commercial Banks. *International Journal of Information Technology Project Management*, 8(4), 46-65.
- Thoumy, M., & Vachon, S. (2012). Environmental Projects and Financial Performance: Exploring the Impact of Project Characteristics. *International Journal of Production Economics*, 140(1), 28-34.

Conferences:

- Abdul Khalek, E., Yassine, N., El-Kassar, A. N., & Thoumy, M. (2026). Linking AI Knowledge Sharing and Creativity: The Role of Change Self-Efficacy and Support. *Academy of Management 2026 Conference (AOM)*
- Fares, J., Thoumy, M. and Di Maddaloni, F. (2025). Unravelling Engagement Strategies of Project Elites and Community Stakeholders: A Political Opportunity Structure Perspective. *European Academy of Management 2025 Conference (EURAM)*
- Thoumy, M., Abou Hamad, J., Sakr, O., and Khalife, C. (2021). Corporate Social Responsibility Practices in the Lebanese Casual Dining Industry: an Exploratory Study of Rural Versus Urban Settings. *37th International Business Information Management Association Conference (IBIMA)*
- Hajj, C., Thoumy, M., and Harb, A. (2018). Enablers in the Implementation of Lean Construction Management. *32nd International Business Information Management Association Conference (IBIMA)*
- Beyrouthy, G., Thoumy, M., and Bou Arbid, E. (2018). Investigating the Patterns of Loyalty Points Redemption in a Loyalty Program at a Bank: The Case of a Commercial Bank in Lebanon. *32nd International Business Information Management Association Conference (IBIMA)*

- Thoumy, M., Harb, A., and Hajj, C. (2018). Exploring Barriers in the Implementation of Lean Construction Management. *31st International Business Information Management Association Conference (IBIMA)*
- Thoumy, M. and Possik, C. (2018). Single Developer Scrum Model: An Exploratory Study. *31st International Business Information Management Association Conference (IBIMA)*
- Saleh, T. and Thoumy, M. (2018). The Impact of ERP Systems on Organizational Performance. *7th International Conference on Industrial Technology and Management (ICITM 2018)*
- Thoumy, M. and Hajj, C. (2017). Typology of Lean Construction Management Tools and Implementation Frameworks. *30th International Business Information Management Association Conference (IBIMA)*
- Issa, J., and Thoumy, M. (2017). Typologies Project Management Implementation for Telecommunication Networks in Lebanon. *30th International Business Information Management Association Conference (IBIMA)*
- Thoumy, M., Menassa, E. and Abdallah, E. (2017). The Effect of the Switching Costs on the Customer Retention: Mobile Telecom Industry in Lebanon. *European Academy of Management 2017 Conference (EURAM)*
- Thoumy, M., Beyrouthy, G. and Souaid, C. (2017). Critical Success Factors of Educational International Development Projects in Lebanon: A Qualitative Approach. *29th International Business Information Management Association Conference (IBIMA)*
- Thoumy, M. and Avedikian, G. (2017). To what extent does Business Intelligence support operational decision making? A comparative case study using the dual factor theory. *29th International Business Information Management Association Conference (IBIMA)*
- Saade, R., Thoumy M. and Sakr, O. (2016). Green Supply Chain Management Adoption in Lebanese Manufacturing Industries: A Dual Factor Theory Approach. *3rd IEEE International Conference on Logistics Operations Management (GOL 2016)*

Research grants:

- CNRS-L Grant, (2018). A comparative Study on CSR Practices in rural and Urban Areas. Principal Investigator: Mira Thoumy, Co-Investigators: Jennifer Abou Hamad, Omar Sakr, Alexandre Wong.

Academic Reviews:

- Reviewer for the European Academy of Management Conference (EURAM)
- Reviewer for the Academy of Management

- Reviewer for the Project Management Journal

Additional training:

- PMI (ATP) Instructor – Project Management Institute Authorized Training Partner Instructor
- CSSMBB – Certified Six Sigma Master Black Belt –Six Sigma Institute
- PMP - Project Management Professional
- PMI- PMOCP - PMI Project Management Office Certified Professional
- AACSB – Assurance of Learning seminar

Computer skills:

- Microsoft Project
- Strategy Simulations (BSG, Marketplace Simulations)
- Endnote, Mendeley
- ATLAS.ti
- IBM Statistical Package for the Social Sciences (SPSS)

Professional Memberships:

- Director of Governance PMI (Project Management Institute) – Lebanon Chapter
- Member in PMI
- Member in SMS – Strategic Management Society
- Member APICS – the association for operations management
- Member in the order of engineers and architects - Beirut
- VP-Coordination in TOLLAB, the Lebanese students' federation in Montreal (2008-2009) VP-Events and VP- Communications in the Lebanese students' association at Polytechnique of Montreal (2005-2007)
- Leader in girl scouts Canada (2003-2005)

References:

Dr. Viviane Naimy: Dean of the Faculty of Business Administration and Economics, NDU, Lebanon, Tel: +961 9 218950 ext: 2274, Email: vnaimy@ndu.edu.lb

Dr. Jennifer Abou Hamad: Associate Professor at IGS-RH, France, Former Faculty HR Director, NDU, Tel: +33 6 73755687, Email: jabouhamad@groupe-igs.fr

Dr. Marie-Helene Jobin: Professor of Management, Director of International Relations and Partnerships, HEC Montreal, Canada, Tel: +1 514 3406283, Email: marie-helene.jobin@hec.ca