



Josiane Fahed-Sreih, Ph. D

Adma, Les Jasmins Building
Blue Zone, Principal Access #6
Married, three children.
French/Lebanese Nationalities.
Tel: 961 3 411 811 (Mobile)
Fax: 961 9 740 163
Email: jsreih@lau.edu.lb
j.fahed@supervalue.com.lb;
Chairman@romex.com.lb;

Work Experience-----

CHAIRPERSON

Department of Management
Lebanese American University, School of Business, Lebanon, 2018-2025

ASSISTANT DEAN

Adnan Kassar School of Business
Lebanese American University, Lebanon, 2017-2018

CHAIRPERSON

Department Hospitality Management and Marketing
Lebanese American University, School of Business, Lebanon, 2013-2017

ASSOCIATE CHAIRPERSON

Department of Management Studies
Lebanese American University, School of Business Byblos, Lebanon, 2012-2013

AACSB CHAIRPERSON

Chaired the AACSB School committee standards 1-5 formerly, Standards 1-3 currently based on the new standards.
Lebanese American University, 2012-Present.

FAMILY BUSINESS FELLOW STATUS

Family Firm Institute -USA.
FFI recognition of on going expertise and commitment to the Family Business field.

VISITING RESEARCHER- SABBATICAL

John Molson's School of Business, Concordia, Montreal, Canada, in collaboration with McGill and HEC Montreal, Canada, spring 2010.

ASSOCIATE PROFESSOR OF MANAGEMENT- Tenured

Lebanese American University, School of Business Byblos, Lebanon, 2005-
present

FOUNDER AND INSTITUTE DIRECTOR

Institute of Family and Entrepreneurial Business,
Lebanese American University, School of Business, Byblos, Lebanon,
1999-present

VISITING RESEARCHER

DePaul University, Entrepreneurship Program, College of Commerce,
Chicago, Illinois, summer 2005

ASSISTANT PROFESSOR OF MANAGEMENT- Tenure track

Lebanese American University, School of Business Byblos, Lebanon, 1995-
2005

Advanced Undergraduate Courses: Organizational Behavior, Human Resource Development, Senior Study Management, Entrepreneurship and Small Business Management, Family Business Management, Strategic Planning and Policy Formation, Venture Capital and Entrepreneurial Finance.

Graduate courses (MBA/Executive MBA Programs): Management Theory, Project Planning and Management, Corporate Governance, Leadership and Power, Human Resource Management, Family Business Management, Advanced Organizational Behavior, Managing Conflict and Negotiation, Leading Organizational Change, Entrepreneurship and Innovation Management, Strategy and the Environment: Corporate Social Responsibility.

MIDDLE EAST COORDINATOR

Family Firm Institute Coordinator, October 2000-present
-Coordinated FFI research activities in Lebanon and the Middle East

MANAGEMENT CONSULTANT

Automobile and Touring Club du Liban (ATCL) Elected member of the board- Chairwoman of the Ecology Commission- Since April 2025-2028

Association with Squire Sanders law firms-USA- 2011-present

Consulting Projects International, Middle East, 2003-present, consulted on a number of managerial projects, family business management, proper board functioning and corporate governance mainly in Lebanon and the Middle East and Europe (Saudi Arabia, Dubai, Jordan, Kuwait, Syria, Qatar, Bahrain, Cyprus, France and Lebanon). Helped companies establish their family constitutions and develop family meetings and family retreats. Worked with a number of family businesses on issues including generational transitions, developing business and family governance plans and structures; finding and articulating family missions and values, facilitating decision making and conflict resolution; setting managerial developments, family compensation and employment policies, family dividends policies, family conflict of interest policies and many more. Educated younger generations of family businesses on the management of family councils, family meetings and family retreats, and management transfers by the family. Created functional Boards of Directors. Created full-fledged family governance programs.

-Currently sit on five Boards of Directors, four as a shareholder and one as an independent advisor.
-Currently Chairman of the Board- Retail Business- Lebanon
-Currently Chairman of the Board- wholesale Business- Lebanon
-Sits on Boards of Community Service Organizations.
-Venture Capital consultation. Equity financing consultation.
- "Strengthening Private Sector competitiveness", Technical Assistance for the Ministry of Industry/Industrial Research Institute (IRI) and the Euro-Lebanese Centre for Industrial Modernization (ELCIM)- Cub Engineering and Consulting.
Fahed Consulting Group, Beirut Lebanon, 1995- 2005, as part of a team, consulted on managerial and financial projects for the World Bank.

INSTRUCTOR

Taught two courses of management, and conducted problem solving sessions-Teaching Assistant for Dr. Alexandre Baetche- Professor Sorbonne University - Paris 1, and Vice-Mayor Paris Municipality, 5eme.
Sorbonne University, Paris I, Pantheon-Sorbonne, Paris, 1993-1995
Paris- 12 place du Panthéon
75231 Paris Cedex 05

EXECUTIVE TRAINER

-Corporate Governance, Executive MBA-LAU Beirut, November 2021
-Family Business Management, Executive MBA Beirut, Spring 2021
-Building High performing Boards, Executive MBA- LAU Beirut, November 8, 9 and 29, 30, 2019
-Corporate Governance: Developing Exceptional Leaders, Executive MBA- LAU Beirut, April 10-13, 2019
- Improve Communication in the Family Business, Executive MBA- LAU Beirut, October 12-13 and 19-20, 2018
-Corporate Governance and Family Governance, Executive MBA- LAU Beirut, March 2-3 and 9-10 2018
- Family Business Management- Executive MBA- LAU Beirut, October 27-28 and November 3-4 2017
-Building High Performing Boards- Executive MBA- LAU Beirut, May 2017
-Managing Conflict and Negotiation"- LAU Lebanon, May 2016.
- "Understanding Family Business Management"- LAU Lebanon December 11, 2015.
- "Corporate Governance: Structure and Membership"- Muscat- Oman, Foreign Securities Market Forum 2015- March 2015.
- "Management Skills for Leaders for Democracy" Program organized by LAU-UEO in cooperation with MEPI, delivered at LAU, Byblos campus on March 6, 2015,

- "Developing Leaders for Democracy" Program organized by LAU-UEO in cooperation with MEPI, delivered at LAU, Beirut campus on October 17, 2013.
- "Strategic Entrepreneurship: How to create New Business Ventures", Program organized in Kuwait by Leaders Group, September, 2012.
- "Entrepreneurship: How to start a New Business", Program organized by LAU in cooperation with MEPI, delivered in Riyad-Saudi Arabia to Young Entrepreneurs and activists, December, 2010.
- "Entrepreneurship: How to start a New Business", Program organized by LAU in cooperation with MEPI, delivered in Jeddah-Saudi Arabia to Young Entrepreneurs and activists, December 2010.
- "Theoretical Aspects of Conflicts in Family Businesses", Program organized by the Institute of Family and Entrepreneurial Business at the Lebanese American University and delivered in cooperation with Mr. Grant Gordon from the IFB England, UK, March 2010
- "Family Governance: Make it Happen", Al Tharawat Family Business Workshop, Abu Dhabi, October 17, 2009.
- "The HR Scorecard- Linking People, Strategy and Performance", Program designed and developed for the Indevco Group Executives and Regional Managers and delivered at LAU-Byblos, May 2008
- "Understanding Family Businesses", Ernst & Young Program for Executives and Partners of Ernst & Young, Bahrain, November 03-05, 2007
- "Corporate Governance for Family Firms in the South", Bunyan Development Association, Sidon, Lebanon, March 2007
- Corporate Governance in the Insurance Industry", Association of Insurers of Lebanon (ACAL), Beirut, Lebanon, February 2007
- "Women in Business: Encouraging Entrepreneurship", Institute of Family and Entrepreneurial Business, Byblos, Lebanon, May 2005
- "Managing the Special Dynamics facing Family Businesses", Institute of Family and Entrepreneurial Business in Association with the Center for Sponsored Research and Development, Beirut, Lebanon, September 2003
- "Conflict Management and Project Planning", Association of Bankers, Technical Banking Institute, Beirut, Lebanon February 2002
- "Strategic Planning and Management", Center for Sponsored Research and Development, Lebanese American University, Byblos, Lebanon 2002
- "Family Business Management", Jordan European Business Association-JEBA, Amman, Jordan, June 2001
- "Project Planning and Management", Byblos Bank Headquarters, Beirut, Lebanon 2001-
- "Entrepreneurship and Small Business Management", United Nations Industrial Development Organization UNIDO, South Lebanon, 2001-2003

- "Management", "Selling", "Selling Techniques", "Logistics of Distribution in France", "Advertising", "Promotion" and "Direct Marketing", Quelle Sarl, Orleans, France, 1991-1993

INSTRUCTOR

Notre Dame University, Lebanon, 1987-1989

GENERAL MANAGER

Supergarden, Jounieh, Lebanon, 1984-1989

TRAINEE

Fransabank, Jounieh, Lebanon, summer 1981

Educational Background-----

DOCTORATE DEGREE IN BUSINESS AND GENERAL ECONOMICS

Concentration on Management and Marketing

Sorbonne University, Paris I, Pantheon Sorbonne, 1989-1991

Doctorate thesis: "The Impact of Marketing on Economic Theory", Paris France, 1994. Honorary, and Distinguished Rank. Published at Sorbonne University, Paris I, Pantheon Sorbonne, France, 1995. Available at the "Abes", France (Agence bibliographique de l'enseignement supérieur).

MASTERS IN BUSINESS ADMINISTRATION - INFORMATION SYSTEMS

St. Joseph University, Lebanon, 1984-1986

Master's thesis: Computer Analysis of the inventory in a Supermarket with the introduction of bar codes, 1987. Ranked first (18/20), Distinguished and Honorary Rank. Published at St. Joseph University in Beirut, Lebanon.

BACHELOR OF BUSINESS ADMINISTRATION

American University of Beirut, 1981-1984

Memberships and Awards-----

Certificate of Appreciation- International Family Business Research Forum, October 2023 American University of Sharjah, UAE

Member of the Exclusive International Society of Business Leaders Network-2018 an exclusive International Society of Business Leaders network, potential candidates are selected based on their current professional standing, recent accomplishments, honors/awards, published articles, as well as information present on authoritative media outlets, social networks, and professional directories.

Building Capacity Award- Ministry of Labor- Beirut Lebanon, August 2016

Listed in the Who's Who of the Arab World by "Al Iktissadi" <https://lb.aliktisadi.com>; among the top 3 most prominent academicians in the Arab World, of which Dr. Joseph Jabra, President of LAU, and Dr. Fadlo Khoury, President of AUB.

Appreciation Award- Injaz Entrepreneurship Program, March 2015.

Appreciation Award- SAM Society for Advancement of Management- Orlando- Florida, April 2014

Appreciation Award from the Bahrain Family Business Association- Bahrain June 2013.

Appreciation Award from the Eastern Chamber of Commerce and Industry, Saudi Arabia- Women's work- New Horizon- April 6-10, 2013.

Case Writing Competition Award- USA-January 2013- Winner of the Global Family Enterprise Case Competition held at the University of Vermont- USA, where more than 16 teams have participated from more than 10 countries, from Argentina, Canada, Chile, Colombia, Malaysia, Mexico, Netherlands, Spain, Sweden and the US. Case Title: The American British University.

Appreciation Award from the 2nd Gulf Women Economic Forum, September 2012.

Appreciation Award from the Family Business Network- March 2012.

Appreciation Award from the Chamber of Commerce and Industry- Eastern Province- Saudi Arabia, 2011.

Appreciation Award bestowed after the Women Economic Forum in Saudi Arabia for outstanding contribution to the success of the forum.

Member of the European Foundation for Management Development EFMD.

Member of the European Academy of Management, EURAM.

Member of the National Association of Corporate Directors. NACD.

Associate IFERA Member-International Family Enterprise Research Academy (IFERA)- IFERA Associate.

Family Business Fellow status

Family Firm Institute -USA.

FFI recognition of on-going expertise and commitment to the Family Business field.

Recipient of the Family Wealth Advising

International Award of Family Business

Winner of the 2007 International Award- Family Firm Institute, USA.

In recognition of outstanding achievement in furthering the understanding of family business issues that occur between two or more countries.

Recipient of the Family Business Advising

EFMD Access to a peer-based management development network

Certificate of Appreciation: Women in leadership, Institute for International Research, 2004

Award from the Chamber of Commerce and Industry of Bahrain, 2004

Award given in Manama- Bahrain for outstanding contribution to the Middle East in the field of Family Business Management.

Certificate of Appreciation: 7th Family Company Management, Institute for International Research, 2003
Certificate of Appreciation: 5th Family Company Management, Institute for International Research, 2001
Member- Family Firm Institute- - USA- 1999-Present
Member-National Association of Corporate Directors- USA-2003-Present
Member of OECD-Organization for Economic Cooperation and Development
Member- Middle East Association of Economics
Member- Lebanese Transparency Association- Lebanon
Board member- Global Compact
Honor Member of Madison Who's Who
Member-Literati Network-
Member of the Who's Who Literati network- Emerald Publishing

Grants

All members on the Advisory Board of the Institute of Family and Entrepreneurial Business donated to LAU millions of Dollars and are involved in students' scholarships.

Research

REFEREED PUBLICATIONS

Book Review

- "Perpetuating the Family Business" for J.Ward- *Management Research News*-Emerald Publishing- Volume 30, Number 10, 2007, pp. 775-777, Emerald Group Publishing Limited 01409174
- "The HR Scorecard: Linking People, Strategy, and Performance" for Brian E. Becker, Mark A. Huselid, Dave Ulrich, published in *Management Research News*-Emerald Publishing- Forthcoming December 2008.

Books

- "How to Manage your Family Business: The 10 Imperatives for Success"
Cambridge scholars Publishing- ISBN (10)152753397-2-ISBN (13) 978-1-5275-3397-4-2019
- "Conflict in Family Businesses: Conflict Models and Practices"
Published with Palgrave Publishing- ISBN978-3-319-62851-6 2018
- "Facts and Figures Concerning Lebanese Family Businesses"- Franklin Publishing www.franklinpublishing.net, 2004

Chapters

- Villegas, A., **Fahed-Sreih, J.**, Tok E., Labbaf, H., "Entrepreneurship and Innovation Activities" chapter in the book Global, Regional, and National Entrepreneurial Ecosystems, 2024.

Co-editor of the book: Global, Regional, and National Entrepreneurial Ecosystems, 2024

- "Corruption in Lebanon: New Insights" in "Corruption: New Insights" In techOpen Publishing, ISBN 978-1-80356-696-2, 2022

- **Editor of the book:** "Corruption: New Insights" In techOpen Publishing, ISBN 978-1-80356-696-2, 2022
- **Editor of the book:** "Organizational Conflict- New Insights" In techOpen Publishing, ISBN: 978-1-83880-579-1
- **Editor of the book-** Preface writing Job and Career Satisfaction, ISBN in print:978-1-83880-746-7, on line:978-1-83880-747-4, Ebook:978-1-83880-748-1 In techOpen Publishing, 2020
- "Job Satisfaction and Career Development" in Job and Career Satisfaction, ISBN in print:978-1-83880-746-7, on line:978-1-83880-747-4, Ebook:978-1-83880-748-1 In techOpen Publishing, chapter1 pp. 1-4, 2020
- "Maintaining Positive Employee Relations: Does it Apply to Millennials?" in Job and Career Satisfaction, ISBN in print:978-1-83880-746-7, on line:978-1-83880-747-4, Ebook:978-1-83880-748-1 In techOpen Publishing, chapter 5 pp. 47-56, 2020
- Editor of the book- Preface writing Human Resource Planning for the 21st Century, ISBN Print: 978-1-78923-688-0 On line ISBN: 978-1-78923-689-7, In tech Publishers, July 2018
- "Human Resources in the 21rst Century "in Human Resource Planning for the 21st Century- ISBN: 978-1-78923-689-7 In techOpen Publishing, pp. 3-7, July 2018
- "Family-Driven Entrepreneurship in the Arab World" in Specificity of Family Businesses in the Arab and Muslim-majority Countries Editors Sam Basly- France, Springer publishers, 2017
- "Founder Legacy in Arab Dynastic Entrepreneurship" specificity of Family Businesses in the Arab and Muslim-majority Countries Editors Sam Basly- France, Springer publishers, 2017
- Forward to the Book "Entrepreneurship in the Middle East"2016 IGI Global's book
- Forward to the Book "Michel Nassif Family Business" 2015
- "Entrepreneurship and Management in Lebanon", in Entrepreneurship and Management in an Islamic Context Editors: Veland Ramadani, Léo-Paul Dana, Shqipe Gërguri-Rashiti, Vanessa Ratten, Springer publishers, 2015
- "Behind the Curtains: Corruption and Governance in Family Businesses", (with Balech, L.,) in "Hidden Business - Family, Culture and Enterprise in International Perspective" Editors: Tony Bradley and Nabil Sultan, Liverpool University, UK., 2012
- "Motives for Entrepreneurship: The Case of Lebanese Family Businesses" (with Pistrui, D.) in "Entrepreneurship - Gender, Geographies and Social Context", ISBN: 978-953-51-0206-9- January 2012

- "Father-Daughter Succession in a Family Business: A Case Study" (with J. Zakka), in "Father-Daughter Succession in Family Business: A Cross Cultural Perspective" published by Grower Publishing Limited, Grower House, Croft Road, Aldershot, Hants, GU11 3HR, U.K. Edited by Daphne Halkias, Paul Thurman, Paul Sweirez, Celina Smith and Robert S. Nason. October 2011
- "Towards an Understanding of Islam and Muslim Entrepreneurship in the Middle East" (with D. Pistrui), in "Entrepreneurship: Values and Responsibility- Praxiology: The International Annual of Practival Philosophy and Methodology", the Academic Press of Rutgers, The State University of New Jersey, Volume 17, pp 221-234- Edited by Gasparski, Ryan and Kwiatkowski, by Transaction Publishing, New Brunswick, NJ, USA, 2010, ISBN: 978-1-4128-1149-1.
- "A Perspective on Corporate Governance in Lebanese Family Businesses" in "Family Business Models from Around the World", compendium on family-owned businesses- Culturally Sensitive Models of Family Business in the Middle East, the Icfai University press, July 2008
- "Distinctive Trends, Challenges, Problems and Opportunities facing Family Businesses in the Middle East" in "Family Business Models from Around the World", compendium on family-owned businesses- Culturally Sensitive Models of Family Business in the Middle East, the Icfai University press, July 2008
- "Promoting Family-Business development is vital to a stronger, more stable Lebanon" "Family Business Models from Around the World", compendium on family-owned businesses - Culturally Sensitive Models of Family Business in the Middle East, the Icfai University press, July 2008
- "Family Business Consultation in Lebanon"- in "Family Business and Family Business Consultation: International Perspectives", Editor Florence Kaslow, Haworth Press Publication, 2006, pp. 203-222, ISBN-13: 978-0-7890-2776-4.
- "Governance of Family-Owned Enterprises", published in "The Lebanese Code of Corporate Governance", The Lebanese Transparency Association in collaboration with the Center for Private Enterprises (CIPE) and Lebanon Corporate Governance Task Force, June 2006 p 35-39 first edition 2006.

Articles

- Vargas, J., Satpathy, J., Rodriguez, A., Chowdhury D., Banerjee, P., Arif, A., Tudor, I., Cardoso E., Misra, L., Moreira, A., Tow A., Hochman, G., **Fahed-Sreih, J.**, Nigaya, J., Gankar, S., Adaptive Neurosciences and Neuro-Integral Methodology, *Bulletin for Technology and History*, 2024. ISSN 0391-6715
- **Sreih, J.F.**, Lussier, R.N. and Sonfield, M.C. (2019), "Differences in management styles, levels of profitability, and performance across generations, and the development of the Family Business Success Model", *Journal of Organizational Change Management*, Vol. 32 No. 1, pp. 32-50. <https://doi.org/10.1108/JOCM-01-2018-0030>

-El-Kassar, A.-N., ElGammal, W. and **Fahed-Sreih, J.** (2018), "Engagement of family members, corporate governance and social responsibility in family-owned enterprises", *Journal of Organizational Change Management*, Vol. 31 No. 1, pp. 215-229. <https://doi.org/10.1108/JOCM-06-2017-0238>

- **Fahed-Sreih, J.** (2017), "Investigation of Corporate Governance Practices in Successful Family Businesses" in **Corporate Ownership and Control Journal** ISSN - 1727-9232 Vol.15, issue 1, 2017.

- **Fahed-Sreih, J.**, and Kassar, A. (2018), "Human Recourse Management and Innovative capabilities of non-family employees on the performance of Family Businesses moderated by Strategic Planning and Governance Practices *Journal of Promotion Management* Vol 24, No.5, 1-23, 2018.

- **Josiane Fahed-Sreih** & Abdul-Nasser El-Kassar. (2017), "Strategic Planning, Performance And Innovative Capabilities Of Non-Family Members In Family Businesses", International Journal of Innovation Management (ijim), World Scientific Publishing Co. Pte. Ltd., vol. 21(07), pages 1-24, October 2017.

-**Fahed-Sreih, J.**, & Khalife, J. (2017). "Guiding the governance system for the future using dynamic modelling techniques", *International Journal of Corporate Governance* Vol.8, No.1, 2017.

- **Fahed-Sreih, J.** (2017), "Family Businesses and Management Styles: A Cluster Analysis Approach", *Contemporary Management Research Journal 2017*.

- **Fahed-Sreih, J.**, and Maalouf, N., (2016), "Determinants of Effective Succession in Family Businesses and their influence on Decision Making", *International Journal of Work Organization and Emotion* Vol. 7 No 4, 2016

- **J. Fahed-Sreih**, G. Assaker and R. Hallak. (2016), "Entrepreneurial experience, support for community and enterprise performance: A study of family businesses in Lebanon", *Contemporary Management Research Journal* Vol. 12, No. 4.

- **Fahed-Sreih, J.**, Lussier, R. N., and Sonfield, M. C. (2016), "American versus Arab/Islamic Family Businesses: The Use of Non-Family-Member Higher-Level Managers, *Journal of Entrepreneurship in Emerging Economies*, 8(1), 2-24.

- **Fahed-Sreih, J.**, Sonfield, M. C., Lussier, R. N. (2015), "Planning for Succession in Family Businesses: A Comparison of Arab/Islamic and American Practices", *International Journal of Business and Globalization*, Vol. 15, No. 3, 2015, pp. 313-330.

- **Fahed-Sreih, J.** (2015), "Innovation and its effect on Financial Performance in Family Businesses", Australian *Journal of Business, Economy and the Environment* (AJBEE)

- **Fahed-Sreih, J.** (2012), "Attitudes, Motivation and Decision Making and their Relationship to Trust in Family Businesses", USA. December 2012 (ISNN 15583-5927), "**The Business Review Cambridge**", Vol.20, No.2, pp.216-222.

- **J. Fahed-Sreih**, S. Morin-Delerm. (2012), "A Perspective on Leadership in Small Businesses: Is the Need for Achievement a Motive in Predicting Success?" *International Journal of Entrepreneurship (IJE)*, Volume 16, 2012 pp. 1-23.
- **Fahed-Sreih, J.**, "The Effect of Investing in Hiring, Human Resource Planning, and Employee Development on Labor Productivity: Case of Lebanon", *Journal of International Business Research*, Volume 11, number 1, 2012 pp. 29-51.
- **J. Fahed-Sreih**, and D. Pistrui. (2010), "Islam, entrepreneurship and business values in the Middle East", *International Journal of Entrepreneurship and Innovation Management, Special Issue: Family and Cultural Factors Impacting Entrepreneurship and Innovation*, Inderscience Publishers, 2010 - Vol. 12, No.1 pp. 107 - 118.
- **J. Fahed-Sreih**, D. Pistrui, W. Huang, H. Welsch. (2009), "Family Contributions to Entrepreneurial Development in Lebanon", *International Journal of Organizational Analysis, Special Issue on Organizational Analysis in Developing and Emerging Economies for the International Journal of Organizational Analysis*, Emerald Publishing, 2009 issue 3, 2009, pp 248-261.
- **J. Fahed-Sreih** and H. Sharifi. (2010), "Wage Discrimination in Lebanon as related to Experience and Education: Is it Allocative or Evaluative?" *International Journal of Business and Emerging Markets*, Inderscience Publishers, Canada, Palgrave, USA. 2010 - Vol. 2, No.2 pp. 131 - 146.
- **Fahed-Sreih, J.** (2009), "An Exploratory Study on a New Corporate Governance Mechanism: Evidence from Small Family Firms" *Management Research News*, Emerald Publishing, Issue 1 Volume 32, 2009, pp50-61.
- **J. Fahed-Sreih**, D. Pistrui, W. Huang, H. Welsch. (2010), "Family and Cultural Factors impacting Entrepreneurship in war time Lebanon", *International Journal of Entrepreneurship and Innovation Management* 2010, volume 12, No.1 pp. 35-51. Special Issue: Family and Cultural Factors Impacting Entrepreneurship and Innovation.
- **J. Fahed-Sreih** and S. Djoundourian (2008), "Correlates of Longevity: A Regression Model", *Journal of Business and Entrepreneurship*, volume 20, No.1, March 2008, pp.61-71 (ISSN:1042-6337) A Publication of the Association of Small Business and Entrepreneurship (ASBE) .
- **J. Fahed-Sreih** and S. Djoundourian (2006), "Determinants of Longevity and Success in Lebanese Family Businesses: An Exploratory Study"- *Family Business Review*, September 2006, Volume 19, Number 3, pp 225-234. (Ranked A)
- **Fahed-Sreih, J.** (2005), "Challenges facing Family Businesses in the Middle East", *Business Journal for Entrepreneurs*, Volume 2005 Issue 1- pp 111- 130
- **Fahed-Sreih, J.** (2004), "Boards of Directors: A Holistic Approach to Effective Governance", *Ethics & Critical Thinking Journal*, Volume 2004 Issue 2- pp 80-102

- **Fahed-Sreih, J.** (2004), "Family Business Cases and their Contribution to the Lebanese Economy", *Business Journal for Entrepreneurs*, Volume 2004 Issue 1- pp 1-16

Journal Cases

- **Fahed-Sreih, J.** (2018), "Slim and Healthy" accepted for publication in ***The Sage Business Case Journal***.

- **Fahed-Sreih, J.** (2018), "The Business Tycon, Robert Aston: Secrets of the Rise and Fall of his Empire" accepted for publication in ***The Sage Business Case Journal***

- **Fahed-Sreih, J.** (2018), "Consumer Goods Company: A Woman Sailing for Success" accepted for publication in ***The Sage Business Case Journal***.

SUBMISSIONS

- Arayssi M., **Fahed-Sreih, J.**, Yunis, M., (2025) "Ownership Concentration, Board Dynamics, and Corporate Governance: Insights from Family Firms" submitted online for consideration for publication in *Environment and Development Economics*.

- **Yunis, M., Fahed-Sreih, J., Kassar, A., (2024)**, "Indigenous Management Practices and Global Competitiveness in Middle Eastern MNEs - A Systematic Literature Review" submitted to Journal Ranked A.

- **Fahed-Sreih J., Maalouf, N., Owusu-Kwarteng, A., (2024)**, Women's entrepreneurial intentions in the UK and Lebanon: a 2014-2024 comparative study, under review Q2. Presented at the British Academy of Management UK, 2024.

- **Fahed-Sreih J., Kassar A., Yunis M., 2025** Leveraging Indigenous Intangible Capital for Global Competitiveness: A Systematic Review of Management Practices in Middle Eastern MNEs, *Journal of Intellectual Capital* Q1, under review

- **Fahed-Sreih J., Vargas, J., Satpathy, Emerging Trends in Redefining Leadership**, under review

- Ramirez J., Sandia S., Satpathy, J., Sweta A., Hochman, G., **Fahed-Sreih, J. and Alba L., Neuro Integral 360 Degrees Protocol Induces Predictable Psycho Physiological changes**, 2025 under review.

- The Importance of Value Statements to Family Businesses" to be submitted Palgrave Publishing- Forthcoming 2025

- Cases submitted to Emerald Publishing, for inclusion in Global Edition textbooks.

Work in Process

- Middle Eastern case Studies Book. (Already 80 cases collected, under review and editing).

- "Spirituality in Family Businesses: vital role on financial performance and socioemotional wealth".

COMMISSIONED REPORTS AND STUDIES

- "Strengthening Private Sector Competitiveness", Technical Assistance for the Ministry of Industry/Industrial Research Institute (IRI) and the Euro-Lebanese Centre for Industrial Modernization (ELCIM), February 2012.
- "Middle East Family Business Survey"-2008
- "Findings and Analysis of Family Business Survey 2007-2008
- "Long Term Incentives; Adapting Leading Practices to your organization", in cooperation with Ernst & Young team, 2007
- "Ensuring Family Business Continuity and Sustainability", report commissioned by Ernst & Young, 2007
- "Survey Results of Family Businesses in the Middle East", (With S. Djoundourian), study commissioned by Ernst & Young, 2008.

REFEREEING

- Review of the Code of Corporate Governance by Hadi El Assaad ESA.
- Referee, The Case Journal
- Referee, Journal of Organizational Analysis
- Referee, Journal of Gender Management
- Referee of the IFERA conference held in Croatia in June 2025.
- Referee and discussant at the 6th IFBRF conference- American University of Sharjah, October 24-26, 2023
- Editor of the book: "Corruption: New Insights" In techOpen Publishing, 2022
- Referee for many articles with Emerald Publishing.
- Editor for the Book Career Satisfaction, Intech open science access, 2020
- Editor for the Book: Human Resource Planning for the 21rst Century- Intech open science access. July 2018 -
- Member of the reviewer's team on the FERC conference held in Mexico-June 2018
- Refereeing on "How Women's Leadership Roles Affect Their Leadership Styles in Family Firms" for the Journal of Management Review, May 2018.
- Refereeing on article Women in STEM careers for the Journal of Management Review. December 2017.
- Member of a Jury TV appearance- December 07, 2017
- Member of the Ph.D. Jury at Brighton University- UK. Of which Professor Jorg W. Huber and Dr. Mark Erickson on Governance.
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -September 6, 2017.
- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- September 7, 2017
- Refereeing for the Journal of Family Business Management, September 2017
- Members of the reviewer's team on the FERC conference held in Ashville USA. Spring 2017
- Member of a Jury on the cases competition at the University of Vermont USA. January 11-14, 2017
- Member of a Jury TV appearance- December 06, 2016
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -September 7, 2016.

- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- September 8, 2016
- Member of a Jury TV appearance- December 08, 2015
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -September 8, 2015.
- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- September 10, 2015
- Member of a Jury TV appearance- December 12, 2014
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -September 23, 2014.
- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- September 24, 2014
- Editorial Board- Journal of Family Business Management, Emerald Publishing- 2012-2013
- Member of a Jury TV appearance- November 2013.
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -September 21, 2013.
- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- September 23, 2013
- Journal of Family Business Strategy- May 2013
- Member of a Jury at the BLC Bank- Beirut, for the "Business of the Year" -November 21, 2012
- Member of a Jury at the BLC Bank- Beirut for the "Woman Entrepreneur of the Year"- November 15, 2012
- Member of the Ph.D. Jury at Pierre-Mendes France, Grenoble II University on a thesis entitled: "Representation of Governance and transmission in Small and Medium sized Lebanese organizations"-December 2011
- Editorial Board- Journal of Family Business Management, Emerald Publishing- 2011
- Management Research News- Emerald Publishing January 2011- March 2011
- International Journal of Organizational Analysis- Emerald Publishing- April 2010
- The Euro-Med Conference Country Advisor, Cyprus, 2010
- The 9th Annual IFERA, International Family Business Research Conference, Global perspectives on the Development of Family Business: Theory and Practice-Policy Mediterranean Beach Hotel, Limasol Cyprus, June 24-27, 2009, Member of the Advisory Board
- The 3rd International Conference on Business, Management and Economics, Izmir, Turkey, 2007, Member of the Advisory Board
- The Euro Med Journal of Business- Emerald Publishing
- The Euro Med Conference, France 2008
- The Doha Institute Conference in partnership with the Institute of Family and Entrepreneurial Business, Lebanon June 20-21, 2008
- Entrepreneurship and Innovation Management Journal
- Family Business Review Journal
- Business Journal for Entrepreneurs
- The Lebanese Code of Corporate Governance.

OTHER PUBLICATIONS AND CONFERENCES

Journals

- Growth in Family Businesses: The Case of Lebanon Al Tharawat Magazine Volume 24 pp 58-61, 2017
- "The Role of Family Offices"- Family Elite Magazine- February 2017.
- "Lebanon goes through growing pains of CSR", The Daily Star, Thursday, April 9, 2015
- FFI Practitioner handbook- "Complexities in Family Businesses: Is sticking to Family Traditions an excuse to feed the greed?"- First Edition March 2014
- BESEC, Investment Banking Group Newswire- BEMO Bank Newsletter: "Trust and Success of the "Equity Culture" in Family Businesses", Forthcoming.
- BESEC, Investment Banking Group Newswire- BEMO Bank Newsletter: "Greed in Family Businesses", Issue 26-Q3, 2011.
- LAU Webpage: "Biting the hands that feed", February 2011.
- Lebanon Opportunities: "Succession in Family Businesses", April 2011.
- Wikipedia: "Family Businesses of the Middle East: Do they face additional Challenges?", October 2009
- The Wealth matrix, September 2008
- Hospitality News, July 2008
- Family Businesses in RCDL Newsletter, 2007
- Family Firm Institute Case Series Commentary- "Oops, I almost forgot to mention..." *Families in Business Magazine*, Campden Publishing- UK- March, April 2005 pp16-17
- "Corporate Governance comes of Age in Lebanon", *Families in Business Magazine*, Campden Publishing- UK- March, April 2004
- "Families, jobs and an optimistic Lebanon" with Joe Astrachan, *Families in Business Magazine*, Campden Publishing- UK- March, April 2004 pp 24
- "Under Pressure: the foreign onslaught", with Joe Astrachan, *Families in Business Magazine*, Campden Publishing- UK- March, April 2004 pp25
- "How to keep the torch lit from one generation to the next? Family business in Lebanon might provide the answer", The Daily Star, March 2004

Newsletters

- "The Family Business Newsletter in Lebanon and the Middle East" Editor, Byblos, Lebanon, 2001-2015.

Conferences and Proceedings

Conference Presentations

- "Compensation of Family Members and its effect on firm performance" to be presented at the 8th **International Family Business Research Forum**, ESCA Ecole de Management, Casablanca, Morocco- September 23-26, 2025, published in the conference proceedings.
- Chairperson of the session "Human capital and Behavioral dynamics in Family Firms" at the 8th **International Family Business Research Forum**, ESCA Ecole de Management, Casablanca, Morocco- September 23-26, 2025.
- "Women Empowerment" **Invited Speaker**, Rafic Hariri University, January 30, 2025
- "Feuille de Route Economique pour le Liban « **Invited Speaker**, **French Senate**, Paris France Palais du Luxembourg, September 28, 2024

- « Le secteur privé à la croisée des chemins » **Invited Speaker, French Assembly**, Paris, France, 2023
- "Legacy in Family Businesses: Driving forces and expected outcomes" presented at the 6th **International Family Business Research Forum**, American University of Sharjah, UAE- 24-26 October 2023, published in the conference proceedings.
- "Institutional Commitment and Support to Necessity Driven Entrepreneurs", **Invited Speaker**, Beirut November 2022
- "The Role of Entrepreneurship Centers, **Invited Speaker**, Universite St. Esprit Kaslik, November 2022
- "Family Dynamics and Longevity" presented virtually at the Family Business in the Arab World conference FBAW Conference **on the** 4th-5th of November 2020, published in the conference proceedings.
- 'Family Dynamics in Business Succession and Longevity', IFERA conference proceedings <https://ifera.org/service/ifera-conference-proceedings/> , 24 - 26 June 2020.
- "Family values and their relationship to Family Unity" to be presented at the FERC conference in Mexico in June 2018. Accepted for presentation.
- "Innovation and change in family businesses: the mediating effect of managerial practices" co-authored with Kassar, A., presented at the Family Firm Institute conference in Miami, USA, October 26-29, 2016.
- "The moderating effect of the number of generations in family businesses on the relationships between family influence, conflict and performance" co-authored with Kassar, A., submitted to the GIKA conference in Poland.
- "Determinants of Effective Governance Practices" co-authored with Kassar A., El Gammal, M., submitted to the International Conference on Organization and Management ICOM, Abou Dhabi.
- "Strategic Planning, Performance and Innovative Capabilities of non-Family Members in Family Businesses", presented at the 6th International Conference on Restructuring of the Global Economy (ROGE) - Oxford University, UK, June 20-21, 2016
- "Effects of Human Recourse Management and Innovative capabilities of non-family employees on the performance of Family Businesses moderated by Strategic Planning and Governance Practices presented at the FERC Family Enterprise Research Conference in Nova Lima- Brazil on June 2-5, 2-16.
- "Differences in Management Styles, Levels of Profitability and Performance across Generations in Family Businesses" co- authored with M. Sonnfield and R. Lussier, presented at the FERC Family Enterprise Research Conference in Nova Lima- Brazil on June 2-5, 2016.

- "Generational Differences: A statistical Analysis" co- authored with M. Sonnfield and R. Lussier, presented at the AIMI conference on Future Challenges in Management and Business Conference Istanbul, Turkey, July 6-7, 2015.
- "Profiling Top Performing and Family Businesses of Lebanon: A Cluster Analysis", presented at the Society for Advancement of Management SAM conference held in Las Vegas, Nevada on March 26-29, 2015.
- "Expanding the family business data base to Lebanon: a statistical analysis of generational differences" presented at the 2014 Annual Eastern Conference of the Small Business Institute at Pittsford, NY 14534- Published in the Proceedings of the conference, September 26-27, 2014 New York.
- "Innovation and its Effects on the Financial Performance in Family Businesses" presented at the Art of Management and Organization Conference held at the Copenhagen Business School August 28 - 31, 2014- Published in the Proceedings of the conference, Copenhagen, Denmark, August 2014.
- "The Human Capital Factor and its impact on Performance" presented at the Society for Advancement of Management SAM conference held in Orlando, Florida on April 3-6, 2014.
- "The Role of Educational Institutions in Promoting Entrepreneurship"- United Nations Industrial Development Organization Conference- Bahrain, June 2013.
- "Women's work: New Horizons- Chamber of Commerce- Eastern Province- Business Women Center- April 6-10, 2013.
- "Conflict across generations in a family business" Peer Reviewed conference organized by London University- London- UK. June 4-6, 2012.
- "Role of Educational Institutions and Universities in Developing an Entrepreneurship Culture", invited speaker at the 6th Forum for Business Women in Islamic countries. Bahrain, December 12-13, 2012
- "Strategic Entrepreneurship" invited speaker at the Second Women Economic Forum, Kuwait, September 24-25, 2012
- "Attitudes, Motivation and Decision making and their Relationship to Trust in Family businesses", accepted for presentation and publication in the conference proceedings at the International Business, Finance and Economics Research Conference, Los Angeles, June 14-17, 2012 - Forthcoming.
- "Internationalization of Arab Brands" presented at the Campden Family Business Conference held in Beirut at the four seasons Hotel on May 21-22, 2012.
- "The Process of Building Family Business Constitutions: a Theoretical Framework", Conference organized by the Institute of Family and Entrepreneurial Business at LAU, Beirut, March 29, 2012.

- "Women in Family Businesses", The Arab Women Conference organized by the Saudi Chamber of Commerce- Eastern Province, Saudi Arabia, October 19-20, 2011.
- "Conflict: An Episodic Model in Family Businesses" presented at the 13th West Lake International Conference on Small and Medium Business, WLICMB 2011, Hangzhou, Zhejiang Province, China. October 15-17, 2011, Conference proceedings.
- "Encouraging Entrepreneurial Spirit in the Next Generation", The Middle East Families in Business Conference, Campden Conferences, Four seasons Hotel, Beirut, October 10-11, 2011.
- "Think-Tank: What does the Future Hold for Family Businesses?", leading the Think Tank organized by the Lebanese League for Women in Business in partnership with the American University of Beirut-Olayan School of Business, June 10, 2011.
- "Moving your Business, a Generation Ahead: Planning for Family Business Transition" At the "Family Business: Strategies for Management and Succession" conference organized by the Lebanese League for Women in Business LLWB in partnership with the American University of Beirut-Olayan School of Business, June 09, 2011.
- "Governance and Corruption: Are They Different in Small, Medium, and Large Family Businesses" (with L.Balech), presented at the "Management Culture in the 21rst Century" conference of the European Academy of Management EURAM, On-Line Conference proceedings of the EURAM, , June 1-4, 2011, Tallin, Estonia.
- Family Business Research Track, Chairman, **European Academy of Management EURAM**, June 1-4, 2011, Tallin, Estonia.
- "The Gucci Case" presented at the Institute of Family and Entrepreneurial Business to the Family Business Network, Lebanese American University, May, 17, 2011
- "*Corporate Governance: Identifying Ethical Decisions and Socially Responsible Behaviors*", *Corporate Social Responsibility: The Moral Purpose of Business Conference*, Beirut Movenpick- April 2011
- "Secrets from the Success of the Family Enterprise", IFEN German Conference in cooperation with the Lebanese German University, Jounieh, Lebanon, April 07, 2011.
- "Managing Family Businesses in the Food Industry", Hospitality Conference, Beirut, March 31, 2011.
- "Managing Conflicts and Risks in the Family Business", The First Maltese Family Office Conference on Family Holdings and Asset Restructuring, Malta, March 28, 2011
- "Fit for purpose: setting up the right family office structure and creating a governance framework", The Middle East Family Office and Investment Workshop, Campden Conferences, Abu Dhabi, December,13 & 14, 2010.

- "Succession Planning in Family Businesses", Institute of Family and Entrepreneurial Business, Lebanese American University, Beirut campus, December, 08, 2010.
- "Managing Conflicts in Family Businesses", Al Athar Conference, Damascus, Syria, November, 2010.
- "Managing Conflicts and Risks in Family Businesses", presented at the 2nd Brazilian Family Office Conference on Family Wealth Management held in Copacabana, Rio de Janeiro, Brazil on September 15-16, 2010.
- "Managing Family Wars", presentation at the Institute of Family and Entrepreneurial Business Conference, Lebanese American University, Beirut, March 2010
- "Family Firms in Times of Crisis", panel presentation and organization at The Arab German Summit, Bahrain, October 31-November 1 2009- on-line conference proceedings (IIFE, International Institute for Family Enterprises.
- "The Effect of Investing in Hiring, Human Resource Planning, and Employee Development on Labour Productivity: Case of Lebanon", presented at the 2nd Euro med Conference of the EuroMed Academy of Business, University of Salerno, Italy, October, 26-29, 2009, published in the proceedings of the conference, the esperienze d'impresa journal (ISSN 19715293, ISBN 978-9963-634-76-7) pp-536-560.
- "Family Governance: Make it Happen", Al Tharawat Workshop, Abu Dhabi, October 17, 2009.
- "Family Entrepreneurship: A Trademark of Passion", Family Business Network Conference, Amsterdam, Netherlands, October 1-3, 2009.
- "The Risk of loosing Trust in Family Businesses", presented at the FFI, family Firm Institute Conference, held in New York on September 22-25, 2009, published in the on-line proceedings of the conference.
- 9th Annual IFERA, International Family Business Research Conference, Global perspectives on the Development of Family Business: Theory and Practice-Policy Mediterranean Beach Hotel, Limassol Cyprus, June 24-27, 2009.
- "Leadership in Small Businesses: The Importance of the Need for Achievement as a Motive in Predicting Success of Owner-Managers of Small Businesses" presented at the Allied Academics Conference in New Orleans, April 2009, published in the conference proceedings and on-line proceedings.
- "Succession Planning in the Family Business", Young President's Organization event (YPO), Beirut, Lebanon, March 07, 2009
- "Family Corporate Strategy", presented at the 2nd family Business Conference, organized by the Syrian Business Council, Damascus, Syria, November 2008, **rated best conference presenter** among speakers from Europe, the US, Lebanon (from AUB) and the Middle East.

- "Bilateral Perspectives on Corporate Governance, Survey Results in the Middle East", presented at The Arab German Summit, Egypt, October 2008- on-line conference proceedings (IIFE, International Institute for Family Enterprises.
- "The Effect of Education and Experience on Wage Discrimination in Lebanon", Athens Institute for Education and Research, Small and Medium Sized Enterprises: Management - Marketing - Economic Aspects Conference, Greece, Athens, August 2008- conference proceedings
- "Entrepreneurial Led Family Business Development in Post-War Lebanon", United States Association for Small Business and Entrepreneurship Annual Conference Proceedings, San Antonio, TX, 10-13, 2008. Conference Proceedings-Forthcoming
- "Investigation of the relationship existing between planning activities, gender and religion in a family business: an Exploratory study on Lebanon", Family Firm Institute Conference- 23-25 October 2007. Miami, Florida- On-line conference proceedings.
- "Family and Cultural factors Impacting Entrepreneurship in Lebanon" International Council for Small Business, 52nd Conference Proceedings, World Conference, 13-15 June 2007, Turku Finland, June 2007.
- "Entrepreneurship during Wartime: Cultural Forces Shaping Enterprise Development in Lebanon"
The 6th Wuhan International Conference on E-Business and Innovation Management Proceedings, May 25-25, 2007- Center for International Cooperation in E-Business (CICEB) of China University of Geosciences, Wuhan, Peoples Republic of China, May 2007.
- "Effective Governance: Key to Long term success" presented at the Family Business Conference: Success and Succession for Family Businesses- Jordan, June 2007.
- "Successfully Transferring Ownership To The Next Generation: Succession of management versus succession of ownership, A Roadmap for succession, continuity and change" presented at the International Institute for research conference IIR- Cannes-France- May 2007- On-Line proceedings
- "Characteristics of Leadership", Leadership and Learning Conference, Emirates Foundation Conference, Abu Dhabi, February 2007.
- "Key Elements of Sound Corporate Governance and their application to Family Businesses" presented at the ACAL/ Association of Insurers, February 2007
- "Corporate Governance: A key to ensuring Fairness, Stability and Continuity" presented at the ACAL/ Association of Insurers, February 2007
- "Family Business: Global Perspectives" presented at the 20th FFI anniversary conference in San Francisco, USA. The panel has been listed as the "**committee's choice**", October, 2006

- "Corporate Governance in Family-Owned Businesses: A Myth or a Reality?", presented at the "Business Opportunities in Lebanon-Year IV" conference at the Dbaye Conference Center, June 2006
- "An Exploratory Study on Longevity and Success: Evidence from Lebanese family Businesses", presented at the 2nd International Conference on Business, Management and Economics", Cezme, Izmir, Turkey, June 2006 Conference proceedings.
- "Governance of Family-Owned Enterprises" launched at the Chamber of Commerce of Beirut and Mount Lebanon, under the patronage of H.E. Minister Sami Haddad, Minister of Trade and Economics, June 2006
- "Cultural Paradigms: A Case Study", the Family Business Academy-CIIM-Cyprus, July 2005
- "A New Governance Mechanism in Family Firms: Evidence from Lebanese Family Firms", on-line proceedings of the 5th IFERA conference in Barcelona, April 2005
- "Corporate Governance: A means to enhance Transparency and Accountability in Lebanese Family Businesses", on-line proceedings of the EURAM (European Academy of Management) conference in St. Andrews, Scotland, May 2004
- "Family Business Cases, and their contribution to the Lebanese Economy", Entrepreneurship Excellence: Tomorrow's Entrepreneurs Today conference - Southwest Missouri State University, College of Business Administration, Missouri, USA, March 2004
- "Dual Perspective on Corporate Governance", MEED Conference, Dubai, UAE, December 2004, published in the conference proceedings
- "Women in Leadership Positions in Family Firms", Women Leaders Conference, Dubai, UAE, December 2004, published in the conference proceedings
- "Corporate Governance in Family-Owned Enterprises", presented at the second MENA Forum on Corporate Governance, Beirut, Lebanon, June 2004, published in the conference proceedings
- "Corporate Governance in the Middle East", **Key Note Speaker**, Families in Business Conference- Beirut, Lebanon, May 2004 organized by the Family Business Network and a UK based firm, published in the conference proceedings
- "A New Mechanism for Corporate Governance", Planning for Ownership Continuity and Management Succession, organized by the Institute of Family and Entrepreneurial Business at LAU, Byblos, Lebanon, May 2004
- "Corporate Governance in Middle Eastern Family Firms", Kuwait Chamber of Commerce, Kuwait City, Kuwait, November 2003
- "Corporate Governance: A means to enhance Transparency and Accountability in Lebanese Family Firms", conference on "Corporate Transparency and Good Governance: Pre-requisites for Equity Funding,

Institutionalization and Growth", organized by the Institute of family and Entrepreneurial Business, Lebanese American University, Byblos, Lebanon, October 2003

- "Ownership Effect on Management: Is Corporate Governance the solution?" Seventh Family Company Management Conference in Dubai, UAE, February 2003, published in the proceedings of the conference
- "Lebanese Family Businesses and Determinants of Success", Success in Family Businesses Conference organized by the Institute of Family and Entrepreneurial Business at LAU, Beirut, Lebanon, May 2002
- "Restructuring Family Firms for Success", Fifth Annual Family Company Management Conference in Dubai, UAE, April 2001, published in the proceedings of the conference
- "Integrating Quality Systems in Family Businesses", Qims conference held in Beirut, Lebanon May 2001, published in the proceedings of the conference
- "Compensation and Promotion of HR in Family Businesses", Lebanese American University, Workshop on HR in Family Businesses, jointly organised by The Institute of Family and Entrepreneurial Business at LAU and the Institute of Human Resources, Byblos, Lebanon, March 2001
- "Motivation of Human Resources in Family Businesses", Family Firm Institute Conference in Washington D.C, USA, October 2000
- "Succession: A Managerial Perspective" Family Business Workshop at LAU, Byblos, May 1999
- "Empowerment, an answer to Globalization: Case of Lebanon", World Business Congress Conference in Monterey, California, June 1999, published in the proceedings of the conference.

Presentations - Invited Speaker

- "Women Empowerment" **Invited Speaker**, Rafic Hariri University, January 30, 2025
- "Feuille de Route Economique pour le Liban » **Invited Speaker, French Senate**, Paris France Palais du Luxembourg, September 28, 2024
- « Le secteur privé à la croisée des chemins» **Invited Speaker, French Assembly**, Paris, France, 2023
- "Institutional Commitment and Support to Necessity Driven Entrepreneurs", **Invited Speaker**, Beirut November 2022
- "Sustainability and the role of Corporate Governance", **Invited Speaker** at the Arab Investor's conference at the Unesco Paris, September 17, 18, 2019.
- "Women in Family Businesses: A Step towards Equality" **Invited Key Note Speaker** at the BLC Women Conference: "A step Towards Equality in pay, financing, family business succession and corporate

representation". held at Kempinski Summerland resort and Hotel, Beirut, on May 3, 2019

- "The Impact of Building High Performing Boards" **Invited Key Note Speaker**, The Fifth GCC Family Wealth Forum, November 9, Dubai, 2017
- "Universities supporting Entrepreneurship: Talent and Empowerment", **Invited VIP Speaker**, the Arab Net conference, Beirut February 20-22, 2017
- "Webinar: the 10 imperatives of successful Family Business Management" FFI Webinars Fellows series, **Invited Key Note Speaker** November 18, 2016
- "Private Sector Champions in light of Globalization: Empowering Family Businesses for Long term sustainability" **Key Note Speaker**, The Oman Capital Markets Forum 2015, Muscat- Oman, March 2-3, 2015.
- "Innovation: A prerequisite for Family Business Survival" **Key Note Speaker**, Iktissad Wal Aamal conference, Four Seasons Hotel- Beirut- Lebanon, December 11, 2014.
- "The Role of Educational Institutions in promoting Corporate Social Responsibility"- presented at the Fourth CSR Lebanon Forum entitled: "**CSR: The Business of Making a Difference**" organized in collaboration with the delegation of the **European Union** to Lebanon, and many international, regional, and Lebanese partners, experts and supporters. Phoenicia Hotel, Beirut, December 8, 2014.
- "The Lines Brothers Case" presented at the Institute of Family and Entrepreneurial Business to the Family Business Network, Lebanese American University, December 9, 2014.
- "Feeding the Entrepreneurial Fire: From Ideas to Reality", presented at Lebanon's 1st International Startup Conference on November 20 and 21, 2014, Beirut Lebanon.
- "GCC Perspectives: Proud Past Sustainable Future" presented at the Family Business Network Global Summit in Dubai, UAE, on October 15-17, 2014.
- "Family Businesses of the Middle East: Challenges and Opportunities" presented to the Young Presidents Organization YPOs and WPOs- Dubai- February 9, 2014.
- "The Role of Non-Family Managers in a Family Business"- Bahrain Family Business Association- Bahrain- June 2013
- "From Rags to Riches to Rags in a Family Business"- presented to the Rotary Club in Beirut on April 30, 2013.
- "Managing Family Meetings"- Doha - Qatar- April 2013.
- "The Process of Building Family business Constitutions", a Theoretical Framework. June 2012

- "Managing Family Wars", Lebanese American University, March 2010
- "The importance of Trust in a Succession Process" Presented at the YPO Lebanon Chapter on Saturday, March 07, 2009
- "Family Corporate Strategy" Presented at the Syrian Business Council Conference, Syria, November 22, 2008
- "Bilateral Perspectives on Corporate Governance" Presented at the Arab German Summit, Egypt, October 17-19, 2008
- "Family Business Governance" presented at the Rotary Club Conference, Beirut, July 2008
- "Managing Human Resources in Family Businesses: How about the Non-Family Employees", Manama- Bahrain, November 2007
- "How to manage Human Resources in Family Businesses" June 2007, Amman, Jordan.
- "Family Business Management"- Bahrain- October 2, 2003
- "Family Business Management"- Khobar, Saudi Arabia- October 1, 2003
- "Challenges for Success and Continuity in Family Businesses", Lebanese management Association (LMA), Beirut, Lebanon, March 2003
- "Family Businesses in Lebanon", presented at the Holy Spirit University, Kaslik, January 2003- Published in the University "Annal"
- "Keep it a Family Business and Succeed", Young Presidents' Organization (YPO), Beirut Lebanon, February event 2002
- "Family Business Management and Success of Family Businesses", Amman-Jordan, August 2001
- "Challenges facing Family Businesses", presented (in French) at the Rotary Club- Jounieh Branch, December 2002
- "Globalization and the Challenges facing organizations", presented to Human Resources Managers of prominent Arab public and private Organizations, Beirut, Lebanon, May 1999
- "Strategic Human Resource Management", Lebanese Banks Association, Beirut Lebanon, Spring 1999, published in the Bank's Association monthly Bulletin
- "Evaluation of Training", Human Resources Conference at LAU, Byblos, Lebanon, June 1998

Conferences and Events Organization

- "Family Business Transition and Development" with Mr. Carlos Ghosn, April 2023
- "The Bright and Dark Sides of Innovative Firms" by Dr. Patryk Dziurski- April 5, 2022

- "The strategic development of family businesses and business families: the role of the family office" - A conversation with Professor Panikkos Poutziouris - March 12, 2021
- "Developing a Business Plan Competition" LAU 2020.
- "From Family Businesses to Politics: an Existential Struggle", conference organized at LAU, Byblos campus on March 22, 2018 .
- "The Importance of Emotional Intelligence to Family Businesses" Organized at LAU Solidere, presented by Dr. Joelle Majdalani Hashem on Tuesday February 28, 2017.
- "The Latest Digital Marketing Trends To Help Your Family Business Thrive in 2017" Organized at Lau Solidere, presented by Mr. Imad Karam and Mr. Rami Audi on Monday November 21, 2016.
- "The Importance of the Family Narrative in instilling the Core Values of Family Identity" Organized at LAU Solidere, presented by Mr. Ramzi Rassi on Thursday June 25, 2015.
- "Exploring Growth Opportunities", Facilitator for the Family Business Network participation in this conference at 30% Discount rate, June 23-24, 2015 St Regis Rome.
- "Intellectual Property and Family Businesses: Challenges and Lessons for Continuity" Organized at LAU Solidere, presented by Me. Rany Sader on Tuesday June 2, 2015
- "Spirituality and Creativity in Managing Family Businesses" Organized at LAU Solidere, presented by Ms. Dunia Hrajli, on Tuesday, May 19, 2015
- "On-Line Marketing and Social Media Management for Family Businesses" Organized at LAU Solidere, presented by Adil Gherib and Kristyna Zapletalova on Tuesday May 5, 2015
- "The Entrepreneurial Guide to Essential Business Apps." Organized at LAU Byblos Campus, presented by Adil Gherib and Kristyna Zapletalova in Byblos on Friday, April 24, 2015
- "The Entrepreneurial Guide to Essential Business Apps." Organized at LAU Beirut Campus- Presented by Adil Gherib and Kristyna Zapletalova in Beirut on Thursday, April 23, 2015
- "The Lines Brothers Case" Case Discussant, presented at the Institute of Family and Entrepreneurial Business to the Family Business Network, Lebanese American University, December 9, 2014 at LAU Solidere.
- "Legal Aspects of Family Wars: A Case of Destruction" Organized at LAU Solidere, presented by Judge Hani Barsha- on Tuesday March 10, 2015
- "Private Sector Champions in light of Globalization: Empowering Family Businesses for Long term sustainability" Invited Key Note Speaker, The Oman Capital Markets Forum 2015, Muscat- Oman, March 2-3, 2015. Facilitator for the Family Business Network members to participate in this conference.

- "Governance at Sabis" Part II -Organized at LAU Solidere on Thursday, February 12, 2015 presented by Mr. Joe Achkar
- "Innovation: A prerequisite for Family Business Survival" Key Note Speaker, Iktissad Wal Aamal conference, Four Seasons Hotel- Beirut-Lebanon, December 11, 2014. Facilitator for free entrance to the Family Business Network Members.
- "The Role of Educational Institutions in promoting Corporate Social Responsibility"- presented at the Fourth CSR Lebanon Forum entitled: "CSR: The Business of Making a Difference" organized in collaboration with the delegation of the European Union to Lebanon, and many international, regional, and Lebanese partners, experts and supporters. Phoenicia Hotel, Beirut, December 8, 2014. Facilitator for free entrance to the conference to the FBN.
- "LAU at The First Start up Conference in Beirut"-Organization of a stand for LAU at Lebanon's 1st International Startup Conference on November 20 and 21, 2014, Beirut Lebanon.
- "Feeding the Entrepreneurial Fire: From Ideas to Reality", presented at Lebanon's 1st International Startup Conference on November 20 and 21, 2014, Beirut Lebanon. Facilitator for the participation of the Family Business Network in the event free of charge
- "Governance at Sabis" Part I, organized at LAU Solidere on Friday, November 28, 2014, presented by Mr. Joe Achkar
- "GCC Perspectives: Proud Past Sustainable Future" presented on October 15-17, 2014 in Dubai, UAE- Invited Speaker at the FBN International 25th Global Summit: A Proud Past, A Sustainable Future, and facilitator for the Family Business Network participation in this conference at 50% Discount rate. Speech on
- "Move from Generation 1 to Generation 2 at Tinol" -Family Business Network presentation-LAU Solidere, 2014.
- "The Merck Case: Challenges and Opportunities"- Family Business Network presentation-LAU Solidere, 2014.
- "Building Family Business Constitutions", Conference organized by the Institute of Family and Entrepreneurial Business at LAU, Beirut, March 29, 2012.
- "CEO Mentoring" organized by the Institute of Family and Entrepreneurial Business, Lebanese American University, March 21, 2012
- "How Family Businesses become High Performing and Ensure Continuity?" Organized by the Institute of Family and Entrepreneurial Business to the Family Business Network, Lebanese American University, December 6, 2011
- "Changing Attitudes in Family Businesses" organized by the Institute of Family and Entrepreneurial Business, Lebanese American University, August 2011.

- "The Gucci Case" presented at the Institute of Family and Entrepreneurial Business to the Family Business Network, Lebanese American University, May, 17, 2011
- "Succession Planning in Family Businesses" organized by the Institute of Family and Entrepreneurial Business, Lebanese American University, December, 2010
- "Managing Family Wars" organized by the Institute of Family and Entrepreneurial Business, Lebanese American University, March 2010.
- "Family Wars: theoretical and practical perspectives" With grant Gordon from the UK., organized by the Institute of Family and Entrepreneurial Business, LAU, March 2010.
- "Building Family Business Intelligence: Leveraging People, Information and Technology", organized by the Institute of Family and Entrepreneurial Business, LAU, March 2010.
- "Recession Management Short Term and Growth Strategy Long Term" organized by the Institute of Family and Entrepreneurial Business, LAU, March 2009.
- "Sibling and Cousin Relationships in a Transition Process" organized by The Institute of Family and Entrepreneurial Business, LAU, March 2009.
- "Succession process" YPO Event, Lebanon Chapter, March 2009
- "The importance of Trust in a Succession Process" Presented at the YPO Lebanon Chapter on Saturday, March 07, 2009 Forthcoming
- "Global Trends and Local Challenges facing the Arab Family", sponsored by the Doha Institute for Family Studies and Development, Lebanon, June 2008-
- "Management in periods of crisis" organized in cooperation with Hospitality Services, Lebanon 2008
- "Succession in Family Businesses" organized in cooperation with Events Unlimited. Jordan, June 2007
- "Valuation of Family Companies: Preparing for Exit; implications for buyers, sellers and wealth planners", lead by Gary Brooks, LAU Byblos Campus, Lebanon, May 2007
- "Family Financial Success: Privilege with responsibility", led by Dr. James Iea, LAU Byblos Campus, Lebanon, March 2007
- "Corporate Governance for Family Firms in the South", in cooperation with Bunyan Development Association, Sidon, Lebanon, May, 2007
- "Corporate Governance of Family Firms in the Insurance Industry", held at the ACAL offices, Hazmieh, February 2007
- "Conflict and Communication in the Family Business", conference, Byblos Lebanon, March 2006

- "Conflict and Communication in the Family Business", workshop and seminar led by Joe Astrachan and Sabine Klein, March 2006.
- "E-Learning: Encouraging Entrepreneurship", seminar held in Byblos, Lebanon, November 2005.
- "Women in Business: Encouraging Entrepreneurship", seminar led by myself, key note speaker: First lady of Lebanon Mrs. Andree Lahoud, Byblos, Lebanon, May 2005
- "Crisis Management and the Reinvestment of Family Assets", conference Byblos, Lebanon, March 2005
- "Strategic Management for Firms in Crisis: Creating System's Thinking", workshop led by David Pistrui, March 2005
- "Profit Improvement, Crisis Management, and the Reinvestment of Family Assets", seminar led by Gary Brooks, March 2005
- "E-Platform Project to Revitalize SMEs in South Lebanon" training to Entrepreneurs, Lebanon, 2004-2005
- "Planning for Ownership Continuity and Management Succession" seminar led by James Lea, Byblos, Lebanon, April 2004
- "Planning for Ownership Continuity and Management Succession", conference, Byblos, Lebanon, April 2004
- "Corporate Transparency and Good Governance: Prerequisites for Equity Funding, Institutionalization, and Growth", conference, Byblos, Lebanon, October 2003
- "Revitalizing SMEs in South Lebanon", United Nations Industrial Development Organization Project, consisting of a series of 20 seminars offered in South Lebanon, 2001-2003
- "Governance to Promote Transparency and Accountability in Private and Public Organizations" half-day conference, April 2003
- "Shareholders Meetings", meeting with Joe Astrachan, Beirut, Lebanon, February 2003
- "Managing the Special Dynamics in Family Firms", seminar led by myself, Key Note Speaker Khalid Kanoo, Beirut, Lebanon, September 2003
- "Success through Governance in Lebanese and Middle Eastern Family Businesses: Corporate and Family Governance", conference organized by the Institute of Family and Entrepreneurial Business, Byblos, Lebanon, May 2002
- "Family Governance and Family Unity", seminar led by Albert Jan Thomassen, Beirut, Lebanon, May 2002

- "Corporate Governance", seminar led by James Darazsdi, Beirut, Lebanon, May 2002
- "Human Resource Management in Family Firms", workshop organized jointly with the Institute of Human Resources, Byblos, Lebanon, March 2002.
- "Building Family Business Policies", seminar led by Joe Astrachan, Byblos, Lebanon, July 2001
- "Understanding the Unique Challenges facing Family Businesses", seminar led by Bob and Joyce Brockhaus, Lebanese American University, Byblos, Lebanon, July 2000
- "Pressing Issues facing Family Businesses", workshop launching the Institute of Family and Entrepreneurial Business at LAU, Byblos, Lebanon, May 2000

Additional-----

COMPUTER

Cobol, Basic, Fortran, Statistical Analysis Systems, Multiplan, Lotus 123, Statitcf, SPSS, Word Star, Works, Word 5, Microsoft Project, Excel, Powerpoint...

LANGUAGES

English, French, Arabic.

Read, written and spoken fluently

COURSES ATTENDED

- "Case writing Workshop", Harvard Business School, Mumbai India, February 1720, 2020
- "Global Colloquium on Participant Centered Learning" Harvard Business School, Boston USA July 22- 28 2018
- AACSB Seminar: "Department Chairs Seminar"- Tampa, Florida, April 14-15, 2014
- Webinar on Transition and Transmission in Family Businesses, April 2014.
- AACSB Seminar held in Singapore on Curriculum Development: Leadership- April 23, 2013
- AACSB Seminar held in Singapore on Curriculum Development: Communication Skills- April 24, 2013
- AACSB Seminar held in Singapore on Curriculum Development: Thinking for Creativity and Innovation- April 25, 2013
- AACSB Seminar held in Tampa Florida on June 7-8, 2012.
- Roundtable on Entrepreneurship Education (REE), organized by Stanford University Venture Program, Abu Dhabi, March 2011
- Global Entrepreneurship Forum 2010: Building Bridges to Accelerate Entrepreneurship, Beirut, Lebanon, June 2010
- Family Wealth Management, Madrid, Spain, April 2010
- Educators Conference, New York, October 2009
- "The Sub-Prime US Markets" Lebanese American University, Institute of banking and Finance, June, 2008

- The Essentials: What Family Business Advisors need to Know, Miami 2007
- Launching Pad: A Seminar for professionals new to interdisciplinary family business advising
- Educators Conference- FFI San Francisco- October 2006
- Consulting Skills- FFI San Francisco- October 2006
- Loedster London- Family Business Management- June 2003
- IMD- Institute for Management Development- Switzerland- April 2003, Creating High Performing Boards
- Family Business Network Conference- Helsinki, 2002
- Family Business Network Conference- Rome, 2001
- Seminar on Mutual Funds- Lebanese American University- Byblos 2000
- Seminar on Maximizing Potential in Family Businesses- Cyprus 1999

SPORTS

Classical Ballet, Basket Ball, Skiing, Swimming; participated at two Universiade in 1985 in Kobe, Japan, and in 1987 in Zagreb, Yugoslavia, as well as, at international tournaments in Bulgaria, Holland and England. As a member of the Sorbonne Varsity, participated in the Basket Ball French cup in 1992.