

# Management Development Program

*Deliver better business results, lead teams more effectively and take on your next management role with confidence*



# Overview

**Program duration:**

Twice a month – Friday and Saturday (2 full days)

**Number of Modules:**

2 Modules covering 6 topics

**Location:**

Saint-Joseph University premises

**Teaching method:**

- Interactive methods: Case studies, Teamwork, Role play, Simulation, Debate, Brainstorming, Flipped classrooms and Presentations.
- Integration of technology: Power Point, Videos and Platforms

**Performance evaluation:**

Project(s) developed and presented by the participant with well-defined SMART objective and Key performance indicators

**Modules:****Module 1: Strategic Business Management**

Strategic Negotiation  
Strategic Finance for Non Finance Professionals  
Strategic Marketing  
Strategic Business Plan

**Module 2: Communication and Leadership**

Communicating & Leading Change  
Strategic Leadership & Teambuilding

# Communicating & Leading Change

Friday the 28<sup>th</sup> & Saturday the 29<sup>th</sup>  
of September | 9:00am to 5:00pm



**Dr. Renalda HAYEK**

**Dr. Renalda Hayek** is a Human Resource and an Organizational Development expert, with more than 20 years' experience in H R & Organizational Development management.

She is a Senior Speaker and an HR Coach, giving lectures in Arabic, English and French. Presently lecturing at USJ. She occupied several executive positions, among them : HR director at France telecom Liban (Cellis), HR Director at Holcim (Lebanon and Cyprus) and AGM head of Group HR at Byblos bank. She is actually the General Manager of ODCC.

Dr. Hayek holds a Doctorate in Business Administration/Organizational Behavior from Newport University. She has a PMI Project Management certification and she attended the Senior Leadership Program at IMD – Lausanne.

## KEY BENEFIT

This workshop is going to provide participants some tips and ideas on how to successfully communicate and manage the change in their own organization. They will be aware of the critical success factors of the organizational change, as well as the individual change, that people go through in the company. The participants will be better equipped to lead change.

This workshop provides insights using different theories, related to organizational change, as well as practical tools and templates that can be used to manage transformation and communication. In addition, participants will work on case studies to identify the best-fit change approach and communications strategies. Throughout the workshop, participants will be provided with some ideas on how to communicate with stakeholders, and how to design practical interventions in a minimum resistance and a maximum buy-in.

## Learning outcomes

Working on real case group exercise as well as giving & receiving feedback, in order to improve the approach to communicate change.

At the end of the session, participants will be able to:

- Approach change as an opportunity not as a threat
- Master communication process & tools to overcome resistance
- Lead and facilitate change instead of fighting it
- Apply existing and tested tools and methodology and not inventing ones

## Content

Resistance to Change

- Why change doesn't work
- Reasons for resistance
- Work with the change curve

Planning change

- Impact analysis
- MCKINSEY 7S Framework
- Organization design

Using practical Change Models

- KOTTER'S 8-Step change Model
- Training Needs Assessment
- What to do
- Resistance to change

Communicating & implementing change

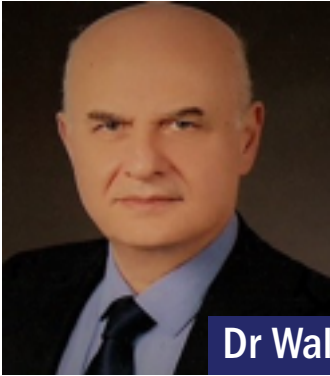
- Communication matrix
- Communicating the change
- Using communication tools

## Tools

- Change curve
- Kotter Model
- ADKAR model
- Mackenzie 7'S

## References

- Kotter, J. P. (2012). *Leading change*. Boston, Mass: Harvard Business Review Press.
- Kotter, J. P., & Rathgeber, H. (2017). *Our iceberg is melting: Changing and succeeding under any conditions*. New York: St. Martin's Press.
- Hiatt, J. (2006). *ADKAR: A Model for Change in Business, Government and Our Community Paperback*. Prosci Learning Center Publications Loveland, Colorado.
- Thomas, G. (2018). *Communication for Change Management: Mastering Communication to Architect Change*. Kindle Edition.



**Dr Walid ABOU-KHALIL**

**Dr. Walid Abou-Khalil** is an Associate Professor at the School of Business of the Saint Joseph University of Beirut. He studied at Saint Joseph University, the American University of Beirut, and Michigan State University. He obtained his Ph.D. in management sciences with the highest distinction from the University of Paris 1 Panthéon-Sorbonne. He held the positions of director of the SME support center at the Federation of the Chambers of Commerce, Industry and Agriculture in Lebanon, Director of IFA Franco-Libanais at the Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon and head of the marketing department at the School of Business of USJ. He is currently the director of the MBA IP Program at USJ and lectures in operational marketing, strategic and international marketing, political marketing, business research and quantitative research methods at the undergraduate, graduate and doctoral levels. He is also a senior consultant and trainer in marketing, sales and negotiation.

## KEY BENEFIT

This two-day workshop is designed to help corporate professionals acquire skills and tools to manage diverse opinions, tackle disputes and reach mutual agreements while maintaining amicable business relationships.

Individuals will be able to apply negotiation skills with poise, confidence and fluency even in high-pressure situations, leading to highly-sustainable working partnerships.

## Learning outcomes

After gaining knowledge of the negotiation process basics and advanced gambits and strategies through learning and role-playing, at the end of the session, participants will be able to:

- Apply the techniques that they were taught in order to avoid common mistakes
- Discover other negotiators' weaknesses

## Content

The content will focus on concepts and techniques that will assist the participants in conducting a successful negotiation. The taught strategies and gambits will give essential guidelines that help the participants to have a positive impact on the negotiation outcomes.

## Tools

- Power point presentation
- Videos exploration
- Role play
- Exploitation of documents

## References

- Fisher, R., Ury, W., & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving in*.
- Cohen, H. (1982). *You can negotiate anything*. Bantam Books.
- Lewicki, R. J., Saunders, D. M., Minton, J. W., & Lewicki, R. J. N. (2001). *Essentials of negotiation*. Boston, Mass: Irwin/McGraw-Hill.

# Strategic Leadership and Teambuilding

Friday the 9<sup>th</sup> & Saturday the 10<sup>th</sup>  
of November | 9:00am to 5:00pm



**Ms. Nicole ABBOUD BAKHACHE**

**Ms. Nicole Abboud Bakhache** is an experienced Trainer, Counselor and Consultant on Organizations' and Individual's Advancement, well anchored in the Organizations' world with more than 25 years of managerial experience. She has developed a large and successful interventions portfolio in Organization Development projects, Managerial Leadership Training and Managerial Coaching for a variety of industries in Lebanon and the region.

Her strength lies in her fluid and creative capacity to create engagement and embark the stakeholders in a change they design themselves and take full ownership of, while ensuring timely and quality results.

She holds a Masters in Human Resources Management, from Université Saint Joseph de Beyrouth, an MA in Industrial Psychology (USJ) and a BA in Educational Sciences (USJ).

She is trained and certified in Transactional Analysis, Emotions Management, Gordon Communication approach and Appreciative Inquiry.

## KEY BENEFIT

By raising the awareness of the need for a leader to manage group dynamics and their effect on the individuals' engagement and performance, participants will be able to understand better the necessity of Team mindset and its effect on leadership

- To build awareness on the need to create and maintain effective and functional groups to develop individuals and achieve results.
- To provide participants with insights and tools to manage their teams.
- To teach participants how to implement Teambuilding spirit and activities and ensure positive results.

## Learning outcomes

At the end of the session, participants will be able to:

- State the group dynamics aspect of leadership.
- Build their teams to ensure business performance and growth.
- Diagnose the need for a teambuilding approach.
- Design the teambuilding process and activities and implement them.
- Maintain the teambuilding momentum through regular monitoring and leadership attitudes.

## Content

*Session 1: The need for a leader to manage group dynamics and their effect on the individuals' engagement and performance*

- Different phases of group constitution
- Different roles and functions of the leader at each phase
- Managing the borders of the group
- Managing the influence of the actors inside the group

*Session 2: Create the "Team Mindset":*

a. Relevance of team mindset for organizations and teams

Improving Team Strength and sense of identity

- Engaging participants in Collaboration
- Building Trust
- Building Communication
- Resolving conflict
- Stimulating group intelligence

b. Team mindset effect on leadership

*Session 3: Create Teambuilding spirit and activities:*

- Diagnose – Design - Implement
- Types of activities and tools: Which one to choose and why.

*Session 4: Ensure maintenance of the Teambuilding activity effects.*

- Build "Team Skill" (which is different from the "Sum of individual Skills")
- Maintain team spirit and skills

## Tools

- Experiential approaches
- Case studies
- Discussions

## References

- Berne, E. (2005). *Structure et dynamique des organisations et des groupes*. Editions d'AT.
- Pilvard, I. (2012). *Mini Manuel de Psychologie Sociale*. Dunod.
- Lencioni, P. (2002). *The five Dysfunctions of a Team*. Jossey.
- Maisonneuve, J. (1993). *La Dynamique des Groupes*. PUF.
- Livian, Y-F. (1987). *Gérer le pouvoir dans les Entreprises et les Organisations – l'analyse des comportements politiques*. ESF.
- Arle, I. (2009) *Pouvoir et autorité, de l'Organisation à la nation*. Editions AT

# Strategic Finance for Non Finance Professionals

Friday the 15<sup>th</sup> & Saturday the 16<sup>th</sup>  
of February | 9:00am to 5:00pm



**Mr Antonio SAWAYA**

Senior financial control analyst and financial expert with more than 10 years of experience in financial control, planning and budgeting in the banking industry.

Founder and CEO of a limited liability company: "FAS" (Financial Accounting Services) in 2016, specialized in financial consultancies, accounting services, feasibility studies and business planning.

Lecturer at the Saint Joseph University of Beirut (USJ) since 2011 in several faculties namely the "Faculty of Business and Management" (FGM), the "Higher School of Engineers of Beirut" (ESIB), and the "Lebanese School of Social Formation" (ELFS).

Lecturer at the Chamber of Commerce, Industry & Agriculture of Beirut & Mount-Lebanon from 2010 till 2013.

Holder of a master degree in Finance from the Saint Joseph University (USJ).

## KEY BENEFIT

In this workshop, managers will understand the Impact of their financial decisions and learn how to affect the performance of their unit's profitability. In this workshop attendees will gain a basic understanding of finance and accounting concepts to drive organization's growth.

They will get general financial knowledge and an in-depth understanding of the impact of their decisions outside their functional area.

Selected aspects of finance from a non-financial specialist perspective will be practiced.

Specific tools and exercises include: the balance sheet, profit and loss account and cash flow statement. This workshop will be interactive and will require the active involvement of the participants' related activities.

## Learning outcomes

At the end of the session, participants will be able to:

- To manage businesses' revenues, costs, profits and cash.
- To use the financial information provided to make better short-term or long-term decisions in managing their businesses.

## Content

There is a greater need to understand financial information, particularly the balance sheet, profit and loss account and cash flow statement as companies strive to enhance their shareholder value.

This course will provide basic financial principles and cover generic financial management tools necessary for decision making.

## Tools

- Set of typical financial statements presentations.
- Know how to interpret financial statements and analyze businesses using the 6-step approach.
- SWOT analysis using financial statements.

## References

- Robinson, T. & Van Greuning, H. & HENRY, E. & BROIHAN M. *International Financial Statement Analysis*. CFA Institute-investment series.



**Dr Gloria HADDAD**

**Dr. Gloria Haddad** is an educator and specialist in the fields of strategy, marketing, innovation, management, and digital business. She has a long working experience of more than twenty years combining both professional practice and academic teaching extending to education management respectively in the positions of international program coordinator and associate dean. On top of her expertise in the Lebanese market, she had the opportunity to lecture on several occasions in reputable universities of South East Europe. She is member of the FERE (Femme Et Renouveau Economique) research chair based in France. She has published and been invited to speak at conferences covering the topics of gender and entrepreneurial motivations, entrepreneurship education, social networking, strategy and innovation. Her research interests extend to social entrepreneurship and business ethics in the private and public sectors.

## KEY BENEFIT

- To examine marketing from a value creation perspective and learn how to evaluate the competitive advantage and the marketplace potential for designing unique value propositions.
- To explore the principal concepts and tools of strategic marketing management, from market segmentation and product positioning to the design of distribution channels and communications strategy.

## Learning outcomes

At the end of the program, each participant will be able to:

- Create and implement effective marketing strategies in a competitive environment
- Use the best methods to retain customers and create durable relationships with them.

## Content

### Session 1: Viewing Marketing as a value creation process

- Analyzing market opportunities and risks
- Understanding the needs and wants of existing and prospective customers
- Exploring the role of value creation in designing integrated customer-centric marketing strategies

### Session 2: Identifying market segments and targets

- Understanding the requirements of effective segmentation
- Learning the criteria and techniques of market segmentation
- Identifying the most attractive target markets

### Session 3: Branding and product positioning

- Developing a brand positioning and creating new products and services that deliver meaningful customer value
- Analyzing and understanding the competitive frame of reference and building sustained competitive advantages
- Using product positioning as the foundation for developing the marketing mix
- Building, managing, and measuring brand equity
- Streamlining brands into a powerful and effective brand portfolio.

### Session 4: Exploring the latest trends

- Understanding how digital and social contribute to sustainable business strategies
- Anticipating the change and transforming to adapt
- Examining ethical issues and concerns

## Tools

- Interactive learning including presentations
- Videos,
- Debate articles,
- Case analysis,
- Brainstorming techniques,
- Buzz sessions.

## References

### Books

- Kotler, P. & Keller, K. L. (2016). *Marketing Management, 15<sup>th</sup> edition*. Edinburgh Gate, Harlow, UK: Pearson Education Limited.
- Hooley, G. & Piercy, N. & Nicoulaud, B. and Rudd, J. M (2017). *Marketing Strategy and Competitive Positioning, 6<sup>th</sup> Edition*. Edinburgh Gate, Harlow, UK: Pearson Education Limited.
- Trott, P. (2017). *Innovation Management and New Product Development, 6<sup>th</sup> edition*. Edinburgh Gate, Harlow, UK: Pearson Education Limited.
- Valacich, J., Schneider, C. (2016). *Information Systems Today: Managing in the Digital World, 7<sup>th</sup> edition*. Prentice Hall.

### Web sites

- Harvard Business Publishing Education (case studies): [hbsp.harvard.edu](https://hbsp.harvard.edu)  
Harvard Business Review (articles and additional readings): [www.hbr.org](https://www.hbr.org)



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Lecturer at the Chamber of Commerce, Industry & Agriculture of Beirut & Mount-Lebanon from 2010 till 2013.

Holder of a master degree in Finance from the Saint Joseph University (USJ).

## KEY BENEFIT

In this workshop, managers will realize that without a plan you're not likely to get anywhere efficiently

- Acknowledge that a 'business plan' is a 'road map' for the business
- Link planning with leadership and business results Targets; Results; Profits
- Plan to drive your business, rather than being reactive
- Implement the three stages - where do we want to be; where are we now; how are we going to get there?

## Learning outcomes

At the end of the program, each participant will be able to:

- Develop entrepreneurial and managerial abilities.
- Adopt a holistic approach to realizing creative ideas.

## Content

A business plan is a comprehensive written report of the goals of the business. It includes discussion of the business concept, the operational plan, the marketing plan, the financial issues, the organizational (structure) issues, and the legal requirements (Meloy 1998; Zuckerman 2004). It serves as a road map that details the starting point, direction, and destination of a business (Svatko 1988).

## Tools

Several conceptual and practical tools will be taught to fulfill the subsequent common steps in preparing a Business Plan:

- Opportunity analysis
- Execution through market studies, marketing plan and operational plan
- Business Model
- Management and Organization
- Financial Plan and Projections

## References

- Zacharakis, A. & Spinelli, S. & Timmons, J. (2011). *Business plans that work: a guide for small business*. New York: McGraw-Hill.
- Barringer, B. (2015) *Preparing effective business plans: an entrepreneurial approach*. 2<sup>nd</sup> ed. Boston: Pearson.





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and External Programs

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