

CHRISTINE EL HADDAD

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Marshall School of Business
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ACADEMIC POSITIONS

Assistant Professor (Clinical) (2014 - present)

Marshall School of Business, University of Southern California, Los Angeles, CA

Management Instructor (2007 - 2014)

Marshall School of Business, University of Southern California, Los Angeles, CA

EDUCATION

Doctor of Philosophy (PhD), Business Administration

University of Southern California, Los Angeles, CA

Master of Business Administration (MBA)

American University of Beirut, Lebanon

Bachelor of Business Administration (BBA)

American University of Beirut, Lebanon

TEACHING

Teaching Interests

My teaching interests include business, corporate and global strategy. I have taught these topics in both the MBA and the undergraduate program at the USC Marshall School of Business.

I am especially interested in teaching strategy courses with a focus on social enterprises, organizations using innovative business models to address society's most pressing social, economic and environmental challenges. I have personally designed and currently teach the core strategy course in the Master of Science in Social Entrepreneurship (MSSE) program at the USC Marshall School of Business.

My teaching interests also include corporate social responsibility (CSR) and corporate social innovation (CSI). I am currently designing a course on corporate social innovation that I plan to teach at both the MBA and undergraduate levels.

Teaching Experience

MBA Core Courses

International Business Education and Research (IBEAR) MBA program

MOR542: Global Issues in Strategy

Globalization strategies from entry to maturity; alternative approaches from going alone to alliances; strategy implementation issues in different cultures and political systems.

Part-Time MBA program (MBA.PM)

GSBA519b: Corporate and Global Strategy

Examination of strategy-making in global multi-business firms.

MBA Elective Courses

MOR542: Strategic Issues for Global Business

Globalization strategies from entry to maturity; alternative approaches from going alone to alliances; strategy implementation issues in different cultures and political systems. Cases, videos and speakers.

Specialized Masters Core Courses

MS in Social Entrepreneurship (MSSE) program

GSBA 529: Strategic Formulation for Competitive Advantage.

Analyses of environments and competition, the bases of competitive strategy, strategy models, and the achievement of sustainable competitive advantage.

Graduate Independent Study Courses

MOR593: Independent Research in Management and Organization

Independent research beyond normal course offerings. Proposal, research and written report/paper required.

MOR597: Consulting Project in Management and Organization

Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations.

MOR595: Internship in Management and Organization

Supervised on-the-job business experience in the student's area of interest (Curricular Practical Training).

BAEP595: Internship in Business Entrepreneurship

Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training.)

Undergraduate Core Courses

BUAD 497: Strategic Management

Examination of managerial decision-making, planning, and policy under changing environments.

BUAD 304: Organizational Behavior

The role of leadership in business organizations; concepts and skills for managing oneself and others.

Undergraduate Elective Courses

MOR492: Global Strategy

Examination of corporate strategy practices in an international context. Effects of cultures, political systems, markets, and economic systems on developing effective global strategies.

MOR 465: Advanced Methods in Strategy Analysis

Theories and methods for analyzing and developing strategy. Fundamental tools for strategic planning. Advanced methods for analyzing industries and competitors and determining the scope of the firm.

Undergraduate Independent Study Courses

ENGR 395a: Cooperative Education Work Experience

Supervised work experience in a professional environment related to specific degree program, academic level, and career objective.

Teaching Awards, Nominations and Recognitions

- 2019 Dr. Douglas Basil Award for Junior Business Faculty
Awarded to junior faculty with exemplary contributions to teaching.
- 2019 Golden Apple Teaching Excellence Award
Student nominated and voted.
- 2018 Award for Excellence in Teaching, Management and Organization Department
Given to Management faculty with the highest teaching evaluations.
- 2018 Nomination for the Evan Thompson Award for Teaching and Learning Innovation
Awarded to faculty who are both excellent and innovative teachers.
- 2017 Golden Apple Teaching Excellence Award
- 2016 Award for Excellence in Teaching, Management and Organization Department
- 2015 Golden Apple Teaching Excellence Award
- 2014 Recognition for Excellent Teaching Performance from the Office of the Dean, Spring 2014
Given to Marshall faculty with excellent teaching evaluations.
- 2013 Recognition for Excellent Teaching Performance from the Office of the Dean, Fall 2013
- 2013 Recognition for Excellent Teaching Performance from the Office of the Dean, Spring 2013
- 2012 Recognition for Excellent Teaching Performance from the Office of the Dean, Fall 2012
- 2002 MOR Doctoral Student Award for Excellence in Teaching
Awarded to the MOR doctoral student with the highest teaching evaluations.

Teaching Evaluations

Graduate courses

Strategic Issues for Global Business (MOR 542)

Average teaching score: 4.82 / 5

Strategic Formulation for Competitive Advantage (GSBA 529)

Average teaching score: 4.74 / 5

Graduate Independent Study Courses

Research in Management and Organization (MOR 593)

Evaluation score: 5 / 5

Internship in Management and Organization (MOR 595)

Evaluation score: 5 / 5

Undergraduate courses

Strategic Management (BUAD 497)

Average teaching score: 4.72 / 5

Global Strategy (MOR 492)

Average teaching score: 4.71 / 5

Other Teaching Accomplishments

Graduate Course Projects that have Turned to Companies

- Gifts for Good - *Final Project in GSBA 529, Strategic Formulation for Competitive Advantage*

Gifts for Good <https://www.giftsforgood.com/> connects corporate professionals to a marketplace of socially responsible premium gifts that support the work of social enterprises in 65 countries around the globe. The company has been featured in Forbes, Inc. Magazine, US News and World Report, Sports Illustrated and countless other publications in the US and Canada. Since its launch in November 2017, Gifts for Good has achieved impressive sales and brought on valuable global brands as clients.

Graduate Course Projects that have Won Venture Competitions

- Burrow - *Final Project in GSBA 529, Strategic Formulation for Competitive Advantage*

Burrow is a social enterprise whose goal is to make 3D-printed accessory dwelling units (ADUs) for homeowners to install in their yards to help ease the housing shortage in Los Angeles.

Winner, New Venture Seed Competition, USC Marshall School of Business (2019)

Winner, Marcil Prize for an enterprise with a social mission, USC Marshall School of Business (2019)

Winner, USC Social Venture Competition, USC Marshall School of Business (2019)

- Impact Spectrum - *Final Project in GSBA 529, Strategic Formulation for Competitive Advantage*

Impact Spectrum is a social enterprise based in Angola that converts plastic waste into a high-quality polyester fiber that is used to make eco-friendly apparel and textiles.

Finalist, Venture Competition, USC Marshall Graduate Women's Summit (2016)

Programs and Courses Designed

Executive Education Programs

Health Reform: Strategies for Success in the new Post-Reform Environment (2010)

Developed for the USC Office of Continuing Education, this two-day program provides hospital executives with the knowledge and strategies needed to succeed in the new post-reform environment. Part I reviews the key provisions of the healthcare reform law that are expected to impact hospitals. Part II focuses on the implications of the new legislation for hospitals. Part III identifies strategies for succeeding in the new post-reform environment including strategies for responding to increased demand from the newly insured, reducing operating costs, and improving quality. The closing keynote identifies fundamental reforms that still need to occur in order to reach a “perfect system”.

Managing Change in Hospitals: Strategies for Success in the New Normal (2010)

The only constant in healthcare is change, driven by government regulation, the economic climate, market conditions, medical advances and new technology. Yet, many healthcare organizations fail in their change efforts. Developed for the USC Office of Continuing Education, this one-day program brings together thought leaders in change management to provide hospital executives and senior managers with a toolbox of valuable skills and competencies needed to undertake successful change in their hospitals. Topics covered include strategies for managing change, addressing workforce issues during change, creating an organizational culture conducive to change, and building an organizational capability for change.

How to Approach the End-of-Life Topic: Sharing Pitfalls and Pearls (2010)

One of the key factors in achieving quality end-of-life care is good communication among physicians, patients, and their family members. There is substantial evidence that physicians find end-of-life conversations difficult and that communication about end-of-life issues is often flawed. In light of the new requirements by the healthcare bill for doctors to discuss end-of-life issues with their patients once a year, this two-day program, developed for the USC Office of Continuing Education, provides strategies for physicians to approach end-of-life issues. Topics covered include showing empathy, framing the subject, selecting the best strategy to approach a patient based on his/her religious and socioeconomic background, using a team approach and legal issues.

USC Iovine and Young Academy Courses

MOR 467: Strategic Management of Innovation (2013)

In today’s highly competitive global economy, innovation is a strategic priority for both established organizations and entrepreneurial ventures. Designed for the Iovine and Young Academy, this course approaches the topic of innovation management from a strategic perspective and consists of three modules focusing respectively on the competitive dynamics of innovation, strategy formulation, and strategy implementation. The course is enriched by real-life case studies of some of the world’s most innovative companies, online simulations, a live panel of innovation executives and a field trip to one of the top five accelerators in the United States. The final project challenges student teams to develop a business plan for a new company that provides an innovative solution to a pressing social, economic or environmental problem.

Graduate Core Courses

GSBA 529: Strategic Formulation for Competitive Advantage (2015)

In the past few decades, societies worldwide have seen the emergence of a new breed of entrepreneurs, social entrepreneurs, who are bringing the principles of business to the social sector to create enterprises that address some of the most pressing social, economic and environmental challenges faced by the world today. This course provides aspiring social entrepreneurs with the concepts, tools and frameworks needed to select a competitive strategy, create and sustain competitive advantages, grow their venture and maximize their performance in the long-term. The final project challenges student teams to develop a business plan for a social enterprise that provides an innovative solution to a pressing societal problem.

Graduate Electives

MOR 542: Strategic Issues for Global Business (2017)

Fast-changing global developments have opened boundless new opportunities for business including access to new markets, low-cost resources and new sources of information. Yet, with all these opportunities come the complex management challenges of developing the strategy, building the organization, and managing the operations of a multinational enterprise (MNE). The course consists of four modules that address four key strategic challenges faced by global managers today: 1) How to manage worldwide innovation and learning, 2) How to manage cross-border collaboration, 3) How to create shared value, and 4) How to win in emerging markets. More generally, the course provides students with the knowledge and skills needed to create, maintain, and renew competitive advantages within a global environment.

Undergraduate Core Courses

BUAD 497: Strategic Management (2017)

Redesigned in 2017 to achieve a new, common syllabus across all instructors, BUAD 497 introduces the key concepts and principles of strategy formulation and competitive advantage. The course focuses on the knowledge and skills managers must use to craft strategies to maximize long-term profits in the face of uncertainty and competition. It takes a general management perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy. The key strategic decisions of concern in this course include selecting competitive strategies, creating and sustaining competitive advantages, defining firm boundaries and allocating critical resources over the long term.

Undergraduate Electives

MOR 465: Advanced Methods in Strategy (2011)

This advanced strategy elective deepens, extends and refines the basic analytical approaches taught in the core strategy course at Marshall and teaches advanced tools and analytical skills required to achieve superior financial performance. The course consists of four modules: 1) The Analysis of Competitive Advantage, 2) Business Strategies in Different Industry Contexts, 3) Improving Inferior Performance and 4) Advanced Corporate Strategy. Modules 1 and 2 provide advanced concepts and tools for strategy analysis including scenario planning and strategic valuation. Modules 3 and 4 apply these tools and techniques to business-level and corporate-level problems including vertical integration and corporate diversification.

Marshall Alumni Conferences

Business on Demand: Succeeding in a social, mobile and real-time world (2011)

The rapidly evolving worldwide web and mobile devices have transformed business across all industries worldwide. Thought leaders in business, technology and digital marketing presented insights and strategies for leveraging the power of social media and mobile technology to drive revenue and gain a competitive advantage. Speakers also discussed their thoughts on the future and how businesses can best position themselves today to prepare for what lies ahead. The event featured four keynote speakers and two panels.

Social Entrepreneurship Forum (2010)

The conference focused on how social entrepreneurs can use business principles to solve pressing social, economic and environmental challenges in their local communities and around the world. The keynote address was delivered by Arianna Huffington, co-founder and editor-in-chief of The Huffington Post. Prof. Adlai Wertman, founding director of the Brittingham Social Enterprise Lab at the USC Marshall School of Business, was honored. Panels included a distinguished group of social entrepreneurs who shared their strategies for social impact, a group of respected communications professionals who discussed marketing the social enterprise, and a panel of finance experts who provided advice on financing the social enterprise.

SERVICE

University Service

Management and Organization Department

Management Curriculum

Chair, MOR Undergraduate Curriculum Committee (2015 - present)

Head, MOR Undergraduate Curriculum Review (2014 - 2015)

Member, MOR Undergraduate Curriculum Committee (2014 - 2015)

Core Course Coordination

Course Coordinator for BUAD 497: Strategic Management (2017 - present)

BUAD 497 Course Redesign

Co-Chair, BUAD 497 Course Redesign Committee (2017 - 2018)

Member, BUAD 497 Course Redesign Committee (2014 - 2015)

BUAD 304 Course Redesign

Member, BUAD 304 Course Redesign Committee (2017 - 2018)

Member, BUAD 304 Course Redesign Committee (2014 - 2015)

Faculty Recruiting

Member, Clinical Faculty Recruiting Committee (2018 - 2019)

Faculty Recruiter for BUAD 497 (2018 - present)

Faculty Mentoring

Mentor, Junior Faculty teaching BUAD 497 (2014 - present)

Mentor, Adjunct Faculty teaching BUAD 497 (2017 - present)

PhD Student Mentoring

Mentor, PhD students teaching BUAD 497 (2017 - present)

Graduate Student Research Advising

Research Advisor for Ms. Ana Hernandez-Robles, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for her paper on Food Insecurity (2017)

Graduate Student Consulting Advising

Consulting Project Advisor for Ms. Sadaf Barati, MS in Marketing candidate at the USC Marshall School of Business for her project on improving learning outcomes in higher education using a competency-based approach to curriculum development (2016)

Graduate Student Internship Advising

Internship Advisor for Ms. Georgina Rojas Velasco, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for her impact investing internship at Renewable Resources Group, an investment firm that owns, manages, and develops water, agriculture and renewable energy assets globally (2019)

Internship Advisor for Ms. Anastasia Kornilova, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for her marketing strategy internship at Greenlots, a provider of electric vehicle charging software and solutions (2018)

Internship Advisor for Ms. Pamela Gutierrez Forero, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for her internship in emergency management at the Emergency Management Department of the city of Los Angeles (2018)

Internship Advisor for Mr. Yaser Alhindi, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for his internship at Summer Discovery (2018)

Internship Advisor for Ms. Ana Hernandez-Robles, MS in Social Entrepreneurship candidate at the USC Marshall School of Business for her internship in Human Resources Management at Encore Capital Group (2017-18)

Undergraduate Internship Advising

Internship Advisor for Ms. Aarav Malpani, Computer Science and Business Administration (CSBA) major, for his marketing internship at Beacon Economics, a research and consulting firm that provides economic analysis for investment, growth and policy decisions (2019)

Elective Advising

Graduate Elective Advisor, Fall 2018 Advising Session

Undergraduate Elective Advisor (2015 - present)

Marshall School of Business

Standing Committees

Member, Committee on Undergraduate Programs (2015 - present)

Member, Committee on Technology (2014 - 2015)

Core Course Coordination

Member, Undergraduate Core Course Coordinators Committee (2017 - present)

Program Advising

Faculty Advisor, Robert Coury Applied Leadership Program (2016 – present)

School-Wide Initiatives

Member, Critical Thinking Initiative (2013 - 2017)

Award Review Panels

Member, USC Global Scholar Award Faculty Review Panel (2017 - present)

Teaching Panels

Panelist, Golden Apple Award Winners Panel (2019)

Grade Appeals Panels

Member, BUAD 304 Grade Appeal Panel (2017)

Case Competition Judging

Judge, Online MBA Case Competition (2017, 2018, 2019)

Judge, Freshman Case Competition hosted by the Marshall Business Student Government (2017, 2018)

Judge, Boston Consulting Group Business@School Case Competition (2018)

Elective Advising

Management Elective Advisor (2015 - present)

Career Advising

Panel Moderator, Marshall Career Conference (2018)

Panelist, Business Curriculum to Business Careers Panel Series (B2B), organized by the Marshall Office of Undergraduate Advising and Student Affairs (2016 - present)

Student Mentoring

Faculty Mentor, First Year Experience (FYE) Program, Marshall Office of Undergraduate Advising and Student Affairs (2016 - present)

Student Organization Advising

Faculty Advisor, 180 Degrees Consulting (2017 - present)

Faculty Advisor, Business Networking Technology Group (2018 - present)

Faculty Advisor, Marshall Business Network (2016)

Faculty Advisor, USC Marshall Hedge Fund Group (2013 - 2015)

Commencement

Faculty Member, Marshall Undergraduate Commencement Ceremony (2015, 2017, 2019)

Faculty Marshal, Marshall Undergraduate Commencement Ceremony (2015)

University of Southern California

Curriculum Advising

Faculty Advisor, USC Jimmy Iovine and Andre Young Academy (2013)

Faculty Consultant, USC Office of Continuing Education (2010)

Student Organization Advising

Faculty Advisor, Shepherds Club (2018 - present)

Commencement

Faculty Marshal, USC Main Commencement Ceremony (May 2015)

USC Alumni Association

Board Member, USC Marshall Alumni Association, LA Chapter (2010-2011)

Vice-Chair, Keynote Committee, USC Marshall Alumni Association, LA Chapter (2009-2010)

Professional Service

Faculty member, Doctoral Consortium, United States Association for Small Business and Entrepreneurship (USASBE), 2018

Professional Associations

Member, Academy of Management (BPS, SIM divisions)

Member, United States Association for Small Business and Entrepreneurship (USASBE)

Member, Social Enterprise Alliance, Los Angeles Chapter

Member, Net Impact, Los Angeles Chapter

Service Awards & Nominations

- 2019 Faculty Advisor of the Year Award, USC Marshall School of Business,
for my service as Faculty Advisor for 180 Degrees Consulting - USC Branch, a Marshall Recognized Student Organization
- 2018 Faculty Advisor of the Year Award Nomination, USC Marshall School of Business
for my service as Faculty Advisor for 180 Degrees Consulting - USC Branch
- 2011 Board Member of the Year for Exemplary Leadership, USC Marshall Alumni Association,
Los Angeles Chapter

Advisee Awards and Nominations

180 Degrees Consulting - USC Branch, a Marshall Recognized Student Organization that I helped start and which I currently advise, has won the following awards and nominations since its founding in 2018:

Global Consulting Awards

- Global Consulting Award (Bronze) for *Para Los Ninos* consulting project, 180 Degrees Consulting (2018)
- Global Consulting Award (Bronze) for *With Love Market & Café* consulting project, 180 Degrees Consulting (2018)

Marshall School Student Organization Awards

- Award for Best Collaborative Program (2019)
- Award Nomination for Most Improved Organization (2019)
- Award Nomination for Community Impact (2019)
- Diversity and Inclusion Award (2018)
- Award Nomination for Most Outstanding Marshall Recognized Student Organization (MRSO) (2018)
- Award Nomination for Community Impact (2018)

RESEARCH

Research Interests

My research interests lie at the intersection of business and society and focus on the role of business in addressing society's most pressing social, economic and environmental problems. My research falls into two areas: 1) corporate social responsibility and 2) social entrepreneurship.

I am currently working on two research projects in the area of corporate social responsibility. The first project is an empirical study focused on the impact of CSR on local communities. The second project focuses on the antecedents and outcomes of corporate social innovation. I have also recently completed a case on the corporate social responsibility efforts of MBC Group, a leading media company in the MENA region.

My work in social entrepreneurship includes a background note and two teaching cases. I am also writing a book proposal for a textbook on strategic management for social enterprises.

Cases

El-Haddad, C., El-Sawy, Omar, Llerena, M. and Mantilla, M. 2019. MBC Group: Corporate Social Responsibility. *Completed.*

Work in Progress

Background Notes

El-Haddad, C. and Hernandez-Robles, A. 2019. Food Insecurity: A Concept Note. *Manuscript in final revision.*

Cases

El Haddad, C., Boachie, J., Foster, A., Hailey, K., Hendrix, T., McGhee, M., Moran, M., Plummer, D., Pollard, E. 2019. Gifts for Good: Changing the Way the World Gifts. *Manuscript in final revision.*

El-Haddad, C. and Peng, J. 2019. TOMS: A Sole-Searching Journey. *Manuscript in final revision.*

Articles

The impact of CSR on Local Communities: An Empirical Study. *Work in progress.*

Corporate Social Innovation: Antecedents and Consequences. *Work in progress.*

Books

El-Haddad, C. 2019. Strategic Management for Social Enterprises. *Writing the book proposal.*

CONSULTING

Consulting Interests

My consulting interests lie in the areas of strategy formulation for competitive advantage and strategy execution. I am especially interested in consulting with social enterprises and non-profits.

I am also interested in consulting in the areas of corporate social responsibility and corporate social innovation.

Consulting Experience

Management Consultant (2007 – present)

I regularly advise entrepreneurs, small and medium-sized businesses, social enterprises and non-profits in the areas of strategy formulation and implementation. Organizations I have recently advised include:

Social Enterprises

- Plastic Bank (2019), a social enterprise that turns plastic waste into a currency, achieving environmental and social impact in regions with high levels of plastic pollution and poverty.
- Gifts for Good (2017), a marketplace of socially responsible premium gifts that support the work of social enterprises in 65 countries around the globe.
- ImmiConnect (2017), an innovative digital platform that connects immigrants with trusted attorneys, to create a rewarding experience for all parties involved.

Non-Profits

- USC Project RISHI (2017), a non-profit organization whose goal is to promote the sustainable development of rural Indian communities.
- Habitat for Humanity of Greater Los Angeles (2010), a non-profit organization that helps to build affordable housing in 112 cities and unincorporated areas in Los Angeles County.

Tech

- Shree Consulting, Inc. (2017), an IBM Silver Business Partner offering professional services in the Watson Supply Chain portfolio, particularly B2B integration, managed file transfer and tailored EDI solutions.

Higher Education

- The USC Marshall Office of Undergraduate Advising and Student Affairs (2017). Provides a broad array of academic support and co-curricular programs and services to support the education and development of undergraduate students at the USC Marshall School of Business.
- The USC Office of Continuing Education - Executive Education Programs (2010). Offers non-degree programs to support the continuing education of executives.

Faculty advisor to USC student consulting teams (2014 – present)

I regularly advise student consulting teams at the University of Southern California. I have recently been involved in consulting projects for the following organizations:

- 5 Gyres (2019). 5 Gyres is a nonprofit organization in special consultative status with the United Nations Economic and Social Council since 2017. Its mission is to empower action against the global health crisis of plastic pollution through science, education, and adventure.
- Drew League (2018). The Drew League helps young people in Los Angeles learn life lessons and form meaningful relationships on the basketball court.
- Share A Meal (2018). Share A Meal is a community of individuals and organizations who join hands to serve freshly made meals to people in need.
- Table Wisdom (2018). Table Wisdom is an award-winning social enterprise in St. Louis, Missouri that connects adults and foreign-born students for conversational English-speaking sessions and mentoring.
- MBC Hope (2017). MBC Hope is the corporate social responsibility arm of MBC Group, the leading private media company in the Middle East & North Africa.
- Para Los Niños (2017). Through its three charter schools and six early education centers, Para Los Niños provides a comprehensive social services model to Los Angeles' neediest children and families that includes high-quality education, family support and mental health services, parent engagement and community building.
- With Love Market and Café (2017). With Love Market and Café is a market and café that seeks to create sustainable community impact in health, education and employment in Los Angeles.
- Doing Good Works (2017). Doing Good Works is a public benefit corporation whose mission is to leverage business models to fund programs that enable at-risk youth to reach self-sufficiency and positively impact their community.
- Teen Line at Cedars Sinai Medical Center (2016). Teen Line is a nonprofit, community-based organization affiliated with Cedars Sinai Medical Center, that helps troubled teenagers address their problems through personal teen-to-teen education and support.

OTHER AWARDS AND ACHIEVEMENTS

Beta Gamma Sigma Business Honors Society

MBA Full-Tuition Assistantship, American University of Beirut

Procter and Gamble Scholarship for Business, American University of Beirut

Dean's Honor List, American University of Beirut

MEDIA MENTIONS

Media Commentary

- On Patagonia's Activism
Poets and Quants for Undergrads, 12.14.17
<https://poetsandquantsforundergrads.com/2017/12/14/patagonia-case-study-corporate-activism/>
- On the Field of Social Entrepreneurship
Poets and Quants, 1.21.16
<http://poetsandquants.com/2016/01/21/49149/>

Media Mentions of my Course GSBA529. Strategic Formulation for Competitive Advantage

- **Poets and Quants**, 1.21.16
<http://poetsandquants.com/2016/01/21/49149/>
- **We See Genius**, a Poets & Quants partner site focused on social entrepreneurship, 2.2.16
<http://weseegenius.com/usc-marshall-building-a-do-gooder-brigade-to-tackle-societys-ills/>
- **USC News**, 12.25.17
<http://news.usc.edu/134160/two-social-entrepreneurs-change-how-companies-give-and-give-back/>
- **Marshall News**, 12.21.17
<https://www.marshall.usc.edu/news/giving-good>
- **Daily Trojan**, 1.11.18
<http://dailytrojan.com/2018/01/11/alumni-startup-combines-social-impact-corporate-gifting/>