



# Elias A. Shahda

Marital status: single

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## Education

- |                        |   |
|------------------------|---|
| Feb.2012 – Oct. 2017   | PhD in Business Management<br>University of Gloucestershire at Cheltenham and Gloucester, United Kingdom. |
| Jan. 2012 – July. 2012 | MRes (Masters by Research)<br>University of Gloucestershire at Cheltenham and Gloucester, United Kingdom. |
| Oct. 2003 – June. 2005 | MA in Management Studies<br>Notre Dame University, Lebanon.   |
| Oct. 1993 - Feb. 1997  | BA in Public Administration<br>American University of Beirut, Beirut, Lebanon.                            |
| Oct. 1977 – June. 1992 | Baccalauréat 2ème partie, série philosophie<br>École Zahrat El- Ihsan – French High School, Lebanon       |

# Work Experience

Sept. 2020 – Present : Assistant professor at the College Of Business Administration (COBA)  
A'Sharqiyah University, Ibra, Sultanate of Oman

- **Main duties and responsibilities:** Teaching business management and human resource management courses. Supervising MBA dissertation projects in English and Arabic.

Sept. 2015 – Sept.2020 (Academic Role): Assistant professor at COBA  
Arts Sciences and Technology University in Lebanon, Dekweneh, Lebanon

- **Main duties and responsibilities:** Developed and taught business management and human resource management courses

Oct. 2017 – Sept.2020 (Academic Role – part-time): Adjunct Lecturer at COBA  
Arts Sciences and Technology University in Lebanon, Jadra, Lebanon

- **Main duties and responsibilities:** Taught business management and human resource management courses

June. 2015 – September. 2020 (Administrative Role – full-time): Course Lead school of management  
Arts Sciences and Technology University in Lebanon, Dekweneh, Lebanon

- **Main duties and responsibilities:**
  - 1- Supported the university administrators in meeting the needs of business management learners
  - 2- Revised and developing course syllabus
  - 3- Advised undergraduate and graduate students (academic advising)
  - 4- Registered new and old returning students
  - 5- Prepared Course Offering (Business Management Courses)
  - 6- Identified program needs
  - 7- Dealt with and solving chronic absenteeism regularly (every one month)
  - 8- Helped failing students (those with low GPA) and working closely with them in order to elevate their academic level
  - 9- Trained new instructors

- 10- Participated in the recruitment campaigns for attracting prospective students
- 11- Participated in social and humanitarian events that are sponsored by the university
- 12- Solved students' problems

## **Courses Taught**

- *Business Research & Methods*
- *Labor Conflict management*
- *Training and Development*
- *Human Resource Management & Development*
- *Strategic Human Resources Management*
- *Leadership & Motivation*
- *Compensation and benefits*
- *Labor relations*
- *Organization Behavior*
- *International Business Administration*
- *Small Business Management & Entrepreneurship*
- *Innovation & Entrepreneurship*
- *Social Entrepreneurship*
- *Entrepreneurship and Family Business*
- *Business Ethics*
- *Principles of Management*
- *Strategic Management & Policy*
- *Public Relations & Advertising*
- *International Marketing*
- *Business & Society*
- *Managerial Decision Making*
- *Hospitality & Events*
- *مبادئ ادارة 1*
- *مبادئ ادارة 2 دون الماجيستير*
- *مبادئ ادارة 2 ماجيستير*
- *نظرية المنظمة*
- *الإدارة الاستراتيجية للموارد البشرية*
- *ادارة تسويقية متقدمة*

## Teaching Interests

- *Human Resources Management*
- *Training and Development*
- *Compensation & Benefits*
- *Labor Relations*
- *Strategic Human Resource Management*

## Research Interests

- *Public Administration and Reforms in Developing Countries*
- *Human Resource Management & Development*
- *Corporate Responsibility, Ethics and Accountability*

### ➤ **Main MBA Theses Supervised in Arabic and English**

1. The effects of the macro-environment on Logistics: Evidence from the Special Economic Zone in Duqm
2. اثر التمكين الاداري في تأهيل العنصر البشري: جامعة السلطان قابوس
3. اثر التوازن بين العمل والحياة على الانتاجية: وزارة العمل العمانية
4. The impact of information and communication technologies (ICTs) on employees' performance: Evidence from A'Sharqiyah University Oman.
5. The growth of small enterprises through franchising in the Omani market: Local versus international franchising.
6. Public Private Partnerships (PPPs) in developing countries.
7. The role of top management in planning and implementing corporate social responsibility strategy in Bankmed Lebanon.
8. Training and development in the Lebanese civil service: A comparative study between the Civil Service Board (CSB) and Institut des Finances Basil Fuleihan.
9. The role of the Special investigating Commission (SIC) in the fight against money laundering: Insights from Banque du Liban.

### ➤ **Main Bachelor Projects Supervised**

- 1- Corporate social responsibility in developing countries: Evidence from Lebanon, February 2015.
- 2- The effects of socio-economic factors on franchising: Insights from Lebanon, February 2016.
- 3- ISO: a trend or a standard, February 2016.
- 4- Financial versus non-financial reward systems and their implications on employees' performance, June 2016.
- 5- The role of human resource management in implementing total quality management, Summer 2016.

- 6- The effects of time management on organization profits, February 2017.
- 7- The impact of training on employee turnover, February 2017.
- 8- The benefits of implementing quality management system, February 2017.
- 9- The impact of development programs on job commitment and involvement, June 2017.
- 10- The relationship between leadership styles and organizational commitment, February 2018.
- 11- The effect of globalization on Lebanese firms: Sanita, February 2018.
- 12- The effects of organizational environment on employee motivation, June 2018.
- 13- Seasonal demand and employee motivation, June 2018.
- 14- Assessing the factors that affect customer satisfaction, Summer 2018.
- 15- Examining the impact of managers on the performance of family business in Lebanon, Summer 2018.
- 16- Ownership impact on organizational performance, February 2019.
- 17- Creating new business system processes to civil defense, February 2019.
- 18- Effective leadership: The challenge of motivating the workforce and leading a company, June 2019.
- 19- The role of human resources department in Lebanese small enterprises, January, 2020
- 20- Work-life balance and job satisfaction in family enterprises, January, 2020
- 21- The influence of technology on the relationship between customers and corporations, January, 2020.

**Jan. 2009- Jan. 2012**

Senior Accountant in Accounts Payable Section.

Rafik Hariri University Hospital (RHUH), Beirut,  
Lebanon

➤ ***Main duties & responsibilities:***

1. Processed accounts payable and expense reports
2. Prepared month-end journals, reconciliations and cross charges
3. Composed effective accounting and ad-hoc reports summarizing A/P data for supply chain, internal audit, and other departments.
4. Evaluated and implemented internal control policies and procedures
5. Assessed and closed A/P sub-ledger on a monthly basis
6. Processed and researched vendor invoices
7. Maintained accounting controls
8. Supervised some internal audit tasks
9. Prepared checks
10. Responded to vendor and employee payment enquiries

**Jan. 2008-June 2008:** Deputy Section Head in the Administration Department

Arab Finance House, Beirut, Lebanon

➤ ***Main duties & responsibilities:***

1. Studied the financial proposals and the conditions for the purchase of new fixed assets, and prepared the recommendations to the purchase committee.

2. Arranged and organized the work of employees within the administration department
3. Supervised maintenance operations
4. Dealt with Customer complaints

**May. 2003 – Dec. 2006**

Accountant  
Arab Bank plc, Beirut, Lebanon

➤ ***Main duties & responsibilities:***

1. Performed reconciliations of general ledger accounts including fixed asset, inventory and money market accounts
2. Researched account transactions to identify and resolve discrepancies
3. Verified financial statements and informed the senior manager if there is any mistake
4. Played a role in budget preparation

**April 2002 – April 2003**

Central Operations Officer  
Arab Bank plc, Beirut, Lebanon

➤ ***Main duties & responsibilities:***

1. Checked inward and outward transfers through Society for the Worldwide Interbank Financial Telecommunication (SWIFT)
2. Checked centralized checks drawn on all Arab Bank branches
3. Encoded different types of checks to clearing house division

**May 1997- Mar 2002**

Customer Service Officer (CSO)  
Arab Bank plc, Beirut, Lebanon

➤ ***Main duties & responsibilities:***

1. Attracted potential customers and maintained good relationships with existing ones.
2. Promoted new and existing bank products/services through direct and cross selling to achieve the bank's goals and increase its market share in these products
3. Opened all kinds of bank accounts: current account, savings account, joint account, and money market account
4. Maintained customer records by updating account information
5. Resolved customer complains while reporting others to the senior management
6. Prepared returned checks drawn on Arab Bank plc.
7. Ensured that service quality exceeds customers' satisfaction and expectations
8. Performed different types of front desk transactions when one of the tellers is absent
9. Played a small role in the creation of sales plans
10. Implemented detailed sales plans to achieve desired goals
11. Played a role in outdoor sales
12. Arranged meetings and contacts with prospects
13. Submitted monthly and quarterly reports to the senior management

## Publications

Shahda, E.A., Hamid, A. A., & Battour, M. (2023, May). The Effects of Public Service Motivation on Employees' Intention to Stay. In *International Conference on Business and Technology* (pp. 240-247). Cham: Springer Nature Switzerland.

[http://dx.doi.org/10.1007/978-3-031-54009-7\\_22](http://dx.doi.org/10.1007/978-3-031-54009-7_22)

Shahda, E.A. (2023). Public sector performance reforms in developing Countries: Insights from the Lebanese Civil Service. *Contemporary Arab Affairs*, 16 (3), 344-365.

DOI 10.1163/17550920-bja00020

Shahda, E. A., & Myers, J. (2017). The effects of socio-cultural factors on public service motivation: Insights from the Lebanese civil service. Northumbria University NEWCASTLE (United Kingdom).

<https://researchportal.northumbria.ac.uk/en/publications/the-effects-of-socio-cultural-factors-on-public-service-motivatio>

Shahda, E.A. (2016). Public service motivation in an international context: Evidence from the Lebanese civil service. *Public Policy & Administration Research*, 6 (10), 30-39.

Shahda, E.A. (2016). The effects of political factors on public service motivation: Evidence from the Lebanese civil service. *Journal of Political Sciences & Public Affairs*, 4 (4), 2-8. Doi: 10.4172/2332-0761.1000225.

Shahda, E.A. (2016). Technological advancement and public service motivation: Insights from the Lebanese civil service. *Developing Country Studies*, 6 (12), 35-43.

الياس شهدا. (2020). خطة وزارة العمل وخصوصية الوجود الفلسطيني في لبنان. مجلة المستقبل العربي، تشرين الثاني نوفمبر، 43-501

## Book

Shahda, E.A. (2005). The role of the civil service board in reforming the Lebanese bureaucracy. Beirut: Aouad Printing Press.

## Main Seminars

- 1- Status report: From start to finish, opportunity for sharing experience by Dr Nabila Abbass, AUL-Lebanon.
- 2- Preparation of job analysis/description and evaluation by Dr. Georges Sayegh & Mr. Kamal Kourani, Lebanese Management Association (LMA), Beirut- Lebanon.
- 3- Quality Culture by Mrs. Honorée Kallas, Rafik Hariri University Hospital (RHUH), Beirut-Lebanon.
- 4- Customer relationship by Dr. Muhammad Daher, Arab bank plc, Beirut-Lebanon.
- 5- The profitability of e-banking use, Arab Bank plc, Beirut-Lebanon.

- 6- Understanding & using letters of credit by Mr.Khalil Hawary, Arab Bank plc, Beirut-Lebanon.
- 7- Lebanese Eurobonds & CD's by Mr. Ziad Shehadeh, Arab Bank plc, Beirut-Lebanon.
- 8- Capital guaranteed funds by Mrs. Reem Zanabily, Arab Bank plc, Beirut-Lebanon.
- 9- Banking secrecy by Mr. Salim Tayyara, Arab Bank plc, Beirut – Lebanon.

## **Core Competencies**

Excellent communication skills, planning & organizing, teamwork, decision- making, time management, and client orientation

## **Other Skills**

Computer proficient in MS Office (Word, Excel, Power Point) and Internet

## **Languages**

Arabic (Native). Fluent in English and French (Reading, Speaking and Writing)

## **References**

1. Dr. Philippa Ward, Reader in Services Marketing and lead for doctoral studies in the Faculty of Business Administration, University of Gloucestershire (United Kingdom), The Park Cheltenham, telephone +44 (0) 1242 714048, email [pward@glos.ac.uk](mailto:pward@glos.ac.uk)
2. Dr. Jan Myers, Associate Professor of Business and Society, Newcastle Business School (Northumbria University United Kingdom), telephone +44 0191 227 4193, Research Gate [https://www.researchgate.net/profile/Jan\\_Myers](https://www.researchgate.net/profile/Jan_Myers)  
E-mail jan.myers@northumbria.ac.uk Telephone +44 (0)191 227 3281
3. Dr. Lynn Nichol, Head of Management and Finance Department and Course Leader for the Doctorate in Business Administration, University of Worcestershire United Kingdom, telephone +441905542642, email [l.nichol@worc.ac.uk](mailto:l.nichol@worc.ac.uk)
4. Dr. Hilal Khashan, Professor of Political Sciences and Public Administration, American university of Beirut, telephone +9613809484, email [hilhash@aub.edu.lb](mailto:hilhash@aub.edu.lb)



