



## Maria Frangieh

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**Gender**: Female **Date of birth**: 14/02/1980 **Nationality**: Lebanese

### ABOUT ME

Growing up, I had the privilege of receiving a French education up until I moved on to pursue my higher studies at an English-based university. This diversification in the acquisition of knowledge has played a pivotal role in shaping the strong educational background that I possess today. Upon completing my master's degree in 2005, I began my journey as an educator. Teaching at the university level has been a fulfilling experience, allowing me to impart knowledge and guidance to young minds eager to learn and grow. In addition to my role as a teacher, I have also taken on various administrative positions within the university, further enriching my experience and skill set. Having been exposed to both the French and English education systems, I have gained a unique perspective on the different approaches to learning and teaching. This has allowed me to adopt a versatile and adaptable teaching style, catering to the diverse needs and learning styles of my students. The ability to draw from my varied educational background has enabled me to provide a well-rounded and comprehensive learning experience for my students.

n provide a description of yourself here...

### WORK EXPERIENCE

[ 29/03/2023 – 31/07/2024 ]

#### **Junior Short-Term Expert (JSTE) to monitor tutors' and students' engagement in vocational e-learning**

**The German Agency for International Cooperation (GIZ)**

**City**: Beirut | **Country**: Lebanon

*Project: "Improving the Quality and Attractiveness of Vocational Education and Training in Lebanon" (QuA-VET). It aims at increasingly align vocational education and training in sectors with sustainable employment potentials with the needs of the Lebanese economy*

- Meet with project manager, project team members, staff of the DGVTE and of other organizations involved in the project as considered necessary.
- Report on technical and general challenges faced by teachers or students during distance learning and coordinate with the IT expert on possible solutions.
- Develop and update attendance sheets for teachers' trainings on Moodle.
- Participate and support the project IT expert during the teachers' sessions on Moodle and clarify reporting mechanism and coordination process.
- Establish a communication channel to follow-up, on a weekly basis, with teachers involved in ELL delivery and track their activities on Moodle.
- Develop a monitoring sheet reflecting teachers and students' progress and grades in each subject for each school, and update it on weekly basis, referring to Moodle LMS.
- Collect weekly reports from the teachers on the grades of the students in the ELL uploaded in Moodle.
- Attend regular meetings with the project team to exchange on the flow of e-learning lessons delivery in each school.
- Carry out all activities necessary for the accomplishment of the required outputs / results.
- Write mission report and required administrative deliverables.

[ 01/10/2014 – Current ]

**Instructor and Coordinator**

**Lebanese International University (LIU)**

**City:** Tripoli | **Country:** Lebanon

-Teaching and coordinating Accounting and Management Courses for BA and MBA Degrees

[ 01/10/2008 – 30/06/2022 ]

**Instructor and Coordinator**

**Lebanese German University (LGU)**

**City:** Jounieh | **Country:** Lebanon

Teaching and coordinating Accounting and Management Courses for BA Degree

[ 01/10/2009 – 28/02/2021 ]

**Instructor and Coordinator**

**Université de Technologie et de Sciences Appliquées Libano (ULF)**

**City:** Tripoli | **Country:** Lebanon

Teaching and coordinating Accounting and Management Courses for BA and MBA Degrees

[ 01/10/2009 – 30/06/2023 ]

**Accounting and Management Instructor**

**Institut des Soeurs Antonines (ISA)**

**City:** Zgharta | **Country:** Lebanon

Teaching Courses for the Technical License degree (LT) and the Technical Superior level degree (TS)

[ 01/10/2009 – 30/06/2010 ]

**Management Instructor**

**Institut Technique de Zgharta**

**City:** Zgharta | **Country:** Lebanon

Teaching Courses for the Technical License degree and the Technical Superior level degree

[ 01/10/2006 – 30/06/2009 ]

**Accounting and Management Instructor**

**Arts, Science and Culture University of Lebanon (AUL)**

**City:** Tripoli | **Country:** Lebanon

Teaching Accounting and Management Courses for BA Degree

[ 01/09/2006 – 31/05/2008 ]

**Administrative Assistant and Accountant**

**Institut Freddy Atallah**

**City:** Koura | **Country:** Lebanon

Managing the daily office schedule and recording all financial transactions

[ 01/12/2005 – 31/01/2006 ]

**Sale and Purchase Operator**

**Liquigaz – Lebanon “Oil Trading Company”**

**City:** Zgharta | **Country:** Lebanon

Assisting in managing the daily relationships of suppliers and customers

[ 01/06/2003 – 30/09/2004 ]

### **Assistant to the registrar**

**Notre Dame University (NDU)**

**City:** Koura | **Country:** Lebanon

Managing and supervising the registrar's operations

## **EDUCATION AND TRAINING**

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[ 01/10/2018 – Current ]

### **PhD Business Administration, Management**

**The Bucharest University of Economic Studies (ASE)** [https://en.ase.ro/index\\_en.asp](https://en.ase.ro/index_en.asp)

**City:** Bucharest | **Country:** Romania | | **Level in EQF:** EQF level 8

[ 14/02/2003 – 30/06/2005 ]

### **Masters of Business Administration MBA, Management**

**Notre Dame University (NDU) – Lebanon** <https://www.ndu.edu.lb/home>

**City:** Zouk Mosbeh | **Country:** Lebanon | | **Level in EQF:** EQF level 7

[ 01/10/1997 – 30/06/2001 ]

### **Bachelor of Business Administration – Banking and Finance**

**Notre Dame University (NDU)** <https://www.ndu.edu.lb/home>

**City:** Zouk Mosbeh | **Country:** Lebanon | | **Level in EQF:** EQF level 6

[ 01/10/1983 – 30/06/1997 ]

### **Baccalaureate in Philosophy**

**College Mar Antonios des Soeurs Antonines** <https://www.aefe.fr/reseau-scolaire-mondial/rechercher-un-etablissement/liban-zgharta-college-mar-antonios-des-soeurs>

**City:** Zgharta | **Country:** Lebanon | | **Level in EQF:** EQF level 5

[ 15/07/2009 – 15/07/2010 ]

### **Leadership Training**

**Waznat** <http://www.waznat.com/>

**City:** Zgharta | **Country:** Lebanon | | **Level in EQF:** EQF level 3

[ 01/09/2000 – 30/09/2000 ]

### **BBA internship: Rotation in all branch departments**

**Audi Bank** <https://www.bankaudi.com.lb/>

**City:** Chekka | **Country:** Lebanon | | **Level in EQF:** EQF level 3

## **LANGUAGE SKILLS**

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**Mother tongue(s):** Arabic

**Other language(s):**

### **French**

**LISTENING C1 READING C2 WRITING C2**

**SPOKEN PRODUCTION B1 SPOKEN INTERACTION B1**

### **English**

**LISTENING C1 READING C2 WRITING C2**

**SPOKEN PRODUCTION C2 SPOKEN INTERACTION B2**

*Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user*

## **DIGITAL SKILLS**

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### **My Digital Skills**

Microsoft: Microsoft Excel, Microsoft PowerPoint, Microsoft Word, Microsoft Outlook | SPSS software statistique | Video Conferencing (Zoom, Teams, Skype, Webex) - Advanced



## COMMUNICATION AND INTERPERSONAL SKILLS

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**Class Management, Methods of Teaching, Integrating Technology into Education, Assessment and Evaluation, Teaching Practices**

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## HONOURS AND AWARDS

[ 13/07/2001 ] **Graduated Magna Cum Claude (With High Distinction) Awarding institution:** Notre Dame University

Magna cum laude means “**with great praise**” and is awarded to students who have achieved academic excellence.

[ 01/08/1997 ] **Honor degree in the Lebanese Official Exam – Baccalaureate in Philosophy Awarding institution:** Ministry of Education - Lebanese Government

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## DRIVING LICENCE

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**Cars:** B

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## HOBBIES AND INTERESTS

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### Art

Cross stitching, Drawing, Listening to music

### Literature

Reading

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## MANAGEMENT AND LEADERSHIP SKILLS

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**Communication, Time Management, Anger Management, dealing with Difficult People, Team Building, Debating**

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## CONFERENCES AND SEMINARS

[ 30/05/2022 – 31/05/2022 ] **39th International Business Information Management Association (IBIMA)**  
Granada, Spain

*[Managing Lebanese SMEs During the Pandemic and The Financial Crisis: “A Quantitative Research](#)*, 39th International Business Information Management Association (IBIMA), Granada, Spain , May 2022, published in proceedings of the 39th International Business Information Management Association (IBIMA), p 3530-3535, **ISBN: 978-0-9998551-8-8, ISSN: 2767-9640**

**Link:** <https://ibima.org/accepted-paper/leading-or-bossing-the-lebanese-smes-during-the-pandemic-and-the-financial-crisis/>

[ 30/05/2022 – 31/05/2022 ] **39th International Business Information Management Association (IBIMA)**  
Granada, Spain

**Maria FRANGIEH** and Doina I. Popescu, *[The Importance of Engaging Employees in Times of Crisis Through Empowering Them](#)*, 39th International Business Information Management Association (IBIMA), Granada, Spain , May 2022, published in proceedings of the 39th International Business Information Management Association (IBIMA), p 3800-3807, **ISBN: 978-0-9998551-8-8, ISSN: 2767-9640, 30-31,**

**Link:** <https://ibima.org/accepted-paper/the-importance-of-engaging-employees-in-times-of-crisis-through-empowering-them/>

*Maria*

[ 04/11/2020 – 05/11/2020 ] **36th International Business Information Management Association (IBIMA)**

Granada, Spain

**Maria FRANGIEH** and Doina I. POPESCU, [\*The Role of the Transformational Leader in Establishing Trust Through Empowering Remote Workers: Case study during the Covid-19 lockdown\*](#), 36th International Business Information Management Association (IBIMA), Granada, Spain , 4-5 November 2020, published in proceedings of the 36th International Business Information Management Association (IBIMA), p 6931-6942, **ISBN: 978-0-9998551-5-7**,

**Link:** <https://ibima.org/accepted-paper/the-role-of-the-transformational-leader-in-establishing-trust-through-empowering-remote-workers-case-study-during-the-lockdown/>

[ 04/11/2020 – 05/11/2020 ] **36th International Business Information Management Association (IBIMA)**

Granada, Spain

Daniel RUSU and **Maria FRANGIEH**, [\*Open Innovation in Small and Medium Enterprises: A Review of The Literature\*](#), 36th International Business Information Management Association (IBIMA), Granada, Spain , 4-5 November 2020, published in proceedings of the 36th International Business Information Management Association (IBIMA), p 12771-12780, **ISBN: 978-0-9998551-5-7**

**Link:** <https://ibima.org/accepted-paper/open-innovation-in-small-and-medium-enterprises-a-review-of-the-literature/>

[ 05/11/2020 – 06/11/2020 ] **the 14th International Management Conference , IMC 2020** Bucharest, România

**Maria FRANGIEH**, Doina I. Popescu (2020) - *The role of transformational leadership in instilling organization citizenship behavior*, the 14th International Management Conference , IMC 2020, 11/5/2020, Bucharest, România , published in proceedings of the 14th International Management Conference , p. 1-13, **ISSN 2286-1440, ISSN-L 2286-1440, ISSN online 2783 – 9214**

**Link:** [https://conference.management.ase.ro/archives/2020/PDF/3\\_5.pdf](https://conference.management.ase.ro/archives/2020/PDF/3_5.pdf)

## PUBLICATIONS

[ 2023 ]

### [\*\*Is Being an Autocratic Leader the Best Style to Combat for Survival in the Time of Crisis?\*\*](#)

**Reference:** Maria Samir FRANGIEH, 2023, IBIMA Business Review, vol 2023, 9 pages

When one crisis attacks an SME, all efforts would be oriented to save it from being doomed. When two unsuspected crises outbreak, those efforts would be tripled, exhausted, and most of the time depleted. Luckily, after that, comes the joy of survival, a reward well-deserved! It is not every day that we hear about a pandemic twirled with a financial crisis. This is why, when those events had hit, most businesses were unaware that they would come out of this alive. Nevertheless, this is an opportunity to learn a valuable business lesson: survival strategies. Lebanon is a country that hugely depends on SMEs, and had been struggling with a financial collapse since October 2019, shortly before the pandemic had thundered. Left on their own in this ordeal, SMEs' owners had to adopt either an autocratic leadership style or a participative one. This article explains them while adopting a quantitative approach to get to examine their effects on the Lebanese SMEs during crisis. The survey was conducted during October 2022 with twenty-two owners of students learning centers in Lebanon. This field was specifically selected because of its emerged necessity in strengthening students' capabilities due to their reliance on distant learning for almost two years. The respondents were directly asked about their managing styles during this critical period. The results indicated that it is the situation itself that imposes which style is the best to be adopted

**Link:** <https://ibimapublishing.com/articles/IBIMABR/2023/221404/221404.pdf>

[ 2021 ] **[Does A Good Strategy Help SMES' Leaders in Managing a Crisis?](#)**

**Reference:** Maria FRANGIEH & Daniel Rusu, 2021, Journal of Human Resources Management Research, Vol 2021, 12 pages

Since more than a year, Covid-19 has been affecting everyone in every part of the world. The fear of death has imposed a series of never-ending lockdowns. Lockdowns came along with a financial crisis that has left all business sectors in wonder, especially the Small and Medium Enterprises (SMEs). The idea of crisis is more approachable now than ever. This article aims at detecting the ability of SMEs' managers to overcome a crisis and its aftereffects through the adoption of a good strategy. In the literature review part, the terms 'crisis, leadership, and strategy' are elaborated. The article's objective was closely observed using a quantitative approach. A small survey was conducted in March 2021 to detect how the Lebanese SMEs in the skin care and cosmetic sectors were able to contain the persistent crisis, at least till the time when the survey was conducted. This specified sector was selected because it is a luxe, yet, it was still operating. Twenty-seven Lebanese managers in this industry were selected to talk about the strategies that allowed them to maintain the existence of their firms. Results showed that when an SME's leader executes a proper strategy, he/she will fortify the company, making it more flexible in anticipating and containing crisis damages. ...

**Link:** <https://ibimapublishing.com/articles/JHRMR/2021/410043/410043.pdf>

[ 2021 ] **[Leadership Strategies for Implementing Innovation in Romanian SMEs](#)**

**Reference:** Daniel Rusu & Maria FRANGIEH, 2021, The Journal of Organizational Management Studies, Vol. 2021, 17 p

In this article, the main stated objective is to explore the specific innovation strategies used in SMEs by responsible leaders in order to implement innovation to meet the established performance objectives. The case study involved managers of randomly chosen SMEs, who have experience and practice extremely relevant in the specific process of implementing innovation in the companies they lead. In order to understand, to obtain a leadership vision and a better perspective of the necessary innovation strategies in order to improve the obtained results, related to the assumed performance objectives, the interviews with the participants were carried out. Detailed and complementary research of internal documents, policies, procedures and press releases provides very special information on the implementation of innovation practices in the workplace which supports the optimization of productivity compared to the performance objectives set compared to the results obtained. It is especially important the role played by senior management in order to identify customers as fundamental resources for the organization, recognizing ideas as a starting point for innovation and promoting innovative organizational culture

**Link:** <https://ibimapublishing.com/articles/JOMS/2021/143064/143064.pdf>

[ 2021 ] **[The Effect of the Carrot and Stick Transactional Leadership style in Motivating Employees in SMEs](#)**

**Reference:** Maria FRANGIEH & Daniel Rusu, 2021, Review of International Comparative Management, Vol.2, p 242-252

Nowadays, where everything in the business world looks like collapsing, leaders stand out by efficiently exploiting resources, especially human capital. They acknowledge the vital role employees play in realizing objectives. They are also aware that, in order to get the best employee performance, they should identify the needs that motivate each one. Therefore, the purpose of the paper is to highlight the effects of the carrot and stick transactional leadership style on employee motivation. The quantitative approach was

adopted. Primary and secondary data were used. Primary data was collected via a small survey conducted at three dairy manufacturing Lebanese SMEs, and was analyzed using SPSS. The reason behind selecting this sector was that its operating activities had not ceased during the financial crisis and the covid-19 lockdown. The survey depended on a small, structured, six-sections questionnaire sent to employees occupying managerial positions. In total, 15 questionnaires were sent. Only 12 were returned and analyzed. This article's results claps hands to the theories in literature that indicate the existence of a positive relationship between the carrot and stick approach and motivation.

**Link:** <https://ideas.repec.org/a/rom/rmcimn/v22y2021i2p242-252.html>

[ 2020 ] [Aspects of innovation and leadership in small and medium enterprises](#)

**Reference:** Daniel Rusu, Doriana Sandu, Maria FRANGIEH, Review of International Comparative Management, Vol21, p.659

Innovation is the characteristic function of the company's resources. A technologically efficient collaboration, with support from other partners, significantly develops and improves technological capabilities as well as product innovation performance. Both from a local and regional perspective, in knowledge-based economies, innovation is defined as a particularly important pillar. Logically, innovation is not feasible without a well-informed leader: If the latter is not anticipating new ideas and new implementation techniques to face the rapidly changing environment, subordinates will not certainly be. This raises the importance of leadership in the innovation process in SMEs. To ensure their competitiveness globally, SMEs must enjoy effective leadership which is unanimously regarded as a transformational one. Consequently, it is this type exactly that will be considered throughout this article. This paper uses secondary data sources to address the topic and its impact. It ends up by focusing on the importance of leadership in creating and communicating a clear vision toward adopting innovation as an important survival strategy in the long run.

**Link:** <https://www.rmci.ase.ro/no21vol5/03.pdf>

19.07.2024

A handwritten signature in blue ink, appearing to be 'M. Sandu' or similar, with some scribbles.