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#### NDU Spirit

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This is the first revamped issue, which includes a number of suggestions presented to us by the **Design Department** at the Faculty of Architecture, Art and Design. The cover was designed by the student **Tania Boutros** and the layout by the student **Nicole Baaklini**, with the introduction of some practical modifications. So, whatever is agreeable to the taste of the reader is their handiwork, while we bear the responsibility for any mistake or mishap... until further notice!  
So all the above reasons united have led to a delay in the publication of this issue.

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## A Word from the President

### Reverend Boutros Tarabay

But Jesus said to them: "Suffer the little children and forbid them not to come to me; for the kingdom of heaven is for such." *Matt. XIX, 14.b*

Christmas is the feast of the Holy Child and because of him the feast of all children. The custom is for them to be taken to church and shown the crib in the stable where the infant Jesus once lay surrounded by earthly poverty and heavenly glory. But now too many children are encouraged to think of themselves rather than of their divine model. They are outrageously spoiled with food, clothes, presents and pleasure, but are deprived of the one thing that can ensure their lifelong happiness, namely friendship and intimacy with Jesus. Spoilt, self-centred children are always unhappy children, ignorant of what they really want and not knowing where to turn, unhappier still when in later years their life draws to a close and their minds must turn to what lies beyond.

On the other hand, children who enjoy the company of Jesus and whose thoughts are turned out to him, and for his sake to others, are happy children and have no fear. In later years they will be the joy and support of their parents who have taught them love.

Not long ago, parents had little choice about how to bring up their offspring. Life was hard for all and

in the large families every individual, even the youngest and smallest, was obliged to help the others in some way or another. Whoever had the privilege of being sent to school studied as much in the interest of his family as in his own.

But now the car is a normal possession, there is a variety and abundance of food and clothing, and school vacations are spent, not helping in the fields or orchards, but skiing or diving or simply playing by the sea or the swimming pool. Television takes up much of spare time, engendering passivity and giving little that improves the character. It is more concerned with marketing than with the Ten Commandments. So now it is the duty of parents to reflect and think hard about how they are forming their children. Holiness and crime alike run in families. The ancestors of Basil the Great and his holy sister were a whole galaxy of saints. Parents who teach their children the true way are leaving an enduring legacy of good to the world.

Parents must consider the influences on their children from outside the close family circle. They must have the courage to resist

well-meaning elderly relatives who wish to please by giving way to the caprices of the very young. Too often we hear, "It doesn't matter, he's only young, he doesn't understand yet." The Lebanese have a regrettable habit of spoiling boys in particular. But it does not matter whether the child understands or not. The important thing is to imbue him with good habits until discipline can become self-discipline. If parents cannot refuse a little boy ice cream, what will they do when he is a big, strong, bad-tempered young man and wants a high-powered car, drugs, alcohol and easy sex?

Let parents give their children sound, mature religious education and instruction, form them to prayer and to participation in the liturgy, encourage them to do good for others and with others, and set them a worthy example in the choice of television programmes and other pleasures. Let them say a simple prayer with their children on rising and before meals, before going to school or work, before an outing, and before bedtime. Why be self-conscious? When children are brought to Jesus in such ways, they are already on the road to true happiness.

**"Suffer the little children to come unto me and forbid them not..."**



## 14th **NDU** Commencement Ceremony

On Friday, July 9, 2004, Notre Dame University held its 14<sup>th</sup> Commencement Ceremony at its main campus in Zouk Mosbeh. The guest speaker was the **Honorable Ray LaHood**, Member of the US Congress.

550 students graduated at the ceremony, which was attended by the Minister of Telecommunications **H.E. Jean-Louis Cordahi**, representing President **Emile Lahoud**, the Right Honorable **Bahia Hariri M.P.** representing Prime Minister **Rafic Hariri**, the Right Honorable **Antoine Haddad M.P.** representing Speaker of Parliament **Nabih Berri** and students' parents and relatives.

The NDU Vice President for Research and Development **Dr. Ameen Rihani** presented the guest of honor Mr. Ray LaHood, who urged the students to work with others to make a better world.

Other speakers were **Abbot François Eid**, Father General of the Maronite Mariamite Order, **Father Boutros Tarabay**, President of NDU, and **Mr. Suheil Matar**, NDU Director General of Public Relations.

# Bordeaux – NDU

## Bordeaux Business School-NDU

### Joint Program

Notre Dame University (NDU) and Bordeaux Business School (BBS) of France launched a new Joint Master Program at NDU in Lebanon, entitled **MBA-MIB Program on October 1<sup>st</sup>, 2004**. The President of NDU and the Director of the MIB/MACI Program of Bordeaux signed the agreement on July 1<sup>st</sup>, 2004 at NDU.

The MBA-MIB is an Executive Program, specializing in International Business, taught entirely in English and composed of a 10-month period of formal teaching in class at NDU divided into two semesters. This is followed by a full four-month internship and a formal presentation of an individual Memoir related to the internship in front of a jury. The internship may be taken immediately after the 10-month period or after the summer vacation, in Lebanon or abroad.

The course is highly intensive and demanding and includes 602 hours of formal teaching. It will give participants both NDU's Lebanese MBA and the French national Master's of Science in International Business (MIB).

In order to accommodate executives and top managers already engaged in a career or business, courses are given in the evening (except on Wednesdays) and on Saturday mornings. The program requires not only 20

hours of assiduous presence and participation in the courses delivered at NDU, but also over and above class hours a certain amount of preparatory personal and group work.

#### **Courses are divided into nine teaching units:**

1. International environment
2. Corporate Strategy and Management
3. Commerce/Marketing
4. Production, Operations and Logistics
5. Business Law
6. Accounting/IT/Languages
7. Corporate Finance
8. Human Resources and Communication
9. Industrial Goods, in addition to Multi-Disciplinary Case Study under the supervision of a team of consultants and academics

NDU's partner in this venture is the **MIB/MACI Institute** (Institute of International Business/*Institut des Affaires et du Commerce International*) of the Bordeaux Business School, a reputed school in France also known under the name of *Ecole Supérieure de Commerce de Bordeaux*, in the French *Grandes Ecoles* system. The BBS is one of the largest French business schools outside Paris and in 1999 received the **EQUIS Label** from the European Foundation for Management Development (EFMD) in Brussels. It is one of the few French Schools offering Master degrees entirely in English and has 76 student and faculty exchange partnerships spread over the five continents. The MIB of Bordeaux is also in partnership with the French State University of Bordeaux IV, so those who have successfully completed the MIB program can apply for a Ph.D. program to Bordeaux IV or any other university in the world.

MIB/MACI, the parent program of the MBA-MIB, enjoys an excellent



**In the NDU Auditorium, left to right:** Mrs. Catherine Dumarché, French Commercial Attaché, Dr. Bertrand de Vivies, Program Director, Dr. Elie Yachoui, Dean FBA&E, Dr. Jean-Noël Boléo, Cooperation Attaché, and Dr. Alexandra Y. Benz, Coordinator for MIB Program.

competitive position in France and abroad. It is accredited by the French Ministry of Education at the highest level of recognition, **Level 1**. It was created in 1986 by the Chamber of Commerce and Industry of Bordeaux together with the Federation of Business Managers (*MEDEF*). It has been hosted by BBS since 1997 but enjoys a wide strategic autonomy within the BBS group. Since the year 2000 MIB/MACI has had another successful Joint Master Program with Wu Han University of Technology in China and more are under negotiation, particularly with the Philippines and North-East China.

On November 5, 2004, at an inaugural ceremony in the NDU Auditorium Hall, **Dr. Elie Yachoui**, Dean of the FBA&E, delivered the following speech in the presence of members of the French Embassy in Beirut, namely **Mr. Jean-Noël Boléo**, Attaché de Coopération, **Mrs. Catherine Dumarché**, Attaché Commercial, and **Mrs. Anne Ricordel**, Attaché Culturel:

Your Excellencies, dear colleagues, dear friends,

It is good news to see France, the arena of the French language, launching a very successful international program in English, since it is applied in China and in other parts of the world. I am not surprised at it, given that France is also the bullring of humanities and openness. NDU is a very dynamic university, always in search for excellence and international exposure and does not hesitate to adopt this program and to teach it entirely in Lebanon, in view of its excellent competitive position in the world.

This program is also based on open-minded, practical and realistic attitudes, with free discussion, within a global and strategic perspective of current business and economic issues. The program specializes in international business, with a strong focus on the geopolitical and cultural environment.

Because the program can be a springboard for students who want to pursue a Ph.D., I now ask the Bordeaux team to offer the necessary assistance to allow them to reach this goal.

I am committed to making the general conditions of the functioning of this program more than satisfactory and hope that this program, attended with success, will be the starting point of a new and rewarding career for our students. Thank you.

## Colombia and NDU

By invitation from Cundinamarca University in Colombia, South America, from October 26<sup>th</sup> to November 6<sup>th</sup>, an NDU delegation including the Vice President for Academic Affairs **Dr. George Eid** and the Director General of Public Relations **Mr. Suheil Matar** visited Bogota, the Colombian capital, accompanied by **Mrs. Celena Rahal**, President of the Lebanese-Colombian Friendship Association. **Dr. Alfonso Santos**, President of Cundinamarca University, hosted the delegation for ten days, during which time discussion covered

everything relating to future cooperation.

The NDU Delegation also had a meeting with the administrators of the Colombian Universities Union, who expressed their keen desire for mutual help and cooperation with Lebanese Universities and with NDU in particular.

Further, the Lebanese Ambassador in Colombia **Mr. Mounir Khreish** introduced the members of the delegation to Lebanese immigrants, foremost among them

Dr. George Eid and Mr. Suheil Matar with the former president of Colombia Julio Tarabay and his wife, and Celena Rahal.



Former President **Mr. Julio Cezar Tarabay** and **Mr. Shadid Nehmeh**. Discussion focused on the *Back to the Roots* initiative launched by the Maronite League in cooperation with NDU. The immigrants expressed their deep interest in this project, which strengthens relations with Lebanese emigrants around the world.

## NDU – Western Sydney Agreement

An Agreement of Cooperation has been signed between the University of Western Sydney, Australia, and Notre Dame University, Lebanon. The Agreement stipulates the establishment of a joint programme between the two universities which includes among other elements projects that promote the exchange of students, instructors and researchers and also the launching of academic and educational programmes that interest both universities and cater to their educational goals.

It is worthy of note that this cooperation has now entered into vigour, since Notre Dame University has already welcomed three students from the University of Western Sydney so that they may pursue their studies in Lebanon, and at the same time the University of Western Sydney has for its part received two students from Notre Dame University for a semester to be spent in Australia, after which they will return to Lebanon.

Members of the Administration of the two universities will be exchanging visits starting this academic year, 2004/2005, in order to follow up on all the steps leading to the full implementation of this agreement, which covers all the academic activities.

## Mr. Suheil Matar: Book-signing and Distinction

On Monday, 21<sup>st</sup> June, 2004, there was a ceremony at NDU at which **Mr. Suheil Matar**, NDU Director of Public Relations and President's Counselor, signed his two latest books published in Arabic, namely *We Pray You, O Lord* and *Heart to Heart*. He also presented a third book, a collection of Lebanese proverbs made by his father.

The literary occasion honouring Mr. Suheil Matar was under the patronage of the President of the Republic **General Emile Lahoud**, represented by the Minister of Emigrants **H.E. Abdallah Farhat**. The Maronite Patriarch **H.B. Nasrallah Sfeir** was represented by

the bishop **Mgr. Roland Abou Jaoudeh**, while Minister of Labour **H.E. Assaad Hardane** was also present together with a number of parliamentary deputies and religious and society personalities.

After some words of praise from NDU President **Fr. Boutros Tarabay** and Bishop Roland Abou Jaoudeh, **Joumana Medawar** sang some verses composed by Mr. Suheil Matar on an air of the musician **Joseph Khalifeh**. Finally, Mr. Matar received from the hands of Minister Farhat the decoration of the Order of the Cedar, rank of Knight, bestowed on him by the President of the Republic.



1. Mr. Suheil Matar receives the decoration of the Order of the Cedar from H.E. Minister Abdallah Farhat.
2. Mr. Suheil Matar receives the silver key of NDU from Father President Boutros Tarabay.

## Conference Award won by Dr. Viviane Naïmy

The European Applied Business Research Conference, EABRC, organised by the *CIBER Research Institute*, was held in Edinburgh, Scotland, UK, from 14<sup>th</sup> to 18<sup>th</sup> June, 2004.

39 countries were represented in this conference. NDU was represented by **Dr. Viviane Naïmy**, from the Faculty of Business Administration and Economics. She won the *Best Paper Award* in the field of finance.

## NDU Chronicle

The NDU Office of Sponsored Research and Development under NDU Vice President **Dr. Ameen Rihani** has started publishing a bi-monthly e-bulletin entitled **NDU Chronicle**. This e-bulletin includes all university news that may be of interest to the American reader. It goes to about 500 addresses in the United States and Canada.

Anybody, whether resident in Lebanon, the Middle East or the world outside, who is interested in receiving the **NDU Chronicle** should communicate with **Fadia El-Hage**, Administrative Assistant, at [fhajj@ndu.edu.lb](mailto:fhajj@ndu.edu.lb).

# Admissions In Action!!!

The Admissions Office would like to wish the family of Notre Dame University a very prosperous academic year 2004-2005. We would also like to wish Lebanon economic, social and academic development. The past year, 2003-2004, has been very productive with a fast pace of local, regional and international recruitment. Our efforts resulted in about 1,800 recruited students that applied to NDU for Fall 2004-2005. Some worthwhile statistics are a headcount of 4,736 with more than 60 students from schools in KSA, UAE, Kuwait, Jordan, Bahrain, Australia, Egypt, France, Kenya and elsewhere who enrolled for Fall.

Within Lebanon, the regular school visits for orientation proved to be effective. The top students from prominent schools applied to NDU. Among our major schools feeders are Louaize, Champville, Mont La Salle, Sagesse, Jesus & Mary, Brummana, Apôtres, Adma International School, and the Lycée, to name just a few.

In addition, NDU participated in individual school and district forums that were organized in collaboration with the Association of Directors of Admissions and Orientation of Private Lebanese Universities. The close coordination among the twelve Universities – NDU, AUB, LAU, USEK, USJ, Balamand, Antonine, Beirut Arab, Hekmeh, Hagazian, MEU, Islamic in Beirut – has enabled us to establish credibility and quality standards not only with schools but also with the Ministry of Higher Education. After the establishment of this Association that NDU initiated, other divisions of the respective universities are also joining forces to enhance the image of higher education in Lebanon and this, in turn, is reflected abroad. This unity and strength is witnessed when we go

on our Gulf Tour together; the destination in each country is the Lebanese Embassy or Consulate and thus we are projecting a positive image of Higher Education in Lebanon.

In April 2004, the Admissions Office itinerary covered Amman, Dubai, Abu Dhabi, Sharja, Bahrain and Damascus. In Amman, Jordan, the following schools were visited and orientation sessions given: Jordan International School, Rosary College, Modern American School, Amman Bacculaureate School, *Frères de la Salle*, Nazareth Sisters School, The Bishop's School, Al Maarifa School, Amman Academy, New English School, The International School and Choueifat School.

At the World Trade Center exhibition in Dubai, the Lebanese Universities formed a pavilion and our presence was significant. Orientation visits in Abu Dhabi were to International Community School, Lebanese International School, Abu Dhabi International School, International School of Choueifat, American International School, *Al Nahda* International School and American Community School.

In Dubai, we visited Dubai International School, Queen International School, International School of Choueifat, Al Mawakeb School, Emirates International School, Cambridge High School and American School of Dubai. In Sharjah, the International School of Choueifat and the Lycée were visited.

In Bahrain, we attended the 25<sup>th</sup> Annual Arab ACRAO Conference hosted by the University of Bahrain. It was announced that NDU would be hosting the 26<sup>th</sup> Annual Conference in 2005. In Bahrain, visits to ten schools were conducted to establish rapport and contact. They included St. Christopher's School, *Nasseem* International School, *Al Hekma* International School, *Al Noor* International School, British School of Bahrain, *Hawar* International School, Nadeen International School, Bahrain Bayan School, Sacred Heart School and American School of Bahrain

In Damascus, the educational exhibition ETEX, 2004 was extremely successful. We were eight universities from Lebanon and once again formed a pavilion.





1

1. Mrs. Helen Habib, Michigan friends of NDU, at NAFSA.
2. Dr. Hasham at the NDU stand at NAFSA Baltimore.



2

It was very well organized and prepared for. The Director of Admissions, **Dr. Elham Hasham**, gave interviews to *Radio Strike* and *Al Thawra* Newspaper.

NDU has become a familiar name to administrators, parents and students and thus our visits are anticipated on an annual basis.

In every city, the Lebanese Embassy is visited to affirm NDU's presence and position. There has been more contact with the Embassies in Beirut and the Cultural Attachés of each. Meetings are being scheduled with each Arab state embassy in Beirut to enhance the relations between countries and secure the recognition of the NDU degree in these countries.

After the confirmation of membership of NDU in NAFSA, Association of International Educators, we participated in the 56th Annual Conference that was in Baltimore this year. NAFSA sets and upholds standards of good practice; it provides training, professional development, and networking opportunities for international education.

Accordingly, NAFSA provides opportunities for knowledge creation, knowledge sharing, and skill-building. There were 6,200 professional educators from all over the world.

There were key-note speakers who stressed the importance of information exchange to enhance interaction among institutions and overcome all barriers. Among the prominent speakers were **Madeleine Albright**, former Secretary of State of the U.S.A.; **Jean-David Levitte**, Ambassador of France to the U.S.; and **Richard Riley**, former Secretary of Education;

The NDU exhibition booth proved to be very productive. This ensured contact with educational and professional representatives and distribution of NDU literature. Overall, NDU's presence was well recognized and acknowledged.

The Director of Admissions, Dr. Elham Hasham, went on to Pittsburgh and Pennsylvania where **Father Jim Root** (NAM) highlighted the presence of NDU and many parents and students approached and expressed their keenness to

come and study at NDU. At the Liturgy, Father Jim welcomed Dr. Hasham and thanked NDU; there was a meeting afterward with Friends of NDU who were eager to contribute in any way possible. These meetings and contacts are all being followed up by **Mrs. Martha Michael**, who was NDU's primary contact with the National Apostolate of Maronites (NAM).

Again this year, NDU attended the annual NAM convention that was held in Florida, USA. NDU had an exhibition booth with NDU literature and paraphernalia that was distributed to all attendees. This year there was an attendance of over 900. NDU has become a partner of NAM and our presence is always expected. There was a series of seminars given by Lebanese-American scholars on the history of the Maronites and the political directions of Lebanon and the Middle East. Among prominent names were **Dr. Robert Rabil**, **Dr. Gaby Hawat**, **Dr. Walid Phares** and **Dr. Walid Maaluf**. Presentations were given to the youth and NDU's presence was also acknowledged at the General Assembly.



3

Moreover, for the first time in the 40 years history of the NAM, **President Bush** was invited to attend the closing Gala Dinner. He sent his personal assistant and there was a notable acknowledgement and appreciation of the Lebanese Maronites in the USA. We should be very proud of our Maronite Heritage. Dr. Elham Hasham had meetings with Bishops **Victor Doweihy, Robert Shaheen** and **Gregory Mansour**, who are all very satisfied and happy with NDU's regular presence and refer many students to NDU.

Dr. Elham Hasham also initiated membership of EAIE (European Association of International Education) and attended the 16<sup>th</sup> Annual Conference, which was held in Torino, Italy, in September 2004. The official membership of NDU was announced during this conference. The EAIE is a non-profit organization whose main aim is to stimulate and facilitate the internationalization of higher education in Europe and around the world. The EAIE has a committed membership of more than 1,800 international education professionals, academics and



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administrators. It offers a unique opportunity to become part of a worldwide network of international education professionals and have at one's disposal all the services needed to communicate with colleagues and stay updated on all the innovations in this field.

Notre Dame University has also been recognized by the Mexican Association for International Education (AMPEI). Dr. Hasham was invited to be a guest speaker at the annual conference in Mexico. Dr. Hasham's presentation was on how "Incorporating Total Quality Management Will Enhance Curriculum Development and Secure Academic Professionalism in Institutions of Higher Education".

The 2004 College Board Forum, of which NDU is a member, was held in Chicago this year. Forum 2004 featured distinguished speakers such as **Lawrence H. Summers**, President of Harvard University; **Bob Herbert**, noted New York Times columnist; **Bob Kerrey**, President of New School University and former Senator, and **Mike McPherson**, President of Spencer Foundation.

5



The Forum is calling attention to its commitment to equity and access in higher education. Students can now test themselves online in preparation for the new SAT that will make its debut next March. The College Board has placed an official practice exam on its new SAT Preparation Center Website, [www.collegeboard.com/srp](http://www.collegeboard.com/srp).

The College Board is a non-profit membership association whose mission is to connect students to college success and opportunity. Founded in 1900, the Association has a membership composed of more than 4,500 schools, colleges, universities, and other educational organizations. Each year, the College Board serves over three million students and their parents, 23,000 high schools, and 3,500 colleges, through major programs and services in college admissions, guidance, assessment, financial aid, enrollment, and teaching and learning. Among its best-known programs are the SAT, the PSAT/NMSQT, and the Advanced Placement Program (AP). The College Board is committed to the principles of excellence and equity, and that commitment is embodied in all its programs, services, activities, and concerns.



3. NAM delegation visits NDU.
4. The NDU stand at Orlando: Dr. Hasham with Mr. Amine Harb and Mr. Atef Harb.
5. Prospective students presenting a debkeh at a folklore festival ask the Director of Admissions about NDU.
6. With Bishops Mansour and Shaheen.
7. With Mrs. Michael and Bishops Doweihy and Mansour at NAM-Orlando.



6



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The Annual Principals' Dinners at all three NDU campuses were very successful and met the objective of enhancing NDU's relations with schools of the districts. The Main Campus dinner was held at the Sharayar Restaurant in Le Royal Hotel, with a full house with over one hundred schools represented. The dinner was under the patronage and with the presence of the Minister of Higher Education, **H.E. Samir El-Jesr**. Other officials from the Ministry included **Mr. Nadim Khalife**, Head of the Equivalence Committee, and **Miss Suheila Tohme**, Secretary General of the Equivalence Committee.

**Rev. Father Marwan Tabet**, Secretary General of the Catholic Schools was also a guest. The states of Jordan, Kuwait, KSA, UAE and Bahrain were also invited with Ambassadors and Cultural Attachés present. The NDU Board of Trustees was represented by **Mrs. Mona Kanaan**, **Dr. George Abou Jaoude** and **Mr. Jamil Iskandar**. The Admissions Office staff of the three campuses were present and everyone commented on how much they enjoyed the pleasant and professional atmosphere. The Director of

Admissions, Dr. Elham Hasham, gave a word of welcome with a word from the President, **Rev. Father Tarabay** and from Minister El-Jesr. Thereafter, the evening entailed dining, wining and dancing.

The Summer Arabic Program has aroused much enthusiasm and 2004 witnessed the presence at NDU of students from Australia, USA, Columbia, Brazil and Mexico. Contacts have already begun for Summer 2005. In particular, there were three students from the University of Western Sydney with which NDU has now signed an agreement. The President, Rev. Father Tarabay, has appointed Dr. Elham Hasham the NDU representative for the implementation of this academic agreement and she has received the following attestation:

*"I, Marleine Azzi along with my classmates Loulou Ayoub and Rebecca Arida were involved in the first exchange program of Notre Dame University and the University of Western Sydney this year. We spent six weeks in Lebanon, and I can honestly say that studying in NDU was the best experience I have had so far – it's made me a*

*better person, and it has enriched my life, leaving beautiful memories of our experiences at the university and of Lebanon as a whole that will live on.*

*"I would definitely recommend the exchange program to other students. I wouldn't mind if I did it all over again too! It makes you stronger as a person, and we found all the people at Notre Dame University were very friendly and willing to help. It really felt like we were at home. The only negative aspect about my 6 weeks' stay was saying farewell to all the kind people I met at NDU".*

The Admissions Office has also updated all NDU literature, so a very informative and attractive array of Faculty, Program and Admissions brochures is available. The activities of the new year 2004-2005 have commenced. School visits and orientation sessions and forums are being organized. As is the tradition, all schools have been contacted to wish them a prosperous academic year and to inform them of specific NDU dates such as the Open Doors to take place on Friday, March 18, 2005 at Main Campus.

8. With Mr. Khoury, an NDU graduate now manager of a top Orlando hotel.
9. With friends of NDU in Pittsburg.
10. Dr. Hasham with the President of the EAIE.
11. Miss Suheile Tohme, Secretary of the Equivalence Committee, Ministry of Higher Education.
12. Dr. Elham Hasham and Mrs. Mona Kanaan, Secretary of the NDU Board of Trustees, with school principals.



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In November 2004, the Admissions Office was accepting applications for Spring 2005 with Entrance Exams to take place on December 17 and 18, 2004 across campuses. The annual Hariri Educational Exhibition was to be in December 2004. Furthermore, the Director of Admissions, Dr. Elham Hasham, has a rigorous international recruitment itinerary prepared for 2004-2005.

The success of the Admissions Office is due to the staff's confidence and support and to the outstanding *esprit de corps* that they exhibit. The Director of Admissions, Dr. Elham Hasham, would like to acknowledge the team spirit and collaboration of the Admissions Office staff: **Miss Pascale Abi Rizk, Mrs. Karine Saadeh, Mrs. Mirna Sfeir, Miss Marise Abboud, Mr. Mario Kozaily, Mr. Farid Haykal and Miss Nancy Rizk.**

All function efficiently and effectively and never cease to put the welfare of NDU first. All are, and will continue to be, loyal and committed to NDU.



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*Thank you and God bless you and NDU.*

13. School principals at Le Royal Hotel.
14. NDU President Father Boutros Tarabay addressing school principals.
15. With the Cultural Attaché of the Embassy of Jordan Mr. Mohammad Al-Kharabchi and Dr. and Mrs. George Abou Jaoudeh of the NDU Board of Trustees.
16. Father Roger Chikri, NDU Director of Administration, with school principals.
17. Group with Father Maroun Tabet, Secretary General of Catholic Schools in Lebanon.
18. Group at Le Royal Hotel including H.E. Minister Samir El-Jesr, Father Boutros Tarabay, Mr. Suheil Matar, NDU Director General of Public Relations.
19. Dr. Abu Chedid, Director of Tests Office, Dr. Elham Hasham, Fr. Boutros Tarabay, Fr. Samir Ghsoub, NDU Director of Finance, Mr. Suheil Matar, and Fr. Boulos Wehbe, Director Student Affairs.

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## CONGRATULATIONS!

Congratulations are to be extended to **Dr. Elham Hasham**, Director of Admissions, who has fulfilled the requirements and acquired a Ph.D. in Educational Leadership, Management and Administration from Leicester University, United Kingdom.

Her supervisor was **Dr. Hugh Busher**, Deputy Director of the Program. The internal reader was Professor **Ken Fogelman**, Dean of the Faculty of Education and Director of the Doctorate Program. Professor Fogelman is also a psychologist and statistician. The external reader was Professor **Chris James** from Glamorgan University. He is a leading reference in educational leadership and also the President of BELMAS (British Educational Leadership, Management and Administration Society)

Both readers congratulated Dr. Hasham on an excellent piece of Ph.D. research in education and saluted her dynamism. They were very interested in the data analysis and in learning more about NDU. The topic was "The Extent to which Satisfaction is a Prerequisite for Motivation to Enhance Performance and Productivity in Institutions of Higher Education in Lebanon: A Case Study of Notre Dame University". This is a pioneer study in Lebanon and opens the door for guidance for other institutions. Professor James also nominated the dissertation for "Best Thesis of the Year Award" from BELMAS.

All information kindly provided by the Admissions Office.

# Maronite Synod

At the invitation and under the presidency of His Beatitude Cardinal Nasrallah Boutros Sfeir, Patriarch of Antioch and the East, the Maronite Synod convened in second session from the 17<sup>th</sup> to the 27<sup>th</sup> of October, 2004, at Our Lady of the Mountain in Fatqa, District of Keserwan, Lebanon. The Synod was attended by prelates, men and women religious superiors, and lay experts coming from within the area of the patriarchate, from Middle Eastern countries, and from the countries of Maronite immigration, where most Maronites are now to be found. There were also representatives as guests from the Muslim and other Christian communities of Lebanon.

The work of the Synod basically

concerned the "Identity, Vocation and Mission of the Maronite Church". The final statement of the Synod affirmed that the identity of the Maronite Church was neither national nor ethnic but ecclesial and patriarchal. This Church was a daughter of the East and a bearer of the Antiochean Syriac heritage, shared with other Churches. It was of a monastic nature and a pioneer of unity with the Holy See of Rome. The Maronite Church had a genuine presence in the Arab world similar to its presence in its homeland Lebanon, which had been turned into a nation in cooperation with the Church's Muslim brethren. The language of the Maronites was Arabic, which had been embraced after their original language Syriac. The Church declared its solidarity with

its Muslim brethren in the East and with the oppressed Arabs in Iraq and Palestine. Similar to the Church's vocation in the Arab World was its vocation in the countries of emigration.

The work of the Synod, as indicated in the Statement, was largely concerned with renewal of structures (particularly as related to the patriarchate), of persons, and of works of guidance. Special attention was given to higher education and stress was laid on the media for solid and sustainable communication between Maronites all over the world.

## Training students

Notre Dame University has been successfully providing different kinds of services for all its students throughout the academic year.

One of these services is arranging contacts for students with companies so that they may gain working experience even before graduation through practical training or internship.

In this way we provide students with an opportunity to start implementing in the Lebanese labor market what they study in the University. Also, they will become accustomed to the work environment instead of simply studying in terms of theory and examinations.

Through these means a large number of students have been able to gain experience in various fields and so have been well prepared for later employment.

It is only right for us to express our appreciation of the many institutions that have cooperated with us and been of help to our students over recent years. Among these we should like to mention the following:

Aims; Alfred & Jack Matta; Al Mashrek Insurance; Analyze It; Arachnea; Amatoury; Axa Middle East; Ahli International Bank; Audi Bank; Bates Levant; Bankers Assurance; Barter Card ; BBAC; Baily's Control Company; Bank of Beirut; Byblos Bank; C.C.C. International; Central Bank; Computer Business Machines; Concept Dialogue; Century Communications; Credit Card Services; CIS; Coldwell Bankers; Commware; Commercial Insurance; DDB Communications; Fattal; Fedex; Freelance; Future TV; HSBC; Ideology; IDM; Intermarkets; Kettaneh; L.O (Group Indevco); Lebanese Canadian Bank; LERC (NDU); M&B; Massoud and Partners; Medgulf ; Mediterranean Bank; Metropolitan Hotel; Mexican Embassy; Ministry of Environment; Ministry of Finance; Microfolie; Mind Share; Noir sur blanc; Oxycomm; Pescomm; Prog; Publicis; Red Cell; Regency Hotel; Rotana T.V.; Satchi & Satchi; Skills; Soft Flow; Synergy; Team Advertising; ; Technomania; Teletrade; Vividal.

# BACK TO THE ROOTS 2004

Edgar Merheb-Harb

Notre Dame University and the Maronite League have initiated a Diaspora Program *Back to the Roots* starting with the year 2001, intended to bring our immigrants and their families in contact with their ancestors and roots, targeting their homeland cultural and sightseeing tourist attractions.

This year's program opened in July with 52 persons (males and females) with age groups ranging from 18 to 30, arriving from abroad mostly from Latin America. Some of them stayed at NDU dormitories, others at St. Michael's Convent in Sehayle.

Mr. Edgar Harb, the PR at NDU-NLC, was appointed to coordinate, monitor the prospective program and accompany the guests. He stayed close by them for control and assurance of safety.

A dual-purpose schedule, Monday through Thursday, was drawn up by both NDU and the Maronite League. It featured culture and information as well as sightseeing and entertainment. The cultural aspect included seminars held by prominent figures at Friends Hall, Main Campus, on Lebanese history, geography, economy, and politics. These were given in the

mornings and lasted till a little after noon (13:00). Those attending were given certificates for their participation.

Landmark visits to the Maronite eparchies, Kadisha Valley and other interesting sites were made in the afternoons. The long weekends were left for visiting the historical and archeological attractions such as Baalbeck, the Cedars, Byblos (Jbeil), Anjar, Sidon (Saida), Tyre (Sour), the Bekaa Valley and the mountains. During their visit to Ehden the participants were given a dinner party by the Ehden community and its municipality and were invited to spend two nights in some local homes, all of which they very much enjoyed. They also visited Saydet El Hosn, with Maronite League members acting as their leaders throughout their stay.

A welcome...



*Back to the Roots* is a long-term program that strives for prosperity and longevity, a continual process for the purpose of attracting more immigrants to return to their homeland or at least of inspiring them for more visits and contacts with their origins.

NDU and the Maronite League believe that, under their auspices, this "Diaspora" scheme has been initiated as a duty and an obligation towards the country and our future generations, and as a mission that will always be worthwhile doing.

# 4th Millennial Lecture Series 2004-2005

Dr. Eric Weislogel

This year the NDU Faculty of Humanities, Department of Social and Behavioral Sciences, presents the 4<sup>th</sup> Millennial Lecture Series with **Religion/Science Interface: Explorations** as its theme. For the first talk, given on Friday, October 15, 2004, NDU was honoured to have **Dr. Eric Weislogel**, who took as his subject *The Science/Religion Interface: Contradictory or Complementary?*

Dr. Weislogel is now Director of the *Local Societies Initiative*, a \$5.1 million grant programme of the Metanexus Institute on Religion and Science, Philadelphia, Pennsylvania, USA. The programme is designed to foster the science and religion dialogue by building dynamic associations of scholars, clergy and interested lay people around the globe. Previously, Dr. Weislogel was assistant professor of philosophy at the Indiana University of Pennsylvania and also taught at St. Francis College (PA) and Pennsylvania State University. He was then manager of business process consulting for UEC Technologies, a unit of United States Steel. He has published a number of philosophical essays and reviews in specialised journals.

Sitting beside Dr. Weislogel were NDU Vice President for Research and Development **Dr. Ameen A. Rihani**, Dean of Humanities **Dr. Boulos Sarru'** and **Dr. Edward Alam**.

This year's series was introduced by Doctor Sarru', who after quoting Descartes, Saint Paul and the Book of Job affirmed that the function of reason was to lead us to believe and that theology concerned what God said about man rather than the reverse. The supposed conflict between religion and science was the result of a long history of misconceptions. Early on, religious man saw every physical phenomenon as having an immediate religious cause, while scientific man insisted on laws rather than on ultimate causes.

The guest speaker was then presented to the audience by Dr. Edward Alam, who gave an outline of the former's qualifications and extensive activity in his chosen field.

Doctor Weislogel started by declaring that he did not speak as a specialist in theology or science but rather as a human person, parent of children, and citizen, for



Left to right: Dr. Boulos Sarru', Dr. Eric Weislogel, Dr. Ameen Rihani and Dr. Edward Alam.

science was too important to be left entirely to scientists. He insisted that the "science and religion dialogue" addressed itself to the very heart of human learning and of a liberal or humane education. We have become, he said, so adept at the analytic or "disciplinary" approach that we have collectively forgotten the necessity and the methods for synthesis and integral knowing. We have lost our love of wisdom and, were we to regain it, we would see the birth of new types of educational institutions, new transdisciplinary networks, and new emphasis on collaboration and cross-cultural communication. Science and religion are the two main paths towards understanding



ourselves and the world around us. Despite their differences of approach and the different pieces of the puzzle that are their objects, both strive to explore and deal with the deepest and most fundamental questions. So science-and-religion is not a marginal interest but goes to the very heart of humanistic learning.

One great benefit of the science-religion dialogue is that it provides very effective means for inter-faith understanding, as well as religious self-understanding. Muslims, Jews, Christians, Buddhists, Hindus and Secular Humanists can collectively engage in the exploration of cosmos, community and consciousness.. By facing our common problems together we learn much more about each other. So the real interface, where the most important things meet, is in the human soul and the community of souls. Deep down we all want the whole truth about the whole cosmos in order to be whole persons and this is the goal of the science and religion dialogue.

The speaker explained that the *Local Societies Initiative* consists of the collaboration of over 120 diverse societies of academics, intellectuals, and clergy on the campuses of research universities, liberal arts colleges, seminaries and other educational institutions in more than twenty-nine countries on six continents. It serves to foster the science and religion dialogue and to foster a transdisciplinary approach to fundamental questions.

Finally, Dr. Weislogel dealt with points raised by his listeners before joining them for refreshments and continued eager discussion.

# Religion and Faith

## in the Social Sciences - Why Edward Saïd got it wrong!

In his talk given in Friends Hall, NDU Main Campus, on Friday, December 10th, 2004, in the series *Religion/Science Interface: Explorations*, 4th Millennial Lectures, organised by the Department of Social and Behavioral Studies, Faculty of Humanities, Dr. Eugene Sensenig-Dabbous (Faculty of Political Science, Public Administration and Diplomacy of NDU) asked whether religious faith enriches our knowledge as scientists and scholars and whether belief in God enlightens our experience as researchers and teachers in institutions of higher education.

Chairing the meeting, **Dr. Doumit Salameh**, Chairman of the said Department, opened proceedings by remarking that all the famous atheist and sceptical philosophers of history such as Hume, Schopenhauer, etc. had been unable to refrain from expressing a sense of loss and anguish arising from their lack of belief. (Dr. Salameh has since informed us that Anthony Flew, leading British scholar of the last few decades and vigorous atheist, has recently declared that he can no longer maintain his previous position and must now accept a supernatural agency. Dr. Sherwood Taylor, Curator of the Museum of the History of Science at Oxford University was a famous secularist who after studying the Galileo case became a Catholic propagandist. -Ed.)

Dr. Sensenig-Dabbous began his talk by referring to Ian Barbour's "Four Models" approach to religion-science dialogue discussed during recent semesters in the Lebanese Metanexus religion-science "Local Societies Initiative" at NDU. These models included 1) clash and conflict, 2) indifference, 3) dialogical interaction and 4) integration.

The speaker said that the "clash and conflict" model has been predominant in the social sciences, with the secular represented as an "antagonistic contradiction" between religion and government, mutually exclusive, rather than either dialogue or indifference between faith and politics.

In the social and political sciences, textbooks move from the normative or prescriptive (e.g. Plato, Hobbes and Locke) to the empirical or descriptive (e.g. Aristotle and Machiavelli), it being assumed that the former is subjective and thus biased and not truly scientific, while the positivist empirical approach is seen as based on "hard science". The normative was seemingly discredited long ago, both because of the excesses of *laissez-faire* 19th century Manchester liberalism and of 20th century totalitarianism (normative Marxist and Fascist theories).

An attempt was made to replace the normative with a purely objective "value free" approach, but today we know that the weaknesses of this approach to the social sciences can outweigh the benefits. In particular Systems Theory often glorifies the status quo and cannot measure change, as shown by the Revolution in Iran or the collapse of the Soviet Union. Now many thinkers maintain that political science is not and was never unbiased or neutral. Over twenty years ago, proponents of feminism, multiculturalism and postmodernism launched a counter-offensive against positivism, attempting to illustrate that social and economic research serves male interests, that science tends to be biased towards the dominant groups and elites and that scientific

categories are socio-cultural constructions with no "master narrative", no logically progressive sense to history.

Dr. Sensenig-Dabbous's own research in Austria over twenty-five years has convinced him that knowledge of who one is enhances the research process. The "gender" issue does enlighten research for both men and women. Physical disabilities can actually be studied only by involving people with disabilities and appreciation of one's own ethnicity really enlightens the study of racism and ethnic stereotyping as political phenomena.

Dr. Sensenig-Dabbous went one step further to ask whether religious faith also can be understood as an analytical tool, as it obviously plays a major role in social science. Religious beliefs influence the human psyche, religious leaders pressure the broadcast media and film industry, and consumer behaviour and preferences are influenced by religion.

Furthermore, political scientists have long been interested in religiously motivated voting patterns, so-called "jihadist" violence and the abuse of religion to justify war, oppression and exploitation. But can personal faith make us better scientists? Dr. Sensenig-Dabbous argues that it can.

When the late Palestinian-American scholar Edward Saïd spoke at AUB on March 25th, 2003, Dr. Sensenig-Dabbous asked him whether people like Ghandi, Martin Luther King Jr., Dorothy Day, Archbishop Desmond or Cesar Chavez merely instrumentalised religion to serve the causes of liberation, peace and justice, or whether their faith was genuine, the origin of their political motivation (Dorothy Day embraced total poverty to serve the cause of oppressed workers and the poor in the USA in the period between the two World Wars. - Ed.). Professor Saïd answered that personal faith could never be the real motivation for progressive political activism.

Subsequently *The Daily Star* of 27/03/03 reported: "When a teacher from a religiously affiliated university asked him why he stressed the secular nature of human history when clerics were among the heroes of positive social change, Professor Saïd said 'faith must be secondary' to the human project of justice and equality."

Dr. Sensenig-Dabbous affirmed that Saïd's lack of spiritual or "faith-based" knowledge clearly skewed his perception as a scientist. He was clearly unable to appreciate the (re)sources upon which the social and political activism of many of the 20th century's most important liberation leaders were based. Thus, as in the case of gender, disabilities, ethnicity or race, spiritual insight can, and arguably should, play a role in enhancing research in the social sciences. Religion and faith, says Dr. Sensenig-Dabbous, do indeed "add value" to the pursuit of human knowledge.

## Pierre Abou Khater Commemoration

On October 23<sup>rd</sup>, 2004, Notre Dame University–Lôaize celebrated the third anniversary of the departure from this world of the late **Pierre Abou Khater** in the building named after him, with the attendance of **Deputy Mansour Ghanem el-Bonn**, **Judge John Fahed**, NDU President **Father Boutros Tarabay**, members of the family and friends of the deceased, public personalities and academics.

After a prayer had been said, the NDU Director General of Public Relations **Mr. Suheil Matar** made a speech about how the University would remain, as Pierre Abou Khater had wished, bearing the name of Our Lady and acting as a fountain of learning and culture serving both God and Lebanon.

Speaking on behalf of the University family, instructors and students, Father Boutros Tarabay expressed their gratitude to a man devoted to family, sincerity, love and living heritage, full of generosity, on account of which the present building had been named Abou Khater Hall.

These same virtues were recalled by **Doctor George Abou Jaudeh**, executive of the United Nations Development Programme, representing the friends of the deceased. This was followed by the performance of a piece of music and by verses composed by the artist **Rudy Rahmeh**. The wife of the deceased then spoke of the pleasure caused her by the occasion, insisting on her husband's faith in education and



Mr. Suheil Matar, NDU Public Relations Director, Fr. Boutros Tarabay, NDU President, Mrs. P. Abou Khater, Doctor George Abou Jaoudeh and artist-poet Rudy Rahmeh.

in the role of mothers in bringing up the rising generations. She also recalled his vision of a Lebanon excelling in every field, particularly education. She also thanked the University for naming the Hall after him.

Finally, a tablet was unveiled bearing the inscription Paul Abou Khater Museum, named after the brother of the deceased, and a bust carved by Rudy Rahmeh.

# LERC LECTURES

Now firmly established thanks to the energy of its director **Ms. Guita Haurani**, The NDU Lebanese Emigration Research Center (LERC) has now launched its lecture series. News about the lecture given by **Dr. Ghassan Hage** in May has been held over to this issue in order to enter it with following lectures of the series. We are grateful to **Ms. Marie-Jose Tayah**, NDU student in Political Science, for her conscientious reporting.

## Two “global” Lebanese families

On May 19, 2004, at the invitation of the Lebanese Emigration Research Center, and of the Friends of LERC at NDU, **Professor Ghassan Hage**, a leading anthropologist from the University of Sydney and a visiting professor at AUB, gave a lecture at the NDU Main Campus on the topic of the Lebanese Transnational Family.

With funding from the Australian Research Centre, Dr. Hage sought out two families, one based on the village of Ehmej and the other on Ashesh near Laqlouq, and traced their diffusion around the globe. He made three round-the-world trips yearly, covering Brazil, Venezuela, the United States, Europe, Lebanon and Melbourne, Australia. He used both traditional and modern methods of research, residing with the two families in their respective homes to see how the members, in the same country or overseas, related to each other. He analysed their telephone bills and studied the nature and extent of family intermarriage as well as the number and times of visits to Lebanon.

Dr. Hage learnt that the village in Lebanon remained the focus of the transnational families and was one of the main links between the members. Telephone calls had a central role in building the transnational family; the calls were made mainly to the grandparents' house or to the head of the family and were more frequent when the family was better off economically. Money transfers in the shape of remittances through banks were important and were transmitted not necessarily to Lebanon but wherever money was needed. Emigrants, at least those of the first generation, kept their village mentality in that they remained connected to their family and their religious beliefs while integrating into the host society in all other aspects.

The speaker finally noted that the motives for migration varied according to the regions and the families the emigrants belonged to.

## Eastern Women in Vienna

### What Race are the Arabs? Classification in the US Census Past and Present

Reported by Marie-Jose Tayah

**Professor Sarah Gualtieri**, Ph. D. holder in History and currently teaching Middle East History at Loyola University, New Orleans, USA, has also been an Associate Researcher with LERC, the Lebanese Emigration Research Center. In that context, Gualtieri has shared the findings of her upcoming book *Becoming White: Race, Religion and Identity among Early Syrian Immigrants in the United States* in a lecture at NDU, on June 9, 2004.

Because it has not always been clear where Arabs are positioned racially in American society, Professor Gualtieri looked into the larger political, economic and social processes underpinning the racial classification of Arabs, and disregarded biology as a race-determining procedure, arguing that there are wider differences within one group than between groups.

“First Arab-speaking immigrants to the US were from geographical Syria, including the Mutasarifiyya of Jabal Lubnan. They tended to refer to themselves collectively as Syrian”, noted Gualtieri. That is to say, the early Syrian immigrants to the US did not have a developed sense of racial identity. How did Syrians then learn to think of themselves as white?

According to Gualtieri, the first time the Arabs were dealt with as a race was when they applied to acquire American citizenship. Prior to 1950, an immigrant had to prove that he/she was either white or of African descent to acquire citizenship. The other area where Arabs were dealt with as a race was the US Censuses, which after 1790 classified inhabitants of the US along racial lines.

Arab racial profile in the history of US Censuses was as follows: in the 1890 and 1900 Censuses Arabs figured in the category: “Turkey in Europe”, in the 1910 Census: Arabs were put in the category “Turkey in Asia”, whereas the 1920 Census figured Syrians and Palestinians as sub-groupings of the category “Turkey in Asia” and in the 1930 Census Syria and Palestine became included under the category “Asia”.

But with successive generations born in the United States, and consequently the decline of Arabic as the language of the household, locating the population of Arab descent became more difficult.

On October 20<sup>th</sup>, **Dr. Edith Binderhofer** contributed to the LERC lecture series with a talk entitled *Asian and Middle Eastern Women in Vienna: An Oral History Approach*. Her lecture centred on her new book, *The Sky in my Country has a different Colour: Conversations with Asian Women in Vienna*.

Doctor Binderhofer has served as Education and Art Manager for Asia in the Afro-Asian Institute in Vienna and as Anchor Woman at the Multilateral Department of the Indonesian Embassy in that city. Her research on eastern women living in Vienna has been conducted largely through an oral history approach involving mainly sixteen women who were questioned and this has led her to question the stereotyped images that western women have of their eastern sisters.

The **first chapter** of Doctor Binderhofer's book deals with problems faced by eastern women on arrival in Vienna, such as financial difficulties leading even to malnutrition, homesickness, linguistic barriers due to the complexity of the German language, and mentality differences due to women who grew up in large families finding themselves in an individualistic society.

**Chapter Two** discusses qualities of life in Vienna, believed to be multicultural but with people sometimes exhibiting racist attitudes.

A woman who was physically attacked after the events of September-eleven accused the media of being anti-Islamic and fomenting xenophobia.

**Chapter Three** investigates the clichés about themselves that the women encountered, such as that they were highly dependent and unable to have judgment of their own, something which the author shows to be erroneous as the immigrant women have in fact strong determination.

**Chapter Four** discusses the Asians' clichés about western women. They admire the independence and determined character of the latter but find them sexually liberal and lacking a sense of family. The author stresses that while western women are legally stronger than men, eastern women are socially stronger. They are responsible for family solidarity and maintain femininity even while pursuing a career.

The **last two chapters** compare the advantages enjoyed in eastern countries and western countries. Austria provides freedom of movement and dress, is far from the dangers of war zones and provides political and legal security. There is also sexual equality in the fields of education and household and family duties. Although Vienna does not have the attractions for immigration that other cities have, some 40,000 women have chosen it to start a new life, in many cases for the possibilities of studying music or of marrying with Austrians.

## **Criminality: Canada is fighting it through immigration laws.**

*Reported by Marie-Jose Tayah, Student Assistant*

On invitation of the Lebanese Emigration Research Center (LERC) and the Faculty of Political Science, Public Administration & Diplomacy (FPSPAD), many attended the unique lecture given on November 10 by **Mr. Joseph Rikhof**, who is currently a senior counsel at the Crimes against Humanity and War Crimes Section of the Canadian Department of Justice. Mr. Rikhof provided a historical overview of the Canadian immigration policy with specific attention given to laws that apply to people suspected of criminality, including war crimes and crimes against humanity.

According to Mr. Rikhof, immigration policy was traditionally part of the national psyche of the United States of America and of Australia, but less so in Canada, as the two founding peoples of Canada, the French and the British, who were immigrants themselves, were not favorable to immigration. As of 1851 droves of migrants started arriving on the shores of Canada and over three million entered between 1851 and 1945 without any consistent government immigration policies. Immigration to Canada increased tremendously after WW II and since 1945 eight million immigrants have come into Canada. Immigration is to be an important source for population growth as the birthrate in Canada is low.

Since 1945 when the Canadian government started to regulate immigration policy, emphasis has been on three major categories through which people may immigrate, namely independent immigrants, those joining relatives, and refugees.

Source countries were primarily Great Britain and the US in the first decade after WW II, which were extended to other European countries in the fifties and sixties. Only after 1970 was there significant immigration from other continents such as those of Asia and Africa. For instance only about 10,000 came from Lebanon in the period 1945-1970, mostly businessmen. During the decades after World War II, the country providing most immigrants of the family class was Italy, to an extent that this category became limited to direct family members after 1970.

Over the last 30 years Canada has received immigrants and refugees from war-torn lands and countries in turmoil such as Hungary (1956), Czechoslovakia (1968), Uganda (1972), Chile (1973), Vietnam (1975) and Lebanon (1976-1979). Since 1989 this grouping has been replaced by a system of individual assessment whereby asylum-seekers may be allowed only on personal rather than group criteria. The Kosovo refugee movement in 1999 has been the one exception to this rule.

But while Canada has welcomed immigrants and refugee, it has always wanted to exclude persons with a criminal background. Mr. Rikhof stated that while only about 3%-5% of the 250,000 immigrants that Canada receives every year have been involved in some form of criminality, this small group could present a disproportionate problem if not kept in check. If it became known outside that Canada was easy for criminals to enter, there could be societal problems. The integrity of the entire immigration and refugee system would be jeopardized if no action were taken against criminals. So Canada has taken several measures to preserve its society's long cherished values. These measures have been historically developed and shaped by both domestic and international events.

Immediately after the Second World War, the main occupation of immigration policy makers was taking into account the realities of the time related to the rebuilding of Europe and dealing with the atrocities committed during that war. It is therefore not surprising to see that of the about ten categories of undesirable immigrants, half of them were related to wartime crimes. Collaborators with Germany, members of the SS, Waffen SS and the Nazi party were excluded in addition to prostitutes, black marketeers, members of fascist or revolutionary parties, and later perpetrators of war time crimes spies, subversives and members of the Communist Party. This emphasis was a reflection of the new geopolitical situation of the fifties and sixties, the Cold War.

In the seventies there was the emergence of terrorism. Remarkably, it was not so much international terrorism culminating in the killing of Israeli athletes in Munich in the 70s that worried the Canadian government but rather terrorist activities in Canada itself. The activities of the *Front de la Liberation du Québec*, which booby-trapped mail boxes and kidnapped and killed a British diplomat, and of Armenian militants assassinating Turkish diplomats in the heart of Ottawa, galvanized the government to deal with these types of activities in the immigration context. However, they were not classed as terrorism as no agreement could be reached on the definition of the word.

Ultimately, in the mid-80's, the term terrorism was introduced in the Immigration Act while the Criminal Code in 2001 and the Supreme Court of Canada in 2002 finally defined what this term meant. For an activity to be a terrorist act it has to result in death, injury or serious property damage; be aimed at intimidating a government, population or international organization, and be undertaken for a religious, ideological or political purpose. Following indications that Nazis had been able to enter Canada, in 1987, a change in the Immigration Act barred war criminals from coming or staying in Canada. In 1991 a new clause was introduced into the Immigration Act to the effect that senior officials of a country declared by the Minister of Citizenship and Immigration to have been involved in war crimes, crimes against humanity, violations of human rights or terrorism, could not set foot in Canada. This was applied to certain regimes in Bosnia, Haiti, Rwanda, Iraq, Somalia and Afghanistan.

As to why other equally criminal regimes haven't been designated, Rikhof mentioned that the Canadian government will look at factors such as the level of human rights violations, the international and Canadian condemnation expressed against such regimes and the immigration flow from such countries to Canada.

Rikhof finished the lecture by saying that he hoped to have shown how Canadian immigration policies are at times dictated by international events and at other times by uniquely Canadian political dilemmas.

## LERC LECTURES

### Introducing Migrinter

On Thursday afternoon, 11 November, 2004, The Lebanese Emigration Research Center (LERC) and the Faculty of Political Science, Public Administration & Diplomacy held a round-table discussion at which **Dr. Mohamed Kamel Dorai** presented the work of the Centre for International Migration (Migrinter) of the University of Poitiers in France. The meeting took place in the Conference Room of the NDU Museum.

Migrinter was set up in 1985 by Gildas Simon (CNRS Silver Medal, 1996) and since then has pursued research, formation, publication and documentation about international migration and its effects in the countries of its origin and those of its destination. It is one of the components of a research laboratory that associates the CNRS to the universities of Poitiers and Bordeaux.

Doctor Dorai has a Doctorate in Geography and is a research fellow at Migrinter. In January 2002 he defended a Ph.D. Geography thesis on "Palestinian Refugees from Lebanon in the Diaspora: a Geography of Exile". Its main research themes were 1) The Palestinian Diaspora: Migration and transnational practices, 2) International relations and new migrations in the Middle East, and 3) Refugees and asylum seekers from the Middle East in Northern Europe.

# Tanzanian Tea

The following cutting from the *Daily Star* of Wednesday 7<sup>th</sup> July, 2004, was kindly provided by **Dr. Eugene Sensenig-Dabbous**, reflecting the moral concerns of the NDU faculties of Business and of Diplomacy. The reporter was **Hannah Wettig**.

\* \* \* \* \*



BEIRUT: Soon students will have a choice between Lipton tea bags and fair-traded tea from Tanzania. Two student clubs at **Notre Dame University (NDU)** in Zouk Mosbeh, East of Beirut, are starting a Fair Trade project this July. For a whole month, the members of the **Tree Club** (an acronym for Together Restore Endangered Environment), of the **International Relations Club** and of the **MADS Club** will serve Tanzanian iced tea to fellow students and explain to them the concept of Fair Trade under the slogan **Buy Justice**.

"We also hope to convince the caterer at the University to put the pack with the Fair Trade tea bags next to the Lipton tea", said **Mahmoud Youness** from the Tree Club.

Fair Trade organizations ensure that the farmers and artisans they buy products from get fair wages and observe environmentally safe ways of farming. While Fair Trade products are often more expensive than others, the organizations also secure fair wages by bringing the products directly to the consumer markets with little profit for the traders.

The Tanzanian tea won't be more expensive than other tea brands offered at student cafeterias. The

student clubs will import the tea through **Hanna Sayegh & Sons**, a company that also exports fair trade products from Lebanon to Germany.

"They will not charge us anything but see it as a way of getting us started. If it works they hope they can sell more fair-traded products such as chocolate and coffee", said Eugene Sensenig, professor for international relations at NDU. "For caterers it is a win-win situation, because they don't need to invest anything".

Setting up this project is for Sensenig a very practical and fun way of teaching students about international relations. The idea for the project came out of last summer's trip "Multiculturalism in local and regional politics" he organized for his students. In German cities they visited cultural centers and One World Stores where they found to their great surprise fair-traded tahini, olive oil, burgul and other foods from Lebanon.

"When they realized that this is actually securing the existence of small farmers here, they wanted to get involved as well", Sensenig said.

Youness hopes that other people will react in the same way. "We must make people feel this affects them", he said.

Ironically, the tea will be imported from Germany, because a direct trade with the producer countries can't be set up for the small quantities the NDU students are starting with. Even when importing from Germany, they need to buy at least 200 kilograms. So far they have orders for 40 kilograms.

The club members have contacted churches, mosques, private schools and groups such as the American Voices Abroad, a group that evolved from Americans Against War. "Mostly foreigners and people who have lived abroad know about Fair Trade", explained Youness. Next the students want to target consumers of **organic** food. "Because they are already aware of what they are buying", said Youness.

Contact the **CIR** at [olivia\\_p82@hotmail.com](mailto:olivia_p82@hotmail.com)  
Contact the **TREE Club** at [mahmoud\\_youness@yahoo.com](mailto:mahmoud_youness@yahoo.com)  
Contact Sensenig-Dabbous at [sdabbous@ndu.edu.lb](mailto:sdabbous@ndu.edu.lb)



## S-l-o-w F-o-o-d . . .



One hears so much about globalisation and fast foods with their deleterious effects on health that it is refreshing to know that there is a reaction. On October 21<sup>st</sup> this year a three-day conference entitled *Terra Madre* opened in the Italian town of Turin. Among those whose attendance bore witness to their keen interest was Charles, Prince of Wales, heir to the British throne. According to an article in the London *Guardian* newspaper, the congress was the brainchild of a certain Carlo Petrini who in 1986 launched the Slow Food movement to protest against the opening of a McDonald's in the Piazza di Spagna in Rome. Remarkably, it has the active support of members of Silvio Berlusconi's right-wing government; they consider that the continued closeness of Italians to their rural past offers considerable benefits for the production and preparation of quality foods and for gastronomic tourism, and official funding has been provided despite the government's financial

problems. "Italy's Eurocrats," says the *Guardian*, "lobbied to get the new European Food Safety Agency headquarters in Parma, and the government has provided enthusiastic backing for a wide range of other initiatives, including Slow Food's foundation of a university of gastronomy near Turin".

One of Slow Food's main concerns is exchange of simple technology that will enable traditional herders and farmers, however "primitive", to make a living out of their production and so keep to their way of life. Among those invited to the Turin conference were yak herders in the mountains between China and Kyrgyzstan, dried-mango producers in Burkina Faso, monastic brewers in Belgium, poultry farmers in Guatemala, Madagascan raisers of zebu cattle, Russian fisherwomen, Cornish fishermen, Somerset makers of Cheddar cheese and sea-salt manufacturers from Anglesey, North Wales. There was some

difficulty over passport photos with an Indian jungle tribe in Brazil who had never seen a camera (!) and feared it would steal their souls.

Motivated by their particular concern with Fair Trade and Sustainable Development, The Faculty of Business Administration and Economics together with the Faculties of Natural and Applied Sciences and of Political Science, Public Administration and Diplomacy invited **Mr. Kamal Mouzawak** to give a talk in NDU Friends Hall at noon on 8<sup>th</sup> November, 2004. Mr. Mouzawak is head of the organic food market Souk El-Tayeb in Beirut and led the Lebanese delegation at the Turin Conference. The public invitation was extended by **Dr. Eugene Sensenig-Dabbous** of Political Science, **Mrs. Carol Abboud-Assaf** of the Department of Hotel Management and Tourism, BA&E, and the **MADS** student club of NDU.

# Clean Water for Beirut

Major public institutions cooperated to organise a seminar on *Saving the Water of Beirut: Water Resources of Jeita-Kashkoush*, held in Notre Dame – Louaize University on Wednesday, 7<sup>th</sup> July, 2004. These included the Ministry of Energy and Water Resources, the NDU Water, Energy and Environment Research Center, the French Institute *Le Grand-Lyon*, the Ministries of the Environment and of Industry, the Lebanese Water Authority for Beirut and Mount Lebanon, the General Directorate of Urban Planning, the Council for Development and Reconstruction, and the French *Corail* Institute.

Among those taking part were **Dr. Fady Comair**, Director General of the Ministry of Energy and Water Resources, representing **Minister Ayyoub Hmayed**; **Engineer Fady Smeha**, Director General of the Ministry of Industry, representing **Minister Elias Skaaf**, US Ambassador **Vincent Battle**, NDU President **Fr. Boutros Tarabay**, former Minister **Adel Qortas**, and representatives of FAO, ESCWA, and various Lebanese ministries, and international experts.

After the playing of the Lebanese national anthem, participants were welcomed by the NDU Director of Public Relations **Mr. Suheil Matar**. NDU President Fr. Boutros Tarabay then spoke about the water resources of the grotto of Jeita, which he considered enough to supply Beirut and Mount Lebanon with water and electricity.

Dr. Comair for his part pointed out that water presented one of the problems of the 21<sup>st</sup> century affecting various geographical

regions and involving agriculture, industry and the increasing number of inhabitants and complicated by an insufficiency of pure water supply and infrastructure for draining the waste. The Administration had to deal with questions such as protection of the environment and the exploitation of precious spring water.

Engineer Fady Smeha then dealt with the question of the use of water in industry, remarking that most factories were situated in residential areas, so that their polluted waste was emptied into the public drainage system and so constituted a great danger for the health of the neighbouring population. It was becoming necessary for the Lebanese authorities to group factories together with a filtration centre in each industrial area. Fady Smeha said that the Ministry of Industry had a twofold strategy for the protection of water resources. Firstly there was arrangement for the treatment and re-use of industrial waste water according to strict conditions before the granting of a licence, and secondly the setting up of a committee to ensure the provision of centres for the purification of waste water.

## The President Lahoud Award

The NDU Water, Energy and Environment Research Center then presented former minister **Adel Qortas** with the yearly President Emile Lahoud Award for his devotion and efforts in preserving Lebanon's treasures of water. Expressing his thanks, Minister Qortas in turn lauded the zeal of NDU in the same field.

## The working sessions

The first session was entitled *The Water of Jeita, a Limited Resource* and was held under the joint chairmanship of former minister Qortas and Dr. Comair. Speakers included the former director general of the Beirut Water Authority **Rizk Freiha**, **George Qadi**, and the deputy head of the Schlumberger Institute **Bassem Zgheiter**, all of whom dealt with the water of Jeita and how pollution at source was to be avoided.

In the second session **Mr. Rafiq Khoury** and **Mr. Behzad Hakim** spoke of the problem of pollution caused by household waste.

The third session covered pollution of water by industrial waste, which was dealt with by **Mrs. Oulaft Hamdane** of the Ministry of the Environment, **Engineer Fady Smeha**, Director General of the Ministry of Industry, and **Hisham Abu Jaoudeh**, Secretary of the Environment Committee of the Association of Lebanese Industrialists.

Speakers in the fourth session, concerned with preventing the pollution of the water of Jeita, were **Mrs. Lena Medawwar** from the General Directorate for Urban Planning, Doctor Comair, and **M. Alain Tidière**, Director of the *Corail* Institute. Finally there was a workshop to make proposals concerning the water of Jeita.

# WEERC & River Basins International Conference

On Tuesday and Wednesday, the 26<sup>th</sup> and 27<sup>th</sup> of October, 2004, an international conference with workshop was held at the NDU Water, Energy and Environment Research Center (WEERC) in association with the Palestine Water Authority, Massachusetts Institute of Technology and the *Université Saint-Joseph-ESIB* and in cooperation with the *Institut Euro-Méditerranéen*, the Royal Netherlands Embassy, Delft Hydraulics and CREEN. Experts of international reputation came to Lebanon and NDU to discuss *Regional Hydro-Political Challenges of Sustainable Management of Transboundary River Basins*.

The opening session starting on 26<sup>th</sup> October at 09.00 hours under the auspices of H.E. the President of the Lebanese Republic **General Emile Lahoud** (represented by **Dr. Fady Comair**) was marked by statements by NDU President **Father Boutros Tarabay**, ESCWA Director SDPD **Dr. Anhar Hegazi**, the UNESCO representative, the Ambassador of the Netherlands **H.E. Gerard-Jan Van Epen**, **H.E. Hervé de Charrette** of the *Institut Euro-Méditerranéen* and the Minister of Energy and Water also represented by Dr. Fadi Comair.

The first session, which immediately followed, concerned the *Legal and Non-Legal Management of International Watercourses*. It was presided by **H.E. Adel Cortas**, former Minister of Agriculture and FAO expert, while the reporter was Dr. Fady Comair, Director General of the Ministry of Hydraulic and Energy Resources and Director of WEERC at NDU.

**Dr. Hyam Mallat** spoke on international public law and the UN convention relating to the usage of trans-boundary basins. The second speaker was **Mr. Kees Bons**, who discussed the European Water Framework Directive (WFD), a water policy reform for river basin management. This was followed by *Towards a strategy for shared water resources: Lessons learned* by **Dr. Youssef El Mouji** of ESCWA. Afterwards there was general discussion.

The second session followed after coffee break and snacks. It covered the questions of *Water-sources-related data and project implementation for social development of the Jordan River Basin*. It was divided into three parts, all presided by **H.E. Nabil El Sharif**, head of the Palestinian Water Authority, with **Mr. Bassam Jaber**, Program Manager DAI, as reporter.

The first part concerned the Upper Jordan River Basin. **Dr. Salim Catafago** dealt with the Hasbani watercourse. Then **Engineer André Atallah** and consultant **Rafik El-Khoury** gave details about the Ibl El-Saki dam in the upper stream Hasbani watercourse in Lebanon.

The second part of the session concerned the Lower Jordan River, including the main stream and the Dead Sea. The audience heard **Mr. Fadel Kawash**, deputy head of the Palestinian Water Authority, then **Mr. Amjad Aliewi** speaking about Palestine water projects downstream. **Mr. Raed Daoud** spoke about the "Red-Dead Canal" and other related Jordan downstream projects.



Dr. Fady Comair, Fr. Boutros Tarabay, Dr. Ameen Rihani and invited experts.

The third part concerned MIT and Delft Hydraulics Water Allocation Systems. A Jordan River Basin case study was presented by **Dr. Franklin Fisher** and **Dr. Annette Huber-Lee**. General discussion and presentation of recommendations were presided by Dr. Fady Comair.

On Wednesday October 27<sup>th</sup>, the event took the form of a workshop turning on a *Water Allocation System for Lebanon*. Starting at 9 a.m., there were opening statements by **Dr. Shahwan Khoury**, NDU Dean of Engineering, **Dr. Jacques Harb**, Chairperson of NDU Civil Engineering Department, **Dr. Franklin Fisher** of MIT and Dr. Fady Comair.

The first round dealt with the WAS Model and its application for Lebanon. Participants included Dr. Franklin Fisher, Dr. Annette Huber-Lee, Mr. Raed Daoud, **Mr. Anan Jayyousi**, **Mr. Ammar Jarrar**, Mr. Kees Bons (technical aspect) and **Mr. Martin Gischler** (experience in other regions).

The second round concerned the protection of aquifers and karstic resources. The participants included **Mr. Assaad Saadeh** (Ministry of Environment), **Dr. Bahzad Hakim** (Lebanese University), and **Dr. Wajdi Najem** and **Dr. Salim Catafago** (ESIB).

Finally the participants in the workshop had lunch with representatives of the press.

## **NDU: 3rd Fulbright in a Row**

**Mario Ghossoub**, graduate of NDU and holder of a B.A. in Actuarial Science, has been awarded a Fulbright Scholarship to pursue his M.A. studies in the United States. In this context it is worth noting that this scholarship has been granted to NDU graduates for three years in a row, allowing them to work for an M.A. or Ph.D. in one of the great American universities.

Among the prerequisites for the granting of this highly distinguished academic scholarship is achieving a final grade point average of at least 3.5 out of 4, according to the American academic system and the academic standards upheld in American universities and applied at NDU.

## **End of Year Exhibition For FAAD Senior Students**

**All members of the Ad-hoc Committee for the End of Year Exhibition 2004, namely Diane Mikhael (Chair), John Kortbaoui, André Bechara, and Nicolas Gabriel, have pleasure in presenting their report upon the request of the Public Relations Office (given below in edited form – Ed..)**

The Faculty of Architecture, Art and Design at Notre Dame University organised its annual Senior Students Exhibition between July 2<sup>nd</sup> and 4<sup>th</sup>, 2004, under the title *Tantana*, an Arabic name for the patterns found in lace embroidery. Like the threads that intertwine to form the pattern, the senior students of the NDU Faculty of Architecture, Art and Design

brought their work together to hold this exhibition. All printed materials, such as posters, banners, brochures and booklets, were designed with a view to the chosen theme. Senior students along with the committee members participated in a selective process in order to reach the final design of this material as well as the layout of the exhibition.



1. The opening – cutting the ribbon.
2. Seniors' projects.



2

- The generous willingness shown by the newly elected Board of the Order of Physicians to host academic and cultural events.
- The availability of parking lots to accommodate visitors' cars.

The main idea behind the exhibition being held outside the premises of NDU was to expose and promote the senior students' work in the professional milieu. The Order of Physicians (Beit el Tabib) in Beirut was considered a good choice for the following reasons:

- Emphasis on the theme of the exhibition, *Tantana*, by its display against a different professional background, which incidentally also showed the diversity of Lebanese culture.
- The ease of access to the building besides its very important location in the capital.
- The welcoming spatial qualities provided by the new architectural design of the building.
- The already existing permanent exhibition hall managed by the famous Lebanese painter Wajih Nahlé.

At the opening ceremony at 6 p.m. on Friday, July 2<sup>nd</sup>, speeches were delivered by **Dr. Jean Moawad**, representative of the Order, **Mr. Suheil Matar**, Director of the NDU Public Relations Office, **Dr. Shahwan Khoury**, Acting Dean of FAAD, **Reverend Father Boutros Tarabay**, President of NDU, and **Dr. Mario Aoun**, President of the Order of Physicians in Beirut.

Afterwards, those present were invited to view the work of the FAAD senior students, who had an opportunity to discuss their projects with professionals, instructors, other students and parents, who were all impressed by the selection of work presented and in certain cases were found to be very helpful about possible future employment. During the exhibition, students distributed an interesting and attractively designed booklet illustrating some of the exhibits. Meanwhile, the visitors were invited to a cocktail celebrating the opening of the event.

The End of Year Exhibition could not have been held without the help of the University Administration acting jointly with the outside sponsors. The Ad-hoc Committee would like to thank Father Boutros Tarabay for his support, Dr. Shahwan Khoury for his patience and understanding, Mr. Suheil Matar for his help and advice, **Dr. Ziad Fahed** for providing the Committee with outside sponsors and **Mr. Simon Abou Jawdeh** for his availability. Last but not least, the Committee is grateful for the confidence displayed by the Dean and chairpersons **Dr. Farid Younes** and **Mr. Habib Melki**. The Committee would particularly like to thank the **Order of Physicians, Davimar Company, SGBL Bank** and all the **media** who covered the event.

In conclusion, the **Faculty of Architecture, Art and Design** is to be congratulated on the success of the exhibition, as are all the students who have graduated this year.



## NDU Students Were UN Delegates in Turkey

More than 100 students from all over the world were selected from different universities to participate in the international Model United Nations (MUN) that took place in Turkey on the 19<sup>th</sup>, 20<sup>th</sup>, and 21<sup>st</sup> of November. Four Lebanese students (referred to as honorable delegates) participated in this MUN and they assumed the role of a nation's representative and simulated the actions of UN. Three of them were from NDU selected by the FPSAD and one from LAU.

The students were **Hasan Younes** (Palestinian delegate), **Sally Moussa** (Rwanda), **Mony Trad** (Lebanon) and **Mahdi Berjaoui** (Brazil). We were surprised by the very professional organization and regulation of the Turkish students and their extraordinary efforts to make this conference successful. The three main issues that we discussed and found resolutions for were capital punishment, civil war intervention and membership of Turkey in the EU. We were forced to verbally react to circumstances as they arose and to reinterpret our position in the light of new facts, which meant that we rarely had the opportunity to make a prewritten speech on any topic. The most interesting thing was that we played politics, trying to find signatories to our resolutions and to stay in character. The Lebanese

delegate (Mony) made the Israeli delegate's life very hard in the committee of civil war intervention, together with Sally who very much distinguished herself. Hasan for Palestine was vexed for not having the right to vote and having difficulty in passing his resolution. Apart from the conference, we had a night boat tour in the Bosphorus, where we discovered the Turkish night life and beauty. However, the most remarkable "adventure" was the snow storm, which stuck us in a traffic jam for more than four hours, so we missed our flight. This misfortune kept us in Istanbul for two more days for shopping and fun.

This experience widened our knowledge about the UN system as a whole and gave us the opportunity to meet students and professors from the most prestigious universities. Interestingly enough we weren't representing ourselves but other countries whose roles we were supposed to assume with all the rights and responsibilities entailed.

### Hasan Younes

## Award for Walid Nassif



Walid Nassif with his trophy.

**Walid Nassif**, who graduated from NDU in September 1997, took part in the University Film Award at the Beirut Cinema Festival. He made publicity clips for a number of local and international companies and then was the director of several programmes before entering into the production of video clips.

Recently at Sharam el-Sheikh he won the award for Best Arabic Director – 2004 for his video clip, made for the singer May Hariri, at the Fifth International Video Clip Festival. Congratulations, Mr. Nassif, from **NDU Spirit!**

# Partners in Success team-up to promote wireless campuses

Release from CIS Group

At Beirut in November 2004, Hewlett Packard, Intel, Microsoft, Credit Libanais Bank, IDM and Hiperdist Lebanon re-launched their "wireless" campaign on Lebanese campuses.

Partners in success.



The event was backed by an incredible notebook package providing opportunities for students to be better prepared to compete in the wireless world of tomorrow.

Senior officials come from international IT companies namely: from Hewlett Packard, **Hani Raad**, Country Manager, and **Samer El Sayed**, Business Development Manager M.E.; **Roy Chalhoub**, Microsoft Commercial Manager, and local IT companies' representatives **Antoine Kawkabany**, CIS Group Deputy General Manager M.E. representing Hiperdist Lebanon,

**Zakié Karam**, Commercial Manager, from IDM and **Ghada Hussein**, Product Development Officer at Crédit Libanais Bank.

The event was opened at NDU by **Father Boutros Tarabay**, the University President, who thanked all participating partners for their commitment to providing advanced technologies at their campus. Samer El Sayed highlighted the benefits of mobile computing, which lead to significant productivity gains of up to 3 hours per week in productive work time.

Mr Chalhoub commented on the vision of mobility and genuine Microsoft features: Connectivity, reliability, dependability and productivity.

Antoine Kawkabany commented on the event by saying that Hiperdist Lebanon is bringing wireless technology within the reach of every student and the offer is a gift of wireless for Christmas...

Ghada Hussein explained the details of the granted loan and benefits, while Zakia Karam highlighted the role of IDM in offering the wireless services at different locations in the NDU campus.

**The campaign is scheduled to take place in four leading universities by establishing booths displaying demos of all Hewlett Packard products.**

**The program is as follows:**

24/11/04 – Notre Dame University  
29/11/04 – St Joseph – Huvelin  
30/11/04 – Medical Faculty -  
7/12/04 – USEK Kaslik University

**About Hewlett Packard:** HP delivers unique end to end, scalable, secure, manageable mobility solutions; for more information, please visit: [www.hp.com](http://www.hp.com)

**About Intel:** Intel is the world's largest chipmaker and is also a leading manufacturer of computer networking and communication products. Additional information, kindly visit: [www.intel.com](http://www.intel.com)

**About Microsoft:** Microsoft is the worldwide leader in software that enables people and businesses throughout the world to realize their full potential. Website: [www.microsoft.com](http://www.microsoft.com)

**About Hiperdist Lebanon:** Hiperdist is the wholesale entity of CIS Group. It sells exclusively through a large IT resellers' network. Please visit: [www.Hiperdist.com](http://www.Hiperdist.com)

**About the offer:** It includes the following: Hp laptop with Centrino mobile microprocessor, loan from Credit Libanais with a special rate, 3 months free Internet connection from IDM and a 2 years warranty from Hiperdist plus a free carrying case.

**About Crédit Libanais Bank:** Crédit Libanais Bank is a leading Lebanese retail bank. Website: [www.creditlibanais.com.lb](http://www.creditlibanais.com.lb)

**About IDM:** Inconet – Data Management is a leading local Internet Service Provider. Website: [www.idm.net.lb](http://www.idm.net.lb)

Participating Universities websites are:

[WWW.NDU.EDU.LB](http://WWW.NDU.EDU.LB)  
[WWW.USJ.EDU.LB](http://WWW.USJ.EDU.LB)  
[WWW.USEK.EDU.LBS](http://WWW.USEK.EDU.LBS)

## Spring Concert

At 8.30 p.m. on Tuesday, June 22<sup>nd</sup>, 2004, the NDU Department of Music and Musicology (FAAD) presented its Spring Concert in the East Court of NDU main campus. The performance was given by the *Oriental Choir* and by the *Mesopotamian Ensemble*, accompanied by the *Oriental Orchestra* under the direction of **Father Elias Kesrouani**, Chairperson of the Department.

Among the distinguished Lebanese and other Arab guests from political and artistic circles who attended we mention in particular **Sheikh Abdul Aziz Saoud Al-Babteen**, who headed a deputation of personalities from **Kuwait**.

The programme was divided into two parts. The first consisted of sacred music composed by Fathers Elias Kesrouani and **Khalil Rahmeh**, based on liturgical and scriptural texts and poems by Gibran Khalil Gibran and Ameen Rihani. The second consisted of oriental classical music by Sayyed Darwish, Muhammad Qasabji, Zakaria Ahmed, Muhammad Abdul Wahab, Philemon Wehbeh, the Rahbani brothers and Fr. Elias Kesrouani, as well as anonymous *Adwar* and *Muwashahat*. Of particular note were lines taken from the poetry of Sheikh Abdul Aziz Al-Babteen.



1. Orchestra and choir.  
2. A large and attentive audience.





1. With Father President, Dr. Rihani and Mr. Meouchy at Ain Ikrin.
2. With the hermit Father Darios Escobar at Our Lady of Hawqa.
3. *Sans paroles.*

## THE VALLEY of SAINTS

### Come on a trip with Fadia El-Hage

On October 9, 2004, we were invited to go on a trip to Qannoubin Valley. It was arranged by Mr. Anwar Saber, our guide leader, who told our group that we would be passing through the valley on foot, and not by car. The group included 16 academics from NDU. The trip started at 8:30 a.m. from the main campus. After a while we had breakfast and then arrived at Ain Ikrin, a village in the Koura area. We saw the ruins of a Roman temple, from where the spectacle of natural beauty was extraordinary, especially when one looked down into the valley. After that, we passed different villages on our way, such as Hasroun, Hadchit, Blowza, Diman, and Bsharré, to mention only a few. After that, we headed to our target and reached there at 11:45. From this moment, we continued our trip

on foot through the Valley. To begin with, it was somewhat scary looking into the depths below our feet, but then we got used to the situation since we needed to walk for 2 hours and 15 minutes to reach the restaurant.

During our walk, we saw breathtaking natural scenery. We reached the Monastery of Our Lady of Hawqa, which is located 300 meters above the Qadisha River bed, as if it were hanging between the earth and the sky. The monastery was built in the year 1288. In 1632, the French hermit François de Chasteuil installed himself in the monastery. In the year 1999, the monastery was renovated, and in 2000 a Colombian priest, Darios Escobar, was given permission to become a hermit there. There are two



churches in the Monastery of Our Lady of Hawqa, the Church of Our Lady and the Church of Saint Joseph.

Then we reached Assi Hawqa (عاصي حوقا), which is a huge concave hollow that spreads horizontally around 213 meters, and can be reached only through climbing the mountain with the aid of ropes. Saint Thomas's Tower is located below Assi Hawqa. It is a square shaped edifice, built of carved stones.

# Student Union – elections

3



We reached Saint Marina's Grotto, which is located 150 meters from the monastery of Our Lady of Qannoubin. The Grotto was used as a cemetery for the patriarchs and a small church was built over it. The story of St. Marina is known in the East and West as follows: when her mother died, Marina decided to follow her father to the monastery, where he became a hermit. She went to the monastery wearing men's clothing and was called Marinus. After the death of her father, she was accused of adultery with one of the girls in the village, so the monks decided to exile her (him) from the monastery. She lived for many years a life of piety, prayer and austerity without trying to defend herself. No one discovered that she was a woman until her death.

At the end of our walk, our target was the Monastery of Our Lady of Qannoubin. The word Qannoubin is a Greek word (*Kaenobion*) which means monastery, or a place to live together with others. The monastery is one of the oldest in Lebanon, located on the western height of Qadisha Valley, facing Al-Diman. From 1440 till the first quarter of the 19<sup>th</sup> century, this monastery was the official home of

the Maronite Patriarch. It is the "Monastery of two hundred monks", located in the Sacred Valley and it used to be a place for prayer and seclusion. The Church is called Our Lady of the Assumption and includes various frescos; one of them represents the Coronation of the Virgin Mary by the Trinity, while another fresco represents the Pantocrator sitting on his throne wearing a large red crown, with on his right side the Virgin Mary and on his left St. Estphanos. The other frescos are really impressive but need to be protected from the humidity.

After a walk of more than two hours, we reached the only restaurant in the Valley, ate a delicious lunch, and had an enjoyable get-together. Then, a minibus took us back to the Monastery of Mar Mtanios Quzhaya, where we boarded our coach for home. We headed back to the main campus, which we reached around 8:00 p.m.

We'd had an adventure that we shall not easily forget.

*Fadia El-Hage*  
Admin. Asst.  
Research & Development Office

**The following are  
the representatives  
for the Student Union  
for the new academic year  
2004-2005.**

**There was no election  
as the candidates  
stood unopposed.**

## Seniors

Chadi Mouallem  
Rock Chlela  
Fadi Nanouh  
George Houssein  
Jacques Fahed  
Joe Saliba  
Rony Adaimy

## Juniors

Alain Sawaya  
Anis El Hage  
Elias AzziElie Salameh  
Farid Hobeiche  
Joseph Ghobayra  
Tarek Saade

## Sophomore

Antoine Hajje  
Elie Abi Raad  
Elie Abou Mila Hayek  
Elie Keyrouz  
Naoum Barakat  
Paul Boueiz  
Miss Rolly Mansour

# SOCIAL

## Who said that NDU is not growing?

There are new families being founded among NDU staff and students, with eight couples this summer of 2004 from Main Campus at Zouk Mosbeh and three from Shouf Campus getting married. Excuse us if some have been forgotten. But please keep in touch to tell us about any event so that we may all share your joy and be one happy NDU family.

Numbers refer to the photos



1

**1.** Miss Mireille Kassis, NDU Main Campus, and Mr. Bassam Jarjour, on 27<sup>th</sup> June, 2004, at the Assumption Church in Dbayeh.  
**Bride's advice:** Girls, never refuse an invitation ... go for it!



3

**2.** Miss Jocelyne Chidiac, NDU Main Campus, graduated NDU 2003, BA Translation & Interpretation, and Mr. Albert Jad, on 3<sup>rd</sup> July, 2004, at St. Joseph's, Achkout.  
**Bride's advice:** Where there is love there are always miracles.



2

**3.** Miss Jila Khalil, NDU Main Campus, with Mr. Bassem Honein, on 13<sup>th</sup> June, 2004, at Mar Chalita, Faraya.  
**Bride's advice:** It's worth it to get married, girls!



4

**4.** Miss Eliana Yazbeck, NDU Main Campus, with Mr. Walid Al Kossaify, on 12<sup>th</sup> September, 2004, at Mar Yuhanna, Zibdine.



6. **Mr. Fady Eid**, NDU Main Campus, with **Miss Lamis Ibrahim** (ex-student of NDU-FAAD, Graphic Design, graduated B.A. 2002), on 12<sup>th</sup> June, 2004, at St. Mark's, Jbeil.

7. **Mr. Ziad Eid**, NDU Shouf Campus, with **Miss Maya Salloum**, on 25<sup>th</sup> July, 2004, at Sacré-Coeur, Badaro.



5. **Miss Nidal Tohmé**, NDU Main Campus, graduated NDU Business Administration 2000, with **Mr. Frédéric Hamra**, on Friday, 27<sup>th</sup> August, 2004, at Saidat Nouriyeh Monastery, North Lebanon  
**Bride's advice: Be willing to give in order to get.**

6

7



8. **Mr. Nazih Khalil**, NDU Main Campus, graduated NDU 1999, M.Sc. Computer Science, with **Miss Rana Georges Chahine**, on 8<sup>th</sup> August, 2004, at the Christ Roi, Zouk Mosbeh.

9. **Mr. Rafaat Nasr**, NDU Shouf Campus, with **Miss Manal Abdel Samad**, now NDU student in Education, on 19<sup>th</sup> September, 2004, at Shouf Al Siyha Hotel, Baakleen.

10. **Miss Micheline Azzam**, NDU Shouf Campus, graduated NDU B.A. Advertising and Marketing 2002, with **Mr. George Abi Azar**, on 22<sup>nd</sup> August, 2004, at St. Simon's, Wadi El Karam, Maten.

### Alumni

11. **Miss Lamis Mghames**, now M.B.A. student NDU, with **Mr. Dany Saleh**, on 12<sup>th</sup> August, 2004, at St. John Mark, Byblos.

**Congratulations and best wishes to all!**

*Information kindly supplied by Mrs. Mireille Kassis Jarjour.*

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11

# Apprenticeship in Arts and Crafts

**Robert Haddad**, *Associate Professor of Interior Design, FAAD*

Today's Revival of the Arts and Crafts in the midst of the High-tech era can easily be considered as a reliable means to fight unemployment during times of recession and sometimes can be considered another means to abolish ignorance in underdeveloped countries. At time of economic crisis, self-employment may be the best remedy for unemployment. It is rather the best solution for trades people who rely very much on their own talent and ingenuity to survive the

rough periods, so avoiding by far the large-firm overheads. So among the solutions to fight unemployment stands apprenticeship and the creation of the small business sector. Apprenticeship is an old means of educating novice craftsmen that consists of teaching them specific trades and crafts by practical experience under skilled workers and by delivering a skillfully iconoclastic workload for a prescribed period of time.

During recent centuries, apprenticeship has grown tremendously, spreading into several valuable crafts and establishing a long line of reputable craftsmanship around the world. Craftsmen and trades people have always been considered as indispensable contributors to the development of markets in several countries. The craftsmen can easily be self-employed or work in small industrial formations. Small businesses and industrial formations of craftsmen are necessities in the design and construction fields. At present and more than ever before, trades have become an integral part of the design-built environment, especially in the light of the ever-growing custom-design market requests. During the evolution of their career, craftsmen have somehow learned the know-how to market their products at a continuous and progressive pace. A living example of such an apprenticeship movement took place in Germany between the first and second World War at Weimar and Dessau. This movement was called the Bauhaus, where artists, craftsmen and architects got together in an effort to perform and reform a new means of educational apprenticeship compatible with the socio-economical crisis and the needs of people of the modern world. At that time few students could afford to join higher educational institutions, and the raging war forced people to be drafted and annihilated farms, workshops, businesses, factories, etc., to the exception of all factories engaged in the war effort, so the Bauhaus resumed teaching trades and crafts by forming a creative team of artists and craftsmen, thus enabling them to manufacture several functional production lines. Some craftsmen succeeded and were even placed in the spotlight of the most important generation of designers and creators of the 20<sup>th</sup> century. Nowadays, trades and craftsmanship have acquired an added value and moreover are considered a necessity in higher education, especially in the Arts and Science professions.

In Middle Eastern countries such as Lebanon, today's craftsmen and trades people have an enormous potential with a line of creative products that could easily contribute to tourist attractions, market sales, and even market trades and exports. For example, there is the hand-made Lebanese cutlery from Jezzine, the hand-woven textile and loom production of Zouk Mikayel in Kesrouan, where artisans are working in conjunction with others from Aubusson, France, and the hand-made copper, brass and silverware from Tripoli, etc. The Lebanese craftsmen have managed to keep abreast with the ever-changing market requests locally and regionally. Typical folk and local contemporary products designed and handcrafted in Lebanon are so valued as to out-market mass-produced expensive foreign artifacts.

Any Arts and Crafts apprenticeship that aims at refining and asserting students' skills in different fields can be regarded as the backbone of innovative and inspirational programs and as worthwhile encouraging. This kind of program can basically enhance creativity, especially in countries seeking constant progress and quality production. But it is preferable for these programs to aim at emphasizing the quality of work while preserving a proactive cultural agenda. This is because innovation requires a teaching methodology that emanates from learning by doing tasks and by hands-on performance supplemented with an inspirational added value, with concentration on knowledge and expertise offered only by qualified instructors and renowned, specialized craftsmen.

# Astronomy in the Desert

Report from Joe Chamma,  
NDU Astronomy Club

A trip to Jezzine and Syria was put on the agenda of the **Astronomy Club** activities. I took a week off work for two reasons: the first was to follow as much as I could the Summer Olympic Games in Athens, Greece, and the second was to go on the trip with the Club. My vacation started on August 13, the day of the opening ceremony of the Games, and lasted till August 23. It was a vacation I had to take after a really stressful month of July at work. I needed a break and this was it.

We all had to sign up in advance so that **Dr. Roger Hajjar**, Astronomy Club Adviser, could make sure of the number interested in the outing. He provided the information we needed, such as the expenses, the accommodation, the documents needed at the frontier, and the belongings that were necessary. We were to spend one night in Jezzine and one in Syria.

The first group, the one going to Jezzine, was to meet at McDonald's at Jdeideh, Dora, on August 19, 2004. Early on, I received a call from Club President **Bachir Youssef**, asking me to be the first to arrive at the *rendez-vous* in order to assemble the persons arriving, while Chahé went to Dora to arrange the transport for Jezzine. Minutes later the bus arrived, but where was Chahé? It seemed that he wouldn't make it

while the others were planning to go on to Jezzine. He finally arrived half an hour later and immediately we were off on our way.

After a two-hour drive and several stops for breakfast, we reached Jezzine, where we met Dr. Hajjar and his wonderful family. We discussed all our latest news and told each other stories before we had lunch. After lunch, we took a short nap or enjoyed ourselves playing the board game scrabble that my sisters Ranya and Hanane were taking for the journey.

Our plans after the siesta? Well, we had the choice of either all going swimming or of making a tour of Jezzine. So be it, the votes were counted within seconds and the winning proposal was a tour of the area. Most of us went on foot, but some rode the bicycles kindly provided by Dr. Hajjar. What good sport, so much better than using a car that would only pollute the air! We visited several churches, whose stories Dr. Hajjar recounted on the way. This occupied us for a couple of hours.

Evening was falling as we arrived back at the house of Dr. Hajjar, who apparently was organising the trip back to Beirut next morning. We all had dinner and some took a quick shower. The group had decided to go and watch a movie at one of the cinemas nearby, but Hanane and I were not interested

in the film on show, so we decided to go to the Internet café in the same building. While the others watched the film, we enjoyed going online and chatting with our family and friends. This took us another two hours, as we usually forget the time once we go online. That's normal, I guess!

After the movie and Internet, most of the group were pretty tired, especially as a result of the long walk through Jezzine, so some decided to have another quick shower and go to bed early, as we had to wake up at dawn to meet up with others back in Beirut. Some people like me have got used to waking up early and acting as the rooster of the bunch.

Now it was August 20<sup>th</sup>, so we all rose early, washed and dressed, still half asleep. The transport back to the Lebanese capital was ready and waiting for us. We set off, squeezed into the two taxis like sardines in a tin. The other group was to meet us at *Monoprix* at Baabda-Hazmieh along with the bus that was to take us to Syria. Altogether we numbered almost thirty, the driver included.

The countdown for departure was running against us. Attendance had to be taken and formalities completed for the checkpoint at the frontier. Once this was all finished, the bus finally set off. On the way, we stopped for our breakfast, *labneh* sandwiches and *manakishe*. Dr. Hajjar then noticed that he had forgotten his ID card, so we had another stop to meet up with his family *en route*, to provide him with his shield.

We spent almost an hour at the frontier while Bachir saw to the formalities for entering Syrian territory. There we met a group from the **Syrian Cosmological Society** of Damascus. In their

company we all had lunch at an open restaurant in Yabroud (frankly, in my personal opinion, my friend's restaurant in Kahhaleh is one hundred times better for food and for location.) We had an enjoyable two hours together; and those who like myself were being introduced to the Syrian group for the first time were happy to meet them.

From there we travelled along with the Syrian Cosmological Society to the location where we were to put up for the night. This was Deir Mar Moussa Al Habashi, the Monastery of St. Moses the Abyssinian, at the small town of Nabuk, eighty miles north of Damascus. There were 341 steps up to the monastery (my sister was in a mood to count them all.) All our belongings were hoisted up by an electric elevator, similar to our *téléférique*, but much more alarming.

At the appointed time of 18.00 hours, we had a meeting which took the form of a conference held by the Syrian society. During the talk given by the President of the society, pictures mounted on slides were shown to illustrate the topic. Afterwards we settled in for a night of observation with the help of a telescope provided for us. Dinner, provided by our Syrian friends at 10 p.m., included *falafel* and *shawarma*, all done on *saj*,

As midnight approached, each group of Club members was shown its designated room, so that all could have a good night's rest. However, some stayed up late to watch a movie on a laptop computer. As dawn broke, many noticed the wonderful brilliancy of the planet Venus. Others woke up in their own time.

That morning, August 21st, there were prayers at 8 a.m., followed by tea and a breakfast of the



leftovers from the previous night's dinner. Afterwards, there was a quick tour of the monastery, with the taking of pictures and souvenirs. Following a busy morning, we all packed our bags, thanked those who had made us welcome, loaded the bus with our belongings, and set off for our next destination. Our original plan was to visit Maaloula\* and then return to Beirut, but some voted for a visit to Saydnaya as well. We were accompanied by a group of Italian tourists visiting the Middle East whom we had met at the monastery. Thanks to our persuasion, they decided to visit Lebanon. At Maaloula, we visited the monastery of Sarkis and Bakhos. Everybody felt hungry, so we started searching for a place to have lunch. We soon found a fast-food restaurant and ordered hamburgers and pizzas, celebrating as we did so the birthday of a friend of one of our members. Then, as agreed, we headed for Saydnaya and visited the monastery of Our Lady there.

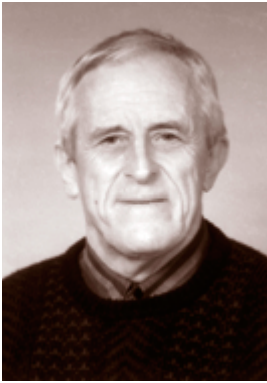
The sun was sinking towards the western horizon and our day was almost over. Our final stop was at a sweet pastry shop to buy gifts for

our families. Some of our party decided to stay a few days longer in Syria, so they made a detour. The rest of us, thoroughly exhausted, continued our journey through the frontier and back home to Lebanon. We all met back at the *Monoprix* and from there went to our respective homes.

All in all, we had a really great time together and hoped that such an outing could be repeated annually. We thanked all those who had made such efforts to organise the trip, those who had kept the group in one piece, the Club photographer, those who had arranged the frontier formalities, and those who had done the ordering for lunch. I personally would like to thank every person who made the trip not only possible but such a great success.

Those of you who are interested in joining the NDU Astronomy Club, please sign up at Dr. Roger Hajjar's office in the Science Department or contact Club President Bachir El-Youssef somewhere on campus. All the details you need will be provided.

\* See issue 29 of *NDU Spirit* about the monastery of Maloula, town where Aramaic is still spoken.



## English Murdered!

K.J. Mortimer

The murder of the English language continues. Words are used in Britain and America without any attention to their real meaning. *Decimate* and *decimation* are now used for general massacre or slaughter. But the root is to be found in the Latin word *decimus* meaning tenth. If a Roman century, maniple or legion was guilty of cowardice in battle or some such crime, the soldiers were lined up without their weapons and executioners walked along the ranks, executing every tenth man. So to decimate means to kill approximately one tenth.

It is amusing to hear on the radio that after an outbreak of violence in some country there has been an increase of security! Just the opposite! Obviously what is meant is a stepping-up of security measures. Nowadays a very common expression is "a period of time". This is sheer redundancy. Can one have a period of space? Either *period* or *time* is enough; there is no need for both. Conciseness should always be the aim.

Grammar and logic are being forgotten. *There is* (singular) is often followed by a plural noun for which *there* is the substitute subject. One fashionable expression is *Having said that...*, without any indication of who said that. This is a clear case of unrelated participle, what some books strangely call "dangling participle" although the error is precisely that there is no noun for the participle (a verb used as an adjective) to dangle from! The correct form would be *That being said...* or *That having been said...*, which used to be learnt in Latin class as the Ablative Absolute.

Father Alan Rogers, Canon of the Anglican diocese of Salisbury in south-west England and Greek patristic scholar, has written to us complaining about common misuse of words. *Absolutely* is now being used in the place of *yes*. When on the BBC a politician is asked whether he supports the government, he answers, *Absolutely!* Father Rogers remarks that only a person with a slave mentality would give absolute support to a government, whatever stupid things it did.

He also notes that we hear about "renewable energy". Energy can be used or replaced, but how can energy, once used, be renewed? *Inexhaustible* would be a more appropriate description for energy or its sources.

Fr. Rogers complains about the use of the expression "organic foods". All our food intake is made up of organic compounds such as proteins, etc., with the two exceptions of water and salt. We need hardly say that the Reverend Canon also objects to the modern perversion of the word *gay* for certain unhappy people.

The Reverend Father is not quibbling. Loose expression leads to loose thinking, which plagues modern society in every field. Personally, being neither noun nor pronoun, and therefore neither masculine, feminine, neuter nor epicene, terms appropriate to grammar and not to biology, I object to being asked what my gender is. Language evolves with time and circumstances, but surely this should be in accordance with logic and reason.





## Newspaper headlines

From the NDU Studio, Mr. Tony Gunstone sends us some newspaper headlines that he has collected from the Internet. The English language has the advantage of being very concise. For example, try translating into any other language *British cars were priced out of the market*, and you will see the difference in length. But because there is little variation in the form of words, there is great danger of ambiguity in this concision. For example verbs have only four or five forms, whatever the subject, and use auxiliaries for most tenses, while adjectives are not modified to agree in number and gender with the nouns. This ambiguity is often to be seen in the brief, eye-catching headlines of which English-language newspapers are so fond. "Confusion is worse confounded" by the lack of attention to grammar and punctuation that seems to be the result of modern education. With the following headlines taken from newspapers we add the **intended** meaning in brackets in order to help our readers appreciate their humour.

**EYE DROPS OFF SHELF** (Eye-drops have disappeared from the shelves of pharmacies. *Drop/drops* can be both verb and noun.)

**QUEEN MARY HAVING BOTTOM SCRAPED** (Queen Mary would be a person. *The Queen Mary*, in French *le Reine Marie*, is a ship, as intended here.)

**KIDS MAKE NUTRITIOUS SNACKS** (*Make* is ambiguous, meaning either *are* or *are cooking*.)

**DEALERS WILL HEAR CAR TALK AT NOON** (Here, *car talk* can mean a talk about cars or a car which will talk. Of course, the first meaning is intended.)

**MINERS REFUSE TO WORK AFTER DEATH** (After the death of one of their comrades, not after their own death!)

**MILK DRINKERS ARE TURNING TO POWDER** (Using more powdered milk, not turning *into* powder!)

**2 SISTERS REUNITED AFTER 18 YEARS AT CHECKOUT COUNTER** (... reunited at checkout counter after 18 years.)

**MAN EATING PIRANHA MISTAKENLY SOLD AS PET FISH** (A man-eating piranha was sold, not a man who was eating a piranha fish!)

**INCLUDE YOUR CHILDREN WHEN BAKING COOKIES** (Think of your children and make enough for them as well; don't put them in the cookies!)

**LAWMEN FROM MEXICO BARBECUE GUESTS** (No, the Mexican police didn't roast their guests; they were invited to a barbecue. Here is another case of a word being both noun and verb without any modification.)

**ENRAGED COW INJURES FARMER WITH AX** (The farmer was trying to use the axe, not the cow! Br. *axe*, US *ax*)

**SQUAD HELPS DOG BITE VICTIM** (The squad helped a dog-bite victim; they didn't help the dog to bite the victim. A hyphen or short dash between two words can be very important, as in the above case of the man-eating fish called piranha.)

## Just a thought about academic integrity

From  
Dr. Amal  
Malek



Professors preach to students about academic integrity and the dangers of plagiarism. Academic integrity is vitally important not only among students but among faculty and staff as well. We all have it in us to live up to high standards and to set far-reaching goals in our careers and in our personal life. The Lebanese in general, although known to wiggle their way out of laws and regulations, are *not* beneath dignity and integrity. Every day there is an added opportunity to prove to ourselves and to others that we are worthy of trust and respect. Let us not allow foreigners to label us negatively. More importantly, let us not allow ourselves to be anything less than honorable citizens, with a firm sense of what is right and moral.

## SI LES MARONITES M'ETAIENT CONTES

### NOTRE DAME DU LIBAN ET LE FOYER FRANCO-LIBANAIS A PARIS

A l'ombre du Panthéon où reposent les grands hommes de la Patrie française reconnaissante et à quelques pas de la célèbre et prestigieuse Ecole Normale Supérieure qui forma des générations entières de l'élite française se dresse imperturbable la paroisse de Notre Dame du Liban et le Foyer-Libanais, tous deux témoins de la présence maronite et libanaise au cœur de la rue d'Ulm, symbole du passé glorieux d'une France triomphante. En effet, la paroisse de Notre Dame du Liban à été fondée dans la première moitié du XXème siècle et le Foyer Franco-Libanais adjacent remonte à 1962. Il s'agissait de trouver un pied à terre dans des conditions propices aux études aux étudiants libanais qui souhaitaient poursuivre leurs études en France. Le Foyer Franco-Libanais, qui peut héberger plus de 60 étudiants dans ces 60 chambres entièrement rénovées, a fortement contribué à la formation de l'élite maronite et libanaise un peu à la manière du célèbre

Collège Maronite de Rome. En effet, on ne compte plus les médecins, les ingénieurs, les juristes, les professeurs d'Université et bien d'autres professionnels de haut niveau qui sont passés par le Foyer de la Rue d'Ulm.

Au départ, le Foyer Franco-Libanais fut dirigé par feu Monseigneur Makhoul, puis par Monseigneur Pierre Harfouche. Actuellement, Monseigneur Saïd Saïd, Chorévêque maronite, dirige la paroisse de Notre Dame du Liban et prend en charge les Maronites libanais de la capitale française, dont le nombre se chiffre par milliers. Originaire du village de Haitoura au Sud-Liban et médecin de formation, Monseigneur Saïd Saïd est titulaire de deux autres doctorats, en théologie et en droit canonique.

Ce vicaire énergique veille au bien-être spirituel et moral des Maronites parisiens. La messe de onze heures du dimanche est l'occasion pour la communauté



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Coin du Patrimoine *Dimanche de l'Annonciation à Trachon*

### L'Eucharistie, source et sommet de la Pastorale (IV)

**\*La prière.** La prière culmine dans l'anaphore ou la prière eucharistique proprement dite, mais elle imprègne de part en part l'Eucharistie, laquelle est, à proprement parler, la prière d'action de grâce par excellence de l'Eglise, rendue présente à chaque messe par la prière de l'Assemblée, du Corps mystique du Christ, offerte qu'elle est, au Père dans l'Esprit Saint, et à travers la prière du prêtre célébrant, par le Christ-Tête en personne.

libanaise de se réunir pour célébrer ensemble la liturgie. Après la messe, les fidèles se réunissent autour d'un café libanais dans les vastes salons du Foyer. Modernité oblige, la liturgie est retransmise en continu sur Internet. Cette année, au cours de la semaine du 21 novembre, la paroisse de Notre Dame du Liban a célébré la fête nationale libanaise en grande pompe en présence des plus hautes autorités françaises du Quai d'Orsay, de l'Eglise de France, de l'Ambassade du Liban, de l'Ordre de Malte et de bien d'autres dignitaires civils et religieux. Dans son sermon Monseigneur Saïd a souligné l'importance de l'occasion et le rôle d'avant-garde des chrétiens du Liban dans cet Orient tourmenté. Après avoir confié une fois de plus le Liban à Notre Dame, la messe se termina par le chant de l'hymne national libanais.

Quant aux activités paroissiales et culturelles de Notre Dame du

Liban à Paris, elles sont légion. Un véritable vivier anime la paroisse. Commençons en premier par la catéchèse qui prend comme objectifs d'apprendre aux enfants à prier, à exprimer leur foi, à vivre la fête et la joie, à être des enfants de Dieu et à s'aimer entre eux. Passons ensuite au cours de langue syriaque assuré par Monseigneur Saïd en personne. Quoi de plus singulier et de formidable que de pouvoir s'exprimer dans la langue même de Jésus, de Marie, de Joseph et des disciples? D'ailleurs, le cours se propose de révéler aux apprenants la beauté de cette langue mystique et littéraire aux richesses méconnues.

Viennent ensuite les cours d'arabe aux adultes, aux jeunes et aux enfants dans le but de préserver les liens entre ces libanais et leur patrie natale. Enfin, pour ne citer que quelques unes des multiples activités signalons les scouts, les enfants de chœur, l'élégant et riche bulletin paroissial et bien

entendu le service social qui assiste les Libanais dans leurs démarches et leur vient en aide dans la mesure des moyens disponibles. En effet, la paroisse de Notre Dame du Liban constitue la maison de tous les Libanais de France, qui y sont accueillis avec courtoisie et chaleur.

Il nous reste à exprimer le vœu de voir se constituer au Liban une association des Anciens du Foyer Franco-Libanais dont le but serait le renforcement des liens entre le Liban et le Foyer de la Rue d'Ulm, la reconstruction du Liban, l'aide aux étudiants libanais désireux de poursuivre leurs études en France et le développement des relations Franco-Libanaises.

### **Dr. Georges T. LABAKI**

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Humaniste

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# Lebanese Tourism and The Department of Hospitality and Tourism Management

**Dr. Mohamed Hamadeh**

**Chair, Department of Hospitality and Tourism Management**

For many countries, tourism is considered to be a cause of economic prosperity and a major source of employment. According to the World Tourism Organization (WTO), in the year 2000 international tourist arrivals reached 699 millions, which represented around 7.6% increase over 1999. The following three years witnessed a significant slowdown in the growth rate of tourists' activities as an aftermath of the September 11 attacks. However, in the year 2004, WTO expects the growth rate in international tourist arrivals to reach an impressive 10%.

Tourism in the Middle East is booming with an expected growth rate of 24% for the year 2004. Lebanon, which used to be the region's tourism leader, is also witnessing a boom. This year, the number of tourist arrivals is expected to reach the pre-war number of around 1.5 million tourists.

Tourism in Lebanon dates back to the business travels of the Phoenician traders who resided in the coastal areas of Lebanon. With such deeply-rooted history, Lebanon was able to develop a culture of travel and services. Being rich in cultural and physical amenities, Lebanon established and capitalized on its comparative advantage, which enabled it to build an economy in which tourism was the central factor behind its development.

The success of the tourism industry in Lebanon was attributed to many factors, among them Lebanon's skilled and educated human resources. The role of education is one of the most significant factors behind the development of nations. To continue its prosperous growth, the Lebanese tourism sector must supply the market with a highly skilled labor force. The role of universities in general, and NDU in particular, is significant in maintaining Lebanon's comparative advantage in an increasingly competitive environment.

What is the role of NDU in all of this? Notre Dame University has the leading program in hospitality and tourism management education in Lebanon. It offers the first-launched and most integrated university program since 1994. Its graduates have succeeded in assuming positions of responsibility in many local and regional hospitality businesses, consulting firms, training centers and academic institutions. The Department is distinguished by its experienced and reputed faculty members, state-of-the-art laboratories and unique training opportunities.

The Department is not resting on the laurels of its past achievements. It is in a constant motion to enhance its standards and elevate its image. It seeks to remain in constant contact with the market. Given the dynamic nature of the labor market, this market undergoes constant change. As such, academic curricula and training techniques cannot remain static; otherwise they become outdated and obsolete. This only increases the "army of unemployed" of university graduates. The solution to this potential problem is through opening a dialogue with tourism enterprises about labor market needs.



This helps the Department in adjusting its curriculum and graduation requirements. It also provides our graduates with the tools to be competitive in the job market. The dialogue with sector representatives is not, and should not be, a one-shot affair. It should be an ongoing process that opens the door for a better understanding of the business environment, economic conditions and market needs.

The educational experience at NDU's Department of Hospitality and Tourism Management is not merely theoretical. The Department is a leader in integrating the theoretical foundations of hospitality and tourism with the practical know-how. The modern kitchen labs that were inaugurated last year give an example of such integration. In addition, the majority of the Department's faculty members have long years of experience in the market, thus combining their education with real-world experiences that support and enrich their courses and the academic lives of their students.

This year, the Faculty of Business Administration and Economics has launched its new MBA degree with concentration on Hospitality and Tourism Management. It is the first of its kind in Lebanon.

This pioneer program is designed to provide students with vigorous knowledge about Hospitality Management. It will open the gates for more job opportunities in Lebanon and abroad. In addition, it prepares interested students to pursue their Ph.D. studies abroad.

The Department has recently introduced its new undergraduate curriculum. The new curriculum gives students the choice of specializing in one of the following three concentrations: Hospitality, Food and Beverage, and Tourism Management. While the new curriculum has added the required depth of knowledge to the chosen concentration, it also emphasizes the other elements of Hospitality and Tourism Management. The new program combines both dimensions of education: it builds deeply with the blocks of specialization and widely with the blocks of the various aspects of management. In addition to the required core courses of hospitality, food and beverage and tourism management, there is a wide range of courses in finance, accounting, economics, management and marketing.

The Department of Hospitality and Tourism Management serves the Lebanese tourism sector by constantly supplying its market with a qualified pool of labor. It is in constant search for development. This comes as a result of the combined effort of the Administration, faculty members and student body.

# Tourism & Technology in the 3rd Millennium

By Tanios Kassis

HTM Dept, FBA&E

## Abstract

*Tourism and Technology are two of the largest and fastest-growing industries on the planet. The World Tourism Organization has predicted that by 2020, 1.6 billion people will be undertaking foreign travel each year. This article attempts to evaluate the future trends of tourism and technology. First we shall discuss in general the current world trends such as e-tourism and changing socio-economic factors and secondly we shall focus on future trends to evaluate its impact and effects on this sector as well as challenges, opportunities and competition in the tourism information technology markets, as well as the e-management functions of the tourism operations.*

## Introduction

Tourism is an important part of modern societies and plays a crucial role within the economy. It affects the social, cultural and economic life worldwide and has impact on a wide range of important sectors such as employment, transport, regional development, environment, consumer protection, finance and most importantly cultural identity.

Tourism can be defined as "a conglomerate of all those individuals and organizations that are involved in the production, distribution and consumption of travel and tourism products" (Jones 1998). Alongside continued overall economic growth, the tourism industry is undergoing major structural changes. Today, the sector faces trends and changes in society that profoundly influence tourists' preferences and challenge the tourist industry's strategies.

Although 2002 and 2003 were certainly not easy years, international tourism held up fairly well. According to data collected by

the WTO Secretariat from the vast majority of destination countries, the number of international tourist arrivals for the first eight months in 2004 grew by 10% compared to the previous year after three subdued years with an accumulated growth of less than 1%. Year 2004 will go into history as a very strong year for tourism, said WTO Deputy Secretary General Dr. Dawid de Villiers at the World Travel Market 2004. The 800 million mark was surpassed and was comparable to the previous record. Worldwide receipts for international tourism amounted to US\$ 474 billion (euro 501 billion), corresponding to US\$1.3 billion a day or some US\$ 675 per tourist arrival. However, uncertainty has continued to play a major role in the markets, under the threat of new terrorist attacks, the looming Iraq conflict and the weak economy.

Tourism and technology are two of the largest, fastest and most diverse growing sectors in the global economy. Technology expands the tourism market all

over the world in a direct, cost-minimizing and time-effective way, as suggested by O'Connor (2000). Through technology, we can even obtain information on the exact location of tourists needing direction in an unfamiliar yet well developed society!

Tourism Information technology will highlight the structure of demand and supply in the tourism industry that is undergoing significant changes at the beginning of the 3<sup>rd</sup> millennium (Connolly, D.J. & Sigala M. 2001). Social and economic changes, for instance, age profile, life style and organization of work, together with the fast diffusion of the internet, increasing e-Businesses, such as e-Airlines, e-Hospitality, e-Tour Operator, e-Destination, and the availability of online public and private services have had a strong impact on the demand for tourism products. As pointed out by Buhalis (2000), the competitiveness and the success of the tourism industry depend on the impact of social, economic, and technological changes within society as a whole.



## E-Tourism and its Impact

Today, tourism service suppliers are a group of many different players, most of them offering electronic services. Internet Technologies have revolutionized the entire tourism industry, generating new business models, changing the structure of the tourism distribution channels and re-engineering all the processes. Tourism suppliers, destinations and stakeholders have all been influenced. (Moon, Hempell, P. & Hempell, C 2000). Information and Communication Technology (ICT) through interactive attributes makes a much greater impact and targets different market segments both locally and globally 24 hours a day, 365 days a year. This eventually leads to mass production and also dramatically reduces cost per unit. ICT allows even small tourism suppliers to be potentially as powerful as big ones. (Berthon, Pitt & Waston 1996).

E-Tourism is about using Internet technologies to transform the way key tourism-promotion, resort management support and the group marketing are performed. It is a modern business methodology in the tourism sector that addresses the needs of investors, organizations, and consumers to cut cost while improving the quality of products and services. The term, as suggested by Sigala, (2002) also applies to the use of computer networks to search and retrieve tourism information in support of human and corporate decision-making. With e-Tourism, companies reach more and different customers and gain exposure in new markets not covered by existing physical channels, thus increasing their profits where pragmatic techniques and methods will be exposed. (Sigala 2002)

Obviously, as pointed out by the International Restaurant & Hotel Association (1999), business networking, system integration, interactive system and customer relation management have become pivotal to the tourism industry. New information and communication technologies provide the platform upon which the e-tourism market evolves. The ways in which e-tourism services are marketed, booked, and sold have undergone changes due to the increasing use of new media, as argued by Butler & Peppard, (1998). Nowadays, as suggested by Moon (2000), the Internet is used in all stages of the value chain in the tourism industry; the aims are multiple, lowering cost structures, establishing a relationship with customers and providing increased range of services. Overall, e-tourism comprises electronic services, which includes three basic categories as O'Connor claims (2002): information services (e.g. destination and hotel information), communication services (e.g. email, discussion) and transaction services (e.g. reservation and booking, payment).

However, there are implications and challenges in e-tourism for service users and suppliers. Tourists are a very heterogeneous group of customers, each one having different tastes, experiences and motivations concerning traveling and leisure (Giovanni Ferro Luzzi and Yves Fluckiger 2003). But Simmons (2000) argued that when confronted with online information seeking and booking, many customers encounter problems and barriers that early adopters have already mastered. Factors discouraging people from purchasing tourism products on-line include safety and security, navigating difficulty, inability to see or touch the product, lack of trust, fear of making mistakes, insufficient selection, too slow internet, higher prices, and cost of telephone calls. Empirical research suggests that these will be short-term obstacles, since private use of information and communication technology is increasing and service providers continuously learn from errors made and better adapt their products to the needs,

preferences and capabilities of users. Faulkner, Moscardo and Laws (2000) state that the use of Internet distribution channels increases market transparency for users. Users get the chance to view and compare a wide range of products and services and to instantly purchase them. Thus, users may find better products with less effort. User-centered design of e-services for tourists is a key factor for success when competing in the market. That is why the efficient combination of information and transaction services is very important for the acceptance of a service. Customer relationship management plays a key role in e-tourism services. The more the supplier knows about the customer needs and satisfaction, the better he can customize products and services for the consumer (Rayman-Bacchus, Molina, 2001). (The investment bank Bear Stearns has sparked things off in a study entitled "Point, Click, Trip: An Introduction to the Online Travel Industry", revealing that 25% of travel agents could lose their jobs in the next few years as e-Tourism sites continue to expand! 1,800 travel agencies closed down in the US because they were unable to hold out against the pressure to lower commissions and also, quite simply, because customers now prefer to reserve online!).

## New Trends, Challenges and Opportunities

Additionally, developments in multi-channel delivery have a very strong impact on the service users. In the case of wireless distribution of Internet services via WAP, customers can use complementary mobile services in addition to information or services delivered on the Internet to their homes or work places. In particular, wireless technologies will have a severe impact on users. Other new trends will impact the e-tourism development that mainly affect the service users and suppliers: "Virtual tourists" will make an increasing demand for multi-media travel and tourism information; people over 50 will affect a higher demand for e-services related to foreign travel, internet video telephony, personalization of products and services with a corresponding demand. (Connolly, Sigala 2001)

Evans & Wurster, (1999) affirm that the increasing use of information technologies affects the supplier side of the tourism market in such a way that structure, strategy and operation of organization and regions are subject to change. Now, smaller enterprises in particular are forced to re-think their ways of doing business in order to benefit from changes on the market places.(e-information, different sector – telecom industry, eco-tourism products, etc.). Tourist suppliers have to fully exploit the potential of information technologies to promote their services (Buhalis 2000). This does not mean having an Internet home page with a list of products, but rather using new media in order to establish relationships with clients via interactive information, communication and transaction services. Tourism corporate staff should call attention to show their staff the way to deal with the planning, development, and marketing of both tourism enterprises and destinations in the emerging electronic markets and how to take advantage of the rising technological tools where there is great evidence of demand for specific knowledge and expertise in international tourism business. Social trends show that many people will have an increasing amount of spare time at their disposal. This gives rise to increased consumption of tourism products and services. Customers need accurate information on short-term availability and providing instant booking services. Consumers are increasingly able to access the Internet using flat-rate payment plans instead of having to pay for Internet access by the minute. Even retired people make up a significant proportion of Internet users. This is the fastest growing sector of Internet usage. It is a particularly important segment for the tourism and leisure industry as people aged 45 + have increased leisure time and higher disposable income. So after Internet service was offered in the hotels, 12 airlines that were committed to equipping 2,100 of their aircraft with Internet service just decided to postpone this investment after the attacks of September



Werthner & Klein (1999) claim that customized and personalized services are constant elements related to future e-tourism services. However, there are different needs and demands of clients depending on their socio-economic power and status in society. Customers belonging to the affluent class will demand high-level end-to-end services. People with special needs will require particular services taking into account the clients' financial means, skills and demands. Regardless of the clients' socio-economic background or literacy skills, consumers should easily and cheaply access e-tourism services (Zott, Amit & Donvely 2000).

11, 2001. Through this investment, airlines might expect to get additional revenues. But what remains to be seen is how much it will cost to equip and maintain the aircraft (not to mention reliability, key element of success) and also whether or not users will accept to pay the price of the service.

Companies should emphasize the challenges for the tourism industry that emerge with the increasing use of the information and communication technologies, where business process and organizational structures have to be redesigned (database management, one stop-shops combining virtual and personal services), as well as seeking new forms of co-operation and alliances, thus creating new channels of distributions and increasing market visibility with the help of strategic partners, in addition to giving encouragement to skills and the introduction of new forms of working which have become key factors for success. (International Restaurant & Hotel Association Report 1999).

The impact of finance and cost is relevant for private businesses where the design of an e-tourism service should follow a business plan. The most important part of this is the revenue model, which depends on the nature of services provided. Transactions allow for the generation of revenue directly from users or indirectly from suppliers in the form of commission fees.

The Internet as an information and communication technology provides companies with several types of opportunities to conduct their business but also alters the rules of competition within an industry by causing several threats (Evans & Wurster 1999). Consumers can easily collect information about products or services without traveling to stores and comparing prices, so the price becomes the most important decision criterion (O'Connor 2002). This increases the market intensity. A complete Internet search of product offerings is possible at low cost. Also the size of a firm is not a significant factor in establishing one's presence in the virtual marketplace, which leads to reduced entry barriers for new companies. Electronic markets so lower the cost of market transactions that it will become easy to match buyers and sellers directly, and as a result the role of intermediaries could be reduced or even eliminated, leading to disinter-mediation. However, there are new types of intermediaries called cyber-mediaries that play their role in the technology to create electronic markets. It will increase the rivalry within the industry and increase the pressure for price discounting. Another threat is that the Internet offers new possibilities and instruments to meet customer needs by offering new products and services, which substitute for existing ones. (Sites which have already made their mark, such as travelocity.com, expedia.com and priceline.com, already have enough customers to ensure their future survival. However, the others will be absorbed by more powerful competitors, lower their sights, or go bankrupt.)

However, for competitive advantage, private business should use the opportunity provided by the Internet to improve their business and to counteract the threats of the Internet. For instance, making product comparison more difficult for consumers is done by differentiating their products from others. The businesses should be knowledgeable about new technologies and methods for product differentiation, which is a powerful instrument for companies to increase switching costs for costumers; this can increase the barriers for new entrants and increase the value for the customers (Moon & Hempell, 2000). Regarding price discrimination, companies have to employ appropriate pricing strategy that makes it difficult for buyers to compare the prices of alternative price offerings. This will reduce the transparency of the market. In addition to product distribution, it is one of the great advantages of the Internet that

anyone can link to anyone else. Value should be created and extracted by enhancing value to customers, reducing distribution costs, and improving the match between consumer preferences and products.

In the new world of e-Tourism, the Tourism Information technology should lead managers to improve the skills that they will need to perform in e-Tourism services and to illustrate their role in the value chain of the tourism product and also improve their ability to gain competitive advantages to be successful in this new environment. So many questions arise undoubtedly when the element of competitiveness through technology is further explored. Some of the answers, if not all, will be encountered during the professional intricate process of establishing many crucial travel businesses online. It is through this knowledge that we have to undergo such process and customize it to every player in the tourism industry whether it is an airline, hotel, tour operator, travel agency or particular travel operation and destination.

## CONCLUSION

Tourism is a rapidly developing sphere of human activity, reflecting the changing economic and social conditions which underlie modern views of the individual freedom of expression through consumer choice, and the new technologies of transport and data communications which make it possible for a large number of people to spend their leisure in distant places. Just as the emergence of tourism as a significant domain of human activity is attributable to changing social, economic and technological conditions, the evolution and dynamics of this sector is affected by ongoing changes in these

conditions. Within the context of the array of changes alluded to in this article, the attempt was to distil the changes and trends confronting the industry in the twenty-first century. The one certainty of the future is that change will continue and those tourism operators and destinations who are both aware of these changes, and develop effective responses to them, will achieve longer viability. However the exploitation and creation of these new opportunities by entrepreneurs and destination planners can be instrumental in initiating change through the influence they have on consumers and other operators, both within and beyond the tourism sector.

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# The Future of Independent Hotels: Survival of the Fittest

G. ASSAKER

Today as we enter the 21<sup>st</sup> century, the hospitality industry is competing in a more challenging global market place where investors are seeking maximum returns at low risk. Looking at the performance of the industry for the last decade, we see clearly that:

- The return from the hospitality sector did not match growth in other sectors of the economy.
- The hotel industry is conceived by the stock market as a very cyclical industry.
- Investment in the hospitality industry is considered to be very risky and conservative in terms of payback.

So what happened to the booming hospitality sector of the early 80's? Is there still any kind of financing available for the expansion and growth of hotels? What is behind this poor performance of the hotel business? Are the independent hotels the most affected by this lack of financing? Are we witnessing a change toward chain hotels?

According to IH&RA,<sup>1</sup> by 2010, every 5000 people on average will have a hotel, and every 350 people a restaurant. These are vital figures that show us to what point the industry has been saturated. What is even more crucial is that most of these amenities are non-performing ones, mainly owned by non-professional operators who do not have knowledge or experience in the hospitality field,<sup>2</sup> "the recourse of old couples going into retirement". Therefore, in the coming years, with the fierce competition over customers and capital (money to grow), the non-performing hotels will have to concede their places to more performing hotels mainly owned and managed efficiently by big chains. Statistics given by PKF show that this tendency has already started in the UK and in the USA, where most new hotels are in chain portfolios with less than 4% as unaffiliated hotels. This tendency is a bit slower in continental Europe, where independent hotels still have access to significant available

capital. However based on the positive social,<sup>3</sup> political<sup>4</sup> and economic<sup>5</sup> context of continental Europe we can expect a significant increase in hotel supply in the coming 10 years, most of it coming from affiliated hotels: Forecasts show that Chain rooms concentration in Europe is to grow up from 24% currently to around 30% in 2010,<sup>6</sup> as compared to 69% in USA in 2010.<sup>7</sup>

Looking at the preceding facts, one might call into question the future of independent hotels! Indeed, we have to admit that the financial and economic conditions are more suitable for large entities.<sup>8</sup> In addition to that, we should look at customer expectations when comparing affiliated to unaffiliated brand hotels. Usually in affiliated brands, the customer knows what to expect in terms of service and quality. The notion of consistency in terms of time and place is guaranteed under the affiliated hotels, while with unaffiliated brands the customer has no idea about what to expect the first time.

So could this be the beginning of the end of independent hotels? What about life-style hotels? What about boutique hotels and traditional French hotels? According to Smith Travel Research, independent properties are holding ground against the branded competition: Today there are approximately 1.2 million independent hotel guest rooms available on a daily basis versus 1.25 million average daily rooms in 1990.<sup>9</sup>

The success of independent hotels depends primarily on their talent for being distinctive in their market: While brands reflect the consumer at large, independent hotels are more introspective with regard to their customers. They develop unique products and services that satisfy the consumer individuality and are highly linked to the destination, its neighborhood, building architecture, and local culture. This unique service within a unique location such as Miami, Paris, New York, etc. will help independent establishments to achieve an average daily rate premium that will definitely compensate for their higher cost of capital.

Other factors enhancing independent hotels' ability to compete are technology and soft brands. New technology has lowered competitive barriers and given access for all hotel properties to use internet and online distribution to exploit their product and sell their inventory. As for soft brands,<sup>10</sup> they allow hotels – while maintaining their

distinctiveness – to benefit from reservation, distribution, marketing technology, volume purchasing and other services that usually characterize hotel brands.

This brings us to a conclusion that despite all the challenges and difficulties facing the industry in general, and the independent properties more particularly, one can never doubt the survival of the well-managed independent hotels. Low-scale independent hotels are less attractive and feasible than economy chains, but in the case of positive cultural context, upper-end markets, and consistent level of service, independent hotels can be as efficient as the worldwide chains. They can provide this personalized and unique touch for the customers in search of their own individuality, or what we refer to as "Identity refreshment". So "To be or not to be" is not the issue for independent hotels. In the coming years you will still have the chance to visit a *Ritz* or a *Bristol* in Paris, and a *Dorchester* in London.

- <sup>1</sup> International Hotel & Restaurant Association, Think Tank report dated June 2002
- <sup>2</sup> 60% of rooms inventory in France are managed by non-professional couples / owners (Secretariat d'état au tourisme, 2002).
- <sup>3</sup> All employees are eligible for paid annual leaves; Continental baby boomers represent a large emerging market for hotels; European long/short holiday demand is accelerating (Paul Slattery, Director Otus & Co)
- <sup>4</sup> All European countries are democracies
- <sup>5</sup> The service sector represents currently 70% of European Union GDP (ECB, Economic outlook 2003).
- <sup>6</sup> DataStream / Euromonitor
- <sup>7</sup> Smith Travel Research
- <sup>8</sup> lower cost of capital, benefits of central reservation & distribution, economy of scale & benefits of central purchasing, etc. (Olsen, Assets & Capital challenges in the New Millennium) Study over the US Market. These are brands that reflect a defined product position and offer similar service support as franchisors or chains. i.e. leading hotels, preferred hotels, etc.



## Présence de Jésus dans ma vie Dr. Viviane Naïmy, BA&E

Pour moi Sa Présence est sensation fragile,  
émotion imprévisible,  
regard étonné,  
mouvement secret et fugace,  
reliés à l'ensemble des sens.  
Il y a du ruissellement dans Sa Présence,  
du fluide,  
de l'eau,  
de la lumière,  
une musique hors du son,  
quelque chose de très ancien,  
venu de plus loin que ma naissance,  
qui me renvoie à une vie primordiale baignée dans « l'Amour liquide » de  
l'univers.  
C'est la distance abolie dans le sens de m'abandonner,  
d'oser me laisser aller en ayant le sentiment que je vais être reçue et  
surtout amplifiée....  
quelle sécurité,  
quelle plénitude de me sentir bien accordée dans Sa Présence.  
Sa Présence est aussi une écoute plus grande du geste qui donne, qui  
reçoit, qui retient, qui ouvre, qui permet :  
Geste qui relance la vie,  
qui prolonge le temps,  
qui agrandit l'espace et  
s'inscrit vivace dans une quiétude éternelle.

## NDU ma maison

Avec la patience d'une foi très  
ancienne  
Avec l'inquiétude tenace du  
présent en oubli  
Avec l'invention d'une culture  
nouvelle, inscrite au présent  
NDU je t'espère  
Avec le silence trompeur des cris  
étouffés  
Avec le regard apeuré du monde  
étonné  
Avec le rire des étudiants encore  
émervillés  
NDU je suis inquiète  
Avec tes mains béantes de liberté,  
Avec l'ardeur ouverte sur trop  
d'attentes  
Avec l'enthousiasme pas  
consommé  
Avec la révolte pas consumée  
NDU je t'aime  
Avec la violence chantée autour de  
nous  
Avec l'espérance-difficile  
Avec les gestes mystiques de  
l'avenir,  
Avec la lumière- vendange du  
futur  
NDU je tends vers toi  
NDU : ma maison et mon adresse.

Inspired by his love of life and by a strong belief in the goodness of humanity and the beauty existing in each and every one of us, yet disappointed by the present dilemmas and conflicts afflicting the world and witnessing with sorrow the agony pervading our daily life, Fady Sfeir (1997 NDU graduate in Hotel Management with also a Masters in Business Management) expresses his feelings in verse.

How things begin...

*Work on your Life's foundation...*

Draft their ending

*For the foundation is the start...*

...through deeds...or in sin...

*...then count on inspiration...*

...cause gaining...or spending...

*For your soul plays a part...*

How things evolve...

*With glory or with shame*

reflects their foundation...

*Your life will take its course...*

If weak...they'd dissolve

*Top the story or earn the blame*

Or with solid formation...

*...Save a pony or kill the horse*

How things may end...

*Life's a rolling stone...*

Affects your new start...

*That's carving its path...*

Whether glorious or bent...

*& as it rolls on its own...*

...it's your life...you chart...

*It breaks thorn...or slays grass...*

...for if you start a fire...

*And by the end of its days...*

You'll harvest its ash...

*In the mountain bottom...*

...with a present so dire...

*In a stone grave it lies...*

...you'll collapse...you'll clash...

*Shredded like the leaves of **Autumn**...*

& if you build a Galleon...

*Yet Stones of thorns are standing stiff*

You'll embark the wave...

*& Stones of grass...crushed in a mill...*

...like an eagle...like a stallion...

*...Some say it's God's own will...*

A promising life...you crave

*While others say its the devil's thrill...*



## Sands of Time

## Rights & Duties

*It's your right to live...  
and your duty to know how...  
To love and to give...  
...while you value every Vow...*

*It's your right to offer birth  
And your duty to set free  
For stiffness is...but a curse  
...blowing wind tears a tree*

*It's your duty to depart...  
And your right to be remembered  
...for when alive you chart...  
rare memories or numbered*

*It's your right to smile  
And your duty to share pain...  
For life has an end to pile  
...with a purpose or in vain...*

*It's your duty to respect...  
And your right to be respected...  
To defend, also protect...  
And repress the defected...*

*It is your right to seek knowledge  
And your duty...to properly use it...  
For life's the finest college  
...Just explore it...don't abuse it*

*It's your right to convey...  
And your duty...to heed...  
For nature finds its way...  
Through its decay and its seed*

*It's your right to harvest your land  
But your duty to plant it first  
For nurturing with your own hand  
Makes fulfillment out of thirst*

*It's your right to feel warm...  
And your duty to darn your cloth  
For twisting nature's norm  
Turns liveliness into sloth*

*It's your right to have duties  
And your duty to do right  
For life's full of beauties  
...don't deflect...don't lose sight*

*...life's but a hovering boat...  
With you on its deck...  
...how you'll live...you'll float...  
A wave-breaker...or a wreck*

*Fady*

Department of Accounting, Finance & Economics

# Department Action Plan 2004-2005

T.K. Khalil, Chair

For the academic year 2004-2005, the Department of Accounting, Finance & Economics of the BA&E Faculty, is focusing on three core goals:

- Becoming a national leader with the quality of its academic programs.
- Gaining a nationwide reputation for the quality of the learning experience it offers its students.
- Creating an environment that truly values diversity and is enriched by it.

These core aims are reflected in the four strategies and thirteen initiatives detailed below. The strategies are as follows:

1. Building up a Department of national class in the Faculty.
2. Developing academic programs that define the Department of Accounting, Finance & Economics as the nation's leading Finance Department.
3. Continued improvement of the quality of the teaching and learning environment to attain an ever higher level of academic excellence.

The initiatives detailed below are designed not simply to **maintain** progress but to boost the **rate** of

progress over the next few years, leading the Department to a yet higher level of performance. They represent a manageable number of items.

**If there is under-achievement in one of the elements indicated, in no way can real academic excellence be attained.**

### **How is Academic Excellence to be measured?**

Academic Excellence is to be measured by the quality of the teaching, scholarship and quality of the students that the Finance Department graduates, along with their collective impact on the wider society.

### **How may the Department of Accounting, Finance & Economics attain Academic Excellence?**

Excellence can be achieved only when all the constituents of the university, that is to say the **Administration, Faculty, Staff, Students and Alumni**, are all

committed to an ever higher standard of performance. *If any one of the above elements is underperforming, in no way can excellence be attained.* Academic Excellence also requires state-of-the-art infrastructure and talented and highly motivated staff.

### **What challenges are to be met by the Department of Accounting, Finance & Economics?**

There has to be continuous improvement in the many fields. The Department will never be truly outstanding without the **service activities** that flow from NDU and without continued **dramatic enhancement of the reality and perception of teaching.**

There must be **continuous upgrading of the achievement level** of our undergraduates, which also involves rigorous selection of the potential students applying for entry.

Our peer universities in Lebanon are swiftly adapting to the present rapid changes and new technological environment; therefore our Department must likewise **accelerate its decision-making process** and be thoroughly receptive to innovative ideas and partnerships.



**What are our core strengths and weaknesses?**

Can we succeed? Is our departmental vision realistic? In order to answer these questions we must look honestly at our strengths and weaknesses.

Success involves persistently upgrading the level of achievement of our students, which supposes increasing selectivity in accepting new students.

**Strengths**

- [ Our current Business programs, which already qualify as first-class.
- [ A strong student body which represents 32.86% of Business students and increases in number with every year.
- [ An array of programs which is quite comprehensive, with however a potential for a still wider range in the near future.
- [ An exceptionally strong position in the Kesrouan-Metn-Jbeil area.
- [ A strong commitment to excellence from officials in the Department
- [ A talented and committed staff.

**Weaknesses\***

- [ Certain problems of dedication among the faculty due to reasons discussed in the report.#
- [ The scattered nature of the body of Alumni.
- [ Certain problems of private initiative among the faculty.
- [ Need for a budget that may be financed without red tape.
- [ A present lack of space and facilities.
- [ Risk of decline in the quality of incoming students due to a somewhat relaxed past admissions policy.
- [ Lack of certain basic necessities.
- [ Risk of a tarnished image of NDU as provider of quality education.

Given the strengths, the taking of corrective action for our weaknesses (some of which will come from the University’s higher officials) and the initiatives that are to follow, we shall be in a position to move aggressively in the direction of yet higher academic excellence.

**Strategy: Building up a Faculty of national class**

The Department of Accounting, Finance & Economics can be compared favorably with other leading Lebanese universities on account of certain Faculty members who have attained highest honors both locally and internationally. Clearly, every Faculty hire is of importance. The Department’s ability to hire one or two outstanding senior Faculty members with a national or regional reputation over the coming year will significantly enhance its reputation, which is already solid in the market. Attracting and keeping Faculty members of exceptional worth will help the University to become truly great.

No strategy to enhance Faculty quality can succeed without proper remuneration comparable to that of our peer universities. At present our Faculty remuneration has some way to go before reaching the level of the top half of our benchmark institutions.

No strategy to enhance Faculty quality can succeed without remuneration that competes with that which is offered by our peers.

\* These are to be seriously considered by the top officials and given urgent attention.  
# See report on student performance prepared by the DAFE ad hoc committee.

To face these challenges, our Department is taking the following initiatives:

1. Over the coming year, recruiting one two Faculty members\* who have the potential to attain high honors in their discipline, with concentration of these appointments in the areas of strategic focus.

**Implementation:** A beginning has been made this year with the immediate recruitment of one high-caliber Faculty member, to be followed by another next year.

2. Implementing a faculty recruitment, retention and development plan, including a **competitive, merit-based remuneration structure** that is in line with that of our peer universities. This comprises the adoption of a 3-to5-year merit-based plan to match the average faculty salaries at our benchmark universities. This requires an increase of 3% beyond the percentage merit baseline at present adopted. There is to be provision of competitively funded enhanced research support for our **promising junior and senior faculty researchers**.

**Strategy: Developing academic programs that define the Department of Accounting, Finance & Economics as the nation's leading Finance Department.**

Academic Excellence requires that the quality and reputation of the Department's academic programs rival those of our benchmark institutions. We intend to assure for the Department of Accounting, Finance and Economics a position in the first rank of Lebanon's teaching universities.

\* Assuming that the growth in our student body continues.

We have already **studied, revised and updated our existing curriculum** to reflect the technological changes and the market forces that shape business today. By continuing to "invest for success" we shall create top quality academic programs that will advance the Department toward a still better position in relation to its peers.

To meet these challenges we shall-

3. Continue updating our curriculum through funding our initiatives that build up strength and open new fields. Funding is needed to start a new computer lab in the Department that satisfies the new demands and requirements of the courses offered.

**Implementation:** Funding will be needed when the new curriculum is ready for implementation. Target date was set for **Fall 2002 (already past due)**. Funding should be at a level that allows the curriculum to become one of the region's leading programs.

4. Significantly increased **space** dedicated to new faculty members and business computer lab, as well as meeting space.

**Implement a competitive, merit-based compensation structure.**

**Strategy: Enhancing the quality of the teaching and learning environment.**

Academic excellence is dependent upon many factors, including up-to-date infrastructure and learning tools. One major requirement for this infrastructure is technology, which is transforming teaching and learning (overhead projectors, power point presentations, computers, etc.). Another requirement is the renovation, updating of equipment, and maintenance of classrooms and instructional equipment.

**Implementation:**

5. Transferring the Faculty meeting room (or other available space) into a **Business computer lab** as more and more courses are offered which require heavy use of computers as recommended by textbook authors and publishers.
6. Upgrading the quality of our classrooms and enhancing the appearance of existing facilities and grounds. Providing **three additional classrooms** over a period of three years and two halls immediately, so as to reduce complaints from students during examinations and to prevent conflicts with other courses from different Faculties.
7. Improving the quality and intensity of service of the project cleaning team. Augmenting high-intensity **grounds**

**maintenance** extending to late in the evening after classes are dismissed and to early morning before classes begin.

8. Providing faculty, staff and students with the latest technology tools to attain leadership in teaching, learning, research and career development within the next two years. **Focusing on distance education programs,** infrastructure and database strategy in order to improve coordination and quality of information, and to improve the quality of academic advising.
9. Improving the Department infrastructure, something that has already started and that will continue as technology and learning advance. Improving infrastructure has already begun with communication within the Department and the setting of procedures on *what, how* and *whom*. Examples of procedures and policies are to be found in the DAFE Faculty Handbook, put into effect in Fall 2002, and the DAFE Faculty Handbook 2<sup>nd</sup> edition, put into effect October 2004.

**Better-prepared students require fewer remedials, face fewer academic difficulties (probation, dismissal, etc.) and graduate in greater numbers and shorter time span.**

**Strategy: Enhancing and better serving the student body.**

To be academically an excellent Finance Department, we must recruit and retain up to graduation an excellent undergraduate and graduate student body. Better-prepared students require fewer remedials, face fewer academic difficulties (probation, dismissal, etc.) and graduate in higher numbers and in a shorter time-span. **Better prepared students also help attract better faculty** and grants from various sources (now 32 students are on probation for Spring 2004 and 8 on probation.)

**Implementation:**

Within the next three years (taking into consideration universities opening in the area) **making admission to the Department more selective** in order to distinguish ourselves from the competition.

10. Within the next three years (taking into consideration universities opening in the area) making admission to the Department more selective to distinguish ourselves from the competition.
11. Creating a rich educational environment for undergraduates. We have started increasing course accessibility through **increasing the number of courses** offered and **reducing class sizes**. Academic advising is improving and will be further improved to attain our goal.

12. Creating **specialized coordination** for every discipline; this has already been tried. It will allow the Department to focus its attention on specific problems from an expert angle.
13. Providing merit-based motivation for students by creating **fraternities and sororities**.

**Facilitating Actions**

“Facilitating Actions” means the changes that are necessary if the Department of Accounting, Finance & Economics is to successfully implement strategies and initiatives as listed above. The facilitating actions are as follows:

1. Obtaining increased support from the higher officials of the University.
2. Further improving the organization and imparting of instruction.
3. Increasing organizational flexibility.
4. Further improving faculty work and morale.

**1. Obtaining increased support from the higher officials of the University**

In order to become a great Department, we shall need funding as well as a greater productivity and department budget. This funding must come from the University and a variety of other sources. For example, there is a donation from Bank Byblos (**Dr. François Bassile**) of \$400,000 to be made available at least in part to the Department for it to attain its goals of excellence.

## 2. Further improving the organization and imparting of instruction

To improve students' academic experience, we have started re-examining our academic timetable, our undergraduate curriculum (which has been revised), course availability and majors. Currently, courses are being made more accessible to students by more courses and sections being offered, while the curriculum is being re-examined by the DPC, with new majors to be opened in response to market demand. The summer academic calendar needs to be reviewed so as to offer **two summer modules** instead of one, so that students, faculty and NDU will benefit alike.

*The summer academic calendar needs to be reviewed so as to offer two summer modules instead of one, so that students, faculty and NDU will benefit alike.*

## 3. Increasing organizational flexibility

Today's institutions require to be more flexible and better able to respond quickly to internal and external events. Flexibility may be enhanced as follows:

[ Continued rationalization of the Department of Accounting, Finance and Economics on an ongoing basis to assure an **optimal organizational structure** to serve our students and faculty as effectively and efficiently as possible. Coordinators will be appointed to help serve the three disciplines in the Department (Banking & Finance, Economics and Accounting). More structuring will be required so as to handle the approximately sixty courses (of 180 credits) offered in an average semester and the increasing number of faculty members, amounting to around twenty-two (22) faculty and around five hundred (500) students.

For this, **strong dedication, vigorous efforts and time** are necessary.

Two alternatives for restructuring the Department are as follows:

### Recommendation

[ Keeping the Department as one, adequately **remunerating the appointed coordinators** (three coordinators to reach optimum performance) to motivate them to be productive, and increasing their job responsibilities for better management and efficient work.

[ Moving toward a compensation system **offering merit** according to faculty individual competitiveness. Preparation for this system is underway through a faculty evaluation system initiated this academic year.

[ Initiating a departmental budget and structuring it in a way to clearly align resources with the goals.

[ Appointing a **Deputy Chairman or Assistant Chairman** to do the work of the coordinators, taking into consideration the wide expertise and experience and wide scope of the incumbent.

**Moving toward a compensation system offering merit according to individual faculty competitiveness.**

## 4. Improving the faculty work environment and morale

To be as productive as possible in their research, to give outstanding performance in the classroom and to be effective as advisors, faculty need a supportive environment.

We suggest:

Recognizing work loads of faculty who teach a large number of students, or

Reducing the number of students per class so as to reach the optimal number for outstanding performance.

Encouraging faculty to do research by creating a university-wide system whereby grants are offered to faculty.

Enhancing professional leave opportunities by encouraging faculty participation in the leave system and rewarding faculty who use this time productively.

Activating in the DAFE a system of paid Research Assistantship (RA) from the MBA program so that faculty interested in research may be assigned with RAs (policy and procedures have already been prepared by the DAFE and shown in the DAFE Faculty Handbook, 2<sup>nd</sup> edition.)

# The Lebanese Economy – A Historical Perspective

Dr. Victor Bahous

A major feature of the Lebanese economy is its liberal and private aspect, with perfect mobility of capital and labor. The Lebanese economy is a free one that comprises an attractive business environment. It has a highly skilled human capital, liberal trade and investment policies, a system of free currency exchange rates, banking secrecy and open entry and exit for foreign capital, with limited extent of ownership in just two sectors, real estate and banking.

Before the recent war fought on its soil, Lebanon was considered one of the most dynamic and stable countries in the Middle East. It was characterized by a low inflation rate, high economic growth, a stable currency, and a healthy financial environment. This was accompanied by a real GDP growth of 5.8% over the period 1964–1974 (Lebanon, 2000). But the seventeen years of civil war were devastating for the Lebanese economy. They resulted in massive human and material damage. In the last eight years of war, the effect of the crisis on the economy

was immense. The GDP decreased by 50%, the minimum wage fell from \$200 to \$90 a month, and the inflation rate averaged 88%. The Central Bank lost 76% of its foreign reserves and reported a cumulative deficit in payments of \$1.7 billion.<sup>1</sup> In addition, a massive capital outflow was reported which led to a 62% decrease in bank deposits and to massive conversion to foreign currencies, which in turn raised the dollarization ratio from 29% to 74%. After the war, with the restoration of peace and stability, the GDP grew at an average of 5% (Ayoub, 2001).

The huge investments needed to rebuild the infrastructure while maintaining a stable currency adversely affected the financial condition of the country. Budget deficit to GDP ratio exceeded 15% and public debt to GDP exceeded 30%. Since 1992, the deficit to expenditure ratios remained within the 40–60% and the debt-servicing rose gradually to a limit where it represented 91% of the state's revenues for the year 2000.

In years 1999 and 2000, the main characteristics of the Lebanese economy were the further slow-down in economic growth and aggregate demand contraction, with a few promising adjustment signals (Lebanese Bank Association monthly report, 2000).

## Financial Environment

Lebanon after the war provided significant returns on investments in different sectors of the economy such as industry, agriculture, tourism, real estate, trade, services and banking. The country witnessed the return of highly skilled labor and professionals who had acquired technical know-how. The Lebanese economy is operating below its potential output, with under-utilized resources that provide attractive investment opportunities. There are no restrictions on the entry or exit of foreign exchange. Foreign investors can import or export capital freely in any form without formalities. The law of banking secrecy forbids the disclosure of information about clients to any person except in the case of bankruptcy or litigation with the bank (Economic Development, 2000).

The fiscal framework in Lebanon applies moderate tax rates. It exempts income earned abroad, offshore and holding companies, and educational, agricultural, marine or air enterprises from taxes. It permits the use of accelerated methods to depreciate fixed assets in order to defer tax

<sup>1</sup> N.B. Billion in American and current British usage means one thousand million, not a million million as in general European and former British usage. – Ed.

and provides a ten-year tax holiday for financial institutions that provide medium- and long-term credits.

### **Lebanese Fiscal System**

The Lebanese income-tax system is simple and is structured to encourage investments. The tax rates are the lowest in the region and so the tax regime is one of the country's most attractive characteristics. Individuals, partnerships and capital companies are required to pay taxes only on income generated in Lebanon.

### **Individual Income Taxes**

The individual income tax follows a progressive plan that applies higher tax rates on higher-income brackets. Tax rates range between 2% and 20%, spread over six brackets. Temporary or part-time employees are subject to a flat tax rate of 3% and they are not required to register in the Social Security Fund. There are certain types of individual income that are exempted from income taxes. These are religious clergy, overseas diplomatic and consultant staff, military personnel, domestic helpers in private homes, nurses and attendants in hospitals and orphanages, retired public personnel and personnel of the United Nations and related agencies; at the same time there is no tax on end-of-service and social security benefits.

Individuals are granted tax exemptions on their annual earnings. The amount is L.p. 7.5 million a year (if single), plus L.p. 2.5 million (if married and wife not working), plus L.p. 0.5 million (per child for a maximum of L.p. 2.5 million). Casual employees can claim exemption of L.p. 10,000 a day.

### **Business Income Taxes**

Businesses in the form of single proprietorship, partnership and industrial enterprises, and commercial and non-commercial professions are subject to business income taxes. The business income tax is progressive in a way similar to individual income taxes but applies different brackets and rates. The tax rate ranges between 4% and 21%, with higher-income brackets subject to higher tax rates. Proprietors filing taxes under this category are granted the same income-tax exemptions as individuals.

### **Corporate Income Taxes**

Corporations, joint stock companies and limited partnerships are taxed at a flat rate of 15% on income. Development and real estate enterprises are subject to a 5% tax rate. Holding companies are exempted from paying income taxes on both profit and its distribution. They are required to pay 5% tax on the interest of loans issued to companies operating in Lebanon, provided that the loan maturity is less than 3 years. They are required to pay a 6% tax on capital gain received from the sale of holding company shares and 10% on patent revenues collected and on other rights. Capital and reserves of the holding companies are subject to incremental tax rates ranging from 6% to 12%. A 6% rate is applied if capital and reserves are less than L.p. 50 million; 4% tax is applied if they fall in the range between L.p. 50 million and L.p. 80 million. The annual tax should not exceed L.p. 5 million.

Offshore companies are exempted from paying taxes on profit or profit distribution. 30% of the basic salary of foreign personnel is tax exempted. A company is subject to a fixed annual tax of L.p. 1 million, 6% tax on profit received from sale of fixed assets, and 2% to 10% on salaries paid to employees working in Lebanon.

Gain on revaluation of fixed assets is subject to 1.5% income tax. The revaluation is exempted from any other taxes but should be added to the capital. This process encourages businesses to re-evaluate their assets, which in turn helps to reflect objectively the financial position of the companies. Income on movable assets (stocks, bonds and cash deposits) is subject to a flat tax rate of 10%. Interest earned on treasury bills and on bonds, as well as on non-resident deposits, are tax exempted. Rental revenue is subject to a flat rate of 4%. In addition, rental income is subject to a progressive income tax ranging between 2% and 13%.

## Legal and Political Environment

Lebanon has adopted the Republic as its political system, based on the separation of powers. The government sets the overall policy, appoints administrators, and submits draft legislation to parliament. Parliament promulgates laws and controls government policy. The judicial system has a fully independent power. There are more than thirty parties, reflecting various backgrounds and political trends. Currently, ten of these parties are represented in the parliament, which currently comprises 128 members. The structure of the Lebanese legal system is inspired from the French, as clearly appears in civil law.

On the international level, Lebanon is a founder-member of the United Nations and of the League of Arab States. It is also a member of UN international organizations, the World Bank, the International Finance Corporation, and the World Trade Organization. Lebanon has eighty-five diplomatic and consular missions around the world. In addition, Lebanon hosts international organizations such as ESCAWA, UNDP, FAO, the United Regional Office of Education, the United Nations Fund for Childhood, the World Health Organization, and United Nations Commissions for Refugees. In the year 2000, the World Bank opened a permanent branch in Lebanon (Lebanese Bank Association, 2000).

## Work Force

The Lebanese work force stands at around 1.5 million, 34% of the population. The Lebanese work force is highly skilled because of its good basic education and its high level of familiarity with foreign

languages. The Lebanese pre-university system provides places for 800,000 students and more than 80,000 graduate annually from universities (Economic Development 2000).

The Lebanese working environment is flexible. The parties concerned draft their employment contracts freely. The government sets working conditions such as provision of a healthy environment, a working week not exceeding 48 hours, and registration of employees in Social Security, which provides free medication, family allowances and termination indemnity. The employers are the main source of Social Security funding.

Company law is similar to the French one, providing options for several types of business organizations, such as joint venture, sole proprietorship, general partnership, limited partnership, joint stock, limited stock partnership, limited liability, holding and offshore, and for branches of foreign companies.

## Banking Sector

In Lebanon, the evolution of the banking sector dates back to early in the 19<sup>th</sup> century, when the first exchange houses were established in Beirut. In 1956, the Bank Secrecy Law gave a real boost for this sector and was followed by a huge flow of capital from the Middle East. In the mid-1960s, Lebanon was considered the financial center of the Middle East, with more than one hundred foreign and local financial institutions operating from Beirut (Abboud, 1999).

Like other sectors in the country, in 1975 banking was seriously hit with the eruption of the war. Especially in 1982, with the invasion of Lebanon by Israel, the economy was negatively affected. Pressure increased on the banking sector because of the new economic and political developments. The huge depreciation of the local currency coupled with the increase in the banks' risk exposure as a result of assets/liabilities mismatch was the clear example of the aftermath effect of civil war on the banking sector.

In the 1990s, the post-war period, the banking sector underwent a comprehensive restructuring and modernization process. Banks increased their capital structure and debt issues. In their effort to increase efficiency in the face of fierce competition, a number of mergers and acquisitions took place between banks.

The real strength of the banking industry in Lebanon is to be seen in the enforced conservative measures that are set and observed in the Central Bank. Examples of such measures concern the liquidity reserves (minimum 13%), the capital-to-assets ratio (minimum 12%), the credit limit per borrow (not exceeding 20% of a bank's equity), and banks' adherence to international accounting standards (Lebanese Banks Association Annual Report, 2000).

Within this context of an environment characterized by perfect capital mobility and free-exchange policy, low taxes and banking secrecy laws, the banking sector managed to enjoy high growth rates. Activity growth has recorded an average of 26% per year. The banking sector has displayed sustained activity growth, rising concentration, high liquidity and satisfactory profitability. Banks have extended their network of branches, and widened their range of products and services to cover the retail market, capital markets and trading activities. This has been achieved in line with advanced information technology and development of human resources.

As a result, the banking sector has regained international recognition, with a number of international banks resuming operations from Lebanon and with a recent report issued by the International Monetary Fund (IMF) focusing on the soundness of the Lebanese banking system (Saidi, 1999).

### Beirut Stock Exchange (BSE) Market

The Beirut Stock Exchange Market has been slim in both size and trading volume since it was activated in 1996. There are thirteen companies listed and the total capitalization is 18% of the GDP, of which 2.5% is the annual turnover. The market is considered small when compared to other emerging markets. However, the market enjoys an upward potential driven by a number of forces. These forces are the liberal market and investment framework, the start of a large privatization process, the need for equity financing, and the undervalued stock prices as assessed by major investment banks (Central Bank, 2002).

Saibi (2000) studied the characteristics of the trade in stocks in Lebanon, using the figures for the year 1999. The study is based on comparative analysis involving the figures for the Lebanese stock exchange market and the figures for other Arab markets. These showed that the capitalization of the Beirut Stock Exchange did not exceed \$3 billion, which represents only 1.3% of the nine Arab stock exchange markets. The proportion of market capitalization to GNP in Lebanon was 11%, in Arab markets 46%, and in emerging markets 60%

The capitalization of the Arab stock exchange market was \$185 billion, which represents 6.5% of capitalization of 38 emerging markets in Asia, Eastern Europe, Latin America and Africa, and represents 0.6% of the global markets, which total \$32,000 billion.

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# Public Waste Reconsidered

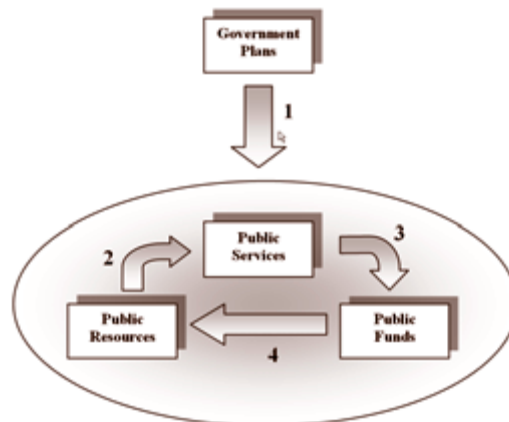
**Simon D. Karam,**  
Lecturer FBAE, DAFE

Corruption, waste, and embezzlement of public funds are increasingly becoming synonyms in the Lebanese jargon. Preventing waste of public resources crowns the agendas of all attempts calling for reform. The *“Iron Hand”* is becoming a favorite cliché in reform projects; it is the weapon that every political reformist threatens to use. Unfortunately up to this day no figures are available to prove or disprove the gossip about public funds that have “gone astray”, i.e. illegally, into the pockets of some individuals, who also to this day are still unknown to the general public, and strong evidence which could accuse these individuals in a court of law is still unavailable. It is high time to differentiate between corruption and embezzlement of public funds - both are definite acts of crime - and waste of resources, an economic concept, which is normal in any process of converting resources into products and services. Even if embezzlement of public funds could be eradicated, a 100% waste-free enterprise is not merely rare but does not exist. A basic task of any administration is to minimize the level of wasted resources. A definitely proven way to achieve such an objective is to rationalize all decisions pertaining to the acquisition and application of

public funds. It is only when decision-makers in the public sector, custodians of public resources, improve the quality of decisions relating to management of public funds that attempts to eliminate waste will be put on the right track.

A fundamental objective of any public administration is the effective and efficient conversion of public funds and resources into public services that contribute, directly or indirectly, towards real economic growth and the well-being of the general population. The continuity of this process depends, to a large extent, on the ability of governments to replenish the used funds and resources to apply them again to insure the provision of public services.

## Exhibit 1 – The Conversion Process in the Public Administration



One acceptable approach to evaluate the above-mentioned process is to carry out a benefit/cost analysis. Whenever the cost of resources used up in the conversion process exceed benefits generated, the excess costs represent the value of wasted resources. In the business-for-profit world, balance sheets, income statements, cash-flow statements, and financial ratios make it easy to quantify benefits and costs through revenues, expenses, earnings, turnover ratios, and the consequent ROAs and ROEs. The task for governments and public administrators is not as easy. The obvious nature of the costs of public services and projects and the

ambiguity of resulting benefits is the main reason behind the unending controversies over public activities carried out by governments. The criteria for good governance are rather abstract in nature.

The impact of the quality of the decisions pertaining to the conversion cycle (*Exhibit 1*) on the quality of the conversion process, and consequently on the level of waste in the public sector, is quite obvious. For unknown reasons, evaluation of the decision-making process is still far from the spotlights. The four basic areas of decisions appearing in *Exhibit 1* could be summarized in the following table:

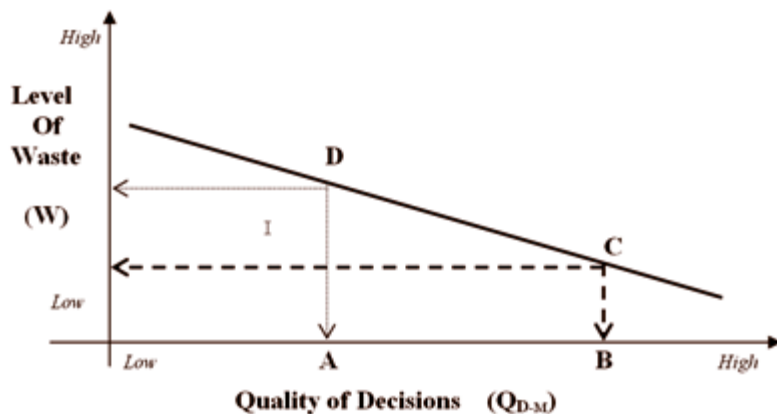
**Table 1 – Decision Areas and Decision-Making Entities in the Public Administration**

Decision Area	Decision-Making Entities
1. Translation of plans into public services	Council of Ministers, Parliament
2. Acquisition and application of resources	Executive Administrations
3. Recovery of the cost of resources (Public Revenues)	Council of Ministers, Parliament
* Pronouncement of levies, tariffs, and taxes	Executive Administrations
* Collection of levies, tariffs, and taxes	Council of Ministers, Parliament
4. Allocation of resources (Public Budgets)	Council of Ministers, Parliament

Incoherent and irrational decisions in the above areas often lead to wasted resources. Examples are abundant: projects that proved not to be feasible, new ministries and government agencies that proved to be ineffective or useless, levies that proved to be insufficient to recover used resources, ineffective collection of public revenues, etc. Scapegoats are always available: political and social pressures, ineffective and unqualified public employees, the current situation in the Middle East, balanced development, and similar uneducated reasons to throw the blame on others.

*Exhibit 2* shows that waste and the quality of decision-making are tightly related. If one can imagine a model whereby the level of waste  $W$  is the dependent variable and the quality of decision-making  $Q_{D.M}$  is the independent variable, an inverse relationship is not hard to prove. On the x-axis, movements to the right show improvement in the quality of decisions (*B* defines a decision of higher quality than *A*). On the Y-axis, downward movements show reduction in the level of waste (*C*, the level of waste resulting from decision of quality *B* is lower than *D*, the level of waste generated by a decision of quality *A*). The slope of line *DC* will

**Exhibit 2 – Relationship between Quality of Decisions and Levels of Waste**



depend on the sensitivity of the level of waste to errors in the decision-making process. It is evident that for mega projects (such as highways, airports, public buildings and infrastructure projects) the slope will prove to be steeper than for small projects (such as purchasing a photocopying machine or equipping a computer center in a public school).

It is normal to wish for high quality of decisions, and consequently, low levels of waste, but the outcome is not often as bright as is expected. Unfortunately good intentions are not the only ingredients to good decisions. A multitude of other factors have their share. Endogenous factors such as the skills and qualifications of decision-makers (at all levels of the public administration hierarchy) and the efficiency and effectiveness of existing information systems, as well as exogenous ones (basically micro and macro limitations imposed by various organizational and bureaucratic structures and procedures) give way to imperfections in the decision-making process.

It becomes very obvious that the main prerequisites of reduced levels of waste in the public administration lie not in stringent laws and procedures, but rather in decision-makers who are technically and conceptually qualified and who are empowered to take initiatives within limits that safeguard public funds and resources, and information systems that can provide decision-makers with relevant and reliable information on timely and cost-effective basis. In the absence of such prerequisites, all efforts to curtail waste will remain futile.



Helping the sick.

## Accounting Club

### Norma Frayha

Established in Fall 2003, the Accounting Club is a proud Student Chapter of the Department of Accounting, Finance and Economics whose main goal is to promote the professional and personal development of its members. In cooperation with the advisor of the Accounting Major, Mrs. Norma Frayha, the Accounting Club members provide additional support for the business students through extra problem-solving sessions for introductory accounting courses under the direct supervision of accounting instructors. The Accounting Club continues to maintain a good relationship with the other clubs within the Campus framework. It is a nonpolitical club whose primary goal is the academic assistance and support of business major students at NDU.

The mission of the accounting club is:

1. To provide members with opportunities for academic, personal, and professional development so they may contribute effectively and ethically to society and its organizations.
2. To expose students to various career opportunities in accounting related fields
3. To build unity within the club while establishing friendships and networks that extend beyond the college life.
4. To inspire continuous improvement in all activities to ensure that members perform effectively in today's business environment.

Accounting major students are encouraged to join the club. Being a member in the club helps bridge the gap between academic and professional life and will enable students to:

1. Improve leadership, teamwork, and inter-personal skills.
2. Receive current accounting job postings via C.V Center.
3. Meet new people, make new friends, and get to know classmates and professionals.

The club marked a successful participation in the social aspects. The major activities of the club through the academic year 2003-2004 were as follows:

#### 1. Organizing a fund-raising activity:

The accounting club is in touch with more human social causes. Its members believe that a little can do a lot. This vision was translated in a fund-raiser organized in an attempt to provide moral and financial assistance to a cancer patient.



On Founder's Day.

## 2. Participating in NDU social festive activities:

The club also proved its success in taking part in NDU's most festive activities. The club celebrated these two social activities in a special way. During Christmas fiesta the unity of the club was reflected clearly in its activity. Moreover during Founder's Day the club members self-financed the activity which was free of charge to all NDU. Though accounting deals with members, we believe that money is a means and not an end in itself.

## 3. Establishing a CV center:

The accounting club with the help of the computer center director **Mr. Fawzi Baroud** and the placement officer **Mrs. Grace Khalil** collected data from graduating students during the rehearsal for graduation in July 2004. The establishment of the CV Center will bridge the gap between academic life and business life by giving every graduate the chance to be in touch with organizations whose demands will match the graduate needs .

## 4. Launching a bank credit card (indigo) for all students of NDU with the help of Audi Bank.

## 5. Making free help available before exam time in introductory accounting courses.

Here we would like as a club to thank the SAO for all the cooperative help and constructive guidance with which they provide the club.

Although the Accounting club is one of the youngest clubs at NDU, the persistence, perseverance and determination of the club advisor and members provide a solid ground for its future growth and prosperity. Our mission statement will always be to serve NDU business students and to assist them through their academic life. Success is our aim and friendship is our driver.

# The Oil Crisis

## Where is it leading to?

**Raja Shaffu**

Department of Accounting , Finance & Economy - DAFE



In the midst of a stormy energy market, the crude oil industry seems to be facing some of its worst bumps in its 145-year history. With today's prices of crude oil hovering around \$55 a barrel – a level that has never been seen before – new questions seem to impose themselves on an already troubled energy market: Will a \$25 crude oil barrel be a thing of the past? Shall we ever see a \$100 crude oil barrel in the near term? How long will crude oil last? etc. Troubling simple questions, yet the answers are in no way close to simple.

In 2004, the oil industry has already disproved two theories shown to be correct in the past.

- **One** – Higher crude prices trigger an exploration frenzy that will bring online abandoned and smaller-sized oil wells. Over a three-year period, oil prices have doubled without significant impact on exploration or capital expenditures.

- **Two** – If the price of oil goes too high, a recession is expected to occur in major markets that will decrease consumption and eventually prices due to the industry's inability (by nature) for quick responses. That was the case in 1998 following the Asian crisis when the price of oil hit a trough of \$12 a barrel. Today, the situation is inverted. Despite the historic upward price levels, the American, European and Japanese

economies are booming at their fastest pace in 16 years and China's 20% oil consumption growth for the second year in a row is absorbing all available oil. Though an antagonistic relationship exists between higher oil prices and booming economies, major economies have survived the test.

So what happened? Why do theories proven right in the past no longer apply?

The answer lies in the new dynamics of the crude oil industry. These dynamics started forming in 1973 during the Arab oil embargo. It was not until thirty years later that effects were felt.

- **One** – 26 countries representing the OECD and comprising most of the largest consuming nations in the world have a minimum of 90-day strategic reserves. These nations can survive for three months without reliance on one drop of imported oil. This period provides sufficient time to survive a major crisis.

- **Two** – OPEC's depleted powers originated from oil being supplied from outside the cartel. In 1960, OPEC controlled almost 90% of the world's proven reserves. Today they are down to 70%, while OPEC production represents 40% of world production.

- **Three** – Energy policies in the US and Europe have involved huge efforts and funds to transfer sources to alternative energy.

But the bulk of the crude oil consumption goes to the transport and electricity generation sectors. These sectors use refined products such as petrol, diesel, jet fuel, fuel oil, etc. to power plants and transport vehicles (cars, ships, airplanes, trucks, etc.). Europe is making great efforts to switch from crude-oil-based to natural-gas-based vehicles. In this case, nearby Russia will benefit the most as it has the largest natural gas reserves in the world.

Furthermore, the United States, with President George W. Bush's energy policy, is trying to switch to environmentally friendly fossil fuel.

These new dynamics and others are causing major shifts in the behavioral pattern of economies and markets. Yet the world still faces great perils.

**Peril 1:** The situation in the second richest country in crude oil in the world – Iraq. Today, Iraq produces 2.3 million barrels per day representing almost 3% of world consumption. The country's oil field configuration holds great promise of further major oil discoveries. Yet these prospects are being dampened by security issues. Such issues include the blowing up of a major pipeline and the lack of loading facilities at Basra .

**Peril 2:** The situation in Africa's largest producer, Nigeria. Demonstrations are threatening the oil production and increasing volumes are being stolen from the fields or transport routes (i.e. by tapping pipelines). The US is granting military assistance to the government in the form of equipment and small-size warships.

**Peril 3:** The situation in South America's largest producer and

OPEC member – Venezuela. Though President Chavez was re-elected, the opposition movement has already proved its ability to rally oil workers, causing major decreases in production.

**Peril 4:** OPEC is near full capacity. Any additional capacity will have to come from new fields. Any new field needs between 3 and 10 years before it becomes productive. So unless OPEC is undertaking exploration activities that the world knows nothing about, the world may be in trouble.

**Peril 5:** Russia's second largest oil company Yukos is on the verge of insolvency.

The company's deferred tax bill, for which the former CEO is imprisoned and is on trial presently, is liable up to a range of 10 to 17 billion dollars. Hence the loss of the production of Yukos, that is to say 1.7 million barrels per day, is another risk that the market is facing .

However, in the middle of all these doom and gloom scenarios, signs of hope are still arising and giving signs that there may be a way out of this situation. Sources from unexpected locations may soon be in play. The two prominent examples are Cuba and Libya. In Cuba, an increasing number of oil companies are bidding for sea

blocks in the Gulf of Mexico, where several promising discoveries have been made. In Libya, President-for-life Moammar Kadhafi has decided to cooperate with the western world to close the Lockerby and the cafeteria bombing files. In exchange, the western world will lift its sanctions and help the country's re-entry into the international community. Among the first foreign investors are the oil companies.

Strangely enough, for the past six months, the Caspian Sea, an area rich in resources, has been out of the news. So far, 40 billion barrels from less than 10 fields have been classified as proven reserves with 160 billion barrels more as potential reserves. Combined, these reserves constitute an additional 20% to the world's 1,047 billion barrels of proven reserves. The Caspian peculiarities might inhibit required FDI as stated by several IMF working papers. The new supplies from the Caspian area may lead to an easing in the tensed oil prices.

But will the world return to the \$25 crude oil barrel? Most probably not, because pending major structural changes in the conditions of demand and supply, the world can expect a \$35 barrel in a best-case scenario.

The world has to adapt to a new reality!

## Avoiding Pure Academia in the Age of Accountability

Caroline Akhras, DMM

In the Department of Management and Marketing, senior management students take an internship course, BAD482. I have chosen to discuss *internship* because I see it as the crowning of students' bachelor years at Notre Dame University (NDU). Given relative discretion, students select the time, setting, and location of their internship at established national and multinational companies. As they serve their hours, students gain 'hands-on' or what is called experiential learning (Jeffer & Smith 1999; Tennant 1997; Rogers 1996; Kolb 1984; Boud et al 1983), cementing the theory they have learnt in their sophomore, junior, or senior years with practice. As they rotate in the various departments at different levels at the institutions in which they serve, students realize that *much* of what they learned in class applies, although *the rest* of the course material, and I quote, "is applied differently out there". Students come to me puzzled or angry, "What you teach us in class, Miss, somehow, is not what I see being practiced in the company. What is going on?"

I believe experiential learning is an integral capping of students' years at NDU. Moreover, I hold that experiential learning in a bachelor's program is mandatory. Students come to NDU to prepare for their careers. They embrace learning. However, indoctrinating students, creating a teaching/learning environment of pure theory, is insufficient, inappropriate, and poor academia. Undergraduate students' hours of primary experience, research, internship, and/or training allows them to reflect, discuss, share, and assimilate theory and practice. It helps them to come to terms with the complexity—both interpersonal and work-related—of the real world.

# Entrepreneurship: The Silent Revolution

Dr. Tanios R. Touma, DMM

To ignore the impact of individuals on our historical development would be like studying physiology without considering the actions of the organs and cells of the body and their effects upon each other. We cannot assume, as many have done, that somehow the individuals have cancelled each other out and change has come automatically from the forces of history. Men make economic change. The world economy, even including government, is the sum product of the acts of individuals, men and women. It was so in the past, and it is so now.

The acknowledged importance of individual personality in war and politics somehow cannot make the passage in our minds to the less romantic fields of commerce and industry. Moreover, in too many accounts, the economy lies silently in the background, growing miraculously to support and nourish the actions of the heroes that the historians love so much to study in war and politics. But just

as men must be mobilized and led in war, voters organized and persuaded in politics, so economic resources must be mobilized and directed intelligently for economic growth to occur.

As the great economist R. Nurkse used to emphasize, the question of economic growth is the question of mobilization of resources. In the capitalist free world, this mobilization has mainly been done through the market mechanism, by individuals acting upon their own motives. Who are those individuals? They are Leaders in the mobilization of resources, and this means Entrepreneurs, men who have, as Joseph Schumpeter put it, put together "new combinations" of economic factors to change the flow of economic life. Such men are really a vital few as a proportion of the total population at any time. D. Birch, a MIT researcher, stunned researchers, politicians and the business world when he first reported in 1979 that new and

growing small firms created 81.5% of the net new jobs in the US economy from 1969 to 1976! This pattern has been accelerating with the e-revolution and will be amplified by the next great wave of innovation: nano-technology.

How do successful entrepreneurs think, what actions do they initiate, and how do they start and build businesses? Successful entrepreneurs share common attitudes and behaviors. They work hard and are driven by an intense commitment and determined perseverance; they see the cup as half full, rather than half empty; they strive for integrity; they thrive on the competitive desire to excel and win; they are dissatisfied with the status quo and seek opportunities to improve almost any situation they encounter. They use failure as a tool for learning. While there are many reasons for start-up failures, the first is that entrepreneurs have focused on the wrong opportunities. At the heart of the



entrepreneurial process are the innovative spirit and the search for real opportunities. This ability to sense an opportunity where others see contradiction, chaos, and confusion is critical to successful entrepreneurs.

Entrepreneurship can occur not only in start-up companies but also in companies and organizations of all types and in all stages. Entrepreneurship is a way of thinking, reasoning, and acting that is opportunity-obsessed, holistic in approach, and leadership balanced. At the heart of the process are the creation and/or recognition of opportunities, followed by the will and initiative to seize these opportunities. It requires the willingness to take risks, both personal and financial, but in a calculated fashion in order to constantly shift the odds of success. Entrepreneurship also requires the skill and ingenuity to find and control resources, often owned by others, in order to pursue the opportunity.

So, it is very important to screen and choose an opportunity with great care; for even good opportunities have risks and problems. Identifying risks and problems before launching the venture, while steps can be taken to eliminate them or reduce any negative effect early, is another dimension of opportunity screening. That is why entrepreneurship is now part of our MBA curriculum at NDU. It will focus our attention on developing answers for important questions such as: What does an entrepreneurial career take? What is the difference between an opportunity and just another idea? Is the opportunity I am considering the right opportunity for me, now? What are the critical tasks and hurdles in seizing an opportunity and building the business? How much money do I need and when, where, and how can I get it, on acceptable terms? Is a business plan needed? If so, how should I develop one? What do I need to know and practice in

entrepreneurial reasoning and thinking to have a competitive edge?

From job creation to innovation, from the creation of wholly new industries to risk capital formation, from competitiveness and productivity to social renewal through private initiatives, entrepreneurial leaders and the entrepreneurial process will continue to redefine the world economy. As a University, and at all levels of the education process, we need to create and encourage policies and practices that are friendlier to the entrepreneurial process. Furthermore, we need to take advantage of our great University asset, our student body, to foster and nurture the cultivation of the entrepreneurial spirit not only in our business community but also in our nation.

# Operations and Manufacturing Management at NDU

Dr. Atef H. Harb, DMM

## What is Operations Management?

Operations Management is concerned with creating, operating and controlling a transformation system that takes inputs of a variety of resources and produces outputs of goods and services needed by customers.

## Why study Operations Management?

- The operations function is the core of the organization and continuously manages the flow of resources through it. In many organizations, operations account for almost 80% of the employees and hence most of the added value.
- The output of the operations system is the bundle of goods and services consumed in society. An organization that does not continuously satisfy the needs of consumers fails, which is why we need to focus on managing quality.
- All organizations have an operations activity. The techniques and skills of operations management can be applied across a range of apparently diverse businesses, institutions, authorities and so on, whatever sector of the economy they occupy.
- Operations Management is Management in that it offers the challenge, the complexity and the responsibility which are part of any managerial role. A good operations manager does not define the task as merely tinkering with techniques to run part of the business on a day-to-day basis. The role is larger than this, being also concerned with developing operating processes, products, location and so on to meet the demands and pressures of the changing environment.
- In a harder sense, any nation depends heavily, for its international competitiveness, on the efficiency and effectiveness of the operations in its organizations. So much talk has been about getting the strategy right that the need to invest in, develop and manage competitive operating systems is often forgotten. It is in the interest of us all to have properly functioning organizations in the more public domain of services, whether from banking to buses or hairdressing to healthcare.

## Operations Management and Manufacturing at NDU:

NDU is looking forward to enriching and to enlarging the teaching of Operations Management to include the concepts of Manufacturing and Manufacturing Operations.

Manufacturing Operations are categorized into three broad types of process structures, each category depending to a large extent on the volume of item(s) to be produced. These three categories are often referred to as project processes (process that focuses on making one-of-a-kind products), intermittent processes (process that produces products in small lot sizes), and line flow processes (continuous process that produces high-volume, highly standardized products). While we identify three discrete categories, we should emphasize that the different types of manufacturing processes that exist should be viewed as a continuum, and that any one company may incorporate a combination of these processes in the manufacture of its products.

# The Pillars of the DMM

Joyce Menassa, DMM

Under the auspices of the Faculty of Business Administration and Economics (FBAE), flourish the three departments of **Accounting, Finance, and Economics, Management and Marketing, and Hotel Management and Tourism.**

At present, I shall focus mainly on the Department of Management and Marketing and on the majors offered therein.

Until recently, the DMM offered only three concentrations: **Management, International Business Management (IBM), and Marketing.** Two new majors have been added within the Department of Management and Marketing. These include **Human Resource Management** as one concentration, and **Distribution and Logistics Management** as another.

Having been involved in the process of developing the latter concentration of **Distribution and Logistics Management**, I felt compelled to introduce the major, in its major facets, to the NDU community as well as to all readers of the **NDU Spirit.**

Distribution and Logistics Management, as a major, covers the different areas of channel management, purchasing, materials and warehouse management, supply chain management, packaging, and warehousing and inventory control, as well as transportation.

The major also emphasizes the purchasing process, including choice of vendors, negotiation techniques, and ethical issues involved in this process.

Distribution and Logistics Management also extends to cover issues such as packaging and carriers and their importance to logistics as well as materials handling equipment, storage systems, bar code scanners, etc.

The study of distribution and logistics serves as a specialized program for those who plan careers in logistics or distribution with shippers, carriers, manufacturers, government agencies, and others. It is a broad-based program, which emphasizes the managerial aspects of distribution and logistics systems and concepts.

Distribution systems design is also explained as well as optimal allocation methods, pricing policies, and power structures within firms.

Finally, Distribution and Logistics Management focuses on the current issues of marketing channel

management, including retailing, wholesaling, warehousing, location, inventory control and channel design.

As seen above, the Distribution and Logistics Management concentration incorporates many issues critical to the success and survival of many organizations across the world.

Typical entry-level jobs available in the Lebanese market include those of supply chain management analysts, customer service coordinators, transportation analysts, logistics analysts and supervisors, operations assistants, and distribution coordinators.

Demand for individuals in the field of logistics and distribution is high and, hopefully, NDU will play a large part in supplying these individuals once they earn their degrees.

The Distribution and Logistics Management major will require students to take 27 credits of General Education Requirements, 48 credits of required courses, 19 credits of concentration requirements, and 9 credits of major electives, as well as 3 credits of elective courses from any major. To recap, a student needs to successfully pass 106 credits to graduate with a BA degree in Distribution and Logistics Management.



Mr. Hrair Hovivian and the Club Committee.

## The Banking and Finance Club

Hrair Hovivian, Senior Lecturer

On Thursday and Friday, October 21<sup>st</sup> and 22<sup>nd</sup>, Notre Dame University organized a recruitment activity, in which every student was given the opportunity to join the clubs existing at the university. In its turn, the Banking and Finance Club had its stand. There was very keen enthusiasm from the part of students majoring in Banking and Finance to join the club. One hundred and sixty-two students have filled in applications for membership.

The advisor of the club, Mr. H. Hovivian, announced a period of three days, October 26, 27, and 28, for members to fill in applications for candidacy for election to the Executive Committee.

On October 29, the election took place in Friends' Hall. There were six candidates from the Sophomore students, seven from the Junior, and eight from the senior.

### The following students were elected as Committee members:

[ Fayçal, Stephanie	Sophomore	44 votes ]
[ Nacheif, Joseph	Sophomore	35 votes ]
[ Akiki, Habib	Sophomore	34 votes ]
[ Habchi, Salim	Junior	21 votes ]
[ Sarkis, Elian	Junior	21 votes ]
[ Rouhana, Sabine	Junior	21 votes ]
[ Fallah, Sandra	Junior	21 votes ]
[ Khoury, Bassem	Junior	21 votes ]
[ Beaino, Houssam	Senior	24 votes ]
[ Rouhana, Rawad	Senior	23 votes ]
[ Rahme, Vanessa	Senior	21 votes ]

### On Friday November 2<sup>nd</sup>, the elected members of the committee conducted their first meeting, at which they elected the following members for offices:

✓ Beaino, Houssam	President ]
✓ Rouhana, Rawad	Vice President ]
✓ Fallah, Sandra	Secretary ]
✓ Fayçal, Stephanie	Treasurer ]

The two major activities that the Banking and Finance Club is planning to organize during the Fall semester 2004 are a seminar on E-finance to be held on December 8, and an annual dinner to be held in February immediately after the final exams, prior to the beginning of the Spring Semester.

# Happy Tenth Anniversary!

**Yussef Zgheib, Ph.D.**

Former Chairman, Hospitality and Tourism

No, it is not my kid's birthday! I am speaking of the Department of Hospitality and Tourism Management. In 2004 it completed the tenth year of its existence and can now boast a strong and successful track record, packed with achievements, challenges overcome and warm memories for many HTM graduates.

As I let go the reins of the chairmanship of the Department, allow me to indulge a little in these memories. I certainly could never have predicted in 1994, when I received a fax message from **Father François Eid**, then President of NDU, asking me to leave Scotland the soonest possible and head back home to take charge of the new major, that ten years later our achievements would position us as leaders of university hospitality education in the area.

What a privilege to have been part of a dedicated team of educators and collaborating practitioners who have contributed

wholeheartedly to the development of future professionals in the industry! We have at present much to celebrate in the successes of our graduates, locally and internationally. Within such a short time, many have already assumed senior responsibilities as restaurant managers and operations managers, financial controllers and auditors, human resources and sales managers, hospitality financial consultants, regional project managers and even general managers, to name just a few. Many also are those who have pursued and brightly earned postgraduate degrees from a diversity of first-rate universities worldwide.

Internally matters have also prospered to match the rising challenges of achieved successes and industry demands. The program has been upgraded, topped with a major overhaul launched this year. Students can now graduate with either a hospitality-food-and-beverage or a travel-and-tourism concentration.

Such focus, while not narrowing down horizons, allows a deeper level of know-how in a chosen sector after the broader knowledge acquired in the first two years of studies. Such a welcome move would not have been feasible without the arduously-pursued practical laboratories inaugurated last year and the building up of an extensive industry network of collaborating entities and professionals.

Students have also been training in leading properties locally and internationally, whether in the Gulf, the USA or France. Education as we see it is provided only partially through class lectures. We strive to instill strong professionalism in our students, through different windows to the real world, such as real-life cases and presentations, laboratory and field work, extensive internships and encouraged work experience.

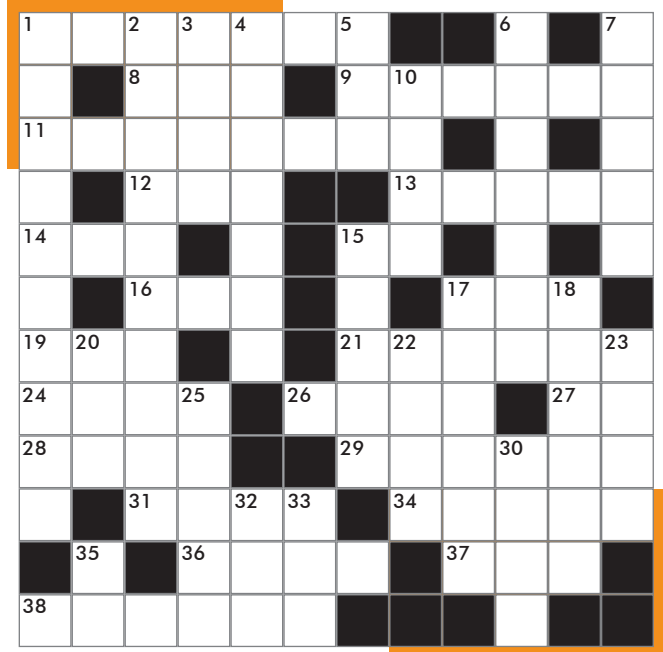
Much has been achieved and much remains to be developed and realized. The team I worked with believed in dreaming and doing. Mostly, we believe in our students. The acid test lies in the professional and personal achievements of our graduates.

# Something for your Grey Matter

## Crossword

**Across:** 1. worldly, commonplace 8. It comes in a can and goes in an engine 9. regret one's sins 11. brutality 12. kind of beer 13. make one's way in 14. this side of (prefix) 15. It is played on one side only 16. nasty dog 17. Nobel invented it 19. The sun is there in August 21. This describes the end of many dramas 24. cereal 26. skin 27. certainly not! 28. hold fight 29. decipher 31. pastoral mountains 34. drawn by a bait 36. speck, Greek letter 37. spoil 38. courageous, sandy

**Down:** science of beautiful sound 2. Scotland across the ocean (two words, four and five letters) 3. instrument face 4. Arabic contribution to mathematics 5. go wrong 6. cinema accommodation 7. look open-eyed 10. regarded 15. quoted 17. toilet powder 18. material for starting a fire 20. an external organ of yours that you cannot see 22. Scottish highland dance, stagger 23. with boys and girls together 25. cleft 30. spoken 32. culinary utensil 33. provides porcine comfort 35. alternatively



## Some tricky plurals

Do you know the plural of these nouns, some of which will be familiar and others not so familiar? Say if words cannot be plural.

Grouse (bird). Grouse (complaint). Deer. Mouse. House. Swine. Advice. Louse. Sand. Craft (boats, aircraft). Craft (skill, art). Damage (harm, destruction). Head (of cattle). Person (individual). Tobacco. Equipment.

Note that the names of some large animals can be singular collective when used in the meaning of big game (also singular collective). For example: **There's wild elephant in those hills. The Masai used to go hunting lion, using only spears.**

## 40 WORDS TO FIND

N	N	E	E	D	S	G	N	I	T	E	K	R	A	M
D	O	X	I	N	T	E	R	M	E	D	I	A	R	Y
E	I	I	E	G	N	A	H	C	X	E	R	A	H	S
M	P	N	T	M	A	T	U	R	I	T	Y	S	R	E
A	I	A	A	A	W	S	W	O	T	A	T	A	D	X
R	C	S	T	L	T	A	R	G	E	T	I	N	G	P
K	A	E	S	E	P	N	R	A	B	S	L	Y	E	E
E	P	U	H	I	N	L	E	R	T	I	A	G	R	C
T	T	C	H	L	O	T	A	M	A	S	U	R	E	T
I	I	S	I	Y	O	N	A	T	G	N	Q	E	M	A
N	V	D	A	E	D	R	E	E	S	E	T	N	U	T
G	E	L	U	I	K	R	T	C	I	E	S	Y	S	I
A	T	L	N	E	S	I	O	N	L	G	T	S	N	O
Y	A	G	T	F	A	D	A	D	O	P	T	I	O	N
V	I	S	I	O	N	C	E	D	O	C	E	D	C	V

ADOPTION	NEEDS	EXCHANGE	SHIP
BRANDING	NICHE	EXPECTATION	STARS
CAPTIVE	NOISE	FAD	SWOT
CONSUMER	PATENT	IDEA	SYNERGY
CONTROL	PLAN	INTERMEDIARY	TARGETING
CUES	PLC	LOYALTY	TEST
DATA	QUALITY	MARKETS	VALUE
DECODE	RETAIL	MATURITY	VISION
DEMARKETING		MISSION	WANTS
SEGMENTATION		MIX	WARRANTY
DOGS	SHARE		

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Kamal Zakhour, BA&E

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