

Sanaa HAJJ



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Higher education experience

- Francophone University Agency (AUF)- Middle East** **October 2021- Present**
- **Head of Francophone Employment Center (CEF)**
 - Entrepreneurship and pre-incubation unit
 - Guidance and Tutoring unit for employment
 - Complementary and Soft-Skills training unit
 - Network and Socioeconomic -University linkage unit
- Conservatoire National des Arts et Métiers (Cnam)-France** **April 2021- June 2021**
higher education establishment dedicated to life-long professional training
- **Visiting Professor at Cnam (3 months)**
 - Organizational management seminar: *“Entrepreneurship in complexity”*
 - Interventions in doctoral seminars: *“Research in our territories, doing a thesis is a proof of resilience”*
 - SPID (Strategy-Prospective-Innovation-Development) seminar: *“Undertake a thesis with a prospective vision”*
- The Cnam Pays de la Loire-France**
- **Part-time teacher (Open Distance Learning)** **February 2021- Present**
 - Lecturer in Corporate Finance
- The Leonardo de Vinci School of Management (EMLV) -France** **March 2021-Present**
- Supervision of master’s theses
- Higher Institute of Applied Sciences and Economics (ISSAE- Cnam Lebanon)** **2004 - 2021**
Regional center associated with the Conservatoire National des Arts et Métiers (Cnam)-France
- **Head of doctoral research unit in collaboration with the Interdisciplinary research laboratory in action sciences (Lirsa)-France**
 - Development of a specialization certificate in research
 - Ensuring collaboration between the supervisors (Lirsa) and future doctoral students
 - Establish an incubator for doctoral students
 - **Member of the Board of Directors of Cnam Lebanon**
 - Participated in the management and development of the establishment
 - Contributed to managerial decisions
 - Ensured the implementation of decisions made by management
 - Working with stakeholders
 - **Head of management and economic department**
 - Master’s degree in “Entrepreneurship and Project Management”
 - Master’s degree in “Corporate Finance and Financial engineering”
 - Bachelors (Finance, Accounting, and Marketing)
 - Pedagogical educational chief of six regional centers training in Lebanon

- **Teaching activities**
 - Entrepreneurship, Business Plan
 - Epistemology Seminar, Research Methodology in Business Sciences
 - Corporate valuation
 - Strategic management
 - Mergers and Acquisitions Strategies
 - Corporate management and financial policy
 - Value creation
- **Professionalization of training**
 - Promoted professional training
 - Collaboration in the DEEL project (Development of Student Entrepreneurship in Lebanon)
 - Participated in the “Francophone Entrepreneure Women” competition
 - Participation in quality assurance workshops organized by the Ministry of Higher Education
 - Collaborated with “Challenge to Change” NGO on soft-skills learning
 - Implementing several training courses for the Lebanese accounting syndicate in collaboration with National Institute of Economic and Accounting Techniques in France
 - Designing a professional certificate for the syndicate of real estate appraisers in Lebanon
 - Creation of the office “Bureau de liaison Entreprise-Université” (BLEU) for bridging University to the labor Market
 - Signature of an agreement with the Lebanese Institute of Finance in collaboration with the National Treasury School (ENT) and the international cooperation mission of the The General Directorate of Public Accounts (DGCP) in Paris

Lebanese - European Campus of Technology **2007- 2010**

Lebanese University, Faculty of Business and Economic Sciences **2003 - 2004**

- **Teaching activities**
 - Institutional management
 - Money and Banks
 - International financial markets
 - Financing of small and medium-sized enterprises
 - Corporate finance

Bordeaux Business School Group (ESCB)-France **1994 - 1995**

- **Responsible for the publication of the “Club Montaigne” research booklet**
 - Analyzed a current topic
 - Organized discussion meetings with company executives
 - Proposed solutions to a problem
 - Wrote the "Club Montaigne" booklet
- **Research Assistant in the Strategy Department**
 - Participated in the admission jury
 - Planned the intervention of speakers and the topics to be discussed
 - Helped students to strengthen capacity building for a professional project

Montesquieu University – Bordeaux IV (Faculty of Economics and Business) **1990 - 1994**

Conservatoire National des Arts et Métiers (Cnam- Bordeaux)

- **Part-time Teaching and Research Assistant (ATER)**
 - Methodology conferences
 - Financial analysis
 - General accounting
 - Analytical accounting

Consulting activities (consultant)

- **Coach and mentor for start-ups** **2020 - Present**
 - Training on Business Model Canvas and Lyne Canvas
 - Business plan
 - Financing of start-ups
- **Presidency of the Lebanese Government** **2019 - 2020**
 - Member of the Advisory Committee on Academic Affairs: Project to legalize distance learning
 - Project “Work based learning”
- **Ministry of Education and Higher Education in Lebanon** **2018-Present**
 - Member of the Specialized Advisory Committee for the Evaluation of University Programs
- **Consultant to the UNESCO Regional Office** **2015**
 - Study on skills development among the youth in Lebanon
 - Strengthening entrepreneurship and leadership among Lebanese youth
- **Consultant to ICTJ (International Center for Transitional Justice)** **2015**
 - Preparation of a financial study for the financing of a bill and the constitution of a committee for the missing in war
- **Mentor at E.bump Lebanon: Developing Concepts, Building Businesses** **2015**
- **Management Consultant: IFEPS Toulouse** **1995 - 2002**
 - Market research
 - Forecasting study for banks
 - Design and development of planning in the company
 - Retention of the existing customer portfolio as well as the development of a potential customer base

Research activities

- **Co-supervision of theses in Management Sciences** **2017-Present**
(LIRSA Laboratory, Doctoral School Abbé Grégoire, Cnam)
 - Intrapreneurship to enhance social inclusion: Innovation in strategic approach of financial inclusion through financial institutions
 - Entrepreneurial practices and emergence, stabilization, and development of niches in the energy sector. The case of renewable energy eco-entrepreneurs in Lebanon
 - Contribution to the analysis of the explanatory dimensions of organizational climate influencing the ethical or unethical behavior of the auditor in a relational society: The case of Lebanon
- **Supervision of thesis projects** **2019**
 - Maximizing social value while ensuring economic sustainability: Case of social entrepreneurs managing rest homes in Lebanon
 - The perception gap between auditors and users of financial statements
- **Miscellaneous publications**
 - Iman Khalil, Sanaa HAJJ, Assaad Yammine, Emmanuel Sylvestre ;"Elaboration d'un Référentiel de Compétences de l'enseignant chercheur en Méthodologie et Encadrement de Recherche RCMER » Submission for publication in the journal RIPES. (December 29, 2021) in progress
 - Mohamed Bayad, Rouba Farah, Sanaa Hajj ; "L'entrepreneuriat durable en question". 15th Congress of the International Research Network on Organizations and Sustainable Development, RIODD, Oct 2020, Montpellier, France. (hal-03118253).
 - Sanaa Hajj, Elie Aoun, Nayla Geagea; "The Missing in Lebanon Input on the Establishment of the independent National Commission for the Missing and Forcibly Disappeared in Lebanon", Publication International center for Transitional Justice ICTJ 2016.
 - Sanaa Hajj, Chawki Diab, Rania Salem ; " Study on skills development among young people in Lebanon" UNESCO Publications 2015

- Sanaa Hajj, Selim Mekkessi ;" Le financement des PME-PMI au Liban : Un outil de relance économique", Study for the Doctoral School in Economics and Management of the Lebanese University. 2011-2012
- Sanaa Hajj ; " *Regards croisés sur la conjoncture*" Econews No 21, Juin 2013
- Sanaa Hajj ; " *L'influence des choix stratégiques sur la création de valeur des entreprises impliquées dans une OPA-OPE*" Arab Economic Business Journal 2006.
- Sanaa Hajj ; " L'étude de la Complexité peut-elle faire évoluer le Management", Les cahiers du Club Montaigne - Bordeaux (1995).

European cooperation projects (Erasmus+ and Tempus)

- **CONNECTE: Collaborative Network for Career-building, Training, and E-learning** **2020 - 2023**
 - Objectives: Improve the capacity building of youth for employment, acquire digital skills, and develop the Work based learning programs in Lebanon.
 - Relevant countries: France, Belgium, Austria, and Lebanon
- **PCSI: Inter-University Scientific Cooperation Project (AUF)** **2020 - 2022**
 - Objectives: Innovation in university teaching practices in the teaching of methodology and research supervision
 - Relevant countries: Switzerland, Lebanon, and Egypt
- **ADIP: Distance Learning and Educational Innovation (AUF)** **2014 - 2017**
 - Objectives: Training in competency-based approach, educational innovation, development of a competency framework, distance learning, and validation of acquired experience (VAE)
 - Relevant countries: Belgium, Egypt, France, Lebanon, and Romania
- **SEMSEM: Services for Employability and Mobility in the form of Internships for students from Maghreb/ Mashrek** **2013 - 2015**
 - Objectives: Implementation of a multi-service digital platform to facilitate research, completion, support, and follow-up of internship in companies
 - Relevant countries: Spain, France, Italy, Lebanon, Morocco, Algeria, and Tunisia
- **DEFI Averroès:** **2011 - 2013**
 - Objectives: Promote the employment of young graduates from Mediterranean countries
 - Creation of Bureau de Liaison Entreprise Université (BLEU)
 - Relevant countries: Belgium, Spain, France, Algeria, Lebanon, Morocco, and Tunisia

Professional skills development

- **Eco-entrepreneur coach certification by Swith-Med** **2021 - 2022**
 - Green Business Model (GBM)
 - Lean Start-Up
 - Eco-Design
 - Financial modeling
- **Training on educational innovation:** **2011 - 2021**
 - Professionalization of training
 - Competency-based approach
 - Distance learning
 - Design of educational models
 - Validation of acquired experience (VAE)
 - Work-based learning (alternance)
 - Training in SoTL methods, reflexivity work, innovative methods in the teaching of research methodology and the supervision of research work by implementing innovative practices (APC, MOOC...)
 - Scripting and tutoring on EAV

Education

- **University of Montesquieu- Bordeaux** **2000**
 - Doctorate in Management Sciences (PhD): “Contribution to the study of the influence of strategic choices on the performance of companies involved in a public tender offer or exchange offer (Takeover bid)”
- **Institute of Business Administration - IAE – Bordeaux IV** **1988 - 1989**
 - DEA in Business Sciences: Finance option
- **French Embassy** **1987 - 1988**
 - BGF: French Government Scholarship, Higher Education Scholarship
- **Lebanese University, Faculty of Business and Economics** **1983 - 1986**
 - Master of Business: “Accounting and Finance” option

Expertise

- Competencies: modernization of education, design of a university strategy, support university governance, facilitator Business, entrepreneurship mentor and coach
- Soft skills: leadership, innovation, problem solving, adaptability, teamwork, work ethics
- International Exposure: Networking with stakeholders and partners, and perfect knowledge of European sector with focus on the education system in France

Other

- Member of the “Union of French Citizens Abroad “(UFE), Member of the Lirsa research laboratory
- Languages: Perfectly bilingual in French & Arabic and professional proficiency in English