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An Academic and Professional in HRM with exceptional management, leadership, business, interpersonal, mentoring, research, and training skills. International, multi-cultural, and multi-industry experience. Expert in academic program development & administration, project management, Online/hybrid Education/Training, knowledge management, HR planning, Staffing, Employee Development, Compensation Management, Change Management, and Research Methods. Hard-working, Integrity, Conscientious, Compassionate, Data-driven, and Performance-driven. Research interests are Knowledge Management, Artificial Intelligence, Strategic HRM, and HR Functional Excellence.

### Academia should be linked to Professional Practice and should generate a positive impact on Business and Society

Years in Academia	Years in Industry	Courses	Industries	Markets
18+	5+	250+	5	4
Rutgers University University of Cincinnati University of Leeds University of York University of Roehampton Lebanese American University	HR Manager Recruiter Purchasing Manager Associate Consultant	HR Management Strategic Management Organizational Behavior Economics Labor Relations	Higher Education Restaurants & Hotels Retail Trade Management Consulting	North America Europe Middle East Africa

### EDUCATION

Degree	Institute	Subject	Year
<b>Ph.D. (Business &amp; Economics)</b> 	University of Leeds	Human Resource Management Knowledge Management	2012
<b>MBA</b>	Lebanese American University	Business Administration	2006
<b>MTS</b>	Antiochian House of Studies	Applied Orthodox Theology	2025
<b>BBA</b>	American University of Beirut	Business Administration	2001
<b>Lebanese Baccalaureate II</b>	Saint Mary Orthodox College	Philosophy	1998

### CERTIFICATIONS

Certification	Institute	Subject	Year
<b>Facilitator of Teaching Evaluation</b>	Rutgers University	Teaching Evaluation	2024
<b>Rutgers Leadership Academy</b>	Rutgers University	Higher Education Leadership	2023
<b>Lifelong Learning in Inclusive Teaching</b>	Rutgers University	Diversity, Equity, and Inclusion	2021
<b>Certified Online Faculty</b>	Laureate International Universities	Online Education	2014
<b>Professional in Human Resources (PHR)</b>	Human Resources Certification Institute	Human Resource Management	2006
<b>SHRM Learning System</b>	Society for Human Resource Management	Human Resource Management	2006

### EXPERIENCE

Position	Organization /Location	Year
<b>Director</b>	<b>Rutgers University – Department of HRM / USA</b>	<b>2019-present</b>
<b>Associate Director</b>	<b>The program was successfully launched in Fall 2019</b>	<b>2018-2019</b>
<b>Online Graduate HRM Program</b>		
<ul style="list-style-type: none"> <li>➤ Responsible for developing and implementing the plan for launching the new online graduate program.</li> <li>➤ Developing the marketing strategy and monitoring its implementation to ensure the effective conversion of marketing tools to enrollments.</li> <li>➤ Finalizing the admission and scheduling processes.</li> <li>➤ Ensuring that courses are being developed by the assigned faculty and supporting them throughout the instructional design process.</li> </ul>		

<ul style="list-style-type: none"> <li>➤ Staffing faculty for designing the online courses.</li> <li>➤ Finalizing all the administrative tasks and reaching out to stakeholders to ensure a smooth start for the program.</li> <li>➤ Scheduling the delivery of online courses.</li> <li>➤ Managing the admission process, including being on the admission committee</li> <li>➤ Addressing inquiries from interested candidates and engaging with them to ensure enrollment.</li> <li>➤ Ensuring that the program is of high academic quality and profitable.</li> <li>➤ Counseling students after admission until completion to ensure high retention and completion rates with high satisfaction.</li> <li>➤ Achievements up to Spring 2021: 80 enrolled students, 1.3 million annual revenues, 81% retention rate, and 200% growth compared to last year.</li> <li>➤ Achievements up to Spring 2021: exceeding the representation of minority and underrepresented groups: 22% Black; 28% Latino</li> </ul>		
<b>Associate Teaching Professor</b>	<b>Rutgers University – Department of HRM / USA</b>	<b>2024-Present</b>
<b>Assistant Teaching Professor</b>		<b>2018-2024</b>
<b>Teaching Instructor</b>		<b>2014-2018</b>
<ul style="list-style-type: none"> <li>➤ Designing and delivering face-to-face and online HRM and Organizational Behavior courses at the graduate and undergraduate levels.</li> <li>➤ Designing and delivering modules for executive and professional education in HRM.</li> <li>➤ Mentoring students and providing them with career counseling and extensive performance feedback.</li> <li>➤ Serving the university and school by actively participating in the teaching evaluation and online education committees.</li> <li>➤ Acting as the Student Campus Advisor for the Office of Student Conduct.</li> <li>➤ Subjects taught: Job Design and Job analysis, Workforce Planning, Employment Law, Recruitment, Selection, Training and Development, Performance Management, Compensation Management, Employee Incentives, Employee Benefits and Safety, Employee Relations, Global HR practices, Conflict Management, Leadership, Team Management, and other organizational behavior subjects.</li> </ul>		
<b>Editor in Chief</b>	<b>Sage Publishing / USA-Contract</b>	<b>2021-2022</b>
<ul style="list-style-type: none"> <li>➤ Acting as the EIC for the HRM module of the SAGE Business Foundations digital platform. This is a digital multimedia resource to help students understand key theories and practices underpinning business and management today</li> <li>➤ Recruited multinational HR academics to write on 12 theories and their practice in business management and HRM.</li> <li>➤ Peer-reviewed all the articles in the module.</li> <li>➤ Theories included in the module: Management by Objectives, Motivation Hygiene Theory, Expectancy Theory of Motivation, Cognitive Diversity Hypothesis, Leadership Grid, Human Capital Theory, AMO (ability, motivation, &amp; opportunity) Theory, Theory X and Theory Y, Likert's Participative Decision-Making, Intersectionality, Job Characteristics Theory, Agency Theory.</li> </ul>		
<b>Online Faculty in Management</b>	<b>University of Roehampton – Management Division / Virtual</b>	<b>2014-2015</b>
<ul style="list-style-type: none"> <li>➤ Delivering online modules in HRM and Strategic Management at the graduate level.</li> <li>➤ Mentoring students and providing extensive performance feedback (Formative and Summative).</li> <li>➤ Course Selection: HR as a Strategic Business Partner &amp; Organizations and the Business Environment.</li> </ul>		
<b>Visiting Assistant Professor of HRM</b>	<b>University of Cincinnati – Psychology Department / USA</b>	<b>2013-2014</b>
	<b>Organizational Leadership/Human Resources Division</b>	
<ul style="list-style-type: none"> <li>➤ Designing and delivering courses in HRM, Global HRM, HR Consulting, Staffing, Organizational Behavior, Labor Economics, and Leadership mostly at the graduate level.</li> <li>➤ Mentoring students and providing them with career counseling and extensive performance feedback.</li> <li>➤ Serving on the HR graduate program assessment panel.</li> </ul>		
<b>Lecturer-PT</b>	<b>University of Leeds – Employee Relations Department / UK</b>	<b>2009-2012</b>
<b>Teaching Assistant</b>		<b>2009-2012</b>
<ul style="list-style-type: none"> <li>➤ Designing and delivering lectures and seminars in HRM, Employee Relations, Labor Economics, Organizational Theory, Organizational Behavior, and Research Methods.</li> <li>➤ Mentoring students and providing them with career counseling and extensive performance feedback.</li> </ul>		
<b>Teaching Assistant</b>	<b>The University of York – School of Management / UK</b>	<b>2010</b>
<ul style="list-style-type: none"> <li>➤ Designing and delivering seminars for the Critical Management Studies module.</li> <li>➤ Mentoring students and providing them with career counseling and extensive performance feedback</li> </ul>		
<b>HR Manager</b>	<b>Assaha – An international restaurant and hotel management firm / Lebanon</b>	<b>01/07-07/07</b>
<ul style="list-style-type: none"> <li>➤ Managing the HR function, including designing, developing, and implementing HR practices, policies, and procedures.</li> <li>➤ Conducting job analysis and updating job descriptions.</li> <li>➤ Handling full personnel responsibilities and ensuring legal compliance.</li> <li>➤ Recruiting and selecting staff at various occupational levels.</li> <li>➤ Resolving conflicts between employees and managers and conducting exit interviews.</li> <li>➤ Supervising two HR professionals and conducting HR performance evaluations by creating and monitoring HR metrics.</li> <li>➤ Acting as the Public Relations Manager.</li> <li>➤ Reporting directly to the General Manager.</li> <li>➤ The company has more than 800 employees located in four countries: Lebanon, Qatar, Sudan, and the United Kingdom.</li> </ul>		
<b>Recruiting Officer</b>	<b>Merilink – African-based trade firm / Lebanon</b>	<b>01/04-03/06</b>
<ul style="list-style-type: none"> <li>➤ Sourcing and recruiting candidates from Lebanese universities to work mainly in Benin and Nigeria.</li> <li>➤ Conducting feasibility studies (mostly financial) for new business opportunities.</li> </ul>		
<b>Graduate Assistant</b>	<b>Lebanese American University – Business School / Lebanon</b>	<b>2004-2006</b>
<ul style="list-style-type: none"> <li>➤ Writing critical literature reviews and collecting and analyzing quantitative data.</li> </ul>		

➤ Assisting in teaching and assessing students for management and marketing courses.		
<b>Purchasing Officer</b>	<b>The Sultan Center – Regional retail store firm in the Middle East / Oman</b>	<b>04/02-11/03</b>
➤ Supply-side management: sourcing products, negotiating with suppliers, and issuing orders. ➤ Inventory Management: managing production and inventory of more than 8000 items. ➤ Responsible for product pricing and display, operations, sales, and customer satisfaction for the 7 perishable departments. ➤ Responsible for more than 70 employees, of which 4 are personal assistants and 7 teams led by floor department managers. ➤ Analyzing financial reports and monitoring department performance. ➤ Achievements: Increasing sales by 27% and profit by 40%. ➤ Reporting directly to the COO. ➤ The company has more than 4000 employees located in Kuwait, Oman, Jordan, and Lebanon.		
<b>Associate Consultant</b>	<b>TEAM International – Regional management consulting firm active in the MENA region / Lebanon</b>	<b>01/02-03/02</b>
➤ Conducting a SWOT analysis & contributing to the design of organizational structures. ➤ Analyzing employee questionnaires. ➤ Writing department and job descriptions.		

## PUBLICATIONS

Current Projects	
Kertechian, K.S. & El-Farr, H. (Publishing and Collecting more Data). <b>Investigating Job Desperation as a New Managerial Concept.</b>	
Journal Articles – Peer-Reviewed	
1. <b>Upcoming!</b> El-Farr, H. (in press). <b>What is your Knowledge Management Strategy in the Fourth Industrial Revolution?</b> EBSCO. Pathways to Research in Business & Economics	
2. <b>Upcoming!</b> El-Farr, H. & Kertechian, K.S. (in press). <b>Job Desperation in the “Liquid Society”: Prioritizing Work Recognition and Reassurance Over Financial Satisfaction.</b> Labour & Industry.	
3. <b>Upcoming!</b> Kertechian, K.S. & El-Farr, H. (in press). <b>Beyond the Usual Suspects: Job Desperation as a Top Driver of Turnover Intention and Job Search Behaviour.</b> Industrial Relations.	
4. Kertechian, K.S. & El-Farr, H. (2025). <a href="#">Body image in the Workplace: Assessing the Impact on Self-Esteem and Employee Engagement.</a> Acta Psychologica, 259(105355):1-10. DOI: 10.1016/j.actpsy.2025.105355	
5. Kertechian, K.S. & El-Farr, H. (2024). <a href="#">The impact of negative body image on turnover intention: the mediating and amplifying role of perceived discrimination.</a> @GRH, 2024/3(52): 101-119. DOI: 10.3917/grh.052.0101.	
6. El-Farr, H. (2022). <b>From Job Analysis to Job Description: How It Is Done.</b> EBSCO. Pathways to Research in Business & Economics BUS081, 1–17.	
7. El-Farr, H. (2022). <a href="#">Job Evaluation: A Step-by-Step Guide for Designing and Implementing the Point Factor Method.</a> EBSCO. Pathways to Research in Business & Economics BUS068, 1–16.	
8. Hosseingholizadeh, R., El-Farr, H., Taghizadeh Kerman, N., Lotfi, H., Ahmadi, M., Akhoondi, M., & Salehi Baigi, S. A. (2022). <a href="#">A systematic review and synthesis of empirical research on ‘knowledge leadership’: A new insight in knowledge management literature.</a> International Journal of Information Science and Management, 20(4), 169-192.	
9. Hosseingholizadeh, R., Amrahi, A. & El-Farr, H. (2020). <a href="#">Instructional Leadership, and Teacher’s Collective Efficacy, Commitment, and Professional Learning in Primary Schools: A Mediation Model.</a> Professional Development in Education. DOI: 10.1080/19415257.2020.1850510	
10. Hosseingholizadeh, R., Mahdi, S.E.K. & El-Farr, H. (2016). <a href="#">The Role of Motivation, Ability, and Opportunity in Achieving Effective Knowledge-Work: Knowledge Work and MAO.</a> International Journal of Knowledge Management, 12(4): 20-36. DOI: 10.4018/IJKM.2016100102	
11. El-Farr, H., Messarra, L.C., Karkoulian, S. (2009). <a href="#">The effect of physical structure on working and personal behavior: an investigative case study at an educational institution.</a> Journal of Academy of Business and Economics, 9(1). ISSN: 1542-8710	
Book Chapters – Peer-Reviewed	
1. <b>Upcoming!</b> El-Farr, H. & Kertechian, K.S. (in press). <b>Target’s DEI Journey: From 2020 Commitments to the 2025 Rollback.</b> SAGE Business Cases.	
2. <b>Upcoming!</b> El-Farr, H. (in press). <b>Designing Salary Grades.</b> Sage Business Skills: Human Resource Management Module.	
3. <b>Upcoming!</b> Kertechian, K.S., El-Farr, H. & Blaique L. (in press). <b>Building Ambidextrous Organizations Through Self-Leadership.</b> In The Amplifying Power of Intellectual Capital in the Contemporary Era. IntechOpen. ISBN: 978-1-83635-426-0	

4. **Upcoming!** Blaique L. & El-Farr, H. & (in press). **Harnessing Human Capital in the Age of AI: Strategies for Future-Ready Organizations.** In The Amplifying Power of Intellectual Capital in the Contemporary Era. IntechOpen. ISBN: 978-1-83635-426-0
5. Fay, C. & El-Farr, H. (2025). **Rewarding employees and HRIS.** In Johnson, R. D., Carlson, K. D. & Kavanagh, M. J. (Eds.). [Human resource information systems: basics, applications, and future directions \(6<sup>th</sup> ed.\)](#). Sage Publications, Inc. ISBN: 9781071922163
6. El-Farr, H. (2024). [Introductory Chapter: The Changing Landscape of Workplace and Workforce – An Overview](#). In El-Farr, H. (2024). The Changing Landscape of Workplace and Workforce. IntechOpen. DOI: 10.5772/intechopen.1005326
7. El-Farr, H. & Kertechian, K.S. (2024). [Knowledge Management and Knowledge Leadership in the Fourth Industrial Revolution: Resolving the Automation-Augmentation Paradox](#). In El-Farr, H. (2024). The Changing Landscape of Workplace and Workforce. IntechOpen. DOI: 10.5772/intechopen.1005236
8. Kertechian, K.S. & El-Farr, H. (2024). [Dissecting the Paradox of Progress: The Socioeconomic Implications of Artificial Intelligence](#). In El-Farr, H. (2024). The Changing Landscape of Workplace and Workforce. IntechOpen. DOI: 10.5772/intechopen.1004872
9. El-Farr, H. (2023). [Job characteristics theory](#). In Sage Business Foundations. SAGE Publications, Ltd. DOI: 10.4135/9781071923528 (Sage Business Foundations is a digital multimedia resource to help students understand key theories and practices underpinning business and management today).
10. El-Farr, H. (2023). [Expectancy Theory](#). In Wilkinson, A. & Johnstone, S. (Eds.) (2023). Encyclopedia of Human Resource Management. Second Edition. Edward Elgar Publishing. DOI: 10.4337/9781800378841
11. El-Farr, H. (2023). [Job Evaluation](#). In Wilkinson, A. & Johnstone, S. (Eds.) (2023). Encyclopedia of Human Resource Management. Second Edition. Edward Elgar Publishing. DOI: 10.4337/9781800378841
12. Fay, C. & El-Farr, H. (2020). **Rewarding employees and HRIS.** In Johnson, R. D., Carlson, K. D. & Kavanagh, M. J. (Eds.). [Human resource information systems: basics, applications, and future directions \(5<sup>th</sup> ed.\)](#). Sage Publishing. ISBN: 9781544396743
13. El-Farr, H. & Hosseingholizadeh, R. (2019). [Aligning Human Resource Management with Knowledge Management for Better Organizational Performance: How Human Resource Practices Support Knowledge Management Strategies?](#) In Wickham, M. (Ed.). Current issues in knowledge management. IntechOpen. DOI: 10.5772/intechopen.86517
14. Hosseingholizadeh, R., El-Farr, H. & Mahdi, S.E.K. (2019). [Optimizing Knowledge-Work through Personal Knowledge Management: The Role of Individual Knowledge-Workers' Motivation, Ability, and Opportunity](#). In Habib, M. (Ed.). Handbook of Research on the Evolution of IT and the Rise of E-Society. DOI: 10.4018/978-1-5225-7214-5.ch002

#### Edited Books

1. **Upcoming!** El-Farr, H. & Kertechian, K.S. (in press). The Amplifying Power of Intellectual Capital in the Contemporary Era. IntechOpen. ISBN: 978-1-83635-426-0
2. **Upcoming!** El-Farr, H. & Kertechian, K.S. (in press). **Sage Business Skills: Human Resource Management Module** - offers students a self-guided journey to gain the career-ready skill sets essential for professional success.
3. El-Farr, H. (Ed.) (2024). [The Changing Landscape of Workplace and Workforce](#). IntechOpen. DOI: 10.5772/intechopen.111368
4. El-Farr, H. (Ed.) (2023). [Sage Business Foundations: Human Resource Management Module](#) -Understand how key theories are practiced in managing employee motivation, skill development, fairness, productivity, and career progression. SAGE Publications.

#### Conference & Working Papers – Peer-Reviewed

1. Kertechian, K.S. & El-Farr, H. (under review). **Shifting Priorities: The Pursuit of Recognition and Security in a Transforming Society.** 36ème Congrès de l'AGRH. Deauville.
2. Kertechian, K.S. & El-Farr, H. (2025). **Job Desperation Among French-Speaking Employees: The Quest for Serenity.** EURAM 2025 Annual Conference, Florence.
3. El-Farr, H. (2025). [Faith in Action: Diligence and Almsgiving for God's Glory, Spiritual Growth, and the Path to Salvation](#). Orthodox Academic Society's 2025 Summer Symposium.
4. El-Farr, H. & Kertechian, K.S. (2025). [Prioritizing Work Recognition and Security Over Financial Rewards in a Fluid Society](#). LERA 77th Annual Meeting, Seattle.
5. Kertechian, K.S. & El-Farr, H. (2024). **The impact of negative body image on turnover intention: the mediating and amplifying role of perceived discrimination.** 35ème Congrès de l'AGRH, Barcelona.

6.	Kertechian, K.S. & El-Farr, H. (2024). <a href="#">Exploring the Interplay of Body Images and Micro-Level Management</a> . Academy of Management Proceedings, 2024(1):11734. DOI: 10.5465/AMPROC.2024.11734abstract
7.	Kertechian, K.S. & El-Farr, H. (2024). <a href="#">Exploring the Socioeconomic Challenges of Artificial Intelligence</a> . Quatrième Edition des Journées de Recherche en éthique, ESSCA School of Management, Bordeaux.
8.	El-Farr, H. (2011). <a href="#">Linking performance appraisal to knowledge management activities in the management consultancy sector in the UK</a> . British Academy of Management Conference.
9.	El-Farr, H (2009). <a href="#">Knowledge work and workers: a critical literature review</a> . Leeds University Business School-Working Paper Series, 1(1). ISSN nr. 1743-6796.
<b>Ph.D. &amp; Master's Theses</b>	
	El-Farr, H. (2011). <a href="#">Aligning human resource management to knowledge management within the UK management consulting sector</a> . [Doctoral dissertation, University of Leeds]. DOI: 10.13140/RG.2.2.33704.16642
	El-Farr, H. (2025). <a href="#">The Theology of Giving and of Receiving: An Orthodox Approach to Wealth Management as a Path to Healing and Salvation</a> . [Master's dissertation, Antiochian House of Studies]. DOI: 10.13140/RG.2.2.23135.11686
<b>Trade Articles</b>	
El-Farr, H.	<a href="#">Middle management: essential to preserve skills and administrative knowledge</a> Magazine Article International Economics 2008
El-Farr, H.	<a href="#">The knowledge worker: the essential success factor in the knowledge economy</a> Magazine Article International Economics 2008
El-Farr, H.	<a href="#">The sustainable need for training and re-training</a> Magazine Article International Economics 2008
El-Farr, H.	<a href="#">The knowledge economy: a challenge facing the Arab World</a> Magazine Article International Economics 2008

## Research GRANTS

El-Farr, H. (April 2024 – March 2026). Investigating Job Desperation as a New Managerial Concept: A Cross-Cultural Analysis in the US and France. Rutgers Global International Collaborative Research Grant. Grant Amount: \$8,000.

## TEACHING EXPERIENCE

Course	Level	Institute/Division	Year
Managing the Global Workforce (Online)	Graduate	Rutgers University	2023-present
Linking HR to Business Strategy (Online)	Graduate	Rutgers University	2019-present
Managing the Global Workforce (In-person)	Graduate	Rutgers University	2018-present
Introduction to HR Management (Online)	Undergraduate	Rutgers University	2016-present
HR Strategy I (Online/Design)	Graduate	Rutgers University	2016
Talent Acquisition (Staffing)	Undergraduate	Rutgers University	2015-present
Global HR Management (Online)	Undergraduate	Rutgers University	2020-present
Global HR Management (In-person)	Undergraduate	Rutgers University	2015-present
Introduction to HR Management (In-person)	Undergraduate	Rutgers University	2014-present
Organizational Behavior	Graduate	Rutgers University	2014-present
Organizations and the Business Environment (Online)	Graduate	University of Roehampton	2015
HR as a Strategic Business Partner (Online)	Graduate	University of Roehampton	2014
HR Consulting	Graduate	University of Cincinnati	2014
Foundations of Leadership	Undergraduate	University of Cincinnati	2014
International HR Management	Graduate	University of Cincinnati	2014
International HRM	Undergraduate	University of Cincinnati	2014
Economics of HR	Graduate	University of Cincinnati	2014
Staffing Organizations	Graduate	University of Cincinnati	2013
Introduction to HR Management	Undergraduate	University of Cincinnati	2013
Individual Behavior in the Workplace	Graduate	University of Cincinnati	2013
Introduction to HR Management	Undergraduate	University of Leeds	2011/2012
Economic Institutions	Undergraduate	University of Leeds	2011



<b>Contemporary Industrial Relations</b>	Undergraduate	University of Leeds	2010/2011
<b>Business and Society</b>	Undergraduate	University of Leeds	2011
<b>Management Research Practice</b>	Undergraduate	University of Leeds	2010/2011
<b>Critical Management Studies</b>	Undergraduate	University of York	2010
<b>Labor Economics</b>	Undergraduate	University of Leeds	2010
<b>Management, Work, and Organization</b>	Undergraduate	University of Leeds	2009
<b>Organization of Business</b>	Undergraduate	University of Leeds	2009

## AWARDS & HONORS

- Competitive papers from the 77<sup>th</sup> Annual Conference of the Labor and Employment Relations Association, 2025. Available at: <http://www.leraoffice.org/php/program.php>
- 2025 Excellence in Online Teaching Award recipient in the category of Online Program Management and Administration – Issued by the University Online Education Services, Rutgers University, March 2025. Available at: [https://ruonlinecon.rutgers.edu/excellence-online-teaching-award?utm\\_medium=social&utm\\_source=linkedin&utm\\_campaign=awardwinnerpost](https://ruonlinecon.rutgers.edu/excellence-online-teaching-award?utm_medium=social&utm_source=linkedin&utm_campaign=awardwinnerpost)
- Best papers from the Thirty-Fifth Congress of the Francophone Association for Human Resources Management, 2023. Available at: <https://shs.cairn.info/journal-grh-2024-3?lang=en&tab=sommaire>
- Best Required Course Award – Issued by the School of Management and Labor Relations, Rutgers University, May 2023.

## UNIVERSITY SERVICE

Activity	University	Year
<b>SMLR Representative - Rutgers Academic Master Plan Implementation Committee</b>	Rutgers University	2025-present
<b>RU HR Council Meeting</b>	Rutgers University	2024-present
<b>SMLR New Undergraduate Academic Program Committee</b>	Rutgers University	2024-present
<b>New Brunswick Online Degree Committee</b>	Rutgers University	2024-present
<b>Assessment Committee of the School of Management and Labor Relations</b>	Rutgers University	2021-present
<b>Curriculum Committee of the Human Resource Management Department</b>	Rutgers University	2019-present
<b>Admission Committee for the online MHRM program</b>	Rutgers University	2019-present
<b>Graduate Programs DEI SMART Goals Committee</b>	Rutgers University	2021-present
<b>Student Campus Advisor for the Office of Student Conduct</b>	Rutgers University	2017-present
<b>Attending RU HR Council meetings</b>	Rutgers University	2023-present
<b>Teaching Assistant/Graduate Assistant Personnel Grievance Procedure</b>	Rutgers University	2018-present
<b>Student Career Counseling and Writing Recommendation Letters</b>	Rutgers University	2014-present
<b>Actively participating in HRM Department &amp; SMLR events and meetings</b>	Rutgers University	2014-present
<b>Mentoring Students on Research Projects and Honors Theses</b>	Rutgers University	2016-present
<b>Class Observation Assessment for Non-Tenure Track Faculty</b>	Rutgers University	2022-present
<b>Peer-mentoring a faculty member (Doughlas Coffey) for Development and Promotion</b>	Rutgers University	2024-present
<b>Peer-mentoring a faculty member (Peter Rokkos) for Development and Promotion</b>	Rutgers University	2022-present
<b>Associate Dean of Finance and Administration Recruitment Committee</b>	Rutgers University	2025
<b>Associate Director of Development Recruitment Committee</b>	Rutgers University	2025
<b>Quarterly meetings for the Student Support Program (Mental Health) - Online Students</b>	Rutgers University	2020-2024
<b>Non-Tenure Track Recruitment Committee</b>	Rutgers University	2024
<b>Setting the standards with the instructional designer for online course evaluations and improvement plan</b>	Rutgers University	2023
<b>Participating in the External School Review as a Program Director and NTT Faculty</b>	Rutgers University	2023
<b>Participating in the Hanover reports meetings (recommending survey topics and questions, discussing studies' results, and setting action plans)</b>	Rutgers University	2023
<b>Proposal for Human Capital Analytics Joint Certificate with the Rutgers Business School</b>	Rutgers University	2022
<b>Graduate Programs Panel Interview for the Assistant Dean Candidates</b>	Rutgers University	2022

Non-Tenure Track Recruitment Committee	Rutgers University	2022
Online Education at Rutgers	Rutgers University	2022
Non-Tenure Track Directors Taskforce for the Faculty Council	Rutgers University	2021-2022
Teaching Evaluation Committee of the School of Management and Labor Relations	Rutgers University	2017-2021
HRM Executive Board meetings and engaging with HR executives in the NJ/NY area.	Rutgers University	2017-2019
In-class Observation Teaching Evaluation Format Proposal Committee for the University	Rutgers University	2017-2018
Proposal for a joint online MHRM program with the China Association for Labor Economics	Rutgers University	2019-2020
MHRM-MLER program differentiation committee	Rutgers University	2020
Center for HR and Leadership Development – Performance Assessment Committee	Rutgers University	2020
Non-Tenure Track Reappointment Committee	Rutgers University	2020
Creating a new Online Master’s in Human Resources Management Program	Rutgers University	2019
Designing the AI in the HRM module for executive training	Rutgers University	2018
In-class Teaching Observation Committee of the HRM Department	Rutgers University	2018
Co-lead “Future of HR” Community of Practice; HRM Executive Board	Rutgers University	2019
Designing the four online courses in the HRM department: “Introduction to HRM”, “HR Strategy I”, “Linking HR to Business Strategy”, and “Global HRM”	Rutgers University	2015-2020
Online Education Committee of the HRM Department	Rutgers University	2015-2017
Designing the first 10 online modules for Executive and Professional Education	Rutgers University	2017
Panel Interview on Online Education to SMLR-Faculty	Rutgers University	2017
Undergraduate Honors Thesis Committee of Tanla Ayik Thesis title: The Role of Human Resources Information Systems in the Employee Selection Process.	Rutgers University	2016
Working on a proposal to increase Rutgers international students’ recruitment initiatives.	Rutgers University	2015-2019
Assessing current and future trends of international students to focus on their effective recruitment.	Rutgers University	2015-2018
Human Resources Graduate Program Assessment Panel	University of Cincinnati	2013/2014
Developing the HR Consulting Course	University of Cincinnati	2013/2014
Advising students on their capstone projects	University of Cincinnati	2013/2014
Developing the Management Research Practice module; quantitative and qualitative research methods.	University of Leeds	2010

#### CONSULTING\*EXECUTIVE & PROFESSIONAL TRAINING\*PUBLIC TALKS

Activity/Title	Role	Institute/Division	Year
A Panel discussion organized by the College and University Professional Association for Human Resources, New Jersey Chapter, on their Spring 2024 Event <b>Title: “AI &amp; HR: Learning &amp; Leveraging AI in HR”</b>	Panelist	CUPA-HR, NJ	2024
Delivering a Webinar to HR professionals at the SHRM-Central NJ Chapter June meeting. <b>Title: “Managing Knowledge in the Fourth Industrial Revolution: What are the strategies and how to address the human and technological dimensions”</b>	Keynote Speaker	SHRM-Central NJ Chapter	2023
A Panel discussion on the future of work and its implications on the future of education, workforce skills, working conditions, and policy. <b>Title: The new world of work, education &amp; the skills that matter</b>	Panelist	Futurewise & Berkeley College	2020
Delivering a talk to a group of German Students enrolled in the Transatlantic Ruhr Fellowship Program. <b>Title: “Work in the US in the 21st Century”</b>	Trainer	Center for HR and Leadership Development – SMLR	2019

Delivering one-day training in the Hangzhou HR Professional Training for Chinese government officials and professionals. <b>Title: “Work in the US in the 21st Century-Facts &amp; Major Trends”</b>	Trainer	Rutgers Global-Professional Education and Training Programs.	2019
<b>Evaluating and Critiquing the Skillful Talent Series</b> , an initiative of the Markle Foundation to foster the transformation of the labor market into one that is more skill-based than credential-based.	Reviewer	Rutgers Education and Employment Research Center	2019
<b>Designing the Online HR Excellence Program</b>	Subject-Matter Expert & Instructional Designer	Executive & Professional Education – SMLR	2018
<i>The program includes ten modules: Job Design &amp; Job Analysis, Workforce Planning, Recruitment, Selection, Training &amp; Development, Performance Management, Compensation Management, Employee Incentives, Employee Benefits &amp; Safety, and Employee Relations.</i>			
Delivering a Talk to HR professionals at the SHRM-Central NJ Chapter February meeting. <b>Title: H1-B Visa: Process, Facts, Trends &amp; Future Challenges.</b>	Keynote Speaker	SHRM-Central NJ Chapter	2019
Delivering one-day training to HR professionals enrolled in the “HR at the Crossroad: Navigating the Evolving Digital Landscape and the Future of Work” Program. <b>Title: “Digital HR – Artificial Intelligence’s Impact on the Workplace, HR Profession, and HR Practices”.</b>	Trainer	Center for HR and Leadership Development - SMLR	2018/ 2019/ 2020
Delivering customized training to officials from the Department of Human Resources and Social Security in Shanxi Province, China. <b>Title: “International Workforce Planning and Staffing: How Multinational Enterprises Do It?”</b>	Trainer	Rutgers Global-Professional Education and Training Programs.	2018
Delivering customized training to HR professionals and executives at Bristol-Myers Squibb. <b>Title: “The impact of artificial intelligence on the future of work and HR.”</b>	Trainer	Center for HR and Leadership Development - SMLR	2018
Delivering a Talk to HR professionals at the SHRM-Central NJ Chapter April meeting. <b>Title: “Contemporary and future challenges for workforce planning: What HR professionals might expect and how to react?”</b>	Keynote Speaker	SHRM-Central NJ Chapter	2018

## SELECTED CONFERENCES

Contribution/Title	Participation Method	Host	Year
<b>Prioritizing Work Recognition and Security Over Financial Rewards in a Fluid Society</b>	Paper Presentation	LERA 77th Annual Meeting	2025
<b>Applying the 5 Ps Marketing Mix to Online Graduate Programs</b>	Presentation	16 <sup>th</sup> Rutgers Online Learning Conference, Virtual	2025
<b>Exploring the Interplay of Body Images and Micro-Level Management</b>	Paper Presentation	84th Annual Meeting of the Academy of Management, Chicago	2024
<b>The Impact of Negative Body Image on Turnover Intention: The Mediating and Amplifying role of Perceived Discrimination</b>	Paper Presentation	35 <sup>ème</sup> Congrès Annuel de l'Association Francophone de Gestion des Ressources Humaines, EADA Business School, Barcelona, Spain	2024
<b>Exploring the Socioeconomic Challenges of Artificial Intelligence</b>	Paper Presentation	Quatrième Edition des journées de recherche en éthique « Le monde professionnel à l'heure du management éthique », ESSCA Bordeaux, France	2024



<b>Issues Surrounding Fully Online Professional Master's Programs</b>	Panelist	Triad 2024: LERA 76th Annual Meeting/ILERA Congress/FMCS National Labor-Management Conference, New York	2024
<b>Revise &amp; Resubmit: Benefits, Challenges, and Alternatives</b>	Presentation	SMLR's 2nd Annual Faculty Teaching Forum, New Brunswick	2024
<b>What you should know about AI to make the right decisions.</b>	Panelist	RUSHRM 19th Annual Spring Business Conference, Livingston	2024
<b>AI is impacting everything: Is HR ready? Are you ready?</b>	Presentation	RUSHRM 19th Annual Spring Business Conference, Livingston	2024
<b>Online Program Management and Administration</b>	Featured Speaker	Rutgers Offline Learning Conference, New Brunswick	2024
<b>Creating and Growing Online Graduate Programs</b>	Presentation	15 <sup>th</sup> Rutgers Online Learning Conference, Virtual	2024
<b>14<sup>th</sup> Annual Rutgers Online and Hybrid Learning Conference.</b>	Attendance	14 <sup>th</sup> Rutgers Online Learning Conference, Virtual	2023
<b>Creating an online program: Major Benefits and Challenges: Why should you consider creating an online program, especially if you already have an in-person program?</b>	Presentation	13 <sup>th</sup> Rutgers Online Learning Conference, Virtual	2022
<b>The global event for online learning and teaching in higher education</b>	Attendance	OnlineEd2022 - Henry Stewart Events, Virtual	2022
<b>Covid-19 Opportunity for Higher Education: The Case Study of the Online MHRM Program – Rutgers University</b>	Presentation	British Academy of Management: Teaching & Learning Management Knowledge and Education (MKE) Conference, Virtual	2021
<b>The global event for online learning and teaching in higher education</b>	Attendance	OnlineEd2021 - Henry Stewart Events, Virtual	2021
<b>Seventh Annual Rutgers Online and Hybrid Learning Conference</b>	Attendance	Rutgers University, Division of Continuing Studies, New Brunswick	2016
<b>Sixth Annual Rutgers Online and Hybrid Learning Conference</b>	Attendance	Rutgers University, Division of Continuing Studies, , New Brunswick	2015
<b>Linking performance appraisal to knowledge management activities in the management consultancy sector in the UK</b>	Paper Presentation	British Academy of Management, Birmingham, United Kingdom	2011
<b>Links between performance appraisal and knowledge management: potentials and evidence from the management consultancy sector in the UK</b>	Presentation	European Sociological Association	2011
<b>Human resource management in knowledge management</b>	Poster	Leeds University Business School	2008/2009
<b>Overcoming knowledge management barriers and implementation problems through human resource management practices</b>	Presentation Poster	Centre for Employment Relations Innovation & Change	2008
<b>Diversity, Inclusion, and Representativeness: Challenges for the Professions</b>	Attendance	Economic and Social Research Council, Geneva, Switzerland	2009
<b>Contemporary Employment Relations Issues – Seminar Series</b>	Attendance	Centre of Employment Relations, Innovation & Change, Leeds, United Kingdom	2007-2012
<b>Contemporary Business Issues – Seminar Series</b>	Attendance	Leeds University Business School, Leeds, United Kingdom	2007-2012

## PERSONAL DEVELOPMENT

Subject	Provider	Year
<b>CLARA Community Conversation at SMLR</b>	Rutgers University, School of Management and Labor Relations	2025

<b>Talking across differences teaching workshop</b>	Rutgers University, Centre for Youth Political Participation	2025
<b>Peer Review of Online Teaching</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Navigating Challenge: Teaching in the Present Moment</b>	Rutgers University, School of Management and Labor Relations	2024
<b>Preparing for Peer Review of Teaching</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Interpreting SIRS and other forms of Student Feedback</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Preparing Teaching Documentation for Promotion, Reappointment, and Renewal</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Developing a Teaching Portfolio Confirmation</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Faith Zones and Religious Observations in the Classroom</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
<b>Admissions Training (Legal Compliance)</b>	Rutgers' Office of General Counsel	2023
<b>Next Steps in the Evaluation of Teaching at Rutgers</b>	Rutgers' Office of Teaching Evaluation & Assessment Research	2023
<b>CLARA: A Tool for Navigating Contentious Conversations</b>	Rutgers University, School of Management and Labor Relations	2023
<b>Cultural Responsiveness in the Learning Environment</b>	Rutgers University, School of Management and Labor Relations	2022
<b>Navigating Difficult Conversations in the Classroom</b>	Rutgers University, School of Management and Labor Relations	2022
<b>Creating an e-Portfolio</b>	Rutgers University, School of Management and Labor Relations	2022
<b>Career Conversations with Your Staff</b>	Rutgers University, School of Management and Labor Relations	2022
<b>Centering Respect: Creating New Behavioral Norms</b>	Rutgers University, Center for Diversity Education and Bias Prevention	2022
<b>DEI Anti-racism and Inclusive Leadership workshop</b>	Rutgers University, School of Management & Labor Relations	2022
<b>Developing Cultural Competencies</b>	Rutgers University, School of Management & Labor Relations	2021
<b>Creating Accessible Online Content: Text, Documents, Images, and Video</b>	Rutgers University, Office of Instructional Design	2021
<b>Improving Education with the Science of Learning: The Impact of Culture &amp; Beliefs</b>	CTAAR and Rutgers Global-International Academic Success Office	2021
<b>Data &amp; Algorithms at Work: The Case for Worker Technology Rights</b>	The University of California-Berkeley, Center for Labor Research and Education	2021
<b>Culturally Responsive Course Design and Teaching Strategies</b>	Rutgers University, Office of Instructional Design	2021
<b>Microaggressions: Impact and Interventions</b>	Rutgers University, Center on Violence Against Women and Children	2021
<b>EAB: Attracting Tomorrow's Adult Student</b>	Rutgers University, Division of Continuing Studies	2021
<b>Educational Equity Programs Fall Showcase</b>	Rutgers University, Division of Diversity, Inclusion and Community Engagement	2021
<b>Workforce Harassment Prevention for Managers</b>	Skillsoft Compliance Solutions	2020-
<b>Workforce Harassment Prevention for Employees</b>		2023
<b>Title IX for Higher Education</b>		
<b>Yearly Training for Campus Advisors</b>	Rutgers University, Office of Student Conduct	2017-21
<b>Adapting Sakai to your Syllabus</b>	Rutgers University, Office of Instructional & Research Technology,	2014
<b>Introduction to Sakai</b>	Rutgers University, Office of Instructional & Research Technology,	2014
<b>Faculty Training in Online Learning – Management Program</b>	Online, Laureate Online Education/University of Roehampton	2014
<b>Online Learning Environment Orientation Course</b>	Online, Scholar Exchange	2014
<b>Blackboard Learning Management System</b>	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
<b>The Teaching Syllabus</b>	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
<b>Writing Strategies for Publication</b>	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
<b>Active Learning for Large Enrollment Courses</b>	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013

Using Nvivo (Fundamentals and Advanced)	University of Leeds, Information Systems Services	2008/10
Research methods - using SPSS (Factor analysis and ANOVA testing)	University of Leeds, Information Systems Services	2009
Interview skills for research staff: tips and practice	University of Leeds, Career Centre	2008
Critical Realism in Action Workshop	University of Leeds, Northern Advanced Research Training Initiative	2008
Industry Studies and Structured Comparative Case Methodology Workshop	University of Manchester Business School, Northern Advanced Research Training Initiative	2008
Working with MS Word to produce Transfer Reports, Thesis, and other Long Documents	University of Leeds, Information Systems Services	2008
Using Excel for Research Data (Fundamentals, Intermediate, Advanced)	University of Leeds, Information Systems Services	2008
Speed Reading and Mind Mapping	University of Leeds, Staff and Departmental Development Unit	2008
Critical Management Studies Research	York Management School, Northern Advanced Research Training Initiative	2008
Time Management during Research	University of Leeds – Staff and Departmental Development Unit	2008
Effective and Learning Methods in Small Groups	University of Leeds – Staff and Departmental Development Unit	2007
Use of Endnote Software	Leeds University Business School	2007
Assessing Student Work	University of Leeds – Staff and Departmental Development Unit	2007
Quantitative Data Analysis (Descriptive & Inferential)	Leeds University Business School	2007
Qualitative Data Analysis	Leeds University Business School	2007

#### PROFESSIONAL MEMBERSHIPS & EDITORIAL ROLES

Guest advisor and editor for an article collection on <a href="#">Work in the modern workplace: Insights for managers and HR leaders</a> , Cogent Business and Management journal.	2025-2026
Reviewer for the European Academy of Management 2025 Conference	2025
LERA Awards Committee	2025-2028
Advisory Committee of <a href="#">Folia Oeconomica</a>	2025-present
Peer Reviewer for the Sage Business Cases (HRM and DEI modules)	2024-present
Labor and Employment Relations Association (LERA)	2024-present
Academy of Management	2014-present
Society for Human Resource Management	2006-2007, 2014-present
Editorial Board Member for the <a href="#">Knowledge and Performance Management Journal</a>	2017-present
Center for Global Work and Employment at the School of Management and Labor Relations	2018-present
Ad hoc Peer Reviewer for several journals such as Compensation & Benefits Review, Journal of Ethnic and Migration Studies, Knowledge and Performance Management Journal, and Knowledge Management Research & Practice.	2016-present
Book revisions for the following textbooks:	2015-2021
➤ Vance, C.M. and Paik, Y. (2021). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. Third Edition. New York, New York: Routledge	
➤ Tarique, I., Briscoe, D. and Schuler, R. (2016). International Human Resource Management: Policies and Practices for Multinational Enterprises. Fifth Edition. New York, New York: Routledge.	
➤ Phillips, J.M. & Gully, S.M. (2015). Strategic Staffing. Third Edition. Hoboken, New Jersey: Pearson Education.	
➤ Tarique, I., Briscoe, D. and Schuler, R. (2011). International Human Resource Management: Policies and Practices for Multinational Enterprises. Fourth Edition. New York, New York: Routledge.	
Book proposal revisions:	
➤ The Cambridge Companion to Artificial Intelligence in Human Resource Management. Cambridge University Press	2024
British Academy of Management	2007-2012, 2021-ongoing
Centre for Employment Relations Innovation & Change – University of Leeds	2007-2012

#### ADDITIONAL RELEVANT KNOWLEDGE & SKILLS

<b>Languages</b>	Fluent in English and Arabic (various dialects).
<b>Communication Skills</b>	Robust written and verbal communication skills and the ability to customize based on the audience.
<b>Computer Literacy</b>	Proficient in various Learning Management Systems (Sakai, Canvas, eCollege, Blackboard), HR information systems, Statistical software, Qualitative data analysis systems, and Oracle databases. Proficient in SPSS, Endnote, Nvivo, Word, Excel, PowerPoint
<b>Business Knowledge</b>	Robust knowledge of strategic management, accounting, finance, marketing, project management, and operations management.
<b>Professional Engagement</b>	Continuous effort to keep up-to-date in the fields of HR and management, demonstrated in continuous memberships at the Academy of Management and Society for Human Resource Management, in addition to regularly attending conferences and reading recent trade and academic articles in my field. Also, I ensure continuous contact with HR professionals & executives and conduct site visits to organizations.
<b>Research Skills</b>	Robust research skills (both quantitative and qualitative); demonstrated through various publications focusing on the role of HR in supporting knowledge management activities, knowledge work and workers, and knowledge economy. Moreover, I am on the editorial board of the Knowledge and Performance Management Journal, in addition to providing reviews on academic books and journal articles, in journals such as Compensation & Benefits Review and Journal of Ethnic and Migration Studies.
<b>Comparative Knowledge of National Cultures and Markets</b>	In-depth knowledge of the cultures and markets of the United States of America, the Middle East region, and the United Kingdom, and well-acquainted with various Asian, European, and African countries.
<b>Comparative Knowledge of various Industries</b>	Robust knowledge of HR and business practices in retail, hospitality, management consulting, trade, and higher education.
<b>Economics</b>	Good knowledge of macroeconomics, microeconomics, and economic theories, policies, and practices.
<b>International Labor Law</b>	Good knowledge of international labor standards and laws. Good knowledge of Labor standards and laws in various regions and countries.
<b>Organizational Behavior</b>	Robust knowledge of various organizational behavior issues at the individual, team, and organizational levels. Special interest in various generational traits, leadership styles, conflict management, team management, organizational change (cultural and structural), and personality traits.
<b>Comparative Knowledge of Various Religions</b>	Robust knowledge of religious ideologies, denomination differences, country practices, norms, and behaviors, especially when it comes to Christianity and Islam, in addition to having good knowledge of Judaism and various non-Abrahamic religions.
<b>Comparative Knowledge of Political Ideologies and Systems</b>	Robust knowledge of various political ideologies in various regions and countries. Good knowledge of how political systems work in various regions and countries.

## PERSONAL CHARACTERISTICS & VALUES

High Integrity	Results-Focused	Hardworking	High Ability to Learn
Team Builder & Player	Change Agent	Mature	Conscientious
Individual Contributor	High Negotiation Skills	High-Risk Assessment Skills	Critical & Analytic Thinker
Modest	Reliable	High Professionalism	Outgoing
Compassionate	Openness	Adaptable	Agreeable

## COMMUNITY SERVICE & ENGAGEMENT

- Member of the Orthodox Academic Society, 2025-ongoing
- Member of the St. Stephen's Orthodox Church, South Plainfield, NJ, 2014-present.
  - Bible study for the teens' group.
  - Chanter and Reader
- Member of the St. George Antiochian Orthodox Church of Boston, MA, 2012-2014.
- Student representative of the Business School / AUB - Senior Class, 2000-2001.
- Member of the Business School Society / AUB, 2000-2001.
- Led the night school initiative at the Civic Welfare League (delivering English and literacy classes for the AUB Staff) / AUB, 1998-2001.
- Volunteer English and Mathematics teacher for the Palestinian refugee camps in Lebanon, 2000.
- Volunteer Inventory Manager of a refugee camp warehouse in Beirut, Lebanon, during the war in 1996.
- First Aid Certificate, Lebanese Red Cross, 1998.
- Active Member of the Scout Association of Lebanon (Leader of the Rovers group) / 1990-1999.

**References are provided upon request.**