



Last Updated: September 2026

HADI EL-FARR, Ph.D., MBA, MTS, PHR

hadi.elfarr@gmail.com / hadi.elfarr@rutgers.edu / www.hadielfarr.com / www.linkedin.com/in/hadielfarr
<https://orcid.org/0000-0002-0123-8278> / [Google Scholar](#) / [ResearchGate](#)
(774) 365-7098 / East Brunswick, New Jersey

HRM academic and practitioner with experience in management, leadership, business, mentoring, research, and professional training across countries, cultures, and industries. Expertise includes academic program development and administration, project management, online and hybrid education and training, knowledge management, HR planning, staffing, employee development, compensation management, change management, and research methods. Research interests include knowledge management, artificial intelligence, strategic HRM, and HR functional excellence. Committed to integrity, conscientious work, compassion, and using data to support performance.

Academic work should connect with professional practice and contribute positively to business and society.

Years in Academia	Years in Industry	Courses	Industries	Markets
20+	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	Institution	Subject	Year
Ph.D. (Business & Economics) 	University of Leeds	Human Resource Management Knowledge Management	2012
MBA	Lebanese American University	Business Administration	2006
Ph.D. in Orthodox Studies	Antiochian House of Studies	Biblical and Patristic Theology	2026–present
MTS	Antiochian House of Studies	Applied Orthodox Theology	2025
BBA	American University of Beirut	Business Administration	2001
Lebanese Baccalaureate II	Saint Mary Orthodox College	Philosophy	1998

CERTIFICATIONS

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

Certification	Institution	Subject	Year
SHRM Learning System	Society for Human Resource Management	Human Resource Management	2006

EXPERIENCE

Position	Organization/Location	Year
Director Associate Director Online Graduate HRM Program	Rutgers University – Department of HRM / USA The program was successfully launched in Fall 2019	2019–present 2018–2019
➤ Developed and implemented the plan to launch the new online graduate program. ➤ Develop the marketing strategy and monitor its implementation to ensure the effective conversion of marketing efforts into enrollments. ➤ Finalize the admissions and scheduling processes. ➤ Ensure assigned faculty develop courses and support them throughout the instructional design process. ➤ Staff the online course design team. ➤ Completed administrative preparations and engaged stakeholders to support the program’s launch. ➤ Schedule the delivery of online courses. ➤ Manage the admissions process, including service on the admissions committee ➤ Address inquiries from interested candidates and engage with them to ensure enrollment. ➤ Ensure that the program is of high academic quality and profitable. ➤ Counsel students after admission until completion to ensure high retention and completion rates with high satisfaction.		
Associate Teaching Professor Assistant Teaching Professor Teaching Instructor	Rutgers University – Department of HRM / USA	2024–present 2018–2024 2014–2018
➤ Design and deliver face-to-face and online HRM and Organizational Behavior courses at the graduate and undergraduate levels. ➤ Design and deliver modules for executive and professional education in HRM. ➤ Mentor students and provide them with career counseling and extensive performance feedback. ➤ Serve the university and school by actively participating in the teaching evaluation and online education committees. ➤ Act as the Student Campus Advisor for the Office of Student Conduct. ➤ 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.		
Member of the Graduate Faculty	Rutgers University – School of Graduate Studies / USA Higher Education Program	2026–present
Responsibilities and eligibility: ➤ Doctoral student advising and mentoring, including support for academic and research progress. ➤ Eligibility to chair or serve on qualifying examination and dissertation committees. ➤ Contributions to curriculum development, teaching, student recruitment, and applicant evaluation, as appropriate. ➤ Participation in graduate faculty meetings and program governance, with eligibility to serve on program and School of Graduate Studies committees.		
Principal Consultant & Founder	StewardBridge Consulting <i>Bridging People, Performance, and Purpose</i>	2026–present
StewardBridge Consulting is a management consulting and professional training firm dedicated to strengthening organizational workforces through effective HR solutions, leadership development, and ethical workplace practices. The firm provides support in areas such as talent management, compensation management, organizational development, policy and procedure design, organizational structuring, performance management, recruitment processes, employee training, and change management, helping organizations build productive, accountable, and people-centered workplaces.		

Position	Organization/Location	Year
Editor in Chief	Sage Publishing / USA-Contract	2025–2026
➤ Serve as editor in chief for the HRM Skills module of the SAGE Business Skills digital platform. This is a digital multimedia resource to help students practice professional skills to transition from campus to the workplace. ➤ Recruited HR academics from multiple countries to contribute content on nine HR skills. ➤ Peer-reviewed the HR skills in the module. Skills Included: Why work in HRM, Workforce Planning, Creating Job Descriptions, conducting Job Interviews, Selecting the Best Candidate, Designing Salary Structures, Creating Training Programs, Addressing Workplace Discrimination, Negotiating Collective Bargaining Agreements		
Editor in Chief	Sage Publishing / USA-Contract	2021–2022, 2026
➤ Serve as editor in chief 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 ➤ Recruited HR academics from multiple countries to contribute content on 13 theories and their application in business management and HRM. ➤ Peer-reviewed all the articles in the module. ➤ 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, & opportunity) Theory, Theory X and Theory Y, Likert's Participative Decision-Making, Intersectionality, Job Characteristics Theory, Agency Theory, Management by Stress Theory		
Online Faculty in Management	University of Roehampton – Management Division / Virtual	2014–2015
➤ Delivered online modules in HRM and Strategic Management at the graduate level. ➤ Mentored students and provided extensive performance feedback (Formative and Summative). ➤ Course Selection: HR as a Strategic Business Partner & Organizations and the Business Environment.		
Visiting Assistant Professor of HRM	University of Cincinnati – Psychology Department / USA Organizational Leadership/Human Resources Division	2013–2014
➤ Designed and delivered courses in HRM, Global HRM, HR Consulting, Staffing, Organizational Behavior, Labor Economics, and Leadership, mostly at the graduate level. ➤ Mentored students and provided them with career counseling and extensive performance feedback. ➤ Served on the HR graduate program assessment panel.		
Lecturer-PT Teaching Assistant	University of Leeds – Employee Relations Department / UK	2009–2012 2009–2012
➤ Designed and delivered lectures and seminars in HRM, Employee Relations, Labor Economics, Organizational Theory, Organizational Behavior, and Research Methods. ➤ Mentored students and provided them with career counseling and extensive performance feedback.		
Teaching Assistant	The University of York – School of Management / UK	2010
➤ Designed and delivered seminars for the Critical Management Studies module. ➤ Mentored students and provided them with career counseling and extensive performance feedback		
HR Manager	Assaha – An international restaurant and hotel management firm / Lebanon	01/07–07/07
➤ Managed the HR function, including designing, developing, and implementing HR practices, policies, and procedures. ➤ Conducted job analysis and updated job descriptions. ➤ Handled full personnel responsibilities and ensured legal compliance. ➤ Recruited and selected staff at various occupational levels. ➤ Resolved conflicts between employees and managers and conducted exit interviews. ➤ Supervised two HR professionals and conducted HR performance evaluations by creating and monitoring HR metrics. ➤ Acted as the Public Relations Manager. ➤ Reported directly to the General Manager.		

Position	Organization/Location	Year
➤ The company has more than 800 employees located in four countries: Lebanon, Qatar, Sudan, and the United Kingdom.		
Recruiting Officer	Merilink – African-based trade firm / Lebanon	01/04–03/06
➤ Sourced and recruited candidates from Lebanese universities to work mainly in Benin and Nigeria. ➤ Conducted feasibility studies (mostly financial) for new business opportunities.		
Graduate Assistant	Lebanese American University – Business School / Lebanon	2004–2006
➤ Wrote critical literature reviews and collected and analyzed quantitative data. ➤ Assisted in teaching and assessing students for management and marketing courses.		
Purchasing Officer	The Sultan Center – Regional retail store firm in the Middle East / Oman	04/02–11/03
➤ Managed supply-side activities, including sourcing products, negotiating with suppliers, and issuing orders. ➤ Managed production and inventory for more than 8,000 items. ➤ Managed product pricing and display, operations, sales, and customer satisfaction across seven perishable departments. ➤ Oversaw more than 70 employees, including four personal assistants, with staff organized into seven teams led by floor department managers. ➤ Analyzed financial reports and monitored department performance. ➤ Increased sales by 27% and profit by 40%. ➤ Reported directly to the COO. ➤ The company has more than 4000 employees located in Kuwait, Oman, Jordan, and Lebanon.		
Associate Consultant	TEAM International – Regional management consulting firm active in the MENA region / Lebanon	01/02–03/02
➤ Conducted a SWOT analysis and contributed to the design of organizational structures. ➤ Analyzed employee questionnaires. ➤ Wrote department and job descriptions.		

PUBLICATIONS

Journal Articles – Peer-Reviewed

1. El-Farr, H., & Folawewo, A. (n.d.). *Does artificial intelligence cause unemployment? A systematic review of empirical evidence* [Manuscript in preparation].
Workflow status: Data analysis phase.
2. El-Farr, H., & Walters, T. (n.d.). *University-based career preparation and employment transition support for autistic students: A systematic review* [Manuscript in preparation].
Workflow status: Data analysis phase.
3. El-Farr, H., & Suman, K. (n.d.). *Integrity, execution, and financial performance: Evidence from employee-experienced cultural profiles* [Manuscript submitted for publication].
Status: Under review. Targeted journal: Journal of Business Ethics.
4. El-Farr, H., Kertechian, K. S., & Blaique, L. (n.d.). *When job search becomes escape: Longitudinal and predictive validation of job desperation* [Manuscript submitted for publication].
Status: Under review. Targeted journal: Journal of Vocational Behavior.
5. El-Farr, H. (in press). Faith in action: Diligence in almsgiving for God's glory, spiritual growth, and the path to salvation. *Orthodox Academic Society Journal*.
6. Elidrissi, R., Kertechian, K. S., & El-Farr, H. (2026). A bibliometric analysis of algorithmic governance and employee experience in the modern workplace. *Cogent Business & Management*, 13(1), Article 2655925.
<https://doi.org/10.1080/23311975.2026.2655925>

7. Kertechian, K. S., & El-Farr, H. (2025). Beyond the usual suspects: Job desperation as a top driver of turnover intention and job search behaviour. *Relations industrielles / Industrial Relations*, 80(3). <https://doi.org/10.7202/1123855ar>
8. El-Farr, H., & Kertechian, K. S. (2025). Job desperation in the “liquid society”: Prioritising work recognition and reassurance over financial satisfaction. *Labour & Industry*. Advance online publication. <https://doi.org/10.1080/10301763.2025.2594369>
9. Kertechian, K. S., & El-Farr, H. (2025). Body image in the workplace: Assessing the impact on self-esteem and employee engagement. *Acta Psychologica*, 259, Article 105355. <https://doi.org/10.1016/j.actpsy.2025.105355>
10. Kertechian, K. S., & El-Farr, H. (2024). The impact of negative body image on turnover intention: The mediating and amplifying role of perceived discrimination. *@GRH*, 52(3), 101–119. <https://doi.org/10.3917/grh.052.0101>
11. Hedayatkhah, Y., Hosseingholizadeh, R., Rohani, H. A., & El-Farr, H. (2024). Identifying the dimensions and components of educational leadership in published studies based on Islamic teachings: A systematic review. *Journal of Applied Issues in Islamic Education*, 9(3), 29–60.
12. El-Farr, H. (2022). *From job analysis to job description: How it is done* (Pathways to Research in Business & Economics, BUS081). EBSCO.
13. El-Farr, H. (2022). *Job evaluation: A step-by-step guide for designing and implementing the point factor method* (Pathways to Research in Business & Economics, BUS068). EBSCO. <https://www.ebsco.com/resources/business-research-summary-job-evaluation-step-step-guide-designing-and-implementing-point>
14. Hosseingholizadeh, R., El-Farr, H., Taghizadeh Kerman, N., Lotfi, H., Ahmadi, M., Akhoondi, M., & Salehi Baigi, S. A. (2022). A systematic review and synthesis of empirical research on ‘knowledge leadership’: A new insight in knowledge management literature. *International Journal of Information Science and Management*, 20(4), 167–190.
15. Hosseingholizadeh, R., Amrahi, A., & El-Farr, H. (2020). Instructional leadership, and teachers’ collective efficacy, commitment, and professional learning in primary schools: A mediation model. *Professional Development in Education*. Advance online publication. <https://doi.org/10.1080/19415257.2020.1850510>
16. Hosseingholizadeh, R., Mahdi, S. E. K., & El-Farr, H. (2016). The role of motivation, ability, and opportunity in achieving effective knowledge-work: Knowledge work and MAO. *International Journal of Knowledge Management*, 12(4), 20–36. <https://doi.org/10.4018/IJKM.2016100102>
17. El-Farr, H., Messarra, L. C., & Karkouloulian, S. (2009). The effect of physical structure on working and personal behavior: An investigative case study at an educational institution. *Journal of Academy of Business and Economics*, 9(1).

Book Chapters – Peer-Reviewed

1. El-Farr, H. (n.d.). *Driving innovation through inclusion: A case study of Google’s diversity and inclusion practices* [Manuscript in preparation].
Workflow status: Writing.
2. Blaique, L., El-Farr, H., & Dagher, G. K. (2026). Developing people, leading change: Talent development and knowledge leadership as pillars of human–AI collaboration in the UAE government. In H. El-Farr & G. K. Dagher (Eds.), *Knowledge management in the age of AI: Contemporary concepts, best practices, and future directions*. IntechOpen. <https://doi.org/10.5772/intechopen.1017906>
Book status: In progress.
3. El-Farr, H. (2026). Designing salary structures. In *SAGE Skills: Business*. SAGE Publications. <https://doi.org/10.4135/9798348862251>
4. El-Farr, H., & Kertechian, K. S. (2026). *Target’s DEI journey: From 2020 commitments to the 2025 rollback*. SAGE Business Cases. <https://doi.org/10.4135/9798348850630>
5. Kertechian, K. S., El-Farr, H., & Blaique, L. (2026). Perspective chapter: Building ambidextrous organizations through self-leadership. In H. El-Farr & K. S. Kertechian (Eds.), *The amplifying power of intellectual capital in the contemporary era*. IntechOpen. <https://doi.org/10.5772/intechopen.1013766>

6. Blaique, L., & El-Farr, H. (2025). Harnessing human capital in the age of AI: Strategies for future-ready organizations. In H. El-Farr & K. S. Kertechian (Eds.), *The amplifying power of intellectual capital in the contemporary era*. IntechOpen. <https://doi.org/10.5772/intechopen.1011092>
7. Fay, C. H., & El-Farr, H. (2025). Rewarding employees and HRIS. In R. D. Johnson, K. D. Carlson, & M. J. Kavanagh (Eds.), *Human resource information systems: Basics, applications, and future directions* (6th ed.). SAGE Publications.
8. El-Farr, H. (2024). Introductory chapter: The changing landscape of workplace and workforce—An overview. In H. El-Farr (Ed.), *The changing landscape of workplace and workforce*. IntechOpen. <https://doi.org/10.5772/intechopen.1005326>
9. El-Farr, H., & Kertechian, K. S. (2024). Knowledge management and knowledge leadership in the Fourth Industrial Revolution: Resolving the automation-augmentation paradox. In H. El-Farr (Ed.), *The changing landscape of workplace and workforce*. IntechOpen. <https://doi.org/10.5772/intechopen.1005236>
10. Kertechian, K. S., & El-Farr, H. (2024). Dissecting the paradox of progress: The socioeconomic implications of artificial intelligence. In H. El-Farr (Ed.), *The changing landscape of workplace and workforce*. IntechOpen. <https://doi.org/10.5772/intechopen.1004872>
11. El-Farr, H. (2023). Job characteristics theory. In *SAGE Business Foundations: Human resource management*. SAGE Publications. <https://doi.org/10.4135/9781071923528>
Platform description: SAGE Business Foundations is a digital multimedia resource to help students understand key theories and practices underpinning business and management today.
12. El-Farr, H. (2023). Expectancy theory. In A. Wilkinson & S. Johnstone (Eds.), *Encyclopedia of human resource management* (2nd ed., pp. 122–123). Edward Elgar Publishing. <https://doi.org/10.4337/9781800378841>
13. El-Farr, H. (2023). Job evaluation. In A. Wilkinson & S. Johnstone (Eds.), *Encyclopedia of human resource management* (2nd ed., pp. 220–221). Edward Elgar Publishing. <https://doi.org/10.4337/9781800378841>
14. Fay, C. H., & El-Farr, H. (2020). Rewarding employees and HRIS. In R. D. Johnson, K. D. Carlson, & M. J. Kavanagh (Eds.), *Human resource information systems: Basics, applications, and future directions* (5th ed.). SAGE Publications.
15. 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 M. Wickham (Ed.), *Current issues in knowledge management*. IntechOpen. <https://doi.org/10.5772/intechopen.86517>
16. 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 M. Habib (Ed.), *Handbook of research on the evolution of IT and the rise of e-society*. IGI Global. <https://doi.org/10.4018/978-1-5225-7214-5.ch002>

Edited Books

1. El-Farr, H., & Dagher, G. K. (Eds.). (n.d.). *Knowledge management in the age of AI: Contemporary concepts, best practices, and future directions* [Edited book in preparation].
Status: In progress. Publisher: IntechOpen.
2. El-Farr, H., & Kertechian, K. S. (Eds.). (2026). *SAGE Business Skills: Human resource management skills module* [Digital learning resource]. SAGE Publications. <https://sk.sagepub.com/skills/business/human-resources-management>
Offers students the opportunity to practice professional HR skills as they transition from campus to the workplace.
3. El-Farr, H., & Kertechian, K. S. (Eds.). (2026). *The amplifying power of intellectual capital in the contemporary era*. IntechOpen. <https://doi.org/10.5772/intechopen.1008648>
4. El-Farr, H. (Ed.). (2024). *The changing landscape of workplace and workforce*. IntechOpen. <https://doi.org/10.5772/intechopen.111368>
5. El-Farr, H. (Ed.). (2023). *SAGE Business Foundations: Human resource management module* [Digital learning resource]. SAGE Publications. <https://sk.sagepub.com/foundations/human-resources>
Understand how key theories are practiced in managing employee motivation, skill development, fairness, productivity, and career progression.

Conference & Working Papers – Peer-Reviewed

1. Kertechian, K. S., & El-Farr, H. (2025). *Shifting priorities: The pursuit of recognition and security in a transforming society* [Paper presentation]. 36ème Congrès de l'AGRH, Deauville, France.
2. Kertechian, K. S., & El-Farr, H. (2025). *Job desperation among French-speaking employees: The quest for serenity* [Paper presentation]. EURAM 2025 Annual Conference, Florence, Italy.
3. El-Farr, H. (2025). *Faith in action: Diligence and almsgiving for God's glory, spiritual growth, and the path to salvation* [Paper presentation]. Orthodox Academic Society's 2025 Summer Symposium.
https://www.researchgate.net/publication/395349116_Faith_in_Action_Diligence_and_Almsgiving_for_God's_Glory_Spiritual_Growth_and_the_Path_to_Salvation
4. El-Farr, H., & Kertechian, K. S. (2025). *Prioritizing work recognition and security over financial rewards in a fluid society* [Paper presentation]. LERA 77th Annual Meeting, Seattle, WA, United States.
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* [Paper presentation]. 35ème Congrès de l'AGRH, Barcelona, Spain.
6. Kertechian, K. S., & El-Farr, H. (2024). Exploring the interplay of body images and micro-level management [Abstract]. *Academy of Management Proceedings*, 2024(1), Article 11734. <https://doi.org/10.5465/AMPROC.2024.11734abstract>
7. Kertechian, K. S., & El-Farr, H. (2024). *Exploring the socioeconomic challenges of artificial intelligence* [Paper presentation]. Quatrième édition des Journées de recherche en éthique, ESSCA School of Management, Bordeaux, France.
8. El-Farr, H. (2011). *Linking performance appraisal to knowledge management activities in the management consultancy sector in the UK* [Paper presentation]. British Academy of Management Conference, Birmingham, United Kingdom.
https://www.researchgate.net/publication/317690315_Linking_performance_appraisal_to_knowledge_management_activities_in_the_management_consultancy_sector_in_the_UK
9. El-Farr, H. (2009). *Knowledge work and workers: A critical literature review* [Working paper]. Leeds University Business School Working Paper Series, 1(1).
https://www.hadielfarr.com/uploads/1/7/7/6/17764247/knowledge_work_and_workers.pdf

Ph.D. & Master's Theses

1. El-Farr, H. (2011). *Aligning human resource management to knowledge management within the UK management consulting sector* [Doctoral dissertation, University of Leeds]. ResearchGate.
<https://doi.org/10.13140/RG.2.2.33704.16642>
2. El-Farr, H. (2025). *The theology of giving and of receiving: An Orthodox approach to wealth management as a path to healing and salvation* [Master's thesis, Antiochian House of Studies]. ResearchGate.
<https://doi.org/10.13140/RG.2.2.23135.11686>

Trade Articles

1. El-Farr, H. (2008). Middle management: Essential to preserve skills and administrative knowledge. *International Economics*.
https://www.hadielfarr.com/uploads/1/7/7/6/17764247/the_middle_management_essential_to_preserve_skills_and_administrative_knowledge.pdf
2. El-Farr, H. (2008). The knowledge worker: The essential success factor in the knowledge economy. *International Economics*.
https://www.hadielfarr.com/uploads/1/7/7/6/17764247/the_knowledge_worker_the_essential_success_factor_in_the_knowledge_economy.pdf
3. El-Farr, H. (2008). The sustainable need for training and re-training. *International Economics*.
https://www.hadielfarr.com/uploads/1/7/7/6/17764247/the_sustainable_need_for_training_and_re-training.pdf
4. El-Farr, H. (2008). The knowledge economy: A challenge facing the Arab world. *International Economics*.
https://www.hadielfarr.com/uploads/1/7/7/6/17764247/the_knowledge_economy_a_challenge_facing_the_arab_world.pdf

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

AWARDS & HONORS

- Competitive papers from the 77th 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
- 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
Recruitment Committee for the HR Director, Rutgers School of Environmental and Biological Sciences	Rutgers University	2026
SMLR Representative - Rutgers Academic Master Plan Implementation Committee	Rutgers University	2025–2026
RU HR Council Meeting	Rutgers University	2024–present
SMLR New Undergraduate Academic Program Committee	Rutgers University	2024–present
New Brunswick Online Degree Committee	Rutgers University	2024–present
Assessment Committee of the School of Management and Labor Relations	Rutgers University	2021–present
Curriculum Committee of the Human Resource Management Department	Rutgers University	2019–present
Admission Committee for the online MHRM program	Rutgers University	2019–present
Graduate Programs DEI SMART Goals Committee	Rutgers University	2021–present
Student Campus Advisor for the Office of Student Conduct	Rutgers University	2017–present
Attending RU HR Council meetings	Rutgers University	2023–present
Teaching Assistant/Graduate Assistant Personnel Grievance Procedure	Rutgers University	2018–present
Student Career Counseling and Writing Recommendation Letters	Rutgers University	2014–present
Actively participating in HRM Department & SMLR events and meetings	Rutgers University	2014–present
Mentoring Students on Research Projects and Honors Theses	Rutgers University	2016–present
Class Observation Assessment for Non-Tenure Track Faculty	Rutgers University	2022–present
Peer-mentoring a faculty member (Douglas Coffey) for Development and Promotion	Rutgers University	2024–2025
Peer-mentoring a faculty member (Peter Rokkos) for Development and Promotion	Rutgers University	2022–present
Associate Dean of Finance and Administration Recruitment Committee	Rutgers University	2025
Associate Director of Development, Recruitment Committee	Rutgers University	2025
Quarterly meetings for the Student Support Program (Mental Health) - Online Students	Rutgers University	2020–2024
Non-Tenure Track Recruitment Committee	Rutgers University	2024
Setting the standards with the instructional designer for online course evaluations and improvement plan	Rutgers University	2023
Participating in the External School Review as a Program Director and NTT Faculty	Rutgers University	2023
Participating in the Hanover reports meetings (recommending survey topics and questions, discussing studies' results, and setting action plans)	Rutgers University	2023
Proposal for Human Capital Analytics Joint Certificate with the Rutgers Business School	Rutgers University	2022
Graduate Programs Panel Interview for the Assistant Dean Candidates	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

Activity	University	Year
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 AND PROFESSIONAL TRAINING, AND PUBLIC TALKS

Activity/Title	Role	Institution/Division	Year
A Panel discussion organized by the College and University Professional Association for Human Resources, New Jersey Chapter, on their Spring 2024 Event Title: “AI & HR: Learning & Leveraging AI in HR”	Panelist	CUPA-HR, NJ	2024

Activity/Title	Role	Institution/Division	Year
Delivering a Webinar to HR professionals at the SHRM-Central NJ Chapter June meeting. Title: “Managing Knowledge in the Fourth Industrial Revolution: What are the strategies and how to address the human and technological dimensions?”	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. Title: The new world of work, education & the skills that matter	Panelist	Futurewise & Berkeley College	2020
Delivering a talk to a group of German Students enrolled in the Transatlantic Ruhr Fellowship Program. Title: “Work in the US in the 21st Century”	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. Title: “Work in the US in the 21st Century-Facts & Major Trends”	Trainer	Rutgers Global-Professional Education and Training Programs.	2019
Evaluating and Critiquing the Skillful Talent Series , 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
Designing the Online HR Excellence Program	Subject-Matter Expert & Instructional Designer	Executive & Professional Education – SMLR	2018
<i>The program includes ten modules: Job Design & Job Analysis, Workforce Planning, Recruitment, Selection, Training & Development, Performance Management, Compensation Management, Employee Incentives, Employee Benefits & Safety, and Employee Relations.</i>			
Delivering a Talk to HR professionals at the SHRM-Central NJ Chapter February meeting. Title: H1-B Visa: Process, Facts, Trends & Future Challenges.	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. Title: “Digital HR – Artificial Intelligence’s Impact on the Workplace, HR Profession, and HR Practices”.	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. Title: “International Workforce Planning and Staffing: How Multinational Enterprises Do It?”	Trainer	Rutgers Global-Professional Education and Training Programs.	2018
Delivering customized training to HR professionals and executives at Bristol-Myers Squibb. Title: “The impact of artificial intelligence on the future of work and HR.”	Trainer	Center for HR and Leadership Development - SMLR	2018

Activity/Title	Role	Institution/Division	Year
Delivering a Talk to HR professionals at the SHRM-Central NJ Chapter April meeting. Title: “Contemporary and future challenges for workforce planning: What HR professionals might expect and how to react?”	Keynote Speaker	SHRM-Central NJ Chapter	2018

SELECTED CONFERENCES

Contribution/Title	Participation Method	Host	Year
Rutgers Online Learning Conference	Attendance	University Online Education Services, Rutgers University, New Brunswick	2026
Prioritizing Work Recognition and Security Over Financial Rewards in a Fluid Society	Paper Presentation	LERA 77th Annual Meeting	2025
Applying the 5 Ps Marketing Mix to Online Graduate Programs	Presentation	16 th Rutgers Online Learning Conference, Virtual	2025
Exploring the Interplay of Body Images and Micro-Level Management	Paper Presentation	84th Annual Meeting of the Academy of Management, Chicago	2024
The Impact of Negative Body Image on Turnover Intention: The Mediating and Amplifying Role of Perceived Discrimination	Paper Presentation	35 ^{ème} Congrès Annuel de l'Association Francophone de Gestion des Ressources Humaines, EADA Business School, Barcelona, Spain	2024
Exploring the Socioeconomic Challenges of Artificial Intelligence	Paper Presentation	Quatrième Edition des journées de recherche en éthique « Le monde professionnel à l'heure du management éthique », ESSCA Bordeaux, France	2024
Issues Surrounding Fully Online Professional Master's Programs	Panelist	Triad 2024: LERA 76th Annual Meeting/ILERA 20th World Congress/FMCS National Labor-Management Conference, New York	2024
Revise & Resubmit: Benefits, Challenges, and Alternatives	Presentation	SMLR's 2nd Annual Faculty Teaching Forum, New Brunswick	2024
What you should know about AI to make the right decisions.	Panelist	RUSHRM 19th Annual Spring Business Conference, Livingston	2024
AI is impacting everything: Is HR ready? Are you ready?	Presentation	RUSHRM 19th Annual Spring Business Conference, Livingston	2024
Online Program Management and Administration	Featured Speaker	Rutgers Offline Learning Conference, New Brunswick	2024
Creating and Growing Online Graduate Programs	Presentation	15 th Rutgers Online Learning Conference, Virtual	2024
14th Annual Rutgers Online and Hybrid Learning Conference.	Attendance	14 th Rutgers Online Learning Conference, Virtual	2023
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?	Presentation	13 th Rutgers Online Learning Conference, Virtual	2022
The global event for online learning and teaching in higher education	Attendance	OnlineEd2022 - Henry Stewart Events, Virtual	2022

Contribution/Title	Participation Method	Host	Year
COVID-19 Opportunity for Higher Education: The Case Study of the Online MHRM Program – Rutgers University	Presentation	British Academy of Management: Teaching & Learning Management Knowledge and Education (MKE) Conference, Virtual	2021
The global event for online learning and teaching in higher education	Attendance	OnlineEd2021 - Henry Stewart Events, Virtual	2021
Seventh Annual Rutgers Online and Hybrid Learning Conference	Attendance	Rutgers University, Division of Continuing Studies, New Brunswick	2016
Sixth Annual Rutgers Online and Hybrid Learning Conference	Attendance	Rutgers University, Division of Continuing Studies, New Brunswick	2015
Linking performance appraisal to knowledge management activities in the management consultancy sector in the UK	Paper Presentation	British Academy of Management, Birmingham, United Kingdom	2011
Links between performance appraisal and knowledge management: potentials and evidence from the management consultancy sector in the UK	Presentation	European Sociological Association	2011
Human resource management in knowledge management	Poster	Leeds University Business School	2008/2009
Overcoming knowledge management barriers and implementation problems through human resource management practices	Presentation Poster	Centre for Employment Relations Innovation & Change	2008
Diversity, Inclusion, and Representativeness: Challenges for the Professions	Attendance	Economic and Social Research Council, Geneva, Switzerland	2009
Contemporary Employment Relations Issues – Seminar Series	Attendance	Centre of Employment Relations, Innovation & Change, Leeds, United Kingdom	2007–2012
Contemporary Business Issues – Seminar Series	Attendance	Leeds University Business School, Leeds, United Kingdom	2007–2012

PERSONAL DEVELOPMENT

Subject	Provider	Year
CLARA Community Conversation at SMLR	Rutgers University, School of Management and Labor Relations	2025
Talking across differences: teaching workshop	Rutgers University, Centre for Youth Political Participation	2025
Peer Review of Online Teaching	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
Navigating Challenge: Teaching in the Present Moment	Rutgers University, School of Management and Labor Relations	2024
Preparing for Peer Review of Teaching	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
Interpreting SIRS and other forms of Student Feedback	Rutgers' Office of Teaching Evaluation & Assessment Research	2024

Subject	Provider	Year
Preparing Teaching Documentation for Promotion, Reappointment, and Renewal	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
Developing a Teaching Portfolio Confirmation	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
Faith Zones and Religious Observations in the Classroom	Rutgers' Office of Teaching Evaluation & Assessment Research	2024
Admissions Training (Legal Compliance)	Rutgers' Office of General Counsel	2023
Next Steps in the Evaluation of Teaching at Rutgers	Rutgers' Office of Teaching Evaluation & Assessment Research	2023
CLARA: A Tool for Navigating Contentious Conversations	Rutgers University, School of Management and Labor Relations	2023
Cultural Responsiveness in the Learning Environment	Rutgers University, School of Management and Labor Relations	2022
Navigating Difficult Conversations in the Classroom	Rutgers University, School of Management and Labor Relations	2022
Creating an e-Portfolio	Rutgers University, School of Management and Labor Relations	2022
Career Conversations with Your Staff	Rutgers University, School of Management and Labor Relations	2022
Centering Respect: Creating New Behavioral Norms	Rutgers University, Center for Diversity Education and Bias Prevention	2022
DEI Anti-racism and Inclusive Leadership workshop	Rutgers University, School of Management & Labor Relations	2022
Developing Cultural Competencies	Rutgers University, School of Management & Labor Relations	2021
Creating Accessible Online Content: Text, Documents, Images, and Video	Rutgers University, Office of Instructional Design	2021
Improving Education with the Science of Learning: The Impact of Culture & Beliefs	CTAAR and Rutgers Global-International Academic Success Office	2021
Data & Algorithms at Work: The Case for Worker Technology Rights	The University of California-Berkeley, Center for Labor Research and Education	2021
Culturally Responsive Course Design and Teaching Strategies	Rutgers University, Office of Instructional Design	2021
Microaggressions: Impact and Interventions	Rutgers University, Center on Violence Against Women and Children	2021
EAB: Attracting Tomorrow's Adult Student	Rutgers University, Division of Continuing Studies	2021
Educational Equity Programs Fall Showcase	Rutgers University, Division of Diversity, Inclusion and Community Engagement	2021
Workforce Harassment Prevention for Managers Workforce Harassment Prevention for Employees Title IX for Higher Education	Skillsoft Compliance Solutions	2020–2023
Yearly Training for Campus Advisors	Rutgers University, Office of Student Conduct	2017–21
Adapting Sakai to your Syllabus	Rutgers University, Office of Instructional & Research Technology,	2014

Subject	Provider	Year
Introduction to Sakai	Rutgers University, Office of Instructional & Research Technology,	2014
Faculty Training in Online Learning – Management Program	Online, Laureate Online Education/University of Roehampton	2014
Online Learning Environment Orientation Course	Online, Scholar Exchange	2014
Blackboard Learning Management System	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
The Teaching Syllabus	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
Writing Strategies for Publication	The University of Cincinnati, Center for Enhancement of Teaching & Learning	2013
Active Learning for Large Enrollment Courses	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 <u>Work in the modern workplace: Insights for managers and HR leaders</u>, 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 <u>Folia Oeconomica</u>	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 <u>Knowledge and Performance Management Journal</u>	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 Cogent Business & Management, Journal of Personnel Psychology, 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: Vance, C. M., & Paik, Y. (2021). <i>Managing a global workforce: Challenges and opportunities in international human resource management</i> (3rd ed.). Routledge. Tarique, I., Briscoe, D., & Schuler, R. (2016). <i>International human resource management: Policies and practices for multinational enterprises</i> (5th ed.). Routledge. Phillips, J. M., & Gully, S. M. (2015). <i>Strategic staffing</i> (3rd ed.). Pearson Education. Tarique, I., Briscoe, D., & Schuler, R. (2011). <i>International human resource management: Policies and practices for multinational enterprises</i> (4th ed.). Routledge.	2015–2021
Book proposal revisions: <i>The Cambridge companion to artificial intelligence in human resource management.</i> Cambridge University Press.	2024
British Academy of Management	2007–2012, 2021–present
Centre for Employment Relations Innovation & Change – University of Leeds	2007–2012

ADDITIONAL RELEVANT KNOWLEDGE & SKILLS

Languages	Fluent in English and Arabic (various dialects).
Communication Skills	Strong written and verbal communication skills, with the ability to tailor communication to the audience.
Computer Literacy	Proficient in learning management systems (Sakai, Canvas, eCollege, and Blackboard), HR information systems, statistical software, qualitative analysis systems, and Oracle databases. Software skills include SPSS, EndNote, NVivo, Word, Excel, and PowerPoint.
Business Knowledge	Strong knowledge of strategic management, accounting, finance, marketing, project management, and operations management.
Professional Engagement	Maintain memberships in the Academy of Management and the Society for Human Resource Management, attend conferences, and read current trade and academic research. Stay connected with HR professionals and executives and conduct organizational site visits.
Research Skills	Strong quantitative and qualitative research skills, demonstrated through publications on HR, knowledge management, knowledge work and workers, and the knowledge economy. Serve on the editorial board of Knowledge and Performance Management and review academic books and articles, including for Compensation & Benefits Review and Journal of Ethnic and Migration Studies.

Comparative Knowledge of National Cultures and Markets	In-depth knowledge of cultures and markets in the United States, the Middle East, and the United Kingdom, with familiarity with those of various Asian, European, and African countries.
Comparative Knowledge of Various Industries	Strong knowledge of HR and business practices in retail, hospitality, management consulting, trade, and higher education.
Economics	Good knowledge of macroeconomics, microeconomics, and economic theories, policies, and practices.
International Labor Law	Good knowledge of international labor standards and laws. Good knowledge of labor standards and laws in various regions and countries.
Organizational Behavior	Strong knowledge of organizational behavior at the individual, team, and organizational levels, with interests in generational traits, leadership styles, conflict management, team management, cultural and structural change, and personality traits.
Comparative Knowledge of Various Religions	Strong knowledge of religious beliefs, denominational differences, practices, norms, and behaviors, particularly in Christianity and Islam, with knowledge of Judaism and non-Abrahamic religions.
Comparative Knowledge of Political Ideologies and Systems	Strong knowledge of political ideologies and systems across regions and countries.

PERSONAL CHARACTERISTICS & VALUES

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

COMMUNITY SERVICE & ENGAGEMENT

- Member of the Orthodox Academic Society, 2025–present
- 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 available upon request.