

ATIEH S. MIRFAKHAR

CONTACT INFORMATION

Graduate School of Management and Economics(GSME)
Sharif University of Technology

EDUCATION

Post-doctoral Research **Nov. 2019 - May 2022**

ISCTE-IUL, Lisbon, Portugal

- ▷ Working with Dr. Silvia Dello Russo on REAL PAL, FCT project, which intends to provide insights on feedback for research-based practice (PTDC/PSI-GER/29124/2017)

PhD. in Management Sciences **Sept. 2016 to July 2019**

ESADE Business School, Barcelona, Spain

- ▷ Thesis: Effective implementation of HR practices: A multi-actor perspective
- ▷ Supervisors: Dr. Jordi Trullen & Dr. Mireia Valverde

Master of Research in Management Sciences **Sept. 2015 to July 2016**

ESADE Business School, Barcelona, Spain

- ▷ Thesis: Effective implementation of HR practices: A state-of-the-science review and future research agenda

MBA, Master in Business Administration **Sept. 2010 to Sept. 2012**

K.N.Toosi University of Technology (KNTU), Tehran, Iran

- ▷ Ranked 3rd in MBA Class 2010

B.Sc., Electrical Engineering, Electronics **Sept. 2005 to Sept. 2009**

Sharif University of Technology (SUT), Tehran, Iran

- ▷ Thesis: Electromagnetic pulse protection

ACADEMIC POSITIONS

ISCTE-IUL, Lisbon, Portugal

Integrated Researcher **Feb. 2020 - Present**

Invited Assistant Professor **Feb. 2022 - Aug. 2023**

TEACHING & RESEARCH FIELDS

Human Resource Management, Organizational Behavior
Performance Management & Feedback, HRM Implementation, & Change Management

RESEARCH EXPERIENCE

Visiting Stay **Sept. 2018 - Jan. 2019**

- Visiting stay at **KU Leuven**, in Belgium, as an International Scholar working with Prof. Dr. Jeroen Stouten

Published Papers

- Dello Russo, S., Mirfakhar, A.S. & Mariella Miraglia, (2022). "What is the narrative for practice? A review of recommendations on feedback and a guide to writing impactful practical implications", *Applied Psychology: An International Review*.
- Mirfakhar, A.S., Trullen, J. & Valverde, M., (2021). "How can CEOs influence HRM implementation? Unfolding top managements role in HRM", *The International Journal of Human Resource Management*.
- Mirfakhar, A.S., Trullen, J. & Valverde, M., (2018). "Easier said than done: A review of antecedents influencing effective HR implementation", *The International Journal of Human Resource Management*, 29(22), 3001-3025.

Book Chapters

- Mirfakhar, A.S., Trullen, J. & Valverde, M., (2022). “Almost at the top, but not quite: Senior management’s sources of power and their influence on HRM”. In K. Townsend, A. Bos-Nehles, & K. Jiang (Eds.), *Research Handbook on Line Managers*, pp.270-285. United Kingdom: Edward Elgar Publishing. ISBN: 978 1 83910 273 8

Under-Review Papers

- “Which work design characteristics are necessary for younger workers attitudes and behaviors? An NCA approach” with Silvia Dello Russo, Mirko Antino & Sara Zaniboni

Working Papers

- Vignette study on the effect of LMX on organizational politics in performance appraisal with Silvia Dello Russo & Alison Legood
- “Institutionalization of change: How implemented change can be sustained in organizations” with Jeroen Stouten
- Diary study on critical events and supervisory feedback with Silvia Dello Russo & Mariella Miraglia
- Experimental design on supervisory feedback and the impact of training with Silvia Dello Russo & Mariella Miraglia
- Vignette study on organizational politics in performance appraisal and power bases with Silvia Dello Russo

Conferences & Workshops

- Dello Russo, S., Mirfakhar, A.S., Mirko, A. & Zaniboni, S., “Necessary work design characteristics for younger workers’ attitudes and behaviors”, 82nd *Annual Meeting of the Academy of Management*, Aug 5th- 9th 2022, Seattle, Washington, USA - A Hybrid Experience
- Dello Russo, S., Mirfakhar, A.S. & Legood, A., “LMX differentiation and its political effects in the context of performance appraisal”, 82nd *Annual Meeting of the Academy of Management*, Aug 5th- 9th 2022, Seattle, Washington, USA - A Hybrid Experience
- Dello Russo, S., Mirfakhar, A.S., Antino, M. & Zaniboni, S., “Which work design characteristics are necessary for younger workers attitudes and behaviors? An NCA approach”, *EURAM*, June 15th-17th 2022, Winterthur, Switzerland
- Dello Russo, S., Mirfakhar, A.S. & Legood, A., “LMX differentiation in the context of performance appraisal”, 18th *Workshop on Research Advances in Organizational Behavior and Human Resource Management*, May 17th- 18th 2022, Paris, France
- Dello Russo, S., Miraglia, M. & Mirfakhar, A.S., “Events triggering reflection: Exploring the role of informal feedback”, *EAWOP Congress*, Jan. 11th-14th 2022, Glasgow, Scotland - Cancelled due to COVID-19 (Omicron)
- Dello Russo, S., Mirfakhar, A.S., Antino, M. & Zaniboni, S., “Which work design characteristics are necessary for younger workers attitudes and behaviors? An NCA approach”, *Age in the Workplace Meeting 2021*, Oct. 27th-29th 2021, Groningen, The Netherlands
- Dello Russo, S., Mirfakhar, A.S. & Miraglia, M., “Evidence based recommendations on feedback practice: A systematic literature review”, 81st *Annual Meeting of the Academy of Management*, July 29th- Aug. 4th 2021, A Virtual Experience - Published in *Academy of Management Proceedings*, 2021(1), 13225: <https://doi.org/10.5465/AMBPP.2021.13225abstract>
- Dello Russo, S., Mirfakhar, A.S. & Miraglia, M., “What practical implications on feedback do researchers offer? A systematic review”, *EURAM*, June 16th-18th 2021, Online Conference in collaboration with Université du Québec à Montréal, Canada - Nominated for Best Paper in EURAM OB SIG HRM Track
- Dello Russo, S., Mirfakhar, A.S. & Miraglia, M., “A qualitative review of feedback research: Implications for practice”, *XII International Workshop on Human Resource Management*, Oct. 22nd & 23rd 2020, Cadiz, Spain - Postponed to Oct. 2022 due to COVID-19

- Mirfakhar, A.S., “Effective performance management aligned with organizational strategies”, *First International Conference on Strategic Human Resource Management*, Aug. 19th 2020, Tehran, Iran
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “The role of power in the implementation of HR practices”, *6th International Conference on Management and Organization*, June 11th-12th 2020, Bled, Slovenia - Postponed to June 2021 due to COVID-19
- Mirfakhar, A.S., “Effective implementation of HR practices”, *15th Human Resource Development Conference*, Dec. 10th 2019, Tehran, Iran
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “CEOs: The missing actors in HRM implementation process”, *EURAM*, June 26th-28th 2019, Lisbon, Portugal
- Mirfakhar, A.S. & Jeroen Stouten, “Institutionalization of change: How implemented change can be sustained in organizations”, *16th Workshop on Research Advances in Organizational Behavior and Human Resource Management*, May 21st & 22nd 2019, Paris, France
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “The role of CEO's HRM view and HR department's power dimensions in effective implementation of HR practices”, *XI International Workshop on Human Resource Management*, Oct. 25th & 26th 2018, Seville, Spain
- Mirfakhar, A.S., “Effective implementation of HR practices: A multi-actor perspective”, *EURAM Doctoral Colloquium*, June 18th & 19th 2018, Reykjavik, Iceland
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “Power and implementation of HR practices”, *15th International Human Resource Management Conference*, June 13th-15th 2018, Madrid, Spain
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “The role of power dimensions in implementation of HR practices”, *15th Workshop on Research Advances in Organizational Behavior and Human Resource Management*, May 29th & 30th 2018, Paris, France
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “Effective implementation of HR practices: A state-of-the-science review and future research agenda”, *X International Workshop on Human Resource Management*, Oct. 27th & 28th 2016, Cadiz, Spain
- Kazemi, M., Mirfakhar, A.S. & Molazemi, P., “MAPNA Group experience in coaching the new employees”, *10th Human Resource Development Conference*, Nov. 18th & 19th 2014, Tehran, Iran
- Mirfakhar, A.S., Samei, H. & Feyzbakhsh, S.A., “A framework on how to organize a new business in a corporation”, *1st International and 3rd National Student Conference on Entrepreneurship*, Feb. 22nd & 23rd 2014, Tehran, Iran
- Sheikh, E., Shoeibzadeh, M., Homayounizadeh, M. & Mirfakhar, A.S., “Design and implementation of knowledge management in human resource department workshop”, *10th International Management Conference*, Dec. 29th & 30th 2012, Tehran, Iran
- Sheikh, E., Shoeibzadeh, M., Homayounizadeh, M. & Mirfakhar, A.S., “Execution of knowledge management in human resource department of IDRO”, *14th Learning Environment Conference of Human Resource Managers*, Sept. 15th & 16th 2012, Isfahan, Iran
- Kazemi, M., Mirfakhar, A.S. & Setak, M., “Holdings and their concern on acquisition: If human resources are not taken into consideration!!!”, *1st Holding Conference: Functions and Challenges*, Dec. 26th 2011, Tehran, Iran

Research Seminars

- Mirfakhar, A.S., Trullen, J. & Valverde, M., “CEOs: The missing actors in HRM implementation”, *Business Research Unit at ISCTE-IUL*, May 22nd 2020, Lisbon, Portugal
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “Effective implementation of HR practices”, *University of Tehran*, May 12th 2019, Tehran, Iran
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “My way or the highway: The role of CEOs in HRM implementation”, *Catolica-Lisboa School of Business and Economics*, March 27th 2019, Lisbon, Portugal
- Mirfakhar, A.S., Trullen, J. & Valverde, M., “My way or the highway: The role of CEOs in HRM implementation”, *NEOMA Business School*, Dec. 6th 2018, Paris, France

Ad-hoc Reviewer of the following Journals

- International Journal of Human Resource Management
- Employee Relations
- BMC Health Services Research
- Creativity and Innovation Management
- M@n@gement

TEACHING EXPERIENCE

Lecturer

ISCTE Business School, Lisbon, Portugal **Feb. 2023 - Present**

▷ **Leadership Development, Decision Processes and Negotiation**

For Masters students of Human Resource Management and Organizational Consulting
This course helps students know, discuss and train leadership, decision and negotiation competencies in dynamic contexts

ISCTE Business School, Lisbon, Portugal **Sept. 2022 - Jan. 2023**

▷ **International Human Resource Management**

For Masters students of International Management
This course covers topics related to global HRM, cross-cultural leadership, motivation and communication across cultures

ISCTE Business School, Lisbon, Portugal **Feb. 2022 - July 2022**

▷ **Leadership Development, Decision Processes and Negotiation**

For Masters students of Human Resource Management and Organizational Consulting
This course helps students know, discuss and train leadership, decision and negotiation competencies in dynamic contexts

University of Tehran, Tehran, Iran **Oct. 2020 - Jan. 2021**

▷ **HRM Productivity**

For Masters students of Human Resource Management
This course covered HRM productivity concepts, HR metrics, HRM excellence models and standards

Hamrah e Aval - Mobile Telecommunication of Iran, Tehran, Iran

▷ Change management course for HR personnel **Feb. 26th, 27th & Mar. 5th 2022**

MAPNA Group - Operation & Maintenance, Tehran, Iran **Dec. 30th 2020**

▷ Mornings with managers sessions on Organizational Culture **& April 14th 2021**

MAPNA Group - Headquarters, Tehran, Iran **Feb. 2013 - Aug. 2015**

▷ Conducting sessions on Performance Management explaining the process to the employees and their managers

KNTU, Tehran, Iran **Fall 2012 - Fall 2013**

▷ **Non-Verbal Communications**

Presenting the topic of Non-Verbal Communications in the course of Organizational Behavior to MBA students every semester

Teaching Assistant

ESADE Business School, Barcelona, Spain

▷ **Marketing Analytics in the Era of Big Data** **Sept. 2018 - Nov. 2018**

For Executive Masters in Marketing and Sales
Responsible for grading assignments and giving feedback to students regarding their performance. Topics of regression, logistic regression and cluster analysis were covered in this course

▷ **Marketing Analytics** **Feb. 2018 - May 2018**

For MSc. students of Marketing Management and Business Analytics
Responsible for grading assignments and exams and giving feedback to students regarding their performance. Topics of regression, logistic regression, cluster analysis and conjoint analysis were covered in this course

- ▷ **Market Analytics in the Era of Big Data** **Jan. 2018 - Feb. 2018**
For MBA students
Facilitating by helping students with their in-class exercises and assignments as well as giving feedback to them on their assignments. Topics of regression, logistic regression, cluster analysis, factor analysis and conjoint analysis were covered in this course
- ▷ **Quantitative Methods in Management Science** **Sept. 2016 - Dec. 2016**
For Master of Research students
Giving feedback to students on their summaries, assignments, and projects

SUT International Campus, Kish Island, Iran

- ▷ **Human Resource Management** **April 2015 - July 2015**
For MBA students
Giving lectures alongside the course lecturer and responsible for preparing the course presentations and assignments

**MASTER THESIS
SUPERVISION**

Supervisor at **ISCTE-IUL**, Lisbon, Portugal

Daniel Alexandre Correia Diogo **Oct. 2022 - Present**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: Impression Management, Leader-Member Exchange Quality, and Organizational Politics impact on Performance Appraisal

Joana Maria Sanches Grosso **Oct. 2022 - Present**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: The effect of HRM system strength features on HRM implementation effectiveness

Azra Hodo **Oct. 2022 - Present**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: Implementation of Green Human Resource Management in Luxury Hotels in Portugal

Maria Madalena Mascarenhas **Oct. 2021 - Dec. 2022**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: The Role of Power Bases in the Relationship Between Perceived Organizational Politics in Performance Appraisal and Impression Management

Ana Filipa de Oliveira Martins **Dec. 2021 - Dec. 2022**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: The influence of new working technologies on international assignments

Duarte Maria Rebocho Lopes de Amaral **Oct. 2020 - Nov. 2021**

- ▷ Masters program: Human Resources & Organizational Consulting
- ▷ Master thesis: LMX Differentiation and Perceived Organizational Politics in Performance Appraisal: Do Personality and Age Matter?

Co-promoter at **KU-Leuven**, Leuven, Belgium

Jarne Willekens **Oct. 2020 - June 2022**

- ▷ Masters program: Masters of Science in Psychology, Work and Organization
- ▷ Master thesis: Institutionalization of change in the public sector in Belgium: An exploratory study

Sofia Kachula **Oct. 2020 - June 2022**

- ▷ Masters program: Masters of Science in Psychology, Work and Organization
- ▷ Master thesis: Institutionalization of Change: How Implemented Change Can Be Sustained in Private Organizations

**PROFESSIONAL
EXPERIENCE**

MAPNA Group, Tehran, Iran

Performance Management Expert **Aug. 2014 to Aug. 2015**

- ▷ Responsible for implementing Performance Management and other related processes such as Coaching in the company

HR Training and Development Expert **Nov. 2012 to Aug. 2014**

- ▷ Responsible for Training and Socialization as well as implementing Performance Management in the company
- ▷ Responsible for defining and managing strategic projects and KPIs of the Training and Development Department

SELECTED PROFESSIONAL PROJECTS

- ⊙ “Implementation of Performance Management in MAPNA Group” Fall 2012 to Aug. 2015
- ⊙ “Implementation of Coaching for New Employees in MAPNA Group” Spring 2014
- ⊙ “Maturity Assessment of Human Resource Processes Using PSTs” Fall 2013
- ⊙ “Measurement and Analyzing Quality of Work Life in Tavanir” Phases 1, 2 and 3 Jun. 2012 to Nov. 2013
- ⊙ “Introducing a Knowledge Management Model and its Implementation in IDRO” Feb. 2012 to Dec. 2012
- ⊙ “Strategic Planning for ASTO” Spring 2012
- ⊙ “Study and Evaluation of Takta’s Information Systems Using COBIT” Jan. 2011

TRAINING AND MEMBERSHIPS

Training

- ▷ “Multi-level modeling Using R”, Jan. 3rd-6th 2022
- ▷ “Multi-level modeling Using M-plus”, Oct. 21st-23rd 2021
- ▷ “Longitudinal Data Analysis Using R”, Aug. 4th-8th 2020
- ▷ “PhD Seminar on Meta-Analysis”, May. 16th-18th 2018
- ▷ “EDEN Doctoral Seminar on Qualitative Methods in Business Research”, May. 15th-18th 2017
- ▷ “Research Designs in Qualitative Methods II”, April 5th-7th & 18th-21st 2017
- ▷ “PhD Seminar on Causal Inference - Mediation and Moderation”, Feb. 28th, March 23rd & 30th 2017
- ▷ “Basics and Structure of Learning Services for Non-Formal Education and Training - Basic Requirements for Service Providers in Accordance with ISO 29990:2010”, Dec. 26th 2013 & Jan. 6th 2014
- ▷ “Human Resource Process Survey Tool Workshop”, Dec. 11th-13th 2012
- ▷ “Professional Training Program for Entrepreneurship Teachers and Instructors”, 100 hours, Winter - Spring 2011

Memberships

- ▷ Member of Academy of Management (AoM)
- ▷ Member of European Academy of Management (EURAM)
- ▷ Member of European Association of Work and Organizational Psychology (EAWOP)
- ▷ Former member of Iran’s Human Resource Management Society
- ▷ Former member of Engineers Ireland

SKILLS

Technical Skills

- *Applications:* R, SPSS, Stata, LISREL, M-plus, Expert Choice, atlas.ti, NVivo & L^AT_EX

Languages

- Farsi (Persian): Native
- English: TOEFL IBT Score:102 (Speaking:26/ Writing:24/ Reading:25/ Listening:27)
- Spanish: Diploma de Español como Lengua Extranjera (DELE) from Instituto Cervantes on behalf of the Spanish Ministry of Education and Science: B2