Fereshteh Mafakheri, PhD, PEng

Assistant Professor and Canada Research Chair (CRC - Tier II)

<u>École nationale d'administration publique</u> (ENAP)

<u>Université du Québec</u>

Montreal, QC, Canada

Email: fereshteh.mafakheri@enap.ca
Research Lab: https://www.decimalab.info/

Academic Experience

Canada Research Chair (CRC Tier II) in *Bioenergy Transition (BioT)*, Feb. 2023-

Assistant Professor, École nationale d'administration publique (ENAP), Université du Québec, Montreal, QC, Canada, Sept. 2021-

Assistant Professor (**Affiliate**), Gina Cody School of Engineering and Computer Science, Concordia University, Montreal, QC, Canada, Nov. 2019-

Extended Term Faculty (ETA), Concordia Institute of Information Systems Engineering (CIISE), Gina Cody School of Engineering and Computer Science, Concordia University, Montreal, QC, Canada 2018-2021

Limited Term Faculty (LTA), Concordia Institute of Information Systems Engineering (CIISE), Gina Cody School of Engineering and Computer Science, Concordia University, Montreal, QC, Canada 2016-2018

Senior Lecturer, Department of Systems Management, University of Greenwich, London, UK 2013-2014

Lecturer, Department of Systems Management, University of Greenwich, London, UK, 2011-2013

Research Assistant, School of Engineering and Applied Science, Yale University, New Haven, CT, USA 2010- 2011

Research Assistant, Group for Research in Decision Analysis (GERAD), HEC Montreal/McGill/UQAM, Canada 2008-2011

Research Assistant, Project Management Specialization, University of Calgary, Canada, 2006- 2007

Education

PhD in Decision Sciences (2011) HEC Montreal (University of Montreal), Montreal, Canada

Master of Applied Science in Industrial Systems Engineering (2006) University of Regina, Regina, Canada

Bachelor of Science in Industrial Systems Engineering (2000) Alzahra University, Tehran, Iran

Awards

Teaching Excellence Award for "Sustained Excellence in Teaching", Gina Cody School of Engineering & Computer Science (GCS), Concordia University, 2021

Funding & Grants

Canada Research Chairs Program/Programme des chaires de recherche du Canada (CRC Tier II), Social Sciences and Humanities Research Council of Canada (SSHRC), (\$600,000), 2023-2028, Role: PI

International Energy Agency (IEA)/Task 43 – Biomass Supply, Project Fund: Integrated assessment of the impact of biomass hubs/terminals in improving the efficiency and resilience of bioenergy supply chains using bilevel simulation modeling and scenario analysis, (USD\$35,000), 2023-2024, Role: PI.

Canada Foundation for Innovation (CFI)/ La Fondation canadienne pour l'innovation (FCI) – John R. Evans Leaders Fund: Decision Modeling & Analytics Laboratory (DeciMAL), (\$201,788), 2023, Role: PI.

Reseau de recherche en economie circulaire du Quebec (RRECQ), Fonds de recherche du Québec – Société et culture (FRQSC), (\$5,000,000), 2021-2025, Role: Co-Investigator

NRCan Project Funding, Natural Resources Canada (NRCan) "Agent-based Modeling and Simulation of Bioenergy Supply Chains in Canada for Bioeconomy Policy and Scenario Analysis", in collaboration with National Research Council (NRC) - Bioeconomy and Supply Chain Economics Division (\$40,000), 2021, Role: Principal Investigator

MITACS Accelerate Partnership Grant, "Digitization of supply chain routing decisions", Mathematics of Information Technology and Complex Systems (MITACS) with Hitek Inc., 2021 (\$15,000), Role: Principal Investigator

NSERC Discovery Grant, "Coordinated Sourcing, Logistics, and Production of Biomass-based Energy for Northern Communities of Canada", Natural Science & Engineering Research Council of Canada, 2019-2024 (\$110,000), Role: Principal Investigator

RAE Competitive Investment Round Grant, University of Greenwich, Project title: "A Framework for Modeling and Optimization of Biomass-for-Heat Supply Chains", Role: Principal Investigator, 2012-2013, (£7,000)

RAE Competitive Investment Round Grant, University of Greenwich, Project title: "A Systems Approach to Modeling, Analysis, and Complexity Management of Revenue Sharing and Incentive Mechanisms in Reverse Logistics", 2011-2012, Role: Principal Investigator (£9,000)

Scholarship & Fellowship

NSERC Visiting Postdoctoral Fellowship, 2010 (\$43,000) - declined

NSERC Industrial R&D Postdoctoral Fellowship, 2010 (\$40,000) - declined

FQRNT PhD Scholarship, Le Fonds Québécois de la Recherche sur la Nature etles Technologies, 2009-2011 (\$20,000/year)

PhD Completion Award, HEC Montreal, University of Montreal, 2010 (\$12,500)

PhD Candidacy Award, HEC Montreal, University of Montreal, 2008 (\$5,000)

PhD Scholarship, HEC Montreal, University of Montreal, 2008–2010(\$10,000/year)

Research Assistantship, HEC Montreal, University of Montreal, 2008–2009 (\$8,000/year)

Research Assistantship, Project Management Specialization, University of Calgary, 2006-2007 (\$15,000)

Graduate Scholarship, School of Graduate Studies, University of Regina, 2005(\$9000)

Research Assistantship, Faculty of Engineering, University of Regina, 2005 (\$5,000)

Journal Papers

- [J20] Esmaeili, F., **Mafakheri**, F., F. Nasiri (2023). Biomass Supply Chain Resilience: Integrating Demand and Availability Predictions into Routing Decisions Using Machine Learning, *Smart Science*, accepted-in-press (Impact Factor: 2.00).
- [J19] Vazifeh, Z., Bensebaa, F., Shadbahr, J., **Mafakheri, F.**, Benali, M., Vézina, P. (2023). Forestry based products as climate change solution: Integrating life cycle assessment with techno-economic analysis, *Journal of Environmental Management*, 330. 117197 (Impact Factor: 8.91).
- [J18] Daneshmand, M., Noroozi, F., Corneanu, C., Mafakheri, F., and Fiorini, P. (2023). Industry 4.0 and Prospects of Circular Economy: A Survey of Robotic Assembly and Disassembly, *International Journal of Advanced Manufacturing Technology*, 124 (9), 2973–3000 (Impact Factor: 3.563).
- [J17] Seyedan, S. M., **Mafakheri, F.** and Wang, C. (2022). Cluster-Based Demand Forecasting Using Bayesian Model Averaging: An Ensemble Learning Approach, *Decision Analytics*, 3, 100033.
- [J16] Vazifeh, Z., **Mafakheri, F.**, and An, C. (2021). Biomass Supply Chain Coordination for Remote Communities: A Game-theoretic Modeling and Analysis Approach, *Sustainable Cities and Society*, 69, 102819 (Impact Factor: 7.587).
- [J15] Cai, M., An, C., Guy, C., Lu, C., and **Mafakheri**, **F**. (2021). Assessing the regional biogenic methanol emission from spring wheat during the

- growing season: A Canadian case study, *Environmental Pollution*, 287, 117602 (Impact Factor: 8.071).
- [J14] Khodami, S., **Mafakheri**, F., Zeng, Y. (2021). A system dynamics approach to comparative analysis of biomass supply chain coordination strategies, *Energies*, 14 (10), 2808 (Impact Factor: 3.004).
- [J13] **Mafakheri, F.**, Adebanjo, D., Genus, A. (2021). "Coordinating Biomass Supply Chains for Remote Communities: A Comparative Analysis of Non- cooperative and Cooperative Scenarios". *International Journal Production Research*, 59 (15), 4615-4632. (Impact Factor: 8.568).
- [J12] Seyedan, S. M. & **Mafakheri**, **F** (2020), Demand Forecasting in Supply Chain Management Using Big Data Analytics: Methods, Applications, and Research Opportunities, *Journal of Big Data* 7:53, 1-22 (Impact Factor: 10.835).
- [J11] Nasiri, F., and Mafakheri, F., Adebanjo, D., Haghighat, F. (2016). "Modeling and Analysis of Renewable Heat Integration into Non-Domestic Buildings - The Case of Biomass Boilers: A Whole Life Asset-Supply Chain Optimization Approach Using System Dynamics", Biomass and Bioenergy, 95, 244-256 (Impact Factor: 5.061).
- [J10] D. Adebanjo, P Samaranayake, F. Mafakheri, and T. Laosirihongthong (2016). Prioritization of Six Sigma Project Selection: A Resource-Based View and Institutional Norms Perspective, *Benchmarking: An International Journal*, 23 (7), 1983-2003 (Impact Factor: 2.60).
- [J9] F. Nasiri and **F. Mafakheri** (2015). "Postgraduate research supervision at a distance: a review of challenges and strategies", *Studies in Higher Education*, 40(10), 1962-1969 (Impact Factor: 3.363).
- [J8] F. Nasiri and **F. Mafakheri** (2015). "Higher Education Lecturing and Humor: From Perspectives to Strategies", *Higher Education Studies*, 5 (5), 25-31.
- [J7] A. Genus, **F. Mafakheri**. (2014). "A Neo-institutional Perspective of Supply Chains and Energy Security: Bioenergy in the UK", *Applied Energy*, 123, 307-315 (Impact Factor: 9.746).
- [J6] **F. Mafakheri**, F.Nasiri. (2014). "Modeling of Biomass-to-Energy Supply Chain Operations: Applications, Challenges and Research Directions", *Energy Policy*, 67, 116-126 (Impact Factor: 6.142).
- [J5] **F. Mafakheri** and F. Nasiri. (2013). "Revenue Sharing Coordination in Reverse Logistics", *Journal of Cleaner Production*, 59, 185-196 (Impact Factor: 7.246).
- [J4] **F. Mafakheri**, M. Breton, and S.S. Chauhan (2012). "Project-to-Organization Matching: An Integrated Risk Assessment Approach", *International Journal of IT Project Management*, 3(3), 45-59.
- [J3] **F. Mafakheri**, M. Breton, and A. Ghoniem (2011). Supplier Selection-Order Allocation: A Two-Stage Multiple Criteria Dynamic Programming Approach, *International Journal of Production Economics*, 132 (1), 52-57 (Impact Factor: 7.885).
- [J2] F. Mafakheri, F. Nasiri, and M. Moussavi (2008), Project Agility

- Assessment: An Integrated Decision Analysis Approach, *Journal of Production Planning and Control*, 19 (6), 567-576 (Impact Factor: 6.800).
- [J1] **F. Mafakheri**, L. Dai, D. Slezak and F. Nasiri (2007). Project Delivery Systems Selection under Uncertainty: A Multi-Criteria Multi-Level Decision Aid Model, *ASCE Journal of Management in Engineering*, 23 (4), 200-26 (Impact Factor: 2.867).

Conferences

- [C19] Sadaghiani, S., **Mafakheri, F**. and Chen, Z. (2022). Life cycle assessment of the wood pellet supply chain with a consideration of bioenergy for remote communities in Canada, International Conference of Recent Trends in Environmental Science and Engineering (RTESE'22), 5-7 June, Niagara Falls, Canada.
- [C18] Seyedan, M., Wang, C., Mafakheri, F. (2022). Data-driven Inventory Optimization: A Demand Forecasting Approach. 2022 CORS/INFORMS International Conference, June 5-8, Vancouver, BC, Canada.
- [C17] Esmaeili, F., Cote, R., **Mafakheri**, **F.** (2022). Using Hashing Methods to Categorize Data Into Buckets to Improve Query Execution Performance. 2022 CORS/INFORMS International Conference, June 5-8, Vancouver, BC, Canada.
- [C16] Vazifeh, Z., **Mafakheri, F.**, An, C. (2022). Bioenergy Supply Chain Coordination: A Revenue Sharing Mechanism. 2022 CORS/INFORMS International Conference, June 5-8, Vancouver, BC, Canada.
- [C15] Vazifeh, Z., Khoddami, S., and **Mafakheri, F**. (2021). Customer churn prediction by integrating Principal Component Analysis (PCA) and classification techniques, Canadian Operational Research Society (CORS) annual conference, 7- 10 June (virtual).
- [C14] Seyedan, M., Mafakheri, F. "Developing a framework for price optimization using demand forecasting feedback approach", *INFORMS* Conference on Service Science (ICSS 2020), December 19-21, 2020, (Virtual).
- [C13] **Mafakheri, F.** "Big Data Analytics in Healthcare Supply Chain Management: A Post Pandemic Perspective", Designing A Transdisciplinary Research on Ecology of Health Supply-Chain Networks Workshop, The 25th Society of Design and Process Science (SDPS) Conference (Virtual), Nov. 18-20, 2020.
- [C12] **Mafakheri, F.** "A Comparative Analysis of Cooperative and Non-cooperative Bioenergy Supply Chain Coordination for Northern Canada", *INFORMS International Conference*, Cancun, Mexico, June 9-12, 2019.
- [C11] Esmaeilzadeh, S., Nasiri, F., and **Mafakheri, F.,** "Principal role of agent-based approach in further advancements of bioenergy supply chain management", Optimization Days, Montreal, QC, Canada, May 7-9, 2018.
- [C10] **F. Mafakheri** "Hospitals' Food Supply Chain Management: A Multi-Objective Dynamic Programming Approach", Optimization Days 2017

- and 1st Canadian Healthcare Optimization Workshop (CHOW), Montreal, QC, May 8-11, 2017
- [C9] F. Nasiri, and F. Mafakheri "Integrating Biomass Boilers into Non-domestic Buildings: A System Dynamics Analysis, CORS/INFORMS International Conference, Montreal, QC, June 14-17, 2015.
- [C8] A. Genus, F. Mafakheri, Understanding biofuels transitions: the contribution of Scott's work on neo-institutional theory, International workshop on 'Tracing biofuel transitions: policies, practices and phaseouts', Eindhoven, The Netherlands, January 24-25, 2013.
- [C7] F. Mafakheri, F. Nasiri, An Analysis of Equilibrium Coordination Incentives in Reverse Supply Chains, The 9th International Conference on Computational Management Science (CMS 2012), Imperial College London, UK, April 18-20, 2012.
- [C6] F. Mafakheri, F. Nasiri, Coordination in Reverse Supply Chains, The 53rd Annual Conference of the Operational Research Society - OR53, Nottingham, UK, September 6-8, 2011.
- [C5] F. Mafakheri, and M. Breton, A Risk Based Project-to-Organization MatchingSystem Using the Analytic Hierarchy Process, Decision Sciences Institute - The 40th Annual Meeting, New Orleans, USA, November 14-17, 2009.
- [C4] **F. Mafakheri**, and M. Breton, A Two Stage Multiple Criteria-dynamic Programming Approach for Supplier Selection-order Allocation, INFORMS AnnualMeeting, San Diego, USA, October 11-14, 2009.
- [C3] F. Mafakheri, F. Nasiri, and L. Dai, A Multiple Criteria Decision Aid Model for Agility Assessment: Application in Software Development Projects, The IET International Conference on Agile Manufacturing (ICAM 2007), Collingwood College, Durham University, UK, 9-11 July 2007.
- [C2] **F. Mafakheri**, Development of a Decision Support System for project delivery system selection under uncertainty, The 1st Graduate Students' Research Conference, University of Regina, Regina, Canada, April 2006.
- [C1] F. Mafakheri, L. Dai, D. Slezak, and F. Nasiri, Selecting the Optimal Project Delivery System: A Rough-AHP Decision Aid, Joint IEEE / WIC / ACM International Conference on Rough Sets and Soft Computing in Intelligent Agentand Web Technologies, Compiegne, France, 2005.

Supervision

PhD Students

- Nima Moradi, (Co-supervised with Prof. Yong Zeng), Gina Cody School of Engineering and Computer Science, Concordia University, 2023-Thesis Subject: TBA
- Yanik Wilfred Tadjiogue Agoumfo (Co supervised with Dr. Étienne Charbonneau), PhD studnt, ENAP, 2022-

Thesis Subject: Healthcare Supply Chain Management

• *Mahsa Valipour*, (Co supervised with Dr. Chun Wang), PhD Student, Gina Cody School of Engineering and Computer Science, Concordia University, 2021-

Thesis Subject: Demand Forecasting in Healthcare Supply Chain Management

• Zahra Vazifeh (Co supervised with Dr. Chunjiang An), PhD Student, Gina Cody School of Engineering and Computer Science, Concordia University, 2019-

Thesis Subject: Applications of Equilibrium Modeling & Game Theory in Biomass Supply Chain Management

• Seyedeh Mahya Seyedan (Co supervised with Prof. Chun Wang), PhD Student, Gina Cody School of Engineering and Computer Science, Concordia University, 2018-

Thesis Subject: Demand Forecasting in Supply Chain Management using BigData Analytics

 Amir Rafati Sokhangoo, PhD Student (Co-supervised with Dr. Fuzhan Nasiri), GinaCody School of Engineering and Computer Science, Concordia University, 2017-

Thesis Subject: Modeling, Simulation and Optimization of Biomass SupplyChains

MASc Students (thesis-based)

• Eleheh Mohammadzadeh. ENAP, 2022-

Thesis Subject: TBA

• Saghar Sadaghiani (Co-supervised with Dr. Zhi Chen), Gina Cody School of Engineering and Computer Science, Concordia University, 2021-

Thesis Subject: Life Cycle Analysis of Bioenergy Production

 Daocheng Yang, PhD Student (Co-supervised with Prof. Yong Zeng), Gina Cody School of Engineering and Computer Science, Concordia University, 2019-

Thesis Subject: Team Creativity Modeling using System Dynamics

 Foad Esmaeili (Co-supervised with Dr. Fuzhan Nasiri), Gina Cody School of Engineering and Computer Science, Concordia University, 2019-2022 (graduated)

Thesis Subject: Biomass Supply Chain Resilience

 Shohreh Khodami (Co-supervised with Prof. Yong Zeng), Gina Cody School of Engineering and Computer Science, Concordia University, 2019-2021 (graduated)

Thesis Subject: System Dynamics Simulation of Bioenergy Supply Chains forRemote Communities

• Sahar Esmaeelzadeh, MSc Student, Gina Cody School of Engineering and ComputerScience, Concordia University, 2016-2018 (graduated).

Thesis Subject: Agent-based Modeling and Simulation of Biomass Sourcing forNorthern Communities

MSc and **MBA** Students (course-based final projects)

• *Denis Nevmitulin*, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2013-2014 (graduated).

Project Title: Collaboration between Supply Chain Participants: An Emerging Paradigm of Business Relationship and Role of Information Technology.

• *Michael Moshiri*, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2012-2013 (graduated).

Project Title: A Case study analysis of the relative cost effectiveness of providing 'pre specified delivery time windows' in a B2C online retailing

• *Yu-Jui Chang*, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2012-2013 (graduated).

Project Title: Implementing the RL System in Electronic Industry

• *Juan David Paz Nieves*, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2012-2013 (graduated).

Project Title: Developing warehousing management strategies in the Procter & Gamble Distribution Centre México

• *Emmanuel Egbo*, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2011-2012 (graduated).

Project Title: The Effect of Integrating E-procurement in the UK Public SectorProcurement Systems

• Maria Manriquez Torres, MSc in Logistics and Supply Chain Management, University of Greenwich, London, UK, 2011-2012 (graduated).

Project Title: Drivers and Barriers for Green Supply Chain Practices in Small and Medium-size Enterprises in Mexico

 Mehmet Koyuncu, MBA, University of Greenwich, London, UK, 2013-2014(graduated).

Project Title: Analysing Impact of Distribution Performance over General Supply Chain Performance in Turkey through Fuzzy Analytic Hierarchy Process

• Claire Tye, MBA, University of Greenwich, London, UK, 2011-2014 (graduated).

Project Title: Minimising supply chain risk when obsolescing product from itshost plant

• *Shiraz Noorani*, MBA, University of Greenwich, London, UK, 2011-2012(graduated).

Project Title: An AHP Based Methodology for Business Process Outsourcing of a Contact Centre

Teaching

@ENAP (2021-)

Gestion de projets

Gestion de données massives et prise de décision

@Concordia University (2014-2021)

Principles of Systems Engineering

Quality Assurance in Supply Chain Management

Risk Analysis

Total Quality Project Management

Engineering Management Production Engineering

Lean Manufacturing

@University of Greenwich (2011-2014)

Project Planning and Control

Advanced Project Management Operations Management

Supply Chain Modeling and Analysis

Quantitative Methods

Creativity, Decision Making, and Innovation

@Yale University (2010)

Green Supply Chain Management

Certificates

Postgraduate Certificate in Teaching and Learning in Higher Education (PGCert), Higher Education Academy, UK 2012

Teaching & Learning in Higher Education, McGill University, Montreal, Canada, 2008

Teaching Development Certificate, Teaching Development Center, University of Regina, Canada 2005

Professional Services

Editorial Activities

Associate Editor, Digital Transformation and Society (Emerald), 2022-

Guest Editor, Special Issue: Modeling and Analysis of Biomass-to-Energy Supply Chains, Energies Journal, 2021-2022.

Reviewer (Journals and Conferences)

Annals of Operations Research.

European Journal of Operational Research.

International Journal of Production Economics.

International Journal of Production Research.

Journal of Cleaner Production.

Journal of Production Planning & Control.

Journal of Information Sciences.

Journal of Energies

International Journal of Energy Research

Biomass and Bioenergy

Sustainable Cities and Society

Academy of Management Learning & Education Journal.

International Journal of Management Science and Engineering Management.

Journal of Computational Management Science.

The Decision Sciences Institute Annual Conference

36th International Symposium on Automation and Robotics in Construction (ISARC), May 21-24, 2019, Banff, AB, Canada.

Organizing

Session Chair, Data Analytics & Optimization in Public Sector, Institute for Operations Research and Management Sciences (INFORMS) 2022 International Conference, Vancouver, Canada, June 5-8, 2022.

Member, Program Technical Committee, IEEE International Symposium on Technology and Society (ISTAS), 28-31 October, 2021.

Program Committee member and panelist, SDPS (Society for Design and Process Science) 2020, 25th anniversary - First online conference, November 18-20, 2020.

Track Chair, 7th CSCE Construction Specialty/CRC Conference, June 12-15 2019, Laval, QC.

Session Chair, Supply Chain Modelling, INFORMS 2019 International Conference, June 9-12, 2019, Cancun, Mexico.

Session Chair, Sustainable Supply Chain, The OR56 Conference, The OR Society, September 9-11, 2014, Surrey, UK.

Session Chair, Manufacturing stream, YoungOR18 Conference, The OR Society, April 9-11, 2013, Exeter, UK.

Session Chair, New Product Development and Project Management track, The 40th Decision Sciences Institute Annual Conference, November 14-17, 2009, New Orleans, USA.

Funding Agencies Committees/Proposal Reviews

Committee Member, Visage Municipal, Fonds de recherché du Québec - Nature et technologies (FRQNT)

Reviewer, Canadian Agri-Food Automation and IntelligenceNetwork (CAAIN)

Reviewer, UK ESRC Research Council

Institutional Services

Examiner (Graduate Examination Committees) - as of December 2021: Served on 18 Master's and 9 PhD Examinations

Member, Comité de programme (2e cycle), École nationale d'administration publique (ENAP), Université du Québec, Montreal, QC, Canada, 2022-

Member, Comité des bourses, École nationale d'administration publique (ENAP), Université du Ouébec, Montreal, OC, Canada, 2022-

Member, Dean's Committee on Engineering, Technology and Societal Transformation, Gina Cody School of Engineering and Computer Science, 2019-2020.

Member, Departmental Curriculum Committee, Concordia Institute for InformationSystems Engineering (CIISE), 2018-2021.

Member, Teaching & Learning Committee, Concordia Institute for Information Systems Engineering (CIISE), 2018-2021

Founding Member, Sustainability, Technology and Innovation Research Group (STIR), University of Greenwich, 2011-2014.

In Media

Invited Speaker, Digital Strategy Speaker Series (Ask Us about AI), Office of Research, Concordia University: https://www.concordia.ca/next-gen/digital-strategy/speakers-series.html, 2020

Affiliations

- Centre de recherche sur la gouvernance (CERGO)
- Réseau de recherche en économie circulaire du Québec (RRECQ)
- Centre interuniversitaire de recherche sur les reseaux d'entreprise, la logistique et le transport (CIRRELT)

Memberships

Canadian Operational Research Society (CORS)

Association for Information Systems (AIS)

Institute for Operations Research and the Management Sciences (INFORMS)

Project Management Institute (PMI)

Association of Professional Engineers and Geo-scientists (APEGS)

Industry Experience

Data Analyst, National Organization for Educational Planning, Tehran, Iran, 2002-2003

Systems Analyst, Systems Automation & Productivity Research Center, SharifUniversity of Technology, Tehran, Iran, 2001-2002

Quality Assurance Expert, Iran Standards & Quality Inspection Co. (ISQI), Tehran,Iran, 2000-2001