

Curriculum Vita

Babak Zendehtdel Nobari

Male

Year of Birth: 1979

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Certified SAFe® 6 Scrum Master

Education (Academic)

- **2018, Ph.D. in Management** - Operations Research, University of Tehran
Ph.D. Dissertation Title: Designing Methodology for ERP Implementation Risk Assessment by Total Systems Intervention (TSI) Approach in Iranian Industrial Organizations
- **2010, MA in IT Management**, I.A.U., Research & Science Branch
MA Thesis Title: Presenting a model for ranking organizations based on the measuring and identifying the rate of the maturity of Information Security in them.
- **2002, BS in Applied Math in Computer**, AmirKabir University of technology

Professional Experiences

1. **2025 Up to Now / Kharazmi University**
Position: University Lecturer
 - Strategic Management / MBA
2. **2025 Up to Now / National Library and Archives of Iran (NLAI)** (Full Time)
Position: Director of Planning and Development
3. **2024 Up to 2025 / Modalal Food Industry Group** (Full Time)
Position: Business Process Manager

- Implementing the process identification phase in the enterprise level and developing process Architecture document based on BPM model
 - Implementing process discovery in
- 4. 2024 Up to 2025 / Tadbir Petro Energy (Freelancer)**
- Position:** Management Consultant
- Designing and optimizing Human Resource Processes
 - Consulting and coaching in the recruitment process for Human Resource Manager
- 5. 2022 Up to 2024 / Dana Energy (Full Time)**
- Position:** Business Excellence Manager
- ERP Implementation by SAFe (Scaled Agile Framework) methodology
 - Organizing Agile teams based on Functional ERP Modules
 - Training SAFe framework and Agile mindset in the project team (50 team members)
 - Documentation the Business Processes in the company
 - Stakeholder Management and Conflict Resolution in internal and external parties in the company
 - Member of the Dana Energy Internal Assessment Center
- 6. 2020 Up to Now / Academic Journal Reviewer (Volunteer)**
- [Emerald Publishing, Performance and measurement metrics Journal](#)
Springer Nature Group, Information technology and management Journal
- 7. 2021 Up to Now / Iran International Standards Organization (INSO) (Volunteer)**
- Position:** Member of National Committee (HoD, INSO), ISO /TC46 /SC8
(Quality, Statistics and Performance Evaluation)
- 8. 2018 Up to 2022 / National Library and Archives of Iran (NLAI) (Full Time)**
- Position:** Director of Planning and Development
Manager of the following projects in the NLAI:
- Libtech Innovation Platform Implementation
 - Design and development of digital transformation plan
 - Organizational processes re-engineering by Kaizen approach
 - Design and customization of key performance indicators (KPIs)
 - Implementation of employee performance management system

- 9. 2005 Up to 2018 / University of Tehran (Full Time)**
Position: Information Technology Manager / Lecturer / Management Consultant

- 10. 2017 Up to 2018 / Iranian Sepehr net (Freelancer)**
Position: Management Consultant

- 11. 2016 Up to 2018 / Shabakeh Magazine (Freelancer)**
Position: Writer

- 12. 2017 / Raydana Company (Freelancer)**
Position: Senior Project Manager in implementing Hay Group Employee Effectiveness Model

- 13. 2016 Up to 2017 / Amnafzar Company (Freelancer)**
Position: Senior Project Manager in implementing Hay Group Employee Effectiveness Model

- 14. 2014 Up to 2015 / Apadanaceram Tile & Ceramic Holding (Full Time)**
Position: Management Consultant / Human Resource Manager

- 15. 2013 Up to 2014 / University of Khatam (Full Time)**
Position: Information Technology Manager / Lecturer

- 16. 2004 Up to 2005 / Vaseteh Company (Full Time)**
Position: Web Developer /Analyst

Education (Certificates)

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- **2023, Certified SAFe ® 6 Scrum Master (Scaled Agile, Inc)**
 - https://www.credly.com/badges/26a1a453-586b-4e16-a993-9c8ebd857862/linked_in_profile
 - **2024, Financial Management for Non-Financial Managers, Aryana Project Management Co.**
 - **2023, Scrum Master and Agile Project Management, Aryana Project Management Co.**

- **2022, Coursera (Stanford Online)**, Supervised Machine Learning: Regression and Classification
- **2022, Coursera (IBM)**, What is Data Science?
- **2022, Coursera (PWC)**, Data-driven Decision Making
- **2022, Coursera (IBM)**, Python for Data Science, AI & Development
- 2009, Tehran Institute of Technology (Mojtama'e Fani)- IRAN, Diploma in **CCNA**
- 2008, Tehran Institute of Technology (Mojtama'e Fani)- IRAN, Diploma in **Microsoft SQL Server2005**
- 2008, Tehran Institute of Technology (Mojtama'e Fani)- IRAN, Diploma in **Web Implementation**
- (2006, 2007), Tehran Institute of Technology (Mojtama'e Fani)- IRAN, Diploma in **MCSE 2003**
- 2006, Tehran university- IRAN, Diploma in **SPSS** (statistical software)

REFERENCES AVAILABLE UPON REQUEST

Publications & Lectures

- “Beyond Awareness: Managing Workforce-Related AI Risks in the National Library and Archives of Iran (NLAI) Using Importance–Performance Analysis (IPA)”, 89th World Library and Information Congress, Astana, Kazakhstan, August 2025
- “Unmasking and Classifying the Hidden Risks of Artificial Intelligence. (AI) in the Future Workforce: A Soft Systems Methodology (SSM)”, International Interdisciplinary Conference Transform (he Future of Human Workforce), March 2025
- “Analyzing the Success and Failure Factors of Strategic Business Units (SBUs) in the MECO Holding Using the Importance–Performance Analysis (IPA) Method”, 6TH The International Conference on Strategy, University of Tehran, May 2025
- “ERP Role in governance, investigating the risk studies in enterprise resource planning (ERP)”, 2nd National Conference on Knowledge-based Governance, University of Tehran, June 2024
- “Data Driven Decision Making in Upstream Oil and Gas Industry”, 1st International Biennial Conference of Artificial Intelligence and Data Science, Persian Gulf University, June 2024
- Published Book (in Persian): Difficult Employees Management, Gap Publication, Feb 2024

- “Designing and Developing a Structural Model of Performance Measurement Indicators for National Archives of the World; Application of Thematic Analysis Method”, Journal of Ganjineh Asnad, March 2022
- “The Corona Crisis and Development of Teleworking Process in the Iranian Administrative System: Experiences of the National Library and Archives of the Islamic Republic of Iran”, Journal of Public Management Research, March 2022
- “Libtech Platform Implementation in National Library and Archives of Iran (roadmap, advantages and results)”, ICA 2021 Virtual Conference: Empowering Knowledge Societies, October 2021
- “Employee Performance Appraisal System Development in the National Library and Archives of Iran (NLAI): Soft Operational Research Approach”, Performance Measurement and Metrics , June 2021, DOI: 10.1108/PMM-09-2020-0050
<https://www.emerald.com/insight/content/doi/10.1108/PMM-09-2020-0050/full/html>
- “Libtech in Iran: Open Innovation Platform in the National Library and Archives of Iran (NLAI)”, IFLA -- Information Technology Section Newsletter – TILT , June 2021:
https://www.ifla.org/files/assets/information-technology/newsletters/tilt_newsletter_june_2021.pdf
- “Revisiting Enterprise Resource Planning (ERP) Risk Factors over the Past Two Decades: Defining Parameters and Providing Comprehensive Classification”, International Journal of Information Technology , July 2020, DOI: 10.1007/s41870-020-00502-z
<https://link.springer.com/article/10.1007/s41870-020-00502-z>
- “Identifying National Effective Parameters in ERP Implementation Risk Factors in Iran by Multi Grounded Approach”, Journal of Public Management Research , Autumn 2018, DOI: 10.22111/JMR.2018.4376 , https://jmr.usb.ac.ir/article_4376.html
- “The Ranking of Iran Basketball Premier League Teams according to ‘4P’ by PROMETHEE Method”, Journal of Sport Management, Summer 2017,
https://jms.ut.ac.ir/article_62979.html
- “A Mathematical Model on FIFA Federations Rating “2 ND International Congress on Science and Football, November 2013
- “Presenting a Model for Ranking Organizations Based on the Level of the Information Security Maturity”, the journal of Computer and Information Science, Canadian Center of Science and Education, January 2011
<http://journal.ccsenet.org/index.php/cis/article/view/8826>
- “Ranking Provincial Football Associations by Using Mathematics and MCDM Methods”, the First International Congress on Science and Football, October 2009

Teaching Experiences

- **Agile HR**

Refah Kargaran Bank

- **Conducting workshops on the implementation of the performance management system in (2018 – 2025)**

Mellat Bank

Day Bank

National Iranian Oil Refining and Distribution Company (NIORDC)

Faculty of Management, University of Tehran, MBA and DBA courses

Iran-Germany Tuff Academy

Institute for Management and Planning studies

National Library and Archives of Iran (NLAI)

- **University of Tehran (2010 – 2013)**

Information Technology for bachelor's student – faculty of physical educations and sport sciences – (6 semesters)

Computer and IT skills for MA students – faculty of physical educations and sport sciences – (2 semesters)

- **University of Khatam (2013-2014)**

Information Technology for Management and Accounting Students – (1 semester)

- **Institute of training research & operational Consultancy for Tourism – (2012-2014)**

Information Technology for Tourism Management, Computer Network Security, Operation System – (4 semesters)

- **Andish System Academy (2011-2014)**

Network+, MCITP 2008, IT Engineering – (3 years)

Technical skills

- System Dynamics Simulation Modeling by Vensim Software
- Qualitative Theme Analysis and Research Methods by Maxqda Software

- Windows 2008 Server / Windows 7 / Windows Vista / Windows XP / Windows 2003 Server / Linux
- Python / Visual Basic6 / ASP.NET / HTML / VB.NET / Borland Pascal / Borland C / C++ / JavaScript / FoxPro / CLIPS
- Microsoft SQL Server2005 / Ms Access
- Microsoft Office (Word, Excel, Access, Power Point, Front page, Outlook Express, Visio), MATLAB, Handling administration Server / Professional (DNS, WSUS, Active Directory, DHCP, RAS, NAT, and IIS)
- Extensive knowledge of specialty transmission devices such as Firewalls, Routers, Bridges, Host Gateways ...
- Extensive knowledge of LAN equipment, including Hubs, Switches, Cabling and associated software and diagnostic tools

General skills

- Problem Solving capabilities, Decision Making ability in high complexity and uncertainties, Team Building, Leadership skills, Strong analytical skills, strong communication and negotiation skills, provide solutions for problems involving network topologies, Servers and applications

Foreign Language:

- ✓ Farsi Mother Tong
- ✓ English Very good in understanding, reading, & writing –
Good in speaking

Areas of Interest

Performance Measurement / Key Performance Indicator (KPI) / OKR / Strategic Human Resource Management / Soft Operational Research / Organizational Culture and Information System / System Dynamics / ERP Implementation Methodologies / Agile Project Management / SAFe Framework