

Araz Zirar

Senior Lecturer in Management

I'm an experienced academic with an HR professional background and over 15 years of experience in higher education. I have a PhD in Strategic HRM and Change from Loughborough University. I am skilled in qualitative data analysis and proficient in using ATLAS.ti.

Research interests

Strategic human resource management (SHRM), Emerging technologies, Lean service operations, Artificial intelligence (AI) in business education

Education

- 2019 **PhD in Strategic HRM and Change**, Loughborough University
Dissertation: *Towards an understanding of the HRM bundle for lean service in the UK*
- 2011 **MA in Public Administration**, American University of Beirut
Thesis: *Human Resource Development (HRD) in the public sector of the Kurdistan Regional Government (KRG)*
- 2008 **Postgraduate Diploma in Business and Management Science**, University of Kurdistan Hewler

Academic appointments

- 2024–Present **Senior Lecturer in Management**, Huddersfield Business School, Huddersfield University
- 2024–2025 **Visiting Lecturer**, Global Business School for Health (GBSH), University College London
- 2020–2023 **Lecturer in Management**, Huddersfield Business School, Huddersfield University
- 2016–2019 **Associate Lecturer**, Loughborough Business School, Loughborough University
- 2005–2014 **Lecturer in Management**, Department of Management, Salahaddin University

Teaching experience (UG = undergraduate, PGT = postgraduate teaching, PGR = postgraduate research, EMBA = Executive MBA)

Huddersfield Business School, Huddersfield University

- Managing Literature (PGR), Leading Managing and Developing People (PGT), Fundamentals of Leadership (PGT), Future of Work (UG), Resourcing and Talent Management (PGT), Management, Work and Society (UG), Global Management in Context (UG), Understanding Organizational Behaviour (UG), People Resourcing (UG), Developing Your Professional Self (PGT)

Global Business School for Health (GBSH), University College London

- People Module (PGT) in Strategy People and Marketing

Loughborough Business School, Loughborough University

- Human Resource Management (PGT), Introduction to Management (UG), Digital Entrepreneurship (PGT), Business Environment Analysis (PGT), Operations Management (UG), Employability and Career Planning (PGT), Personal Development for Study and Employability (PGT), Skills for Study and Employment (UG), Research Methods (PGT)

Department of Management, Salahaddin University

- Human Resource Management (UG), Managerial Seminars (UG), Principles of Management (UG), Innovation and Creativity (UG), Crisis Management (UG), Operations Management (UG), Time Management (UG)

Other academic-related experience

- 2023–Present **Final Year Tutor**, Huddersfield Business School, Huddersfield University
- 2020–Present **Department Digital Champion**, Huddersfield Business School, Huddersfield University
- 2021–2022 **MBA Designated Academic Liaison Officer (DALO)**, Huddersfield Business School, Huddersfield University
- 2016–2018 **PhD Representative**, Operations, Logistics and Supply Chain Management SIG, British Academy of Management

Professional experience

- 2015–2018 **HR Business Partner**, Daleen Distribution Services
- 2011–2014 **HR Director**, University of Kurdistan Hewler
- 2014 **HR Business Partner**, Darin Group
- 2013 **HR Business Partner**, Jihany Kamera
- 2005–2008 **HR Generalist**, Apotek Pharmaceutical Co.

Peer-reviewed journal articles

- 2025 **Zirar, A.**, Muhammad, N., Upadhyay, A., Kumar, A. & Garza-Reyes, JA. *Exploring Lean Team Development from the Tuckman's Model Perspective*. Production Planning & Control (ABS 3, ABDC A), 36(4). <http://dx.doi.org/10.1080/09537287.2023.2275693>
- 2025 Tchouamou Njoya, E., Tchoffo, R. N., Ngo, M. C., **Zirar, A.**, *The Economic and Welfare Impact of Investment in Transport Infrastructure in Africa: A Dynamic Computable General Equilibrium Model Analysis*, Transportation Planning and Technology (ABDC B). <https://doi.org/10.1080/03081060.2025.2457029>
- 2024 Budhathok, T., **Zirar, A.**, Tchouamou Njoya, E., & Timsina, A., *ChaGPT Adoption and Anxiety: A Cross-Country Analysis Utilising the Unified Theory of Acceptance and Use of Technology (UTAUT)*, Studies in Higher Education (ABS 3, ABDC A), 49(5). <https://doi.org/10.1080/03075079.2024.2333937>
- 2024 **Zirar, A.**, Jabbar, A., Tchouamou Njoya, E., & Mahdiraji, H., *Smart Contracts: Digital Resilience and Innovation Challenges for SMEs*, Journal of Enterprise Information Management (ABS 2, ABDC B), 37(5). <http://dx.doi.org/10.1108/JEIM-02-2023-0082>
- 2023 **Zirar, A.** *Exploring the impact of language models, such as ChatGPT, on student learning and assessment*. Review of Education (SJR Q1), 11(3). <https://doi.org/10.1002/rev3.3433>
- 2023 **Zirar, A.**, Ali, S. I., & Islam, N. *Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda*. Technovation (ABS 3, ABDC A), 124. <https://doi.org/10.1016/j.technovation.2023.102747>
- 2023 **Zirar, A.** *Can artificial intelligence's limitations drive innovative work behaviour?*. Review of Managerial Science (ABS 2, ABDC B), 17(6). <https://doi.org/10.1007/s11846-023-00621-4>
- 2020 **Zirar, A.**, Trusson, C., & Choudhary, A. *Towards a high-performance HR bundle process for lean service operations*. International Journal of Quality and Reliability Management (ABS 2, ABDC B), 38(1), 25–45. <https://doi.org/10.1108/IJQRM-10-2019-0330>
- 2013 Khodr, H., & **Zirar, A.** *International briefing 30: Training and development in Iraqi Kurdistan*. International Journal of Training and Development (ABS 2, ABDC B), 17(4), 295–309. <https://doi.org/10.1111/ijtd.12014>

Manuscripts under-review

- **Zirar, A.**, & Islam, N., *In what functions of people management are algorithms used?*, Human Resource Management Review, ABS3
- Budhathoki, T., **Zirar, A.**, & Tchouamou Njoya, E. & Canhoto, A., *Does perceived risk deter using artificial intelligent (AI) text generators? A cross-country analysis*, Studies in Higher Education, ABS3
- **Zirar, A.**, Madden, A., *Can we trust digital humans for emotional support, connection and guidance?*, Computers in Human Behavior Reports, SJR Q1

Manuscripts in-progress

- **Zirar, A.**, Elbarkouky, N. & Tchouamou Njoya, E., *To use or not use: a case study of conditional value-driven adoption of blockchain*, (to submit to) International Journal of Production Economics, ABS3
- **Zirar, A.**, & Upadhyay, A., *Lean training reinforcement*, (to re-submit to) International Journal of Operations & Production Management, ABS4
- **Zirar, A.**, & Winterton, J., *The value proposition of digital humans*, (to submit to) New Technology, Work and Employment, ABS3
- **Zirar, A.**, Harrington, S., Apergis, E., Moffat, A., & Upadhyay, A., *Exploring the determinants of continuous improvement culture in a natural monopoly: A mixed method approach*, (to submit to) Business Strategy and the Environment, ABS3
- **Zirar, A.**, & Imran, R., *Beyond they hype: How do generative artificial intelligence (GenAI) contribute to human resource management?*, (to submit to) International Journal of Human Resource Management, ABS3

Preprints

- 2023 **Zirar, A.**, *The value creation potential of digital humans*, Cornell University, <https://doi.org/10.48550/arXiv.2311.09226>
- 2023 **Zirar, A.**, *Blockchain and human resource management: Emerging themes and research agenda*, Research Square, <https://doi.org/10.21203/rs.3.rs-3368951/v1>

Conference proceedings

- 2019 Bellamy, L., Choudhary, A., Papaioannou, G., & **Zirar, A.**, *Dangling between sustainability and resilience supply chain practices: employing paradox theory to explore tensions*, 26th EurOMA, Helsinki, Finland
- 2018 **Zirar, A.**, Choudhary, A., & Trusson, C., *Disentangling the nexus between HRM bundle and lean: understanding enabling HRM practices to support lean service*, 25th EurOMA, Budapest, Hungary.
- 2017 **Zirar, A.**, Choudhary, A., Trusson, C., & Shankar, R., *Revisiting the objectives of lean in the service sector: industry evidence from five case studies*, 24th EurOMA, Edinburgh, Scotland.
- 2015 **Zirar, A.**, Radnor, Z., & Charlwood, A., *The relevance of the human resource management (HRM) to lean in the service sector: evidence from three exploratory case studies*, SBE Doctoral Conference, Loughborough University, Loughborough, UK.
- 2015 **Zirar, A.**, *The triangle of HRM practices*, British Academy of Management (BAM), Portsmouth, UK.

Conference presentations

- 2025 Niaz, H., **Zirar, A.**, & McGregor, F. *Impact of Emotional Reflexivity on Individuals' Experience with AI Tools in HRM*, British Academy of Management 2025: On the Border: Management Challenges, Business Opportunities and Disrupted Institutional Contexts, Kent, UK
- 2025 **Zirar, A.**, & Hemachandra, K. *Rethinking the Support of Artificial Intelligence (AI) Text Generators for Vulnerable and Minority Employee Groups in the Workplace*, British Academy of Management 2025: On the Border: Management Challenges, Business Opportunities and Disrupted Institutional Contexts, Kent, UK
- 2025 **Zirar, A.**, & Imran, R. *Generative Artificial Intelligence (GAI) and Human Resource (HR) Professionals*, British Academy of Management 2025: On the Border: Management Challenges, Business Opportunities and Disrupted Institutional Contexts, Kent, UK
- 2025 **Zirar, A.** *On the Meaning of 'Human Touch': Review and Definition*, EurOMA 2025: Operations Management opening to multi-disciplinarity in a time of grand challenges, Milan, Italy
- 2025 Stan, I., **Zirar, A.**, McKay, J., Petrakieva, L., Budhathoki, T., Otermans, P., & Craig, C. *Unveiling Higher Education Students' Experiences of Using Artificial Intelligence: A Cross-Institutional Qualitative*, The Learning Development Conference (ALDcon25): Currency, Creativity, and Innovation in Learning Development, London, UK
- 2024 Olufemi, O., & **Zirar, A.** *Beyond the Hype: The Role of Emerging Technologies in Enhancing Financial Accessibility*, 5th Financial Economics Meeting, Paris, France
- 2024 **Zirar, A.**, Elbarkouky, N., & Tchouamou Njoya, E. *To use or not use: the value proposition of blockchain technology for supply chain management*, 31st International Annual EurOMA Conference: Transforming people and processes for a better world, Barcelona, Spain.
- 2023 **Zirar, A.**, *Lean training reinforcement*, 30th EurOMA Conference: A Systems Lens on Operations, Brussels, Belgium.
- 2023 **Zirar, A.**, & Madden, A., *Can we trust digital humans for emotional support, connection and guidance?*, 30th EurOMA Conference: A Systems Lens on Operations, Brussels, Belgium.
- 2023 Herath, D., Ibironke, O., & **Zirar, A.**, *Drivers and Barriers of Adopting Business Intelligence and Data Analytics in Small and Medium-Sized Enterprises*, EURAM 2023: Transforming Business for Good, Dublin, Ireland.
- 2023 Budhathoki, T., **Zirar, A.**, & Tchouamou Njoya, E., *How will academic institutions and students adapt to the use of language models in the future?*, AI In Higher Education: Special Issue of Studies in Higher Education, UK.
- 2023 Budhathoki, T., **Zirar, A.**, & Tchouamou Njoya, E., *Modelling Students' Behavioural Intention to Adopt ChatGPT and Subsequent Usage in Nepal Higher Education*, 20th Britain-Nepal Academic Council Nepal Study Days, Huddersfield, UK.
- 2023 **Zirar, A.** & Budhathoki, T., *Language Models and Student Learning and Assessment in Higher Education*, Huddersfield, UK.
- 2022 Kondreddy, N., & **Zirar, A.**, *Supply chain issues and the blockchain technology: a Task-technology fit lens*, Blockchain in Operations and Supply Chain Management, 29th EurOMA Conference, Berlin, Germany.
- 2022 **Zirar, A.**, *The dark side of smart contracts*, Blockchain in Operations and Supply Chain Management, 29th EurOMA Conference, Berlin, Germany.
- 2022 **Zirar, A.**, & Herath, D., *Blockchain's role in enhancing human resources management: use cases and limitations*, Huddersfield Business School 7th Annual Research Conference, Huddersfield, UK.
- 2022 **Zirar, A.**, Ali, S. I., & Islam, N. *Workers and the use of artificial intelligence (AI) in the workplace*, Huddersfield Business School 7th Annual Research Conference, Huddersfield, UK.

- 2021 **Zirar, A.**, *Artificial Intelligence (AI) as a driver for innovative work behaviour (IWB): a multi-faceted perspective*, 37th EGOS Colloquium: Organizing for an Inclusive Society: Meanings, Motivations, and Mechanisms, Amsterdam, Netherlands.
- 2020 **Zirar, A.**, *The Interplay between 'Objective' and 'Result' of Lean Service: The Setback Phenomenon in the S-Curve Pattern*, Managing Operations for Impact, EurOMA 2020, University of Warwick, Warwick, UK.
- 2019 Bellamy, L., Choudhary, Papaioannou, G. & **Zirar, A.**, *Dangling between sustainability and resilience supply chain practices: employing paradox theory to explore tensions*, 26th EurOMA, Helsinki, Finland.
- 2019 **Zirar, A.** & Choudhary, A., *HR professionals' role in lean service using a multiple-case study of UK financial services*, 26th EurOMA, Helsinki, Finland.
- 2019 **Zirar, A.** & Choudhary, A., *Are we finally done with the 'human element' in Industry 4.0?*, POMS 30th Annual Conference, Washington D.C., USA.
- 2019 Choudhary, A., Nishant, R. & **Zirar, A.**, *Caught between two stools: using the paradox lens to understand sustainability in supply chains*, POMS 30th Annual Conference, Washington D.C., USA.
- 2018 **Zirar, A.**, Choudhary, A., Trusson, C., & Shankar, R., *Managing the human element of lean service*, International PhD Workshop conference, IIT Delhi, New Delhi, India.
- 2017 **Zirar, A.**, Choudhary, A., & Trusson, C., *HR-enabled lean implementation in the service sector*, SBE Doctoral Conference, Loughborough University, Loughborough, UK.
- 2016 **Zirar, A.**, Trusson, C., & Choudhary, A. *The use of LinkedIn to find informants*, SBE Doctoral Conference, Loughborough University, Loughborough, UK.
- 2016 **Zirar, A.**, Radnor, Z., & Charwood, A., *Lean management in turbulent times*, British Academy of Management (BAM), Newcastle, UK.

Student supervision

- Supervising three PhD students
- Supervised/Supervising Postgraduate student projects
- Supervised/Supervising Student consultancy student projects
- Supervised/Supervising Undergraduate student projects

PhD internal examiner

- 2025 Potential Gains from University Mergers: The Impact of Uncertainty
- 2024 Reward mechanisms that engage Gen Y employees
- 2024 Artificial intelligence to tackle food waste and enhance circular economy

Editorial board

- 2024 Fields Journal, <https://www.fieldsjournal.org.uk/>

Journal reviewer

- International Journal of Contemporary Hospitality Management
- International Journal of Quality and Reliability Management

Session chair

- 2023 **Lean and Agile Operations**, EurOMA 2023 Conference, Leuven, Belgium
https://www.conftool.pro/euroma2023/sessions.php?form_session=7

Panel member

2024 **Reviewer**, *Reading panel*, Unit of Assessment Coordinators for Business and Management (UoA17), REF 2029

Guest speaker

2024 **The Impact of AI on Higher Education**, School of Business and Law, Buckinghamshire New University, London, UK

2022 **Digital Humans: Value Propositions and Limitations**, ABCP 2022 Annual Conference: Social Science and Humanities, Birmingham, UK

Press/Media

2024 **Ukeni, I., Zirar, A., & Ma, Z.**, Generative Artificial Intelligence (GenAI) in Higher Education Institutions; Is the Buzz Worth the Noise?, Medium

2024 **Zirar, A.**, The role of language models in student learning and assessment, BERA

2023 **Zirar, A.**, Embracing the limitations of artificial intelligence in the workplace, The Academic

2020 **Zirar, A.**, Lean service operations with HR practices incorporated, The Future Factory

Policy citations

28/11/2024 **Organisation for Economic Co-operation and Development (OECD)**, *Job Creation and Local Economic Development*

08/03/2024 **Council of Economic Advisors (The White House (Washington))**, *2024 Economic Report of the President*

01/01/2024 **Nordisk institutt for studier av innovasjon, forskning og utdanning (NIFU)**, *Kunstig intelligens i arbeidslivet. En undersøkelse av yrkesgrupper tilknyttet Unio*

Example of non-academic/news mentions

08/05/2024 **Publico**, *Los trabajos que están más amenazados por la IA*

23/04/2024 **GreenBiz**, *3 ways AI could change your sustainability recruitment in 2024 and beyond*

04/01/2024 **The European Sting**, *Why we must bridge the skills gap to harness the power of AI*

04/01/2024 **London Daily.News**, *Workplace skills development in 2024: Expected trends to look out for*

25/02/2024 **The European Business Review**, *What Leadership Development Should Look Like in the New Hybrid Corporate World*

25/01/2024 **McKnights Senior Living**, *AI revolution in senior living communities: A strategic guide for leaders*

26/01/2023 **Wikipedia**, *Strømlinjeformet tenking*

16/02/2021 **Wikipedia**, *Lean thinking*

Grants

2023 **Zirar, A.**, Herath, D., & Huang, Q., *An exploratory study of blockchain technology and workplace academic fraud* £5000, HBS ECR Seed Corn Grants, Huddersfield University

2023 Huang, Q., Wu, S., **Zirar, A.**, & et al., *Determinants of Digital Entrepreneurial Success: A Study of Live Streaming Entrepreneurship* £180480, University Research Fund (URF2023), Huddersfield University

Grant application submitted

- 31/05/2024 Burhan, M. & **Zirar, A.**, *Exploring the influential factors of a growth mindset among the ethnic minority business owners (EMB) in the UK* £9496, SRG24\241317, BA/Leverhulme Small Research Grants SRG 2024 Round
- 10/11/2021 **Zirar, A.** & Herath, D., *Blockchain technology to combat academic fraud in the workplace* £9514, SG2122\211207, BA/Leverhulme Small Research Grants SRG 2021-22 Round

Bursaries

- 2019 **CSM PhD Funding**, £650, Centre for Service Management (CSM), Loughborough University
- 2018 **International PhD Exchange Fund**, £2725, Doctoral College, Loughborough University
- 2018 **PhD Funding**, £350, HRMOB Group, Loughborough University
- 2018 **PhD Researcher Mobility Fund**, £2000, International Relations Office, Loughborough University
- 2018 **CSM PhD Funding**, £350, Centre for Service Management (CSM), Loughborough University
- 2017 **CSM PhD Funding**, £350, Centre for Service Management (CSM), Loughborough University
- 2016 **BAM Full Bursary**, £150 and free conference place, British Academy of Management
- 2015 **BAM Full Bursary**, £150 and free conference place, British Academy of Management

Scholarships

- 2014 **Human Capital Development Programme**, Kurdistan Region/Iraq
 ○ Full scholarship to study a Doctoral degree in Human Resource Management at Loughborough University
- 2008 **Tatweer Public Administration Scholarship Program**, Tatweer/USAID
 ○ Full scholarship to study a Master's degree in Public Management at the American University of Beirut(AUB)

Awards

- 2025 **Top Cited Article**, Wiley
https://cloud.email2.wiley.com/Top_Cited_Article?ContactID=0038333971986ZNQAX&utm_source=sfmc&utm_medium=email&utm_campaign=807449_AT_Top_Cited_Authors_Mar25
- 2019 **CALIBRE Awards**, Business and Economics Decision Science, Loughborough University
<https://www.lboro.ac.uk/research/calibre-awards/previous/summer-2019/sustainable-supply/>
- 2016 **SBE Doctoral Essay Competition**, £250, School of Business and Economics, Loughborough University
- 2015 **Train the Trainer**, USD 700, Alumni University, Cincinnati University

Membership

- 2020–Present **CIPD Member**, *The Chartered Institute of Personnel and Development*, Membership number: 82594160
- 2020–Present **CMI Affiliate**, *Chartered Management Institute*, Membership number: P04731637

Certifications

- 2024 **Python Developer**, sololearn, Certificate CC-4WQWJHA2
<https://www.sololearn.com/certificates/CC-4WQWJHA2>

- 2023 **ATLAS.ti Professional Junior Trainer**, ATLAS.ti
<https://atlasti.com/trainers>
- 2022 **Research Integrity: Concise**, Oxford University Press, Credential ID 0888210291
- 2020 **Fellow**, Higher Education Academy, Credential ID PR183782
- 2018 **Associate Fellow**, Higher Education Academy, Credential ID PR146676
- 2017 **R Programming**, The Johns Hopkins University, Credential ID X795Z7UXCVZK
- 2017 **Recognition of Teaching for Researchers (ROTOR)**, Doctoral College, Loughborough University
- 2016 **NVivo for Windows**, QSR International
- 2015 **Essential Teaching Skills**, Doctoral College, Loughborough University