

Muhammad Zahid Iqbal
Professor
Department of Management Sciences
National University of Modern Languages, Islamabad, Pakistan



FOCUS AND QUALIFICATIONS

Focus is on career in the university environment for carrying out, supervising, and evaluating research for academia and industry along with teaching students and training professionals.

Earned a vast experience spanning 23 years of working with public-sector universities at academic plus administrative posts and a well-known business organization. This includes, exemplary 13-year teaching and research record, holding good reputation among research scholars and peers. Presently serving as professor (BPS-21) at National University of Modern Languages (NUML), Islamabad. Before NUML, served at COMSATS University Islamabad (CUI), Islamabad as associate professor (tenure track system). Before that managed distance education at Rawalpindi region of Allama Iqbal Open University (AIOU), Islamabad as Assistant Regional Director (BPS-17) for over seven years. Professional career started with working for two years at a multinational company. Accomplished good academic performance, instructional skills, thorough understanding of the subject with ability to convey the same to the respective audience, good communication and comprehension abilities, and thirst for making significant and original contribution towards knowledge and practice through quality research. In addition to familiarity with some regional languages, fluent in Urdu and English with good conversation, reading, and writing abilities.

EDUCATION

POSTDOCTORATE—2012

Human Resource Management (Effectiveness of Performance Appraisal)
University of Liverpool, Liverpool, United Kingdom

PhD—2008

Human Resource Development (Training Needs Assessment)
National University of Modern Languages, Islamabad, Pakistan
Secured 72% marks in course work

MBA—1999

Marketing
University of Arid Agriculture, Rawalpindi, Pakistan
Achieved Grade A securing 81% marks

BSc—1996

Humanities (Mathematics, Statistics, and Economics)
Government Gordon College, Rawalpindi
The University of Punjab, Pakistan
Achieved Grade B securing 66% marks

RESEARCH

POSTDOCTORAL RESEARCH

Iqbal, M. Z. (2012). Effectiveness of performance appraisal (University of Liverpool, Liverpool, United Kingdom, 2012).

DOCTORAL DISSERTATION

Iqbal, M. Z. (2008). Training needs assessment: its impact on improvement of human productivity in pharmaceutical organizations of Pakistan (Doctoral dissertation, National University of Modern Languages, Islamabad, Pakistan, 2008).

PUBLICATIONS

Journal Articles – Published (34)

- Hassan, F. S., Ikramullah, M., & **Iqbal, M. Z.** (2022). Workplace bullying and turnover intentions of nurses: The multi-theoretic perspective of underlying mechanisms in higher-order moderated-serial-mediation model. *Journal of Health Organization and Management*, *36*(2), 197-215. <https://doi.org/10.1108/JHOM-12-2020-0479> [W]
- Shahid, E., Ikramullah, M., **Iqbal, M. Z.**, Raziq, M. M., & Hassan, F. S. (2022). Organizational politics: A fulcrum in the organizational trust-affective commitment association. *Middle East Journal of Management*, *9*(2), 184-208. <https://doi.org/10.1007/s11211-021-00370-3> 10.1504/MEJM.2021.10038675 [Y]
- Baloch, Z., **Iqbal, M. Z.**, Ikramullah, M., & van Prooijan, J. W. (2021). Getting ratees to accept performance feedback: A relational approach. *Social Justice Research*, *34*(3), 285-316. <https://doi.org/10.1007/s11211-021-00370-3> [W]
- Shkoler, O., Rabenu, E., **Iqbal, M. Z.**, Ferrari, F., Hatipoglu, B., Roazzi, A., Kimura, T., Tabak, F., Moasa, H., Vasiliu, C., Tziner, A., & Lebron, M. J. (2021). Heavy-Work Investment: Dimensionality, invariance across 9 countries and levels before and during the COVID-19's pandemic. *Journal of Work and Organizational Psychology*, *37*(2), 67-83. <https://doi.org/10.5093/jwop2021a8> [X]
- Malik, A. H., **Iqbal, M. Z.** & Haq, I. (2021). Supervisees' reactions to a concatenation of supervisors' resource drain, ego depletion, and abusive supervision. *International Journal of Conflict Management*, *32*(2), 177-198. <https://doi.org/10.1108/IJCMA-09-2019-0158> [W]
- Altaf, S., **Iqbal, M. Z.** & van Prooijen, J. W., Ikramullah, M. (2021). The mechanism behind employee agreeableness and group performance ratings: A Pakistani study. *International Journal of Productivity and Performance Management*, *70*(4), 743-768. <https://doi.org/10.1108/IJPPM-03-2019-0120> [X]
- Khattak, S. M., **Iqbal, M. Z.**, Ikramullah, M. & Raziq, M. M., (2021). The mechanism behind informational fairness and project performance relationship: Evidence from Pakistani construction organizations. *International Journal of Productivity and Performance Management*, *70*(1), 151-178. <https://doi.org/10.1108/IJPPM-04-2019-0164> [X]
- Nagi, S. & **Iqbal, M. Z.** (2020). Impact of managers' voice solicitation on leader-member exchange with the mediating role of employees' voice behavior and emotional exhaustion. *Global Management Sciences Review*, *V*(III), 1-13. [http://dx.doi.org/10.31703/gmsr.2020\(V-III\).01](http://dx.doi.org/10.31703/gmsr.2020(V-III).01)
- Raziq, M. M., David, M., **Iqbal, M. Z.**, Ikramullah, M., & Ahmed, M. (2020). Organizational structure and project success: The mediating role of knowledge sharing. *Journal of Information & Knowledge Management*, *19*(2), 2050007. DOI: 10.1142/S0219649220500070
- Iqbal, M. Z.**, Akbar, S., Budhwar, P. & Shah, Z. A. (2019). Effectiveness of performance appraisal: Evidence on the utilization criteria. *Journal of Business Research*, *101*, 285-299. doi.org/10.1016/j.jbusres.2019.04.035.
- Khan, T., & **Iqbal, M. Z.** (2019). Linking rater-ratee personality (dis)similarity and feedback seeking behavior. *NUML International Journal of Business & Management*, *14*(1), 44-59.

- Nasim, K., & **Iqbal, M. Z.** (2019). Linking relationship quality and resourcefulness to group performance. *International Journal of Productivity and Performance Management*, 68(3), 626-643. <https://doi.org/10.1108/IJPPM-03-2018-0126>.
- Kundi, Y. M., Ikramullah, M., **Iqbal, M. Z.**, & Ul-Hassan, F. S. (2017). Affective commitment as mechanism behind perceived career opportunity and turnover intentions with conditional effect of organizational prestige. *Journal of Managerial Sciences*, 11(3), 65-82.
- Razzaq, S., **Iqbal, M. Z.**, Ikramullah, M. & van Prooijen, J. W. (2016). Occurrence of rating distortions and rater's fairness perceptions per rater's mood and affect. *Career Development International*, 21(7), 726-743. <https://doi.org/10.1108/CDI-03-2016-0036>.
- Ikramullah, M., van Prooijen, J. W., **Iqbal, M. Z.**, & Hassan, F. S. (2016). Effectiveness of performance appraisal: developing a conceptual framework using competing values approach. *Personnel Review*, 45(2), 334-352. <https://doi.org/10.1108/PR-07-2014-0164>.
- Maharvi, M. W., **Iqbal, M. Z.**, Ikramullah, M., Mahmood, A., & Islam, M. (2015). Linking appraisal characteristics to effectiveness of performance appraisal: mediating role of fairness perceptions. *NICE Research Journal*, 8, 31-48.
- Khan, D. A., Iqbal, M. S., Saeed, A. & **Iqbal, M. Z.** (2015). Labor Satisfaction at Work Sites - Considerations for Construction Industry Management. *Journal of Leadership, Accountability and Ethics*, 12(5), 59-68.
- Iqbal, M. Z.**, Akbar, S. & Budhwar, P. (2015). Effectiveness of performance appraisal: an integrated framework. *International Journal of Management Reviews*, 17(4), 510-533. <https://doi.org/10.1111/ijmr.12050>.
- Nasim, K., **Iqbal, M. Z.**, & Khan, I. A. (2014). Antecedents of TQM implementation capability: a review with conceptual model. *Total Quality Management and Business Excellence*, 25(12), 1395-1409. <https://doi.org/10.1080/14783363.2013.807682>.
- Nasim, K., Malik, S. A., **Iqbal, M. Z.**, & Malik, S. A. (2014). Assessing the quality of patient care: a normative decision view. *International Journal of Productivity and Quality Management*, 13(2), 125-141. <https://doi.org/10.1504/IJPQM.2014.059170>.
- Iqbal, M. Z.** & Fatima, A. (2013). Interpersonal conflict handling styles: a collectivist co-workers' perspective on its causes and effects. *Pakistan Journal of Psychological Research*, 28(1), 125-153.
- Malik, S. A., Nasim, K., & **Iqbal, M. Z.** (2013). TQM practices in electric fan manufacturing industry of Pakistan. *International Journal of Productivity and Quality Management*, 12(4), 361-378. <https://doi.org/10.1504/IJPQM.2013.056716>.
- Malik, S. A., Hassan, S., & **Iqbal, M. Z.** (2012). Measuring students' perceptions and expectations in business schools of Pakistan. *Asian Education and Development Studies*, 1(3), 222-236. <https://doi.org/10.1108/20463161211270455>.
- Iqbal, M. Z.** (2012). Expanded dimensions of the purposes and uses of performance appraisal. *Asian Academy of Management Journal*, 17(1), 41-63.
- Iqbal, M. Z.**, Malik, S. A., & Khan, R. A. (2012). Answering the journalistic six on the training needs assessment of pharmaceutical sales representatives: comparative perspectives of trainers and trainees. *International Journal of Pharmaceutical and Healthcare Marketing*, 6(1), 71-96. <https://doi.org/10.1108/17506121211216914>.
- Iqbal, M. Z.** & Khan, R. A. (2011). The growing concept and uses of training needs assessment: a review with proposed model. *Journal of European Industrial Training*, 35(5), 439-466. <https://doi.org/10.1108/03090591111138017>.

- Iqbal, M. Z.,** Maharvi, M. W. Malik, S. A., & Khan, M. M., (2011). An empirical analysis of the relationship between characteristics and formative evaluation of training. *International Business Research*, 4(1), 273-286.
- Malik, S. A, **Iqbal, M. Z.,** Khan, M. M., Yong, J., Nasim, K. & Abbasi, M. M. H. (2011). Measuring job satisfaction, motivation, and health issues of secondary school teachers in Pakistan. *African Journal of Business Management*, 5(33), 12850-12863. <https://doi.org/10.5897/AJBM11.1702>.
- Ashraf, F. & **Iqbal, M. Z.** (2011). A research agenda on the leaders' political intelligence for effective change management. *African Journal of Business Management*, 5(14), 5798-5806. <https://doi.org/10.5897/AJBM11.189>.
- Khan, M. M., **Iqbal, M. Z.,** Malik, S. A., & Malik, S. (2010). Private higher education in Pakistan: analysis of access support systems in place at private universities. *European Journal of Social Sciences*. 17(4), 536-549.
- Malik, S. A., **Iqbal, M. Z.,** Shoukat, R., & Yong, J. (2010). TQM practices & organizational performance: evidence from Pakistani SMEs. *International Journal of Engineering & Technology*, 10(4), 26-31.
- Ishaq, H. M., **Iqbal, M. Z.,** & Zaheer, A. (2009). Effectiveness of performance appraisal: Its outcomes and detriments in Pakistani organizations. *European Journal of Social Sciences*, 10(3), 479-485.
- Iqbal, M. Z.** (2008). Job attributes: Preferences of Pakistani MBAs. *NUML Journal of Management & Technology*, 1(1), 61-81.
- Iqbal, M. Z.** & Khan, R. A. (2008). Criteria for evaluating theses/dissertations. *NUML Journal of Management & Technology*, 1(2), 37-48.

Book Chapter (1)

- Iqbal, M. Z.** & Haq, I. (2020). Cultivating talent through workplace mentoring: A critical appraisal of a Pakistani initiative. In Payal, K. & Pawan, B (Eds.), *Mentorship-Driven Talent Management: The Asian Experience* (pp. 211-227). Emerald Publishing Limited, London, UK. <https://doi.org/10.1108/978-1-78973-691-520201012>

Conference Papers (6)

- Saleem, S., Areeba, M., Raziq, M. M., & **Iqbal, M. Z.** (2022, August 5-9). Proactive personality and task performance: mediation of individual and collaborative job crafting. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 16846). The 82nd Annual Meeting of the Academy of Management, 5-9 August 2022. Briarcliff Manor, NY 10510-8020, USA.
- Saleem, S., Ayub, M., Raziq, M. M., & **Iqbal, M. Z.** (2021, August 2-4). Authentic leadership, collective efficacy and team performance and commitment: A multilevel analysis. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 15928). The 81st Annual Meeting of the Academy of Management, 30 July - 3 August 2021. Briarcliff Manor, NY 10510-8020, USA. <https://journals.aom.org/doi/abs/10.5465/AMBPP.2021.15928abstract>
- Nasim, K., **Iqbal, M. Z.,** & Khalid, S. (2016, April 3-4). Academics interpersonal conflict handling styles: a cognitive resource view. *Proceedings of the Management Theory and Practice Conference (MTPC 2016)*. Kyoto, Japan.
- Maharvi, M.W., **Iqbal, M. Z.,** & Ikramullah, M., (2014, August 13-14). Effectiveness of Performance Appraisal System: A Proposed Model with Empirical Evidence from the Government of Punjab, Pakistan. *Proceedings of the International Conference on Trends in Economics, Humanities and Management (ICTEHM' 14)* (pp. 148 - 152). Pattaya, Thailand.
- Fatima, A., **Iqbal, M. Z.,** & Imran, R. (2013). Organizational Commitment and Counterproductive Work Behavior: Role of Employee Empowerment. In J. Xu, M. Yasinzai & B. Lev (Eds.), *Proceedings of the Sixth International Conference on Management Science and Engineering Management* (Vol. 185, pp. 665-679). London: Springer.

Fatima, A., & **Iqbal, M. Z.** (2012, June 1-2). Impact of horizontal interpersonal conflicts on organizational commitment. *Proceedings of the International Symposium on Business, Economics and Financial Applications (ISBEFA)* (pp. 353 – 362). Kefalonia, Greece.

Book (1)

Hasan, N., Malik, S. A., & **Iqbal, M. Z.** (2012). Relationship between Students Satisfaction & Motivation: A Study of Public & Private Sector Secondary Schools in Punjab Province of Pakistan. LAP LAMBERT Academic Publishing. ISBN-10: 3659282847

Journal Articles – Accepted (3)

Ikramullah, M., van Prooijen, J. W., **Iqbal, M. Z.**, Shah, B., & Hassan, F. S. (Accept). Does interpersonal justice negatively predict overall performance appraisal fairness? A Pakistani study. *Performance Improvement Quarterly*. [Y]

Ikramullah, M., Khalil, A. A., & **Iqbal, M. Z.** (Conditional accept, major revisions). Obliterating rating distortions: Role of rater disposition and rating context. *Management Decision*. [W]

Naz, S., **Iqbal, M. Z.**, Ikramullah, M., Raziq, M. M., & Khalid, S. (Conditional accept, major revisions). Performance appraisals and the ratees' reactions to equal versus equitable performance outcomes: Evidence from Pakistan and Japan. *International Journal of Emerging Markets*. [X]

Khan, T. & **Iqbal, M. Z.** (Conditional Accept, Major Revisions). Leader-member exchange congruence and feedback seeking behavior: A role theory perspective. *International Journal of Organization Theory & Behavior*. [X]

Journal Articles – Submitted

Tourigny, L., Sharjeel, M., Raziq, M. M., Goher, A. & **Iqbal, M. Z.** (Under Review). Machiavellianism and task performance: On the cross-level mediating effects of abusive supervision climate and burnout, *European Journal of Work and Organizational Psychology*.

Sharjeel, M., Ayub, M., Raziq, M. M., & **Iqbal, M. Z.** (Under Review). Linking authentic leadership and collective efficacy with team performance and team commitment: A multilevel analysis, *Current Psychology*.

Khan, T., **Iqbal, M. Z.**, & Akbar, S. (Under Review). Do “birds of the feather flock together?” A fit theory perspective on LMX quality and ratee feedback reactions, *The Leadership Quarterly*.

Journal Articles – In progress

Iqbal, M. Z. Ikramullah, M., & Khan, T. (In progress). Taxonomy of emotional experiences and academic outcomes: Analysis of within and cross-classification combined effects of emotions, Target Journal: *Career Development International*.

Iqbal, M. Z. Ikramullah, M., & Khan, T. (In progress). Employees' relational justice and emotional experiences per managers' negotiation styles in performance review meetings, Target Journal: *Journal of Managerial Psychology*.

Fayyaz, M. & **Iqbal, M. Z.** (In progress). Role of developmental relationships in enhancing career self-efficacy and self-employability. Target Journal: *Career Development International*.

Iqbal, M. Z., & Kayani, A. F. (In progress). Sycophants ingratiate team members to abate team performance: The intervening role of workplace conflict.

Iqbal, M. Z. (In progress). Effectiveness of performance appraisal: Symbolic interactionists perspective of its qualitative criteria.

Iqbal, M. Z. (In progress). The quantitative criteria of effectiveness of performance appraisal: Developing a more inclusive scale.

Khan, M. R. & **Iqbal, M. Z.** (In progress). Employee feedback reactions to abusive supervision: Role of feedback giver's gender with conditional effects of feedback type and feedback receiver's gender.

RESEARCH SUPERVISION

Supervised PhD dissertation (3)

Nagi, S. (2021, submitted). Self-efficacy and leader-member exchange relationship: A serial mediation model of employees' voice behavior, managers' voice aversion and emotional exhaustion. (PhD dissertation, COMSATS University Islamabad).

Khan, T. (2021). Leader-member exchange quality as a mechanism behind juxtaposed rater-ratee personality traits and ratee feedback reactions. (PhD dissertation, COMSATS University Islamabad).

Maharvi, M. W. (2019). Effectiveness of performance appraisal system: Evidence from government employees of Punjab, Pakistan. (PhD dissertation, COMSATS University Islamabad).

Supervised MS theses (20)

Irhad, S. (2022). Green human resource management and environmental performance: The role of green innovative behavior and knowledge sharing. (MS thesis, COMSATS University Islamabad, Islamabad, 2021).

Fayyaz, M. (2021). A complementary fit perspective on the role of developmental relationships in enhancing career self-efficacy and self-employability: A case of banking sector of Pakistan. (MS thesis, COMSATS University Islamabad, Islamabad, 2021).

Khan, M. R. (2020). Supervisors' Abusive Behavior and Supervisees' Reactions to Performance Appraisal Feedback. (MS thesis, COMSATS University Islamabad, Islamabad, 2020).

Malik, A. H. (2017). The effects of supervisor's resource drain and ego depletion on supervisee satisfaction. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Azhar, S. (2017). Organizational culture and employee readiness for change: Mediating effect of supervisory support and employee attitude towards change. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Naz, S. (2017). Relationship between equity and equality-based outcomes and distributive and retributive fairness perceptions: Towards employee satisfaction in performance appraisal context. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Hussain, U. (2016). Divergent thinking myth conceptions: A closer look at relationship between professional envy, unscrupulous behavior & divergent thinking. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Rafique, S. (2016). Interactional fairness and affective commitment: A moderated mediation model of role clarity and supervisory trust. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Baloch, Z. (2015). Relationship quality linking ratees' perceptions of fairness and their feedback acceptance: A moderated mediation of supervisory trust. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

Razzaq, S. (2015). Rating distortions linking rater mood and ratee perceptions of fairness: A moderated mediation of interpersonal affect. (MS thesis, COMSATS Institute of Information Technology, Islamabad).

- Khattak, S. M. (2014). Informational fairness and project performance: An informational justice view. (MS thesis, COMSATS Institute of Information Technology, Islamabad).
- Kiyani, A. F. (2014). Employee ingratiation and project team performance: A social identity view. (MS thesis, COMSATS Institute of Information Technology, Islamabad).
- Pervaiz, A. (2014). Determinants of normative and felt needs in training and non-training context: An exploratory study of TTS faculty. (MS thesis, COMSATS Institute of Information Technology, Islamabad).
- Altaf, S. (2014). Relationship of Employee Cantankerous Behavior with Group Performance. (MS thesis, COMSATS Institute of Information Technology, Islamabad).
- Malik, S. (2013). Competency-based human resource planning: A training needs assessment approach. (MS thesis, COMSATS Institute of Information Technology, Islamabad, 2013).
- Khan, S. K. (2012). Studying relationship between Work-Family conflict and quality of life using family and organizational support as mediators: A perspective of female medical and paramedical staff. (MS thesis, COMSATS Institute of Information Technology, Islamabad, 2012).
- Fatima, A. (2012). Antecedents of the individual's support for change: a proposed model with empirical evidence. (MS thesis, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad, 2012).
- Waseem, M. A. (2011). Relationship between performance appraisal congruence and employees' attitudinal outcomes: extended dimensions of Person-Environment fit model. (MS thesis, COMSATS Institute of Information Technology, Islamabad, 2011).
- Ashraf, F. (2011). The role of political intelligence in effective change management in universities of Pakistan (MS thesis, COMSATS Institute of Information Technology, Islamabad, 2011).
- Maharvi, M. W. (2010). Effect of training characteristics on training evaluation - A study of Kirkpatrick model (reaction and learning) (MS thesis, COMSATS Institute of Information Technology, Islamabad, 2010).

Scholastic services

- Member, Editorial Board - NUML International Journal of Business & Management (2010 - Continue)
- Ad hoc Reviewer - International Journal of Productivity and Performance Management (2010 - Continue)
- Ad hoc Reviewer - Journal of European Industrial Training (2011 - Continue)
- Ad hoc Reviewer - Asian Education and Development Studies (2012 - Continue)
- Ad hoc Reviewer - International Journal of Selection and Assessment (2017 - Continue)
- Ad hoc Reviewer - International Journal of Educational Management (2018 - Continue)
- Ad hoc Reviewer - Canadian Journal of Administrative Sciences (2019 - Continue)
- Ad hoc Reviewer - Thunderbird International Business Review (2020 - Continue)
- Ad hoc Reviewer - International Journal of Conflict Management (2020 - Continue)
- Reviewer, 2nd South Asian International Conference, 2010
- Reviewer and Session Chair, 5th South Asian International Conference - 2013
- Reviewer and Session Chair, 6th South Asian International Conference - 2014
- Program Co-Chair and Session Chair, 8th South Asian International Conference - 2016
- Session Chair, 9th South Asian International Conference - 2017
- Reviewer, 3rd International Conference on Economic and Business Management (October 20-22 in Huhhot, China) - 2018

PROFESSIONAL EXPERIENCE

PROFESSOR (BPS-21)—March 2022 - Continue

Department of Management Science, National University of Modern Languages, Islamabad, Pakistan

ASSOCIATE PROFESSOR (Tenure Track System)—March 2014 - February 2022

Department of Management Science, COMSATS Institute of Information Technology, Islamabad, Pakistan

Administrative activities:

- Chair, Central Purchase, Islamabad Campus (July 2016 - June 2019)
- Head of Department - Management Sciences (January 2015 - June 2016)
- Associate Head of Department - Management Sciences (July 2013 - January 2015)

Services as Leader:

- Convener, Campus Administrative Audit Committee (2018)
- Convener, Campus Make up Exams Review Committee (CMERRC) (2018 - 2019)
- Convener, Campus Make up Exams Review Committee (CMERRC) (2017 - 2018)
- Convener, Campus Make up Exams Review Committee (CMERRC) (2016 - 2017)
- Convener, Central Purchase Committee, Islamabad Campus (July 2016 - June 2019)
- Convener, Technical Committee - Hiring of Catering & Event Management Services for CIIT Events (2016)
- Convener, Technical Committee - Hiring of Staff Cafeteria Services (2016)
- Convener, Technical Committee - Hiring of Faculty Cafeteria Services (2016)
- Convener Campus Other than Unfair Means Cases Committee (2015 - 2016)
- Deputy Convener, Campus Convocation Committee (2014)

Services as Member:

- Member, Campus Discipline Committee- (2022 - Continue)
- Member, Departmental Tenure Review Committee - Humanities (2021 - Continue)
- Member, Departmental Tenure Review Committee - Management Sciences (2014 - Continue)
- Member, Committee for interacting and conducting preliminary feasibility/feasibility study to establish Model COMSATS University Islamabad campus under public-private partnership with Sialkot Chamber of Commerce (2018)
- Member, Scrutiny of TTS Appointments and Promotions Committee (2018 - Continue)
- Member, Departmental Graduate Advisory Committee (2016 - 2017)
- Member, Task Force - Times Higher Education World University Ranking (2016)
- Member, Task Force - Association of Commonwealth Universities Ranking (2016)
- Member, Task Force - QS Asian University Rankings (2015)
- Member, Campus Career Development Committee (2015 - 2016)
- Member, Anomalies and Grievance Redressal Committee (2014-2015)
- Member, Board of Studies (BoS) Management Sciences - COMSATS Institute of Information Technology (2014 - Continue)
- Member, SOPs for Visiting Faculty Committee (2014)
- Member, Admission Merit Selection Committee (2014)
- Member, Campus Make up Exams Review Committee (CMERRC) (2014)

Academic activities:

- Supervising research scholars at MS and PhD levels
- Evaluating theses of MS and PhD
- Teaching at Undergrad and Grad (MS and PhD) levels

ASSISTANT PROFESSOR (Tenure Track System)—October 2008 - March 2014

Department of Management Science, COMSATS Institute of Information Technology, Islamabad, Pakistan

Administrative activities:

- Associate Head of Department (2013 - 2015)
- In charge Graduate programs (2011 - 2012)
- In charge Department of Management Science - Evening (2009 - 2010)
- In charge Master of Project Management program (2009 - 2010)

Services as Member:

- Member, Departmental Academic Regulatory Committee, COMSATS Institute of Information Technology (2013-2014)
- Member, Campus Other than Unfair Means Cases Committee (2013 - 2014)
- Member, task force - QS Star Rating (2013)

- Member, Campus Discipline Committee, COMSATS Institute of Information Technology (2010-2014)
- Member, Departmental Review Committee, COMSATS Institute of Information Technology (2010-2011)
- Member, Advisory Committee for Graduate Programs, COMSATS Institute of Information Technology (2008-2010)

Academic activities:

- Supervising research scholars at MS and PhD levels
- Evaluating theses of MS and PhD
- Teaching at MBA, MS and PhD levels
- Taught the following courses at graduate level (MS and PhD): Bargaining and Influence Skills, Designing Organizational Research, Reward Systems: Theory and Application, Advanced Topics in Performance Management Systems, Advanced Topics in Change Management, Advanced Topics in Conflict and Crisis Management, Advances in Human Resource Development & Management, Research Methodology
- Taught the following courses at undergraduate level ((BS): Theory and Practice of Management, Introduction to Management, Strategic Human Resource Management, Human Resource Management, Organizational Behavior, Training and Development, Compensation Management, Research Methodology

ASSISTANT REGIONAL DIRECTOR (Academics)—February 2001 - October 2008

Rawalpindi Regional Directorate, Allama Iqbal Open University, Islamabad, Pakistan

Major activities:

- Monitoring of approved study centers (institutions approved for computer and management science programs)
- Coordinating and keeping liaison with Management and Computer science departments in respect of policy execution
- Monitoring of examination centers, tutorials, etc.
- Conduct of teachers' briefing meetings
- Appointment of tutors for graduation and post-graduation programs
- Processing of results of assignments and midterm tests etc.
- Arranging students' activities like seminars, workshops, competitions, and co-curricular activities

SALES EXECUTIVE—August 1999 - February 2001

LIFESCAN a Johnson & Johnson company

Major activities:

- Promoted and developed sales of Blood Glucose Instruments & allied products
- Established and monitored sales centers in north region (Rawalpindi, Islamabad, Peshawar and Abbottabad)
- Conducted training sessions of "Sales Center Associates" and trained them

PRESENTATION/PARTICIPATION IN INTERNATIONAL CONFERENCES / MEETINGS / SEMINARS

THE Young Universities Summit - Disruptive, Dynamic, Distinctive: Young Universities Rising to the Challenges of Tomorrow

April 05-07, 2017, Brisbane, Australia

Participated as delegate and represented COMSATS Institute of Information Technology, Islamabad in the summit organized by Times Higher Education, London, UK.

THE MENA Universities Summit - World-Class Higher Education as a Driver of Sustainable National Development

February 02-04, 2016, Al Ain, United Arab Emirates

Participated as delegate and represented COMSATS Institute of Information Technology, Islamabad in the summit organized by Times Higher Education, London, UK.

1* QS WorldWide - New Directions for Russian and Central Asian Higher Education

September 28-30, 2015, Nizhny Novgorod, Russia

Participated as delegate and represented COMSATS Institute of Information Technology, Islamabad in the conference and exhibition organized by Quacquarelli Symonds Limited, London, UK.

QS Summer School Summit - Global Challenges and Opportunities in Higher Education

December 3-4, 2014, Kuala Lumpur, Malaysia

Participated as delegate and represented COMSATS Institute of Information Technology, Islamabad in the seminar organized by Quacquarelli Symonds Limited, London, UK.

4th QS MAPLE - Global Challenges and Opportunities in Higher Education

May 6-8, 2014, Abu Dhabi, United Arab Emirates

Gave a presentation on "The Challenges of Internationalization of Higher Education in the South Asian Culture" in the 4th QS Middle East and North Africa Professional Leaders in Education (QS MAPLE) conference organized by Quacquarelli Symonds Limited, London, UK.

QS In Conversation - Transforming Higher Education in the Arab World

June 9 - 10, 2013, Irbid & Petra, Jordan.

Participated as delegate and represented COMSATS Institute of Information Technology, Islamabad in the seminar organized by Quacquarelli Symonds Limited, London, UK.

PROFESSIONAL RESEARCH / CONSULTANCIES / FUNDED PROJECTS

Task Force (THE Ranking) - 2016-2017

Being one of the senior members of the task force (comprising six members), I collected and compiled data about COMSATS Institute of Information Technology (CIIT) for audit by Times Higher Education (THE), London, UK against the THE World University Ranking (WUR) Criteria. As a result, CIIT has got a place among top 800 universities in the world, i.e., amongst 601-800.

Task Force (QS Ranking) - 2015-2017

Being one of the senior members of the task force (comprising six members), I collected and compiled data about COMSATS Institute of Information Technology (CIIT) for audit by Quacquarelli Symonds Limited, London, UK against the QS Asian University Ranking (AUR) Criteria. As a result, CIIT has got a place among top 250 universities in Asia.

Core Team (QS Rating) - 2013

Being one of the senior members of a core team (comprising five members), I collected and compiled data about COMSATS Institute of Information Technology (CIIT) for audit by Quacquarelli Symonds Limited, London, UK against the QS Stars Criteria. As a result, CIIT was rated Three Stars.

In-house consultants (CIIT, Islamabad) - 2009

Being one of the in-house consultants, carried out four feasibility studies for establishment of Vehari, Larkana, Karachi, and Quetta Campuses of COMSATS Institute of Information Technology along with preparation of their PC-Is in 2009. As per scope of the project, extensively surveyed the entire four zones, met with the provincial government officials and principals, faculty, and students of the universities and colleges, collected and analyzed primary and secondary data, prepared 5-, 10-, and 15-year plans for phase-wise establishment of state of the art facilities and suggested needs based academic programs. Moreover, designed detailed institutional framework and recommended mechanisms for project and program management along with providing sketches and maps of academic and residential blocks and other infrastructure [Project worth = Rs. 12 million].

SERVICES AT NATIONAL LEVEL

- Member, Charter Evaluation and Inspection Committee (CIEC), nominated by Higher Education Commission (HEC). Thus far inspected 35 DAI/Universities (2018 - Continue)
- Member, National Curriculum Review Committee (NCRC) for BS (Public Administration), nominated by Higher Education Commission (HEC) - 2009

HONORS AND AWARDS

- *Outstanding Research Award* - Received 'Best Research Paper Award' from Higher Education Commission, Pakistan on a paper published in 2015-16 (March 1, 2018).
- *Outstanding Performance Award* - 2016-17, Received this award from COMSATS Institute of Information Technology.

- ***Outstanding Performance Award*** - 2015-16, Received this award from COMSATS Institute of Information Technology.
- ***Outstanding Performance Award*** - 2014-15, Received this award from COMSATS Institute of Information Technology.
- ***Recommended Paper Award 2016*** - Management Theory and Practice Conference (MTPC 2016). Kyoto, Japan.
- ***Research Productivity Award*** - 2016, Received this award from COMSATS Institute of Information Technology.
- ***Research Productivity Award*** - 2015, Received this award from COMSATS Institute of Information Technology.
- ***Research Productivity Award*** - 2014, Received this award from COMSATS Institute of Information Technology.
- ***Research Productivity Award*** - 2013, Received this award from COMSATS Institute of Information Technology.
- ***Vice Chancellor's Excellence Award 2007*** - Received from Allama Iqbal open University, Islamabad
- ***Recognition Award 2007*** - Received from Institute of Management and Information Technology, Rawalpindi for Quality Educational Management Services
- ***Recognition Award 2005*** - Received from SPOT Pharma on providing Training Services
- ***Special Achievement Award 2000*** - Received from LIFESCAN Johnson & Johnson for outstanding performance in 1999