

Dr. Khurram Shahzad

Professor & Dean, Faculty of Management Sciences, Riphah International University

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My Profile at a Glance:

- Post-Doc (HRM/OB), PhD (HRM), M.Phil. (HRM), MBA (IT Management), PGD (Professional Ethics & Teaching Methodology)
 - 23 years' experience (industry, training, teaching, research supervision, & **academic administration**)
 - Total Impact Factor (IF) = 55.56 with 50 HEC-recognized journal research papers, 26 conference research papers & 06 case studies published internationally and nationally
 - Member BOG, Selection Board, Academic Council, BASR, Board of Faculty & Board of Studies of different universities. HEC-NBEAC Peer Review Member, SAR Reviewer for QEC & Harvard Business Review Advisory Council,
 - Managing Editor of Journal of Islamic Business & Management, Riphah International University
 - Reviewer & editorial board members of various international & national scientific research journals
 - Have supervised more than 100 research projects, thesis and independent studies and more than 100 business case studies of PhD, MS/M.Phil, MBA & BBA students
 - NTS (National Testing Services) content developer and reviewer for GAT-General & GAT-Subject
 - Presented research papers in international conferences held in USA, UK, Hong Kong, Malaysia, Singapore, Turkey, Sri Lanka, China, Australia, Italy, Switzerland & Maldives. Have also traveled to Saudi Arabia, Dubai (UAE), Thailand, France, Netherlands, Belgium, Germany, Spain & Sweden
 - Served as trainer for Secretariat Training Institute (STI), WAPDA Staff College, National Bank Staff College, Sihala Police College, Pakistan Air Force and Pak Army Officers
 - **HEC Best University Teacher Award Winner**
 - **HEC Approved PhD Supervisor**
 - **Distinguished Research Award in International Conference, Las Vegas, Nevada, USA**
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Academic Qualifications:

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| 2016 | Post-Doc (HRM/OB) With Dr Usman Raja (Professor at Brock University Canada) during his appointment as Foreign Faculty at Riphah International University, Islamabad. | |
| 2011 | PhD (Management Sciences - HRM) Mohammad Ali Jinnah University, Islamabad Campus Distinction: Chancellor's Honor Roll (very high distinction) Dissertation: Development of a model of organizational citizenship behavior (OCB): A comparative study of university teachers from a developing and a developed country. | CGPA 4.00/4.00 |
| 2006 | M.Phil. (Business Administration - HRM) Federal Urdu University of Arts, Science & Technology, Islamabad Distinction: 3rd position Dissertation: What motivates early career faculty members in public sector higher education institutions: An application of Maslow's need hierarchy model. | CGPA 3.65/4.00 |
| 2001 | MBA (IT Management) International Islamic University, Islamabad Distinction: 3rd position & 3 academic merit scholarships | CGPA 3.57/4.00 |
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Diplomas & Certificates:

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| 2010 | PGD (Professional Ethics & Teaching Methodology) Riphah International University | CGPA 3.31/4.00 |
| 2014 & 17 | Case Method Teaching Workshop Lahore University of Management Sciences (LUMS) & Academy of Management, USA | |
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Academic Work Experience:

Riphah International University, Islamabad

Riphah School of Leadership – Faculty of Management Sciences

August 2005 – Till Date

Job Title (Present): Professor & Dean, Faculty of Management Sciences

Job Description: As a faculty member teach courses in the domain of Management, HRM and Research Methods to BBA, MBA, MS/MPhil & PhD. Supervise research of graduate (MS/PhD) students. As Dean I look after the Strategic Planning of business schools of all 04 campuses and hospitality institute by focusing on the curriculum of existing and new degree programs, admission, students' well-being, faculty development and retention, assessments and examination, national and international linkages, NBEAC accreditation, QS and THE rankings etc.

Managerial Appointments Work History at Riphah

| <u>S.No</u> | <u>Tenure</u> | <u>Position</u> | <u>Department</u> |
|-------------|----------------------------------|--------------------|--------------------------------|
| <u>1</u> | <u>01 Apr 2020 – till date</u> | Dean | Faculty of Management Sciences |
| <u>2</u> | <u>01 May 2015 – 31 Mar 2020</u> | Associate Dean | Faculty of Management Sciences |
| <u>3</u> | <u>01 Jul 2012 – 31 Jul 2020</u> | Assistant Dean | Research - ORIC |
| <u>4</u> | <u>13 Nov 2008 – 31 Apr 2015</u> | Head of Department | Riphah School of Leadership |
| <u>5</u> | <u>24 Aug 2005 – 12 Nov 2008</u> | Program Manager | Riphah School of Leadership |

Academic Appointments Work History at Riphah

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| <u>1</u> | <u>14 Jan 2016 – till date</u> | Professor | Riphah School of Leadership |
| <u>2</u> | <u>26 May 2011 – 13 Jan 2016</u> | Associate Professor | Riphah School of Leadership |
| <u>3</u> | <u>24 Aug 2005 – 25 May 2011</u> | Assistant Professor | Riphah School of Leadership |

Federal Urdu University of Arts, Science & Technology, Islamabad

November 2003 – August 2005

Job Title: Head of Department / Lecturer

Job Description: Worked as Team Leader in Department of Business Administration. Primary role was to act as a Liaison person between different departments ensuring a smooth functioning of the various day-to-day academic operations of the business administration. Taught courses in the areas of Management, HR and Information Systems.

COMSATS Institute of Information Technology, Wah Cantt

August 2003 – November 2003

Job Title: Lecturer

Job Description: Taught the courses of Principles of Management and Management Information Systems. Had been actively involved in student affairs, primarily responsible for the coordination of students with different business organizations for the accomplishment of their projects and internships.

NUML Rawalpindi (now) APCOMS (Army Public College of Management Sciences)

September. 2002 – August. 2003

Job Title: Lecturer

Job Description: Apart from teaching subjects of *Computer Applications for Businesses, Management Information Systems, Introduction to IT and Internet Programming* duties also included the coordination of the degree projects of the students of BBA-IT, monitoring the marketing research of the projects, playing an anchor role in the execution of the projects according to required standards, preparation of project proposals, monitoring the execution of the projects and guiding students in preparation of project reports and presentations.

Corporate/Industry Work Experience:

IBM-ACE (Authorized Center for Education), Rawalpindi

March 2002 – August 2002

Job Title: Head of IT Department

Job Description: Main role was to look after the overall activities of the department. Was playing a key role in designing the outlines of the courses and programs to be conducted, recruitment & selection of faculty for the courses and administering and maintaining the databases for the students. Also played a key role in the implementation of IT at managerial & strategic level.

Global Technologies Pvt. Ltd. (IT Division), Rawalpindi

January 2001– February 2002

Job Title: IT Project Manager

Job Description: Interaction with the client to assess the requirements of the proposed system. Interaction with development team to put up the user requirements before them and playing an anchor role in the application design and coding. Have also played a crucial role in BPR (Business Process Re-engineering) to improve the overall efficiency of the Admin. Department.

Experience: (Visiting Faculty/Research Supervisor/Examiner/Research Collaboration)

Have worked with the following Universities and Institutes in the capacity of visiting faculty member, guest speaker, research supervisor, research collaborator, examiner, committee member and/or peer reviewer at different times from 2002 till date.

International Universities

- Universiti Malaysia Terengganu, MALAYSIA
- King Saud University, Saudi Arabia
- College of Management, Shenzhen University, Shenzhen, China
- Department of Communication Studies, Hong Kong Baptist University, Hong Kong
- University of Sharjah, Sharjah, United Arab Emirates
- People and Organizations Department, NEOMA Business School, Mont-Saint-Aignan, France
- School of Civil Engineering, University of Leeds, England
- Department of Humanities & Social Sciences, IIT Patna, Patna, Bihta, Bihar, India
- Department of Leadership & Organizational Agility, United Arab Emirates University, UAE
- Brock University, St. Catharines, Canada
- Telfer Business School, University of Ottawa, Canada
- University of Florida, ainesville, FL, USA

National Universities

- NUST (National University of Science and Technology), Islamabad
- FAST National University of Computer & Emerging Sciences, Islamabad
- SZABIST (Shaheed Zulfiqar Ali Bhuto Institute of Science & Technology), Islamabad
- ICMAP (Institute of Cost and Management Accountants of Pakistan), Islamabad
- CUST (Capital University of Science & Technology, Islamabad)
- Karakoram International University, Gilgit, Pakistan
- NUML (National University of Modern Languages), Islamabad
- QAU (Quaid-e-Azam University), Islamabad
- IBA Sukkur
- IM Sciences, Peshawar
- Air University, Islamabad
- Bahria University, Islamabad
- Iqra University, Islamabad
- BZU (Bahauddin Zakariya University), Multan
- Fatima Jinnah Women University, Rawalpindi
- NDU (National Defense University), Islamabad
- Abdul Wali Khan University, Mardan, Pakistan
- Arid Agriculture University, Rawalpindi
- Foundation University, Islamabad
- Hamdard University, Islamabad
- University of Lahore
- UCP (University of Central Punjab), Lahore
- PIDE, Islamabad
- MAJU (Mohammad Ali Jinnah University), Islamabad
- IIUI (International Islamic University), Islamabad
- AIOU (Allama Iqbal Open University), Islamabad

Subjects Taught: (to BBA, MBA, MS/M.Phil & PhD students)

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| Philosophy & Thoughts in Management | Advanced Research Methods | Project Management |
| Business Policy / Strategic Management | OD & Change Management | Entrepreneurship |
| HRM and its related Electives | Organizational Behavior | Industrial Psychology |
| TQM (Total Quality Management) | Principles of Management | Research Philosophy |

Professional Memberships:

- Harvard Business Review Advisory Council
 - Academy of Management, USA
 - British Academy of Management, UK
 - Peer Review Team Member, National Business Education Accreditation Council (NBEAC), PK
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Review Assignments:

- Content developer & reviewer for NTS (National Testing Services) GAT General & Subject
 - Managing Editor, Journal of Islamic Business and Management
 - Associate Editor, Journal of Islamic Business and Management
 - Member Editorial Board of different national journals
 - Reviewer for the following journals among others:
 1. Leadership & Organizational Development Journal (JCR Impact Factor Journal)
 2. Business Ethics, the Environment & Responsibility (JCR Impact Factor Journal)
 3. International Journal of HRM (JCR Impact Factor Journal)
 4. Applied Psychology: An overview (JCR Impact Factor Journal)
 5. Baltic Journal of Management (JCR Impact Factor Journal)
 6. Knowledge Management Research & Practice (JCR Impact Factor Journal)
 7. Journal of Health Psychology (JCR Impact Factor Journal)
 8. Thinking Skills and Creativity (JCR Impact Factor Journal)
 9. Psychological Reports (JCR Impact Factor Journal)
 10. Social Science Computer Review (JCR Impact Factor Journal)
 11. Journal of Commerce (Hailey College of Commerce)
 12. Business & Economic Review (IMSciences Peshawar)
 13. Journal of Islamic Business and Management (Riphah University)
 14. Academy of Management Annual Meetings
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Research Supervision:

- PhD Student Produced: 11
 - PhD Student (Supervision in Progress): 05
 - MS / M.Phil. Students Produced: 100 plus
 - MS / M.Phil. Students (Supervision in Progress): 07
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Research Grants/Projects as PI:

- HEC NRPU Research Grant No 4727 of PKR 0.7M Approx. (Completed in 2017)
“Impact of Work-study Conflict on Work and Study Outcomes: Moderating Role of Supervisor and Spouse Support”
 - Riphah ORIC Research Grant of PKR 60,000 (2019-20)
“Organizational Justice and Project Performance”
 - Riphah ORIC Research Grant of PKR 145,000 (2020-21)
“Inclusive Leadership and Project Success”
 - Riphah ORIC Research Grant of PKR 90,000 (2021-22)
“Green HRM and Employee Outcomes”
 - IIIT (International Institute of Islamic Thought), USA Research Grant of USD 3,000 (2022-23)
“Sense of Belonging on Forgiveness and Gratitude among Muslim Students: Mediating Role of Collectivism and Moderating Role of Religiosity”
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Case Studies: Published with "The Case Center" of Cranfield University, UK

Case 1

Title: 'DO WE NEED A NEW SYSTEM?': A CASE OF HALFLAH INSURANCE COMPANY PVT LTD

Author(s): Ramay, M; **Shahzad, K**

Settings: Pakistan; Insurance; 100 employees; 2005-2006

Topics: Change management; Resistance; Automation; Decision making; Insurance; Employee's involvement; Leadership; Importance of employees' training

Publication year: 2007

Length: 5 pages

Case 2

Title: ERP: NEED OF TIME BUT NEEDS TIME: A CASE OF GOODWAY CEMENT LIMITED

Author(s): Khattak, F; **Shahzad, K**; Nadeem, A

Settings: Pakistan; Cement; 150 employees; 2003-2009

Topics: Change management; Employee resistance; Training and Development; Pakistan; Employee involvement; ERP; Planning; Work force; Cement industry; Legacy system; Pre-implementation study; Project failure; Technology; Process; Low cost

Publication year: 2011

Length: 4 pages

Case 3

Title: 'SOMETHING NEW!': A CASE OF AN ENTREPRENEUR

Author(s): **Shahzad, K**; Nasir, M

Settings: Pakistan; Fast food; 20 employees

Topics: Entrepreneurship; Innovation; Focus strategy; Fast food

Publication year: 2008

Length: 4 pages

Case 4

Title: CAPITAL CHEMICAL INDUSTRIES (CCI): 'FACING FAILURE WITH ERP'

Author(s): Khattak, H; **Shahzad, K**.

Settings: Pakistan; Government; 1,200 employees

Topics: Change management; Employee resistance; Managerial decision making; ERP (enterprise resource planning); Automation; Government organisations

Publication year: 2008

Length: 4 pages

Case 5

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| Title: | THE RISE AND FALL OF AN ENTREPRENEUR |
| Author(s): | Shahzad, K; Gul, A; Sarwar, N |
| Settings: | Pakistan, Food and beverage, 1978-2005, 50 Employees |
| Topics: | Entrepreneur; Entrepreneurial orientation; Entrepreneurship; Small scale business; Start-up; Ice cream; Pakistan |
| Publication year: | 2015 |
| Length: | 5 pages |

Case 6

Ahmad, M., **Shahzad, K.**, & Ahmed, I. (2011). Change management: A case of national railway hospital in Pakistan. *Journal of Commerce*, 3(1), 33-36.

Publications:

Impact Factor W Category Journal Papers

1. Iqbal, R., **Shahzad, K.**, & Donia, M. B. L. (2023). Environmentally specific transformational leadership and employee green attitude and behavior: An affective events theory perspective. *Journal of Environmental Psychology*, 92, 102181. **Impact Factor: 6.9, HEC-HJRS Category: W**
2. Iqbal, R., **Shahzad, K.**, & Chaudhary, R. (2023). Green human resource management practices as a strategic choice for enhancing employees' environmental outcomes: An affective events theory perspective. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-09-2022-0445>. **Impact Factor: 4.4, HEC-HJRS Category: W**
3. Usman, M., **Shahzad, K.**, & Khan, A. K. (2023). Role of safety-specific transformational leadership in fostering extra-role behaviors through psychological contract fulfillment among frontline workers during COVID-19. *International Journal of Occupational Safety and Ergonomics*, <https://doi.org/10.1080/10803548.2023.2265133>. **Impact Factor: 2.4, HEC-HJRS Category: W**
4. **Shahzad, K.**, Iqbal, R., Nauman, S., Shahzadi, R., Luqman, A. (2023). How despotic project manager jeopardizes project success: Role of project team member's emotional exhaustion and emotional intelligence. *Project Management Journal*, 54 (2), 194-208. **Impact Factor: 5.0, HEC-HJRS Category: W**
5. Khalid, B., **Shahzad, K.**, Shafi, M. Q., & Paille, P. (2022). Predicting required and voluntary employee green behavior using the theory of planned behavior. *Corporate Social Responsibility and Environmental Management*, 29(5), 1300–1314. **Impact Factor: 9.8, HEC-HJRS Category: W**
6. Husain, S., **Shahzad, K.** (2022). Unpacking perceived organizational justice-organizational cynicism relationship: Moderating role of psychological capital. *Asia Pacific Management Review*, 27(1), 10-17. **Impact Factor: 4.4, HEC-HJRS Category: W**
7. Hashmi, D., **Shahzad, K.**, & Abbas, F. (2022). The Interactive Effects of Sexual Harassment and Psychological Capital on Victims' Burnout: Evidence from the Post #MeToo Movement Era. *Gender in Management*, 37(4), 509-523. **Impact Factor: 3.7, HEC-HJRS Category: W**

8. **Shahzad, K.**, Iqbal, R., Javed, B., & Hashmi, D. (2022). Impact of Work-Study Conflict on Workplace Outcomes: Supervisor Support for Juggling Many Balls. *International Journal of Conflict Management*, 33(3), 475-493. **Impact Factor: 3.3, HEC-HJRS Category: W**
9. Khan, M. N., **Shahzad, K.**, & Bartels, J. (2022). Examining boss phubbing and employee outcomes through the lens of affective events theory. *Aslib Journal of Information Management*, 74(5), 877-900. **Impact Factor: 2.6, HEC-HJRS Category: W**
10. Khan, M. N., **Shahzad, K.**, Ahmad, I., & Bartels, J. (2022). Boss, look at me: How and when supervisor's phubbing behavior affects employees' supervisor identification. *Current Psychology*, 42, 31064–31078. **Impact Factor: 2.8, HEC-HJRS Category: X**
11. Shafi, M. Q., Iqbal, R., **Shahzad, K.**, & Unterhitzenberger, C. (2021). The mediating role of project citizenship behavior in the relationship between organizational justice dimensions and project success. *Project Management Journal*, 52(6) 547–562. **Impact Factor: 4.946, HEC-HJRS Category: W**
12. **Shahzad, K.**, Raja, U. and Hashmi, S.D. (2021). Impact of Big Five personality traits on authentic leadership. *Leadership & Organization Development Journal*, 42(2), 208-218. **Impact Factor: 3.923, HEC-HJRS Category: W**
13. Ahmad, I., Donia, M. B. L., & **Shahzad, K.** (2019). Impact of corporate social responsibility attributions on employees' creative performance: The mediating role of psychological safety. *Ethics & Behavior*, 29(6), 490-509. **Impact Factor: 1.120, HEC-HJRS Category: W**
14. Ahmad, I., Zafar, M. A., & **Shahzad, K.** (2015). Authentic leadership style and academia's creativity in higher education institutions: Intrinsic motivation and mood as mediators. *Transylvanian Review of Administrative Sciences*, 11(46), 5-19. **Impact Factor: 0.271, HEC-HJRS Category: W**

HEC X Category Journal Papers

1. Khan, M. N., **Shahzad, K.**, & Shafiq, Q. S. (2023). This or that, which coworker phubb more; association between personality traits and phubbing behavior through mobile phone addiction. *International Journal of Business Innovation and Research*, Forthcoming and Online First DOI: 10.1504/IJBIR.2023.10057128. **Scopus, HEC-HJRS Category: X**
2. Hashmi, D., **Shahzad, K.**, & Izhar, M. (2021). Proposing Total Quality Management as a Buffer between Global Software Development Challenges and Project Success. *The TQM Journal*, 37(5), 1432-1447. **Scopus, ESCI, ABDC, HEC-HJRS Category: X**
3. Husain, S., **Shahzad, K.** (2019). The effects of supervisor's organizational embodiment and organizational identification on the LMX-creativity relationship. *South Asian Journal of Management Sciences*, 13(2), 99-115. **HEC-HJRS Category: X**
4. **Shahzad, K.**, Ahmad, I., & Gul, A. (2019). Mediating role of customer satisfaction between corporate social responsibility and customer-based brand equity. *Business & Economic Review*, 11(1), 123-144. **HEC-HJRS Category: X**
5. Qaisar, N., **Shahzad, K.**, & Arif, M. (2018). Extent of HRIS adoption and its impact on organization's performance: Moderating role of HR staff expertise. *Abasyn Journal of Social Sciences*, AICTBM-18, July, special issue, 1-11. **HEC-HJRS Category: X**

6. Paracha, M. U., & **Shahzad, K.** (2017). Workplace bullying on deviant work behavior among nurses in Pakistan: Mediating role of interpersonal conflict. *Pakistan Business Review*, 18(4), 887-903. **HEC-HJRS Category: X**
7. **Shahzad, K.**, Gul, A., & Azam, K. (2016). Doing good is doing right: Effects of corporate social responsibility on customer attitude and behavior. *Abasyn University Journal of Social Sciences*, 9(2), 329-341. **HEC-HJRS Category: X**
8. Ishaq, A., & **Shahzad, K.** (2016). Impact of internal marketing on employee behaviors: Mediating role of job satisfaction. *Abasyn Journal of Social Sciences*, 9(1), 233-250. **HEC-HJRS Category: X**

HEC Y Category Journal Papers (selected)

1. Hussain, S., & **Shahzad, K.** (2018). Role of supervisor's organizational embodiment and organizational identification on LMX and job performance relationship: A test of moderated-mediation model. *Journal of Management Sciences*, 5(1), 18-37. **HEC Recognized Journal in Y category**
2. Husain, S., **Shahzad, K.**, Khan, K., & Ahmad, I. (2018). Moderating role of Islamic work ethics and mediating role of organizational identification on leader-member exchange and citizenship behavior relationship: A test of moderated mediation model. *Journal of Islamic Business and Management*, 8(1), 139-155. **HEC Recognized Journal in Y category**
3. Tufail, M., **Shahzad, K.**, Gul, A., & Khan, K. (2017). The Impact of challenge and hindrance stressors on job satisfaction: Moderating role of Islamic work ethics. *Journal of Islamic Business and Management*, 7(1), 100-113. **HEC Recognized Journal in Y category**
4. Ahmad, I., **Shahzad, K.**, & Zafar, M. A. (2017). Impact of corporate social responsibility attributions on workplace deviance behaviors. *Journal of Managerial Sciences*, 11(2), 157-172. **HEC Recognized Journal in Y category**
5. Zia, M. H., & **Shahzad, K.** (2017). Interpersonal influence as psychosocial stressor, stress, and impulsive buying: An empirical study in the perspective of Islamic guidelines on consumption. *Journal of Islamic Business and Management*, 7(2), 211-229. **HEC Recognized Journal in Y category**
6. Ahmad, I., **Shahzad, K.**, Zafar, M. A., & Khan, K. (2016). Understanding the Concept of Corporate Social Responsibility (CSR): Attributions from Islamic Perspective. *Journal of Islamic Business and Management*, 6(2), 135-152. **HEC Recognized Journal in Y category**
7. Usman, M., **Shahzad, K.**, Roberts, K. W., & Zafar, M. A. (2015). The effect of job insecurity on attitude towards change and organizational citizenship behavior: Moderating role of Islamic work ethics. *Journal of Islamic Business and Management*, 5(1), 69-90. **HEC Recognized Journal in Y category**
8. Usman, M., **Shahzad, K.**, & Khan, K. (2015). Islamic work ethics (IWE): A review of literature and directions for future research. *Journal of Islamic Business and Management*, 5(2), 135-162. **HEC Recognized Journal in Y category**

Conference Papers

1. **Shahzad, K.**, Bashir, S. & Ramay, M.I. (2007). Impact of HR practices on perceived performance of university teachers in Pakistan. Published in proceedings of 6th IBR Conference on Global Economy, Markets and Management, 1-4 July 2007, **Hong Kong** by World Business Institute, Australia.
2. Iqbal, A., Zia, M.H., Bashir, S., **Shahzad, K.**, & Aslam, M.W. (2008). Antecedents and outcomes of customer satisfaction in using prepaid cellular service in Pakistan. Published in proceedings of 8th International Business Research Conference, 27-28 March 2008, **Dubai, UAE**.
3. Bukhari, Z.U., Ali, U., Bashir, S., & **Shahzad, K.** (2008). Determinants of organizational citizenship behavior in Pakistan. Published in proceedings of Annual London Conference on Money, Economy and Management, 3-4 July 2008, Imperial College, **London, UK** by World Business Institute, Australia.
4. **Shahzad, K.**, Khattak, H.R., Bashir, S. & Khan, M.A. (2008). Faculty motivation at early career stage: A study of public sector universities in Pakistan. Published in proceedings of Applied International Business Conference, 6-8 November 2008, Labuan School of International Business and Finance, University of Malaysia Sabah, Labuan, **Malaysia**.
5. **Shahzad, K.**, Abbas, M. & Bashir, S. (2009). Impact of leadership styles on employee commitment and organizational citizenship behavior. Published in the proceedings of International Conference on Governance and Public Policy: Issues and Challenges, 16-18 July, Department of Public Administration, Fatima Jinnah Women University, Rawalpindi, **Pakistan**.
6. Zahra, F.T., Shafqat, A., Raheem, F., Javed, R. & **Shahzad, K.** (2010). Impact of performance appraisal on employee performance: A study of Pakistan's public sector. Published in proceedings of 2010 International Conference on Business, Economics and Tourism Management, February 26-28, **Singapore**.
7. Hayat, K., Aftab, M. & **Shahzad, K.** (2010). Impact of Strategic Human Resource Management (SHRM) on Organizational Performance: A Study of Banking Sector of Pakistan. Published in proceedings of International VIII Knowledge, Economy and Management Congress (IKEMC 10), 28-31 October 2010, Istanbul, **Turkey**.
8. **Shahzad, K.**, Arif, M., & Hayat, K. (2011). Impact of owner/leader behavior on job satisfaction and organizational commitment in small and medium enterprises in Pakistan. Published in proceedings of International Entrepreneurship Congress2 27-29 April 2011, Izmir, **Turkey**, 71-80. ISBN: 978-975-8789-48-1
9. Abbas, M., & **Shahzad, K.** (2011). Multipoint competition, cooperation among firms and sustainability: A review of literature. Published in proceedings of International Entrepreneurship Congress2 27-29 April 2011, Izmir, **Turkey**, 58-70. ISBN: 978-975-8789-48-1
10. **Shahzad, K.**, & Gul, A. (2011). Antecedents of organizational commitment: A study of public sector in Pakistan. Published in the proceedings of 8th International Conference on Business Management, 8-9 December, 2011, University of Sri Jayewardenepura, Nugegoda, **Sri Lanka**.

11. Khan, M.A., & **Shahzad, K.** (2012). Work outcomes of IWE (Islamic work ethics): Evidence from Pakistan. Published in the proceedings of 2nd International Conference on Islamic Business, 28-29 February, 2012, Riphah Center for Islamic Business, Riphah International University, Islamabad, **Pakistan**.
12. Bhatti, A., Rehman, A. U., & **Shahzad, K.** (2012). The relationship of training and development and job satisfaction with employees 'performance and moderating effect of knowledge management. Published in the proceedings of Allied Academies Fall 2012 International Conference, October 10-13, 2012, Las Vegas, Nevada, **USA**
Distinguished Research Award for the Paper Presented
13. **Shahzad, K.**, & Saleem, N. (2013). Antecedents and outcomes of ethical behavior of salespeople in Pakistan. Published in the proceedings of 14th International Conference of The Academy of Management and Business, 21-23 January, **San Antonio, Texas, USA**.
14. **Shahzad, K.**, Zaidi, S. A., & Gul, A. (2013). Do frontline employee's communication quality and customer's personality shape the advocacy behavior of customers in services? Published in the proceedings of International Conference on Emerging Trends in Management, June 06, Mohammad Ali Jinnah University, Islamabad, **Pakistan**.
15. **Shahzad, K.**, & Bhatti, A. A. (2013). Investigating the mediating role of consumer satisfaction between consumer-based brand equity and brand loyalty: Evidence from restaurant industry of Pakistan. Published in the proceedings of International Conference on Education, Economics, Psychology and Society, June 14-16, 2013, Beijing, **China**.
16. Akbar, H., & **Shahzad, K.** (2013). Interactive effects of perceptions of politics and impression management on organizational citizenship behavior and job burnout. Published in the proceedings of 23rd International Business Research Conference, 18 – 20 November, 2013, Melbourne, **Australia**.
17. **Shahzad, K.**, Khan, S. A., & Gul, A. (2014). Impact of work-study conflict on burnout and turnover intentions with the moderating role of supervisor support. Published in the proceedings of summer conference of International Academy of Business and Economics, 27 – 29 June, 2014, Verona, **Italy**.
18. **Shahzad, K.**, & Usman, M. (2015). The effect of job insecurity on attitude towards change and organizational citizenship behavior: Moderating role of Islamic work ethics. Published in the proceedings of ICBBS 2015: XIII International Conference on Business and Behavioral Sciences, 13 – 14, January, 2015, Zurich, **Switzerland**.
19. **Shahzad, K.**, & Gul, A. (2015). Doing good is doing right: Effects of corporate social responsibility on customer attitude and behavior in a developing Asian country. Published in the proceedings of International Academy of Business and Economics - IABE-2015 San Francisco - Winter Conference, 22 – 22 December 2015, **San Francisco, California, USA**.
20. Gulzar, S., **Shahzad, K.**, & Hashmi, S. D. (2017). Impact of Islamic Wok Ethics on Employee Behaviors: Mediating Role of Psychological Capital. Published in the proceedings of 77th Annual Meeting of the Academy of Management, 04-08 August 2017, **Atlanta, Georgia, USA**.

21. **Shahzad, K.**, & Iqbal, R., Javed, B., & Hashmi, D. (2021). Impact of Work-Study Conflict on Workplace Outcomes: Supervisor Support for Juggling Many Balls. *In 35th BAM Conference Proceedings 2021*. British Academy of Management 2021 Conference, 31 Aug – 03 Sep 2021, Lancaster University Management School, **UK**.
<https://virtual.oxfordabstracts.com/#/event/1821/submission/93>
22. Khan, M. N., **Shahzad, K.** & Bartels, J. (2021). Examining boss phubbing and employee outcomes through the lens of affective events theory. Published in the proceedings of 9th Asian Management Research & Case Conference (AMRC), 5-6 June 2021, Suleman Dawood School of Business, Lahore University of Management Sciences (**LUMS**), Pakistan.
23. **Shahzad, K.** & Shafi, M. (2022). Impact of sense of belonging on forgiveness and gratitude among Muslim students: Mediating role of collectivism and moderating role of religiosity. Published in the proceedings of 6th Annual Advancing Education in Muslim Societies Symposium, 11-13 November 2022, School of Education, American University, **Washington D.C., USA**
24. Iqbal, I. & **Shahzad, K.** (2023). A conceptual model of playful work design and employee wellbeing: The mediating role of work engagement and psychological distress. Published in the proceedings of 4th International Lifestyle Medicine Conference (ILMC), 23-25 October 2023, Riphah Institute of Lifestyle Medicine, Rawalpindi, Pakistan.

Conference Participation as Session Chair

Have chaired a technical paper presentation session in following research conferences:

1. 3rd International Conference on Business and Commerce, 14-15 November 2023, Hailey College of Commerce, University of the Punjab, Lahore.
2. 5th International Conference on Islamic Business, 27 February 2021, Riphah Center for Islamic Business, Riphah International University, Islamabad.
3. 3rd LBS Conference, 25-27 October 2018, Lahore Business School, University of Lahore, Lahore.
4. International Research Conference on Business and Social Innovation, 17-18 March 2018, Hamdard Institute of Management Sciences, Hamdard University Islamabad Campus.
5. 5th International Applied Business Research Conference, 17-18 May 2016, Faculty of Management Sciences, International Islamic University, Islamabad.
6. 4th International Conference on Emerging Trends in Management, 05 November 2015, Mohammad Ali Jinnah University, Islamabad.
7. 19th National Research Conference, 20-21 June 2014, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad.
8. 2nd International Conference on Emerging Trends in Management, 06 June 2013, Mohammad Ali Jinnah University, Islamabad.
9. 1st International Conference on Emerging Trends in Management, 18-19 May 2012, Mohammad Ali Jinnah University, Islamabad.

Conference Participation as Keynote/Invited Speaker

Have spoken as a keynote/invited speaker in the following research conferences:

1. 2nd International Conference of Social Sciences, 16th November 2023, Rawalpindi Women University, Rawalpindi. *Topic*: Role of Employee Green Behavior in the Achievement of Sustainable Development Goals (SDGs).
2. National Conference-2023 on Comparative Analysis of ISO-certified and non-certified companies, 25 July 2023, Faculty of Management Sciences, Riphah International University, Islamabad. *Topic*: Role of ISO Certification in Improving Organizational Performance.
3. 6th International Conference on Islamic Business, 25-25 February 2023, Riphah Center for Islamic Business, Riphah International University, Islamabad. *Topic*: Role of Riphah Center of Excellence in Promoting Islamic Business.
4. 4th International Conference on Emerging Trends in Engineering, Management and Sciences (ICETEMS-2021), 13-14 October 2021, City University of Science and Information Technology, Peshawar. *Topic*: United Nations' Sustainable Development Goals and Employee Green Behaviors.

Awards and Achievements:

- Best student of the year in Matric on academic performance in 1994
 - 3rd position in MBA on CGPA basis in 2001
 - 03 merit-based tuition fee scholarships in MBA based on academic performance during the degree
 - 3rd position in M.Phil on CGPA basis in 2006
 - Chancellor's Honor Roll during PhD course work in 2007
 - Very high distinction in PhD due to 4.00/4.00 CGPA in 2011
 - HEC Best University Teacher Award 2010 winner
 - Distinguished Research Award in Allied Academies Fall 2012 International Conference, October 10-13, 2012, Las Vegas, Nevada, USA
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