

Khurram Shahzad, PhD

Campus Director, Dean & Professor (Management Sciences)

Faculty of Management Sciences, Riphah International University, Islamabad, PK

Post-Doc Fellow, Kedge Business School, France

Mobile: 0092321-9555661, Email: kshahzad78@yahoo.com, khurram.shahzad@riphah.edu.pk

Home Postal Address: H. No 55A, Lane 02, Street 17A, Chaklala Scheme 3, Rawalpindi, Pakistan

<https://riphah.edu.pk/faculty/profile/?id=171>

Profile at a Glance:

- Post-Doc in Project Leadership from Kedge Business School, France, PhD (Mgt. Sciences - HRM), M.Phil. (HRM), MBA (IT Management), PGD (Professional Ethics & Teaching Methodology)
- 25 years' experience (industry, training, consultancy, teaching, research & *academic administration*)
- Total Impact Factor (IF) = 76.30 of journal research papers, 27 conference research papers & 06 case studies published internationally and nationally, h-index: 24
- Member BOG, Selection Board, Academic Council, Board of Research, Board of Faculty & Board of Studies of different national universities of Pakistan. Peer Review Member of the National Business Education Accreditation Council, Pakistan
- Managing Editor of Journal of Islamic Business & Management, Riphah International University
- Editorial & Review Board Member of Business Ethics, the Environment & Responsibility (BEER) and Applied Psychology: An International Review (APIR) and Ad hoc reviewer of several Q1/IF 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) Question 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 Soft Skills Trainer for several public, private and defense organizations
- Best University Teacher Award Winner (Higher Education Commission of Pakistan)**
- Approved PhD Supervisor (Higher Education Commission of Pakistan)**
- Distinguished Research Award in International Conference, Las Vegas, Nevada, USA**

Academic Qualifications:

- | | | |
|---------|---|-----------------------|
| 2024-25 | Post-Doc (Project Leadership)
Kedge Business School, France | |
| 2016 | Post-Doc (Leadership/OB)
With Dr. Usman Raja (Professor at Brock University, Canada) during his appointment as Foreign Faculty at Riphah International University, Islamabad.
Dissertation: Impact of Big Five Personality Traits on Authentic Leadership | |
| 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 |

Diplomas & Certificates:

- | | | |
|-----------|--|-----------------------|
| 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 | |
| 2025 | Postgraduate Certificate in Assessment & Evaluation | |
-

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, Leadership, 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 05 campuses and the hospitality institute by focusing on the curriculum of existing and new degree programs, admission, students' well-being, faculty development and retention, assessments and examinations, national and international linkages, NBEAC accreditation, QS and THE rankings, etc. Also, look after Riphah Center for Islamic Business as its Director/Chairperson, which is a research center, and its scope includes the publication of a peer-reviewed biannual journal and holding a biennial scientific research conference.

Managerial Appointments Work History at Riphah

<u>S.No</u>	<u>Tenure</u>	<u>Position</u>	<u>Department</u>
	03 Jan 2025 – 15 Feb 2026	Dean	Faculty of Social Sciences & Humanities
1	15 Mar 2024 – till date	Campus Director	Riphah Almizan Campus, Rawalpindi
2	27 Oct 2020 – till date	Director	Riphah Center for Islamic Business
3	01 Apr 2020 – till date	Dean	Faculty of Management Sciences
4	01 May 2015 – 31 Mar 2020	Associate Dean	Faculty of Management Sciences
5	01 Jul 2012 – 31 Jul 2020	Assistant Dean	FMS Research - ORIC
6	13 Nov 2008 – 31 Apr 2015	Head of Department	Riphah School of Leadership
7	24 Aug 2005 – 12 Nov 2008	Manager Programs	Riphah School of Leadership

Academic Appointments Work History at Riphah

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

Scholarly Appointments Work History at Riphah

<u>1</u>	Dec 2023 – till date	Managing Editor	Journal of Islamic Business & Management
<u>2</u>	Jun 2015 – Jun 2023	Co-Editor	Biannual ABS 1 Journal
<u>3</u>	Dec 2011 – Dec 2014	Editorial Board Mbr	HEC Recognized in Y Category

Federal Urdu University of Arts, Science & Technology, Islamabad

November 2003 – August 2005

Job Title: Head of Department / Lecturer – BPS-18

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

COMSATS Institute of Information Technology, Wah Cantt

August 2003 – November 2003

Job Title: Jr. 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: The main role was to oversee the department's overall strategic and operational activities. Played a lead role in designing, developing, and deploying IT services and solutions. Also played a key role in the implementation of IT at managerial & strategic levels.

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 the development team to put up the user requirements before them and play 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 to date.

International Universities

- Universiti Malaysia Terengganu, MALAYSIA
- Umm Al Quwain University, United Arab Emirates
- King Saud University, Saudi Arabia
- University of Hail, 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, Gainesville, FL, USA

National Universities

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

Philosophy & Thoughts in Management	Advanced Research Methods	Project Leadership
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

Consultancy Experience:

- Management and HR Consultant to Impact IT Solutions (Australia & Pakistan-based)
 - HR Consultant to WK Group, Saudi Arabia (furniture, logistics, and building industry)
 - Internal Consultant to the HR Department of Riphah International University, Islamabad, Pakistan
 - Project Consultant to the Association of Family Wellbeing, Islamabad, Pakistan
-

Professional Memberships:

- Harvard Business Review Advisory Council, USA
 - American Psychological Association (APA), USA
 - Academy of Management, USA
 - British Academy of Management, UK
 - Peer Review Team Member, National Business Education Accreditation Council (NBEAC), PK
-

Editorial Assignments:

- Editorial Review Board Member, Business Ethics, the Environment & Responsibility (BEER)
 - Editorial Board Member, Applied Psychology: An International Review (APIR)
 - Managing Editor, Journal of Islamic Business and Management (present)
 - Co-Editor, Journal of Islamic Business and Management
 - Associate Editor, Journal of Islamic Business and Management
 - Editorial Board Member of different national journals of Pakistan
-

Ad-Hoc Review Assignments:

Serve as Ad-Hoc Reviewer for the following Scopus/Web of Science Impact Factor journals, among others:

- | | |
|---|--|
| ▪ International Journal of HRM | ▪ Academy of Management Annual Meeting |
| ▪ Leadership & Organizational Development Journal | ▪ Knowledge Management Research & Practice |
| ▪ Business Ethics, the Environment & Responsibility | ▪ Journal of Health Psychology |
| ▪ Applied Psychology: An overview | ▪ Thinking Skills and Creativity |
| ▪ Baltic Journal of Management | ▪ Psychological Reports |
| ▪ Computers in Human Behavior | ▪ Computers in Human Behavior Reports |
| | ▪ Social Science Computer Review |
| | ▪ International Journal of Psychology |
-

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
-

Research Grants/Projects as Principal Investigator (PI):

International Research Grants

- 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”
- Association of Commonwealth Universities (ACU) Gender Grant Reference No 24127 of GBP 1,000 (2024-25): “Women Leadership Development.”
- Association of Commonwealth Universities (ACU) Supporting Researcher Community Training Grant Reference No 23601 of GBP 1,000 (2024-25): “Grant Proposal Writing Modular Workshop.”

National Research Grant

- HEC NRPUR 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”

Internal Research Grants

- 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”
 - Riphah ORIC Research Grant of PKR 145,000 (2022-23)
“Economic Stressor and Employee Wellbeing”
 - Riphah ORIC Research Grant of PKR 100,000 (2023-24)
“Impact of Common Good HRM on Employees’ Behavior”
 - Riphah ORIC Research Grant of PKR 100,000 (2024-25)
“Role of Environmental Leadership in Shaping Green Employee Attitude and Organizational Citizenship Behavior for the Environment.”
 - Riphah ORIC Research Grant of PKR 100,000 (2025-26)
Despotic Leadership, Emotional Exhaustion and Psychological Well-being through Moderating Role of Age and Gender”
-

Journal Papers (Selected):

1. **Shahzad, K.,** Iqbal, R., Shafi, M. Q., Nauman, S., & Ohana, M. (2025). From Inclusion to Action: Does Project Manager’s Inclusive Leadership Drive Team Members’ Project Citizenship Behavior? *International Journal of Project Management*, <https://doi.org/10.1016/j.ijproman.2025.102710>. **Impact Factor: 7.5**
2. Khalid, B., **Shahzad, K.,** & Baig, M. U. A. (2025). Analyzing employees’ green behavioral intention in the hospitality industry: A multilevel model. *Environment, Development and Sustainability*, 27:12971–12983. **Impact Factor: 4.9**
3. **Shahzad, K.,** Naz, F., Iqbal, R., & Chaudhary, R. (2024). When despotic leadership is more detrimental for employee job outcomes? Role of individual-level power distance orientation. *Journal of Organizational Effectiveness: People and Performance*, 12(3), 519–536. **Impact Factor: 3.3**
4. Usman, M., **Shahzad, K.,** & Khan, A. K. (2024). 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*, 30(1), 119-128. **Impact Factor: 2.4**
5. 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**
6. 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*, 45(4), 801-819. **Impact Factor: 4.4**
7. **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**
8. 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 Indexed**

9. 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**
 10. 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**
 11. 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**
 12. **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**
 13. 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**
 14. 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**
 15. 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**
 16. 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. **Impact Factor: 3.8** (first issued for 2022)
 17. **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**
 18. 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**
 19. 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**
-

Case Studies Published

(Cases & Teaching Notes)

1. Ramay, M. & **Shahzad, K.** (2007). Do we need a new system? A case of Halflah Insurance Company Pvt. Ltd. Published with The Case Center, Cranfield University, UK. Reference no. 307-182-1
2. **Shahzad, K.** & Nasir, M. (2008). Something new!': A case of an entrepreneur. Published with The Case Center, Cranfield University, UK. Reference no. 808-012-1

3. Khattak, H. & **Shahzad**, K. (2008). Capital Chemical Industries (CCI): Facing failure with ERP. Published with The Case Center, Cranfield University, UK. Reference no. 308-078-1
 4. Khattak, F., **Shahzad**, K., & Nadeem, K. (2011). ERP: Need of time but needs time: A case of Goodway Cement Limited. Published with The Case Center, Cranfield University, UK. Reference no. 411-022-1
 5. Ahmad, M., **Shahzad**, K., & Ahmed, I. (2011). Change management: A case of national railway hospital in Pakistan. *Journal of Commerce*, 3(1), 33-36.
 6. **Shahzad**, K., Gul, A., & Sarwar, N. (2015). The rise and fall of an entrepreneur. Published with The Case Center, Cranfield University, UK. Reference no. 815-034-1
-

Conference Papers

1. **Shahzad**, K., Bashir, S. & Ramay, M.I. (2007). Impact of HR practices on perceived performance of university teachers in Pakistan. *In Proceedings 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. *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. *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. *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. *In 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. *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. *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. *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. *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. *In 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. *In 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. *In 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. *In 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? *In 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. *In 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. *In 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. *In 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. *In 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. *In 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 Work Ethics on Employee Behaviors: Mediating Role of Psychological Capital. In *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 12508). Briarcliff Manor, NY 10510: **Academy of Management**, 77th Annual Meeting on 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 *Proceedings of 35th BAM Conference 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. In *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. In *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. In *Proceedings of 4th International Lifestyle Medicine Conference (ILMC)*, 23-25 October 2023, **Riphah Institute of Lifestyle Medicine**, Rawalpindi, Pakistan.
 25. Khalid, B., & **Shahzad, K.** (2023). Cross-level indirect effect of environmentally-specific transformational leadership on employees' green behavioral intention through green attitude. In *Proceedings of 3rd International Conference on Business and Commerce*, 14-15 November 2023, **Hailey College of Commerce**, University of the Punjab, Lahore, Pakistan.
 26. Iqbal, R., **Shahzad, K.**, & Chaudhary, R. (2023). Investigating the impact of GHRM practices on employee's green outcomes through the lens of AET. In *Academy of Management Proceedings* (Vol. 2023, No. 1, p. 15272). Briarcliff Manor, NY 10510: **Academy of Management**, 83rd Annual Meeting on 04-08 August 2023, **Boston, Massachusetts, USA.**
 27. **Shahzad, K.** & Shafi, M. Q. (2024). Linking inclusive leadership to project citizenship behavior: The mediating role of positive affectivity and moderating role of proactive personality. In *Proceedings of 11th Asian Management Research & Case Conference (AMRC)*, 12-13 January 2024, Suleman Dawood School of Business, **Lahore University of Management Sciences (LUMS)**, Pakistan.
-

Conference Participation as Session Chair

Have chaired scientific sessions of oral paper presentations at the following conferences:

1. 3rd International Conference on Business and Commerce, 14-15 November 2023, Hailey College of Commerce, University of the Punjab, Lahore.
 2. 9th CUST International Business Research Conference, 30 December 2021, Capital University of Sciences and Technology, Islamabad.
 3. 5th International Conference on Islamic Business, 27 February 2021, Riphah Center for Islamic Business, Riphah International University, Islamabad.
 4. 3rd LBS Conference, 25-27 October 2018, Lahore Business School, University of Lahore, Lahore.
 5. International Research Conference on Business and Social Innovation, 17-18 March 2018, Hamdard Institute of Management Sciences, Hamdard University Islamabad Campus.
 6. 5th International Applied Business Research Conference, 17-18 May 2016, Faculty of Management Sciences, International Islamic University, Islamabad.
 7. 4th International Conference on Emerging Trends in Management, 05 November 2015, Mohammad Ali Jinnah University, Islamabad.
 8. 19th National Research Conference, 20-21 June 2014, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad.
 9. 2nd International Conference on Emerging Trends in Management, 06 June 2013, Mohammad Ali Jinnah University, Islamabad.
 10. 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 int'l research conferences:

1. First international conference on AI: Emerging Trends, Innovation and Applications in Computer and Management Sciences, 13-14 September 2025 by Mohi-Ud-Din Islamic University, Nerian Sharif, AJ&K, Pakistan. **Topics:** Role of AI in Business
 2. International Conference on “Breaking Boundaries: Digital Transformation and Innovative Management Sciences Practices”, 08-09 October 2024 by University Institute of Management Sciences, PMAS-Arid Agriculture University, Rawalpindi. **Topic:** How Technology is Shaping Organizational Innovation
 3. 11th Applied Business Research Conference, 30 May 2024, Capital University of Science and Technology, Islamabad. **Topic:** PhD Journey for HRM Students
 4. 10th CUST International Business Research Conference, 09 March 2023, Capital University of Science and Technology, Islamabad. **Topic:** How to Write Your PhD Proposal
 5. 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)
 6. 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
 7. 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
 8. 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
-

Trainings and Workshops Delivered:

Have planned and delivered numerous trainings and workshops to a diverse group of early, mid, and senior career professionals in the public, private, defense, development, and education sectors:

Soft Skills

- Strategic Leadership
- Stress Management
- Team Building & Conflict Management
- Life Vision Engineering

Technical Skills

- Quantitative Data Analysis (SPSS)
- Research Topic Selection & Proposal Writing
- Academic Writing
- Research Grant Writing

NAHE Training Modules

- Academic Planning & Management
 - Effective Learning
 - Research and Development
 - Assessment & Evaluation
-

Community Outreach Activities & Advocacy Campaigns on Societal Issues

Have organized/participated in the following activities and events:

Environment/Sustainability

1. Environment Protection Walk- 17/09/2025

The walk aimed to raise awareness among students and faculty about ways to reduce smog, dispose of waste properly, and keep the campus cleaner. A campus cleaning drive followed the walk.

2. Panel Discussion on Importance of Sustainable and Social Entrepreneurship- 07/06/2024

The panel discussion was meant as a policy advocacy forum for promoting social and sustainable entrepreneurship)

Cause-Related Initiatives

1. Conference on Palestine Issue- 15/12/2023

The conference aimed to highlight the Palestine cause and the humanitarian crisis in Gaza.

2. Gaza Solidarity Walk- 21/04/2025

We arranged a walk in solidarity with Gaza.

3. Enhancing Diversity, Equity and Inclusion (DEI) at Workplace 12/12/2024

Participated in a panel discussion during the 2nd National Business Conference. The session focused on ways to improve DEI in the workplace.

4. Advocacy for Financial Inclusion-16/12/2023

Participated in a panel discussion at the 1st National Business Conference. (The session focused on ways to enhance financial inclusion in Pakistan, especially among marginalized communities)

Philanthropy

1. Participation in *Ramadan Iftar Initiatives* at Orphanages and Old Age Homes (Over the years regularly)

2. Participation in *Rashan Distribution activities* in Ramadan and around Christmas (Over the years regularly)

3. Participation in *Generating Financial Resources* for needy students to help them in paying university tuition fees (Over the years regularly)

Awards and Achievements:

- Best student of the year in Matriculation (10th grade) 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 on academic performance during PhD coursework 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
 - Performance-based Annual Cash Awards by the present employer after the annual performance appraisal for the years 2026, 2025 & 2024
 - Outstanding Student Mentor 2026 (Riphah International University, Islamabad, PK)
-