

PROF. MUHAMMAD MUSTAFA RAZIQ

(June 2025)

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Marital Status: Married with three children

Residence: Sharjah, United Arab Emirates



VITA IN BRIEF

Muhammad Mustafa Raziq is currently serving as a Full Professor at the University of Sharjah, United Arab Emirates. He has a PhD in Strategic Management from Massey University, New Zealand. Mustafa's teaching and research expertise span international business and management, strategic management, leadership, as well as organizational theory and psychology. He is an active researcher with a strong publication record, having authored over 100 articles in internationally reputed peer-reviewed journals. His work has appeared in leading outlets such as European Management Review, International Business Review, Human Resource Management Review, International Journal of Management Reviews, Group & Organization Management, European Journal of Work and Organizational Psychology, Business Strategy & the Environment, Personality and Individual Differences, and the Journal of Knowledge Management, among others. In recognition of his scholarly contributions, Mustafa was ranked No. 5 among the top 10 most published authors in the Middle East and Africa (MEA) region in 2024, according to Emerald Publishing. Furthermore, his academic profile has been endorsed by the British Academy as a Potential Leader with Exceptional Promise. According to Google Scholar, Mustafa currently has an h-index of 27, an i10-index above 60, and has accumulated over 3,000 citations to date. He also serves as an Associate Editor for the Innovation and Management Review and contributes as a reviewer to several esteemed journals, including Human Relations and the British Journal of Management.

CURRENT AND PAST POSITIONS



UNIVERSITY OF SHARJAH, UNITED ARAB EMIRATES
College of Business Administration

Professor, June 2025 – *Present*

Associate Professor, August 2022 – June 2025



AMERICAN UNIVERSITY OF SHARJAH, UNITED ARAB EMIRATES
School of Business Administration

Adjunct Faculty, June 2024 – July 2024



**NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY,
ISLAMABAD, PAKISTAN**
NUST Business School

Associate Professor, August 2019 – August 2022
Head of Research (HoD), September 2020 – August 2022



COMSATS UNIVERSITY ISLAMABAD, PAKISTAN

Department of Management Sciences
Assistant Professor, April 2009 – August 2019
Lecturer, July 2006 – April 2009

Department of Computer Sciences
Lecturer, July 2004 – June 2006
Teaching Associate, July 2003 – June 2004



MASSEY UNIVERSITY, NEW ZEALAND
School of Management

Research Officer, February 2011 – June 2014

EDUCATION



MASSEY UNIVERSITY, NEW ZEALAND

Doctor of Philosophy (Strategic Management)
Completion Year: 2015



BLEKINGE INSTITUTE OF TECHNOLOGY, SWEDEN

Master of Business Administration (MBA)
Completion Year: 2007



UPPSALA UNIVERSITY, SWEDEN
(Formerly Gotland University, Sweden)

Master in International Management (MIM)
Completion Year: 2006



**PMAS ARID AGRICULTURE UNIVERSITY, RAWALPINDI,
PAKISTAN** (Formerly University of Arid Agriculture, Rawalpindi)

Master of Computer Science (MCS)
Completion Year: 2003



**PMAS ARID AGRICULTURE UNIVERSITY, RAWALPINDI,
PAKISTAN** (Formerly University of Arid Agriculture, Rawalpindi)

Bachelor of Business Administration (BBA)
Completion Year: 2000

FURTHER/MISCELLANEOUS EDUCATION

ACADEMIC COURSES

University of California, Irvine, USA
Effective Problem-Solving and Decision-Making
Completed via Coursera, July 2020.

Massey University (Albany Campus), New Zealand
Advanced Research Methods in Business (30 Credits)
Completed (on campus – Auckland), February 2010.
Grade achieved: A-

MANAGEMENT/ADMINISTRATIVE EXPERIENCE



**NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY,
ISLAMABAD, PAKISTAN**

NUST Business School
Head of Research, September 2020 – August 2022

COURSES TAUGHT

University of Sharjah, Sharjah, United Arab Emirates

1. Managerial Decision Making (MBA)
2. Creative Thinking and Problem Solving (Undergraduate)
3. Managing People in Organizations (MBA)
4. Leading for Accountability (MBA)
5. International Business (MBA, EMBA, and Undergraduate)
6. International Management (MBA)
7. Strategic Management (Undergraduate)
8. Special Topics in Management (Undergraduate)
9. Business and Government (Undergraduate)
10. Principles of Marketing (Undergraduate)
11. Behavioural Decision-Making for Leaders (Doctoral)
12. Evidence-based Decision Making for Leaders (Doctoral)
13. Leadership and Organizational Behaviour (MBA and EMBA)
14. Organizational Behaviour (Undergraduate)

American University of Sharjah, Sharjah, United Arab Emirates

15. Business Policy and Strategy (Undergraduate)

National University of Sciences and Technology, Islamabad, Pakistan

16. Strategic Leadership (Post-graduate)
17. Management & Organizations (Post-graduate)
18. Research Methods (Post-graduate)
19. Philosophy of Management Sciences Research (Doctoral)
20. Advanced Quantitative Methods (Doctoral)
21. Management of Diversity (Post-graduate)

COMSATS University Islamabad, Pakistan

22. Strategic Management (Undergraduate)
23. Issues in Strategic Management (MS/MPhil)
24. International Business (Undergraduate)
25. Designing Organisational Research (Doctoral)
26. Strategic Sourcing and Relationship Management (Undergraduate)
27. Applied Marketing Strategies (MS/MPhil)
28. Retail Strategy: Internet and Global Dimensions (Doctoral)
29. Corporate Governance (Undergraduate)
30. Project Management (Undergraduate)
31. Project Planning and Management (Undergraduate)
32. Industrial Marketing (Undergraduate)

33. Marketing Management (Undergraduate)
34. Issues in Brand Management (MS/MPhil)
35. Business to Business Marketing (MS/MPhil)
36. Marketing Theory and Practice (Undergraduate)
37. IT Project Evaluation and Control (Undergraduate)
38. Computer Programming (Undergraduate)
39. Object Oriented Programming and Design (Undergraduate)
40. Computer Programming Concepts (Undergraduate)
41. Internet Technologies (Undergraduate)

GUEST LECTURES

1. Delivered 32 lectures (recorded) on ‘Strategic Management’ for COMSATS University Virtual (online) Campus in 2016. The recorded lectures are available online.
2. Delivered a lecture on ‘Corporate Strategy’ to an undergraduate class at Massey University, New Zealand in 2013.

RESEARCH SUPERVISION AND COMMITTEE WORK

DOCTORAL SUPERVISION:

Completed (Main Supervisor): 02

1. **Najla Albannai** (*Completed 2025 from University of Sharjah, UAE*) – Thesis Title: *The Role of Digital Transformation in Shaping the Media Industry: The Case of Sharjah Media City*
2. **Fatima AlSuwaidi** (*Completed 2025 from University of Sharjah, UAE*) – Thesis Title: *Commercial Diplomacy and SME Internationalisation in the UAE’s Economy: A Qualitative Study*

Completed (Co-Supervisor): 05

1. **Khaira AlMaazmi** (*Completed 2025 from University of Sharjah, UAE*) – Thesis Title: *Organizational Culture and Innovation Orientation: The Moderating Role of Causation and Effectuation.*
2. **Marya Tabassum** (*Completed 2024 from NUST, Pakistan*) – Thesis Title: *Exploring Emergent Leadership in Work Teams: An Evidence from Pakistan.*
3. **Uzma Batool** (*Completed 2024 from NUST, Pakistan*) – Thesis Title: *Exploring Paradoxical Leadership in Firms: An Evidence from Pakistan.*
4. **Mehreen Malik** (*Completed 2024 from NUST, Pakistan*) – Thesis Title: *Digitalization of Business Model and the Leadership Role in Digital Transformation: Evidence from Pakistan*
5. **Victor Ragazzi Isaac** (*Completed 2020 from Escola Superior de Propaganda e Marketing (ESPM), Sao Paulo, Brazil*) - Thesis Title: *The Specificities of Embeddedness and Innovation in Foreign Subsidiaries.*

Current (Main Supervisor): 02

1. **Safiya Alnaqbi** (*Pursuing from University of Sharjah, UAE – Expected Completion 2026*) – Thesis Title: *Fostering Sustainable Entrepreneurs: How Integrating Sustainability and Design Thinking Transforms Entrepreneurship Education.*

2. **Rashid Alnaqbi** (Pursuing from University of Sharjah, UAE – *Expected Completion 2026*) – *Thesis Title: Paradoxical Leadership and Societal Impact.*

Current (Co-Supervisor): 04

1. **Aisha Althabahi** (Pursuing from University of Sharjah, UAE – *Expected Completion 2025*) – *Thesis Title: Exploring Predictors of Social Entrepreneurship in United Arab Emirates (UAE)*
2. **Fatima Aalghardaqa** (Pursuing from University of Sharjah, UAE – *Expected Completion 2026*) – *Demystifying the Effect of Entrepreneurial Orientation (EO) in Emirati Women's Leadership in the Diplomatic Sector.*
3. **Ali Hasan Ali Saidam** (Pursuing from University of Sharjah, UAE – *Expected Completion 2026*) – *AI Adoption in UAE Small and Medium Enterprises (SMEs): How Technological, Social, and Economic Factors Influence SMEs Performance.*
4. **Ayesha Shakoor** (Pursuing from NUST, Pakistan – *Expected Completion 2026*) – *Thesis Title: The Influences of Vulnerable Narcissism on Bonding Social Capital in Leader-Follower Dyads: Roles of Deferential Behavior and Collective Leadership.*

COMMITTEE WORK (DOCTORAL LEVEL)

1. Member of examination committee, PhD thesis, Pieter Vuuren, University of Cape Town, South Africa, May 2025.
2. Chair of the examination committee, DBA thesis, Abdelrahman Alyassi, University of Sharjah, United Arab Emirates, May 2025.
3. Chair of the examination committee, DBA thesis, Jenna Saud, University of Sharjah, United Arab Emirates, December 2024.
4. Chair of the examination committee, DBA thesis, Eman Juma Ali Alshayeb Alnaqbi, University of Sharjah, United Arab Emirates, May 2024.
5. Member of examination committee, PhD thesis, Muzammil Hussain, Swinburne University of Technology, Australia, August 2022.

MS/MPHIL SUPERVISION:

Completed (Main Supervisor): 32

1. **Fatima Majid** (Completed 2023 from NUST) - *Thesis Title: Transformational Leadership and its Outcomes: A Hospitality Industry Context.*
2. **Mehreen Arif** (Completed 2023 from NUST) - *Thesis Title: Overconfidence and Narcissism in Leadership Across Genders*
3. **Riyan Wazir** (Completed 2023 from NUST) - *Thesis Title: Empowering Leadership, Employee Commitment and Organizational Citizenship Behaviour: Roles of Leader Authenticity and Trust.*
4. **Zainab Mahmood** (Completed 2023 from NUST) - *Thesis Title: Career Issues of Females in Tourism and Hospitality Industry in Pakistan.*
5. **Mahnoor Zia** (Completed 2022 from NUST) - *Thesis Title: Women Leadership and Group Performance in Gender Diverse Groups: Evidence from Pakistan.*

6. **Saad Tariq** (Completed 2020 from COMSATS University Islamabad) - Thesis Title: *Transformational Leadership Style and Project Success: The Moderating Role of Project Complexity and Mediating Role of Absorptive Capacity.*
7. **Khurram Jamil Khan** (Completed 2020 from COMSATS University Islamabad) - Thesis Title: *Transformational leadership and Project Success: The Role of Emotional Intelligence and Project Team Performance.*
8. **Muhammad Shahzaib Javaid** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *Purchase Quality of Experience and Braggart Word of Mouth: Mediating Roles of Nostalgia and Repurchase Intention.*
9. **Syeda Qurat-ul-ain Fatima** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *The Mediating Role of Employee Work Overload in the Relationship Between Moonlighting and Employee Performance.*
10. **Ibrahim Mumtaz Awan** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *The Relationship of Advertising Skepticism, Need for Cognition and Faith in Intuition with the Consumers' Attitudes towards Brand.*
11. **Samad Bashir** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *Effect of Organizational Culture on Knowledge Sharing, Trustworthiness, and Organizational Performance.*
12. **Mehran Yousaf** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *Impact of Human Resource Management (HRM) Practices on Employees Performance: Moderating role of Job Security, Workplace Spirituality and Leadership Effectiveness.*
13. **Mohammad Saad Tanwir** (Completed 2019 from COMSATS University Islamabad) - Thesis Title: *Impact of Price Consciousness & Brand Trust on Brand Loyalty in Fast Moving Consumer Goods Sector of Pakistan – Hair Care Industry.*
14. **Marya Tabassum** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Linking Customer Participation to Project Success and Organization Performance.*
15. **Sohaib Muhammad Khan Niazi** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Leadership Styles and Project Success: The Moderating Role of Customer Involvement.*
16. **Muhammad Saqib Chaudhry** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Exploring the Management Styles of Project Managers: Evidence from Software Industry in Oman.*
17. **Aneeza Ismail** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Knowledge Absorptive Capacity and Project Performance: The Moderating Role of Organizational Structure.*
18. **Rabbia Naseem** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Impact of Social e-WOM and E-Referral on Consumer Purchase Intention with Mediating Role of Brand Awareness.*
19. **Maryam Tariq** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Role of Brand Personality in Creating Brand Loyalty Through Customer Emotional Attachment and Brand Image.*
20. **Aymen Habib** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Political Marketing and its Impact on Voter Behavior.*
21. **Muhammad Zumard Rizwan Shah** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Key Factors Influencing Consumer Milk Purchase Behavior in Pakistan.*
22. **Ahmer Aqeel Nadeem** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *The Impact of User Liaison's Formal Control on Project Success: The Moderating Role of User Requirement Risk.*
23. **Sairah Arshad** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *The Moderating Effect of Emotional Intelligence in the Relationship of Transformational Leadership and Transactional Leadership with Project Success*

24. **Adil Shafiq** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *The Impact of Top Management Support and Teamwork on Project Success: The mediating role of Organizational Climate.*
25. **Mehwish Shabaz** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *The Impact of Transactional Leadership and Transformational Leadership on Project Success: The Mediating Role of Goal Clarity.*
26. **Farah Naz** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *The Impact of Transformational Leadership, Transactional Leadership, and Spiritual Leadership on Project Success: The Mediating Role of Organizational Innovation.*
27. **Muhammad Salman** (Completed 2018 from COMSATS University Islamabad) - Thesis Title: *Impact of Customer Relationship Management on Organizational Performance.*
28. **Neelam Idrees** (Completed 2017 from COMSATS University Islamabad) - Thesis Title: *Exploring Competencies of Project Managers in Interior Design Industry of Pakistan.*
29. **Aleena Jillani** (Completed 2017 from COMSATS University Islamabad) - Thesis Title: *Sustainability in the Hotel Industry and its Impact on Firm Performance: A Case Study of Pakistan.*
30. **Muhammad Bilal Qureshi** (Completed 2017 from COMSATS University Islamabad) - Thesis Title: *Transformational leadership & its impact on Project success: A comparison of public & private organizations.*
31. **Maha David** (Completed 2017 from COMSATS University Islamabad) - Thesis Title: *The Impact of Human Resource Management Practices on Project Success: The Moderating Role of Organizational Structure.*
32. **Salman Waheed** (Completed 2017 from COMSATS University Islamabad) - Thesis Title: *Comparative Advertisement and Consumers' Attitude Towards Ad and Brand.*

Completed (Co-supervisor): 1

1. **Cristina Doritta Rodrigues** (Completed 2019 from ESPM, Brazil) - Thesis Title: *Institutional Environment, Embeddedness and Innovation in Foreign Subsidiaries.*

PROJECTS SUPERVISION

1. Employee Engagement, Capacity Building and Employee Performance during a Pandemic (Case of ICT firms in Pakistan) – MBA 2019 NUST Islamabad – Completed 2021.

INDUSTRY PRACTICUM

1. Committee Member - Recruitment and Selection Process for Candidates at Millat Tractor Limited (Syeda Nida Ali – 2021 NUST Islamabad)

COURSES DEVELOPED

National University of Sciences and Technology, Islamabad, Pakistan

1. Strategy and Sustainability (MBA Program)

AACSB ACCREDITATION ACTIVITIES

National University of Sciences and Technology, Islamabad, Pakistan

1. Chair AACSB Standard 8: Impact of Scholarship committee for NBS (2020-2022)
2. Member AACSB Core Committee for NBS (2020-2022)
3. Member AACSB Standard 4 & 5: Curriculum and AoL Committee for NBS (2020-2022)

ACADEMIC CITIZENSHIP

University of Sharjah, Sharjah, United Arab Emirates

1. Member, Faculty Development, Research and Teaching Innovation Committee (2024-)
2. Course Coordinator, Special Topics in Management (2023-)
3. DBA Examination Committee Chair (2024-)
4. Member The Judging Team Student Research Poster Competition (2023 -)
5. Internal Examiner DBA thesis (2022-)
6. Member Academic Excellence and Accreditation Committee (2023 -)
7. Member Assessment and Examination Committee (2023 -)
8. Judge, Sharjah Chamber Award for Innovators (2023-)
9. Course Coordinator, Strategic Management (2023-)
10. Member Interdisciplinary Committee for the Interdisciplinary Program – Master of Bio Entrepreneurship (2022-)
11. Member Interdisciplinary Committee for the Interdisciplinary Program – Master of Science in Business Analytics (2022-)
12. Member Scientific Research and Seminars Committee (2022 -)
13. Program Effectiveness and Accreditation Committee (2022-)
14. Recruitment Committee (2022-)

National University of Sciences and Technology, Islamabad, Pakistan

1. Head of Department (HoD) Research (2020-2022)
2. Chairperson Research Committee (2022)
3. Panel Head Undergraduate Final Year Projects Review Committee (2021-2022)
4. Convener Internal Self-Assessment Reports (2020-2022)
5. Member Faculty Selection Committee (2022)
6. Member Strategic Management Committee (2022)
7. Member Curriculum Review Committee (2022)
8. Member Research Committee (2019-2021)
9. Member of the Departmental Tenure Review Committee (DTRC) (2019-2022)
10. Member Guidance & Examination Committee (GEC) for doctoral students (2019-2022)
11. Member Guidance & Examination Committee (GEC) for MS students (2020-2022)

COMSATS University Islamabad, Pakistan

1. Trainer Student Startup Business Center (SSBC) at COMSATS University Islamabad, Pakistan (2017 - 2019).
2. Convener Internal Review Panel for PhD theses defense (2018 - 2019).
3. Convener Internal Review Panel for MS/Mphil theses defense (2016 - 2019).

4. Member Internship Committee (2018 - 2019).
5. Member Departmental Graduate Advisory Committee (2018 - 2019).
6. Member Islamabad Campus Strategic Plan Committee (2017).
7. Project Director for Management Science Department Strategic Planning (2017).
8. Member Need Based Scholarship Evaluation Committee (2017 - 2018).
9. Member MS Project Management Program Admission Committee (2017).
10. Member VC Forum Committee (2017).
11. Member Management Science Department Branding Committee (2017).
12. Member Internal Review Panel for doctoral level theses (2016 - 2019).
13. Internal Reviewer for MS and doctoral level theses and theses' proposals (2016 - 2019).
14. Member Departmental Academic Regulatory Committee (2016 - 2017).
15. Convener COMSATS University Islamabad proposed 'Business School Planning' and 'Business School Architecture' committees (2016).
16. Supervision of undergraduate and postgraduate students' IT projects from (2003 – 2004)
17. Computer laboratory Incharge (2004)
18. Member Software Exhibition Committee (2003 – 2004)

Massey University, New Zealand:

1. Developing and Marking exams of undergraduate and postgraduate students enrolled in courses: Project Management, Strategy and Change, and Environmental Management for Business, at the Massey University, New Zealand.

OTHER SERVICES

1. Member/Subject Expert (Management Sciences) Selection/Promotion Board at Kohsar University, Murree, Pakistan (2022).
2. Reviewer research proposals under 'Post-Doctoral Fellowship Phase-3 Batch 3', program for Higher Education Commission (HEC), Pakistan (2022).
3. External Examiner for MS/MPhil thesis for SZABIST, Islamabad, Pakistan (2022).
4. Member/Subject Expert (Management Sciences, HR, and Marketing) for 2021 faculty Selection/Promotion Board at National University of Modern Languages (NUML), Islamabad.
5. Member/Subject Expert (Management Sciences) for 19th faculty Selection/Promotion Board at National Textile University, Faisalabad (2020).
6. External Examiner for MS/MPhil thesis for GIK Institute of Engineering Sciences and Technology, Pakistan (2020).
7. Reviewer research proposals under 'National Research Program for Universities (NRPU)' for Higher Education Commission (HEC), Pakistan (2020).
8. Appeared as 'Management Sciences' subject expert to conduct interviews for Master and PhD studies scholarship under the Commonwealth Scholarship Program 2020 for the Higher Education Commission, Pakistan in December 2019.
9. Delivered a lecture on 'Roles of IT in the Government Sector' to Pakistani Commissioned Army Officers in 2003.

REFEREED JOURNAL ARTICLES (*Selected: ABS 3; ABDC A & above*)

1. Tabassum, M., **Raziq, M. M.**, Allen, M., Bani-Melhem, S. (2025), Social Identification in Projects: The Role of Project Complexity, Depletion, and Multi-Project Work. *European Management Review*. (ABS 3)
2. Sajjad, A., Eweje, G., **Raziq, M. M.** (2023) Sustainability Leadership: An Integrative Review and Conceptual Synthesis. *Business Strategy & the Environment*. (ABS 3)
3. **Raziq, M. M.**, Benito, G. R. G., Kang, Y. (2023), Multinational Enterprise Organizational Structures and Subsidiary Role and Capability Development: The Moderating Role of Establishment Mode. *Group & Organization Management*. (ABS 3)
4. **Raziq, M. M.**, Benito G. R. G., Ahmad, M. (2021), Institutional Distance and MNE-Subsidiary Initiative Collaboration: The Role of Dual Embeddedness. *European Management Review*. (ABS 3)
5. Isaac, V. R., Borini, F. M., **Raziq, M. M.**, Benito, G. R. G. (2019), From Local to Global Innovation: The Role of Subsidiaries' External Relational Embeddedness in an Emerging Market, *International Business Review*. (ABS 3)
6. Batool, U., **Raziq, M. M.**, Sarwar, N. (2023), The Paradox of Paradoxical Leadership: A Multi-Level Conceptualization. *Human Resource Management Review*. (ABS 3)
7. Tabassum, M., **Raziq, M. M.**, Sarwar, N. (2023), Toward an Overarching Multilevel Conceptualization of Emergent Leadership: Perspectives from Social Identity, and Implicit Leadership Theories. *Human Resource Management Review*. (ABS 3)
8. Jabeen, Q., Nadeem, M. S., **Raziq, M. M.**, Sajjad, A. (2022), Linking Individuals' Resources with (Perceived) Sustainable Employability: Perspectives from Conservation of Resources and Social Information Processing Theory. *International Journal of Management Reviews*. (ABS 3)
9. Rehman, W., Ahmad, M., Allen, M., **Raziq, M. M.**, Riaz, A. (2019), High Involvement HR Systems and Innovative Work Behaviour: The Mediating Role of Psychological Empowerment, and the Moderating Roles of Manager and Co-worker Support. *European Journal of Work and Organizational Psychology*. 28(4), 525-535. (ABS 3)
10. Malik, O. F., Shahzad, A., **Raziq, M. M.**, Khan, M. M., Yusaf, S., Khan, A. (2019), Perceptions of Organizational Politics, Knowledge Hiding, and Employee Creativity: The Moderating Role of Professional Commitment. *Personality and Individual Differences*, 142, 232-237. (ABS 3)
11. Malik, O. F., Schat, A. C. H, **Raziq, M. M.**, Shahzad, A., Khan, M. M. (2018), Relationships Between Perceived Risk of Terrorism, Fear, and Avoidance Behaviors Among Pakistani University Students: A Multigroup Study. *Personality and Individual Differences*, 124, 39-44. (ABS 3)
12. Sumbal, M. S. U. K., Amber, Q., Tariq, A., **Raziq, M. M.**, TSUI, E. (2024) Wind of Change: How ChatGPT and Big Data can Reshape the Knowledge Management Paradigm? *Industrial Management & Data Systems*. (ABDC A)
13. Tariq, A., Sumbal, M. S. U. K., Dabic, M., **Raziq, M. M.**, Torkkeli, M. (2024) Interlinking Networking Capabilities, Knowledge Worker Productivity, and Digital Innovation: A Critical Nexus for Sustainable Performance in Small and Medium Enterprises, *Journal of Knowledge Management*. (ABDC A)

14. Wajid, A. Paracha, O. S., **Raziq, M. M.** (2023), Actor Roles Emergence Through Actor Engagement: An SD Logic Perspective. *Journal of Business and Industrial Marketing*. (ABDC A)
15. Borini, F. M., Santos, L. L. D., **Raziq, M. M.**, Pereira, R. M., Brunhara, A, J. (2022), The Differentiated Role of Organizational Ambidexterity and Organizational Innovation in the Subsidiary Reverse Knowledge Transfer Process. *Journal of Knowledge Management*. (ABDC A)
16. Rodrigues, C. D., Borini, F. M., **Raziq, M. M.**, Bernardes, R. C. (2020), The Roles of External Embeddedness and Institutional Distance in the Subsidiary Product/Process Innovation and R&D Capacity. *Journal of Knowledge Management*. (ABDC A)
17. Wajid, A., **Raziq, M. M.**, Ahmed, Q. M., Ahmad, M. (2021), Observing Viewers' Self-reported and Neurophysiological Responses to Message Appeal in Social Media Advertisements. *Journal of Retailing and Consumer Services*. (ABDC A)
18. Ahmad, M., **Raziq, M. M.**, Rehman, W. U., Allen, M. (2020), High Performance Work Practices and Organizational Performance in Pakistan. *International Journal of Manpower*. (ABDC A)
19. Wajid, A., **Raziq, M. M.**, Malik, O. F., Malik, S. A., Khurshid, N. (2019), Value Co-creation through Actor Embeddedness and Actor Engagement. *Marketing Intelligence & Planning*. (ABDC A)
20. **Raziq, M. M.**, Ahmed, Q. M., Ahmad, M., Yusaf, S., Sajjad, A., Waheed, S. (2018), Advertising Skepticism, Need for Cognition and Consumers' Attitudes. *Marketing Intelligence & Planning*, 36 (6), 678-693. (ABDC A)

REFEREED JOURNAL ARTICLES (*Others*)

21. Ahmed, Q., Sumbal, M. S. U. K., Shujahat, M., **Raziq, M. M.**, Rozsa, Z. (2025), Detrimental Impact of Abusive Leadership on Knowledge Worker's Productivity: Evidence from Higher Education Sector, *International Journal of Emerging Markets*.
22. Albannai, N. A. A. A., **Raziq, M. M.**, Malik, M., Abrar, A. (2025), Future Trends in Digital Leadership: Cultivating Innovation, Leveraging AI, and Achieving Competitive Advantage: A Qualitative Study, *Journal of Information and Knowledge Management*.
23. Raziq, M., **Raziq, M. M.**, Moazzam, M., Shamout, M. D. (2024), Leadership Styles, Knowledge Sharing (Attitudes and Behaviors), and Project Success: Insights from Theory of Reasoned Action and Social Exchange Theory, *International Journal of Productivity and Performance Management*.
24. Baqar, N., Shahid, A., Tariq, A., Torkelli, M., **Raziq, M. M.**, Sarwar, N. (2025), Interlinking Products Packaging, Product Innovativeness, and Word of Mouth Marketing: Critical Role of Moral Attitude for Entrepreneurial Firms, *International Journal of Business Innovation and Research*.
25. AlGhardaqa, F., Abdullahi, Y., **Raziq, M. M.** (2025), Systematic review of literature on women's leadership in diplomacy and future research directions, *University of Sharjah Journal of Humanities and Social Sciences*.
26. Albannai, N. A. A. A., **Raziq, M. M.** (2025), The Road to Ubiquitous AI: Integration Strategies and Future Capabilities a Qualitative exploratory Study in UAE Media Firms, *University of Sharjah Journal of Humanities and Social Sciences*.
27. Albannai, N. A. A. A., **Raziq, M. M.**, Malik, M., Abrar, A. (2024), Digital Leadership and Its Impact on Agility, Innovation, and Resilience: A Qualitative Study of the UAE Media Industry, *Benchmarking: An International Journal*.

28. Safdar, N., Moazzam, M., Ahmed, W., Khan, A. S., Manzoor, W., **Raziq, M. M.** (2024), The Impact of Green Procurement Practices on the Competitiveness of Small and Medium Enterprises: A Dual-Mediation Model, ***Benchmarking: An International Journal***.
29. Jabeen, Q., Nadeem, M. S., **Raziq, M. M.**, Rice, J. L. (2024), Fostering Sustainable Employability: The Nexus of Social Support and Career Competencies in Healthcare. ***South Asian Journal of Business Studies***.
30. Tabassum, M., **Raziq, M. M.**, Sarwar, N., Wahaj, Z., Ikramullah, M. (2024), A Dynamic, Two-Way, Individual-Level, Process-Oriented Framework for Emergent Leadership: Modelling Lateral Influence in Teams, ***Business Process Management Journal***
31. **Raziq, M. M.**, Saleem, S., Sumbal, S. U. K., Ikramullah, M. (2024), Linking Formal Institutional Distance, Subsidiary Autonomy for Innovation, and Subsidiary Global (Value-added) Mandates. ***Cross Cultural & Strategic Management***.
32. Sumbal, M. S. U. K., Ahmed. A., Tariq, A., **Raziq, M. M.**, Tariq, B. (2024), Improvisation in Turbulent Environments: An Exploratory Case Study of a Rescue Projects Organization. ***Project Management Journal***.
33. Albannai, N. A. A. A., **Raziq, M. M.**, Malik, M., Scott-Kennel, J., Igoe, J. (2024), Unravelling the Role of Digital Leadership in Developing Digital Dynamic Capabilities for the Digital Transformation of Firms, ***Benchmarking: An International Journal***.
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EDITORIAL, CONFERENCE, AND REVIEWING ACTIVITIES

JOURNAL EDITOR

1. **Associate Editor**, Innovation & Management Review, 2020-
2. **Associate Editor**, The Bottom Line, 2021-2024

JOURNAL GUEST EDITOR

1. **Guest Editor**, Innovation & Management Review, Vol. 18, No. 1, 2022, "Innovation and Business Strategy for Sustainability".

REVIEWER SERVICES

1. Human Relations, 2025-
2. British Journal of Management, 2023-
3. International Journal of Human Resource Management, 2025-
4. International Journal of Management Reviews, 2025-
5. IEEE Transactions on Engineering Management, 2025-
6. Business Strategy and the Environment, 2025-
7. Journal of Business Research, 2024-
8. Human Resource Management, 2024-
9. International Journal of Entrepreneurial Behaviour and Research, 2024-
10. International Journal of Contemporary Hospitality Management, 2023-
11. California Management Review, 2017-
12. Journal of Management Inquiry, 2021-
13. Group & Organization Management, 2020-
14. Internet Research, 2018-
15. Benchmarking: An International Journal, 2024-
16. International Studies of Management & Organization, 2024-
17. Current Psychology, 2023-
18. Psychological Reports, 2023-
19. Business Ethics, the Environment & Responsibility, 2023-
20. Knowledge Management Research and Practice, 2023-
21. Journal of Nursing Management, 2023-
22. Cogent Business and Management, 2023-
23. Revista Brasileira de Gestão de Negócios (RBGN), 2023-

24. Humanities & Social Sciences Communications, 2023-
25. Journal of Business and Industrial Marketing, 2022-
26. Employee Relations, 2022 -
27. International Journal of Emerging Markets, 2021-
28. SAGE Open, 2021-
29. Technology Analysis & Strategic Management, 2020-
30. Psychology Research and Behavior Management, 2020-
31. Marketing Intelligence and Planning, 2019-
32. European Journal of International Management, 2019-
33. Journal of Interpersonal Violence, 2019-
34. International Journal of Managing Projects in Business, 2019-
35. Journal of Research in Interactive Marketing, 2019-
36. Leadership & Organizational Development Journal, 2019-
37. International Journal of Cross-Cultural Management, 2019-
38. Journal of Management, Spirituality & Religion, 2018-
39. Cross Cultural and Strategic Management, 2018-
40. International Journal of Management and Decision Making, 2018-
41. Journal of Applied Research in Higher Education, 2018-
42. International Entrepreneurship and Management Journal, 2013-

CONFERENCE CHAIR

1. **Session Chair**, 51st AIB UK & Ireland Chapter Conference “Navigating Global Technological, Political and Sustainability Challenges”, 24 – 26 April 2025, Surrey Business School, University of Surrey, Guildford, United Kingdom.
2. **Conference Co-Chair**, 1st International Conference on Business, Management and Social Sciences (ICBMASS), Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, Online, June 23-24, 2021
3. **Track Chair** (Strategy, Leadership and Organization), 1st International Conference on Business, Management and Social Sciences (ICBMASS), Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, Online, June 23-24, 2021
4. **Session Chair**, ‘Technology and Market Internationalization’ competitive session track, 63rd Annual Meeting of the Academy of International Business (AIB), Online 28 June - 02 July 2021.
5. **Session Chair**, ‘Strategy, Leadership and Organization’ track, 1st International Conference on Business, Management and Social Sciences (ICBMASS), Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, Online, June 23-24, 2021

CONFERENCE COMMITTEE

1. **Member Scientific Committee**, 2nd International Conference on Business, Management and Social Sciences (ICBMASS), Online, Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, June 9-10, 2022.
2. **Member Organizing Team**, 2nd International Conference on Business, Management and Social Sciences (ICBMASS), Online, Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, June 9-10, 2022.

3. **Member Scientific Committee**, XIX Triple Helix Conference, Hosted by University of Sao Paulo, Sao Paulo, Brazil, Online, June 16-18, 2021.
4. **Member Scientific Committee**, 1st International Conference on Business, Management and Social Sciences (ICBMASS), Online, Hosted by National University of Sciences and Technology (NUST), Islamabad, Pakistan, June 23-24, 2021.

CONFERENCE REVIEWER (Selected)

1. Academy of Management (AOM), 2021-
2. Academy of International Business (AIB), 2021-
3. European Academy of Management (EURAM), 2021-
4. International Conference of Business, Management, and Social Sciences (ICBMASS), 2021-
5. European International Business Academy (EIBA), 2015-

APPEARANCE IN POPULAR MEDIA

NEWS PAPER/MAGAZINE

1. In September 2012, an article on my doctoral work, titled ‘Subsidiary New Zealand Stands Alone’, written by Dr Martin Perry, appeared in a New Zealand’s popular newspaper ‘National Business Review’.

PROJECTS, GRANTS, SCHOLARSHIPS, HONORS, AWARDS & RECOGNITION

PROJECTS AND RESEARCH GRANTS

1. **Project:** *Digitalization and Knowledge Management: Comparative Insights into Digital Innovation Strategies and Digital Sustainability Models of MNCs Subsidiaries across UAE, Australia, Norway, and New Zealand* Awarded by **University of Sharjah, UAE** in year 2024 under the **Competitive Research Grant** category. (Value: AED 110,000)
2. **Project:** *Contextual Factors in Entrepreneurial Decision Making and Risk Assessment – Comparative Evidence from Three Countries* Awarded by **University of Sharjah, UAE** in year 2023 under the **Competitive Research Grant** category. (Value: AED 70,000)
3. **Project:** *Examining the Foreign Multinational Enterprises' Emergence, Strategies, Contribution, and Sustainability in their Operations in Pakistan* Awarded by the **Higher Education Commission, Pakistan** in year 2018 under the **Research Program for Universities (NRPU)**. (Value: PKR 10,05,458)
4. **Project:** *International Roles of Foreign-owned Subsidiaries in New Zealand* Awarded by the **Ministry of Foreign Affairs & Trade, New Zealand** in year 2012 under the **Trade and Investment Research Grant/Scholarship** program. (Value: NZ\$ 7,500)

SCHOLARSHIPS

1. **Bailey Bequest Bursary**
Awarded by the **Massey University, New Zealand** in year 2014
(Value: NZ\$ 3,000)
2. **Scholarship for Ph.D. Studies at Massey University, New Zealand**
Awarded by the **Higher Education Commission, Pakistan** in year 2009
(Value: NZ\$ 100,000 – 150,000)

HONORS, AWARDS, & RECOGNITION

1. Ranked **No. 5**, in the list of **Top Ten Published Authors from the Middle East and Africa (MEA) Region** in year 2024 according to **Emerald Publishing**
2. **Potential Leader / Exceptional Promise (Endorsed for Global Talent in 2023)**
Endorsed by **The British Academy, United Kingdom**
3. **Best Researcher Award for the year 2021 (Awarded 2022)**
Awarded by the **National University of Sciences and Technology (NUST), Islamabad, Pakistan**
4. **Frontiers Awards in Innovation / Best paper Award**
Rodrigues, C. D., Borini, F. M., **Raziq, M. M.**, & Bernardes, R. C. (2020). The roles of external embeddedness and institutional distance in the subsidiary product/process innovation and R&D capacity. *Journal of Knowledge Management*.
Awarded by MIT Sloan Management Review Brasil, 2022
5. **Wiley Top Cited Article 2022-2023**
Jabeen, Q., Nadeem, M. S., **Raziq, M. M.**, Sajjad, A. (2022), *Linking Individuals' Resources with (Perceived) Sustainable Employability: Perspectives from Conservation of Resources and Social Information Processing Theory*. **International Journal of Management Reviews**.
6. **Wiley Top Cited Article 2020-2021 and 2021-2022**
Raziq, M. M., Benito G. R. G., Ahmad, M. (2021), *Institutional Distance and MNE-Subsidiary Initiative Collaboration: The Role of Dual Embeddedness*. **European Management Review**.

ACADEMIC MEMBERSHIPS, NETWORKS & ASSOCIATIONS

1. Strategic Management Society (SMS)
2. Academy of Management (AOM)
3. Academy of International Business (AIB)
4. European Academy of Management (EURAM)
5. International Society of Genetic Genealogy
6. Massey Alumni Network
7. Uppsala University Alumni Network
8. BTH Alumni Network
9. European International Business Academy (EIBA)

TRAININGS/WORKSHOPS CONDUCTED

1. Conducted a workshop for young entrepreneurs at the *Student Startup Business Center (SSBC)* at **COMSATS University Islamabad, Pakistan**. Spring 2019 session.
2. Conducted a workshop for young entrepreneurs at the *Student Startup Business Center (SSBC)* at **COMSATS University Islamabad, Pakistan**. Fall 2018 session.
3. Conducted a workshop for young entrepreneurs at the *Student Startup Business Center (SSBC)* at **COMSATS University Islamabad, Pakistan**. Spring 2017 session.

SEMINARS CONDUCTED

1. Delivered a seminar titled: **Smart PLS Workshop** to students, faculty and staff at University of Sharjah, 2024.
2. Delivered a seminar titled: **Unlocking the Power of SmartPLS 4.0** to students, faculty and staff at University of Sharjah, 2023.
3. Delivered a seminar titled: *Role of programming in business* at the UAE codes day, University of Sharjah, 2022.
4. Delivered a seminar titled: *leadership in the contemporary organizations*, for career enhancement at the University of Sharjah to students, alumni, staff and professionals, 2022.
5. Conducted a seminar for freshly inducted Information Services **CSS** officers on *Leadership* at the Information Services Academy, Islamabad on October 20, 2021.

TRAININGS/WORKSHOPS ATTENDED

1. Participated in the 2-day *‘Managed Pakistan: Today’s Need, Tomorrow’s Solution’*, workshop hosted by the **COMSATS University Islamabad, Pakistan**, at Serena Hotel, Islamabad. September 02 – 03, 2016
2. Participated in the 3-day *‘Train the Trainers’ Workshop on Counselling Skills*, hosted by the **COMSATS University Islamabad, Pakistan**. July 23 – 25, 2008
3. Participated in the *‘Analysis of Data Using SPSS’*, workshop hosted by the **COMSATS University Islamabad, Pakistan**. July 02 – 04, 2008

SEMINARS ATTENDED

1. Attended seminar on **AACSB – Faculty Standards and Tables** hosted by **AACSB** from February 01-02, 2021.
2. Attended *‘Elsevier-HEC Workshop on Journal Indexing in Scopus’* hosted by Higher Education Commission of Pakistan on January 21, 2021.
3. Attended *‘Pakistan Research Day’* co-hosted by Clarivate Analytics, and NUST on February 19, 2020.

TECHNICAL SKILLS & EXPERTISE

COMPUTER KNOWLEDGE

Advanced Level (Proficiency in MS Office and other utility tools, installation of system and high-level utility software, understanding of computer programming languages such as Java).

DATA ANALYSIS

Advanced Level Quantitative Analysis (Proficient in tools such as SPSS, Smart PLS, and various other analysis tools).