



Dr. Raja Muhammad Waqas

Associate Professor, Department of Business Administration, IQRA University, Islamabad Campus , HEC Approved Supervisor, E mail: dr.raja.muhammad.waqas@gmail.com
Cell: +92-0336-0510449 , Office: +92-51-111-264-264, Ext: 145
<https://www.linkedin.com/in/dr-muhammad-waqas-raja-a9a9b3259/>
<https://scholar.google.com/citations?user=SzfeMBgAAAAJ&hl=en>

Career Objective: To perform a leadership role in an academic and innovative organization to contribute both personally and professionally toward organizational and individual growth.

Professional Summary: Senior Academician involved in departmental administrative tasks and teaching at undergraduate/ graduate levels and PhD supervision and research, actively participate in new curriculum development and member of various academic bodies of the university like DC, BOS, BOF.

Educational Profile:

1. **PhD** Management Sciences (Specialization in Innovation Management) 17th June 2015 from, **University of Science and Technology of China**.(QS Ranking for Top 200 Universities of World by Thomson Reuters in 2026 Ranking is 132)
Topic of Thesis: Identifying critical factors contributing to successful innovations in the service sector firms.
2. **MS (HRM)** 15th Sept 2007 CGPA 3.13, 1st Div, 76 %, from **COMSATS Institute of Information Technology Islamabad**.
3. **MBA (HRM)** 10th March 2004 1st Div , CGPA 3.0 , **Quaid-i-Azam University, Islamabad**.

HEC Awards & International Scholarships:

1. Awarded **Fully Funded Chinese Government scholarship** by CSC in PhD for the period of three years from Sept 2012 to July 2015.
2. Awarded **10,000 \$ Partial Support for PhD Studies Abroad Scholarship** for top 200 Universities of the World by **Higher Education Commission HEC** on 8th May 2015.
3. Awarded **Best Students Performance Award of 2000 RMB** by School of public affairs, **University of Science and Technology of China** , China in January 2013.
4. Awarded **Merit Scholarship** in MS for eighteen months by COMSATS 2005-2007.

Professional Administrative & Teaching Experience:

1. Associate Professor from 1st July 2024 till today at **IQRA University Islamabad Campus**.
2. **In Charge** Department of Business Administration **IQRA University Islamabad Campus** since 14th June 2025 till 30th October 2025.
3. **NBEAC** focal person since 30th June 2025 till date.
4. Worked as Assistant Professor since 2nd June 2016 to 30th June 2024 at **IQRA University, Islamabad Campus**

5. Worked as Assistant Professor Since 29th Sept 2015 to 30th May 2016 under **IPFP program of HEC at Fatima Jinnah Women University.**
6. Worked as lecturer AIT(**Athlone Institute of Technology, Ireland**) and Anhui Institute of International Business & AFTVC for (2+1) Undergraduate degree program from 7th Feb 2013 to 30th June 2015.
7. Worked as Lecturer at **Foundation University Islamabad** from 1st Sept 2011 to 30th Aug 2012.
8. Worked as Lecturer at **Fatima Jinnah Women University** on 11th Aug 2008 to 17th Aug 2011 in the Department of Business Administration.
9. Worked as Credit Analyst at **Askari Commercial Bank (AWT)** Rawalpindi from 1st Oct 2005 to 10th Aug 2008.

PhD Produced:

1. **Irram Shazadi** “A Multilevel SACK model of Tacit Knowledge Sharing Behavior in Higher Education Institutions”. **PhD Degree notified on 20th March 2024.**
2. **Tayyaba Sehar** ““Impact of leniency in leadership on Organizational Citizenship Behavior of employees: Mediation of Pride, Voice, Flexible work Arrangements and Engagement With moderation of Perceived Organizational Support” **PHD Degree notified 7th Nov 2024.**
3. **Salima Hafeez** “The Similarities and Differences between Social and Commercial Entrepreneurs: A Comparative Content Analysis” **PHD Degree notified 7th Nov 2024.**
4. **Shoaib Arshad** “Impact of Job Design and Personality traits on job satisfaction : mediating Role of job crafting” . **PHD Degree notified 7th Nov 2024.**
5. **Tayaba Iqbal** “Impact Of Interpersonal and Intrapersonal Conflicts on Turnover Intention : A Mediated Moderated Model. **PHD Degree notified 20th March 2025.**

PhD Currently Supervising:

1. **Sadia Khan** Course work completed preparing for PhD comprehensive exam.
2. **Sobia Wajahat** Course work completed preparing for PhD comprehensive exam.
3. **Arsalan Ahmed** Course work completed preparing for PhD comprehensive exam.

MS Thesis Supervised:

1. **Abdul Manaam Butt** 4th July 2018 “The Role of Interactional Justice and Co-Workers Support in Explaining the Relationship between Abusive Supervision and Knowledge Sharing: A Case of Pakistan International Airline”.
2. **Kashif Ayaz** 15th Feb 2019 “An explanatory study for identifying the factors affecting the performance of NGOs projects in Pakistan”
3. **Anan Hussain** 15th July 2019 “Explaining Job Insecurity and Turnover Intention With Organizational Tenure as Moderator and Mediating Role of Job Involvement and Organizational Commitment, A Case Study of Mobilink-Warid Merger in Pakistan”.
4. **Carol Tabassum** 15th June 2021” The impact of leadership styles on work performance and the mediating role of job satisfaction”
5. **Murtaza Ahmed** 15th July 2022 “The effect of job design turnover intention with mediating role of job satisfaction”.

Research Publications:

1. M. W. Raja, Salima H, (2024) "How moral values and fairness, clarification of roles and power sharing help ethical leaders reduce job stress and create a sustainable workplace environment. Evidence from the service sector, **Kurdish Studies**, Vol 12, no 2, pp. 6736-6749. **HEC W Category journal, Scopus indexed/WoS** ISSN: 2051-4883.
2. Laila B, Raja M. W, (2024) "Comparative Study Of Employee Work Performance In Pre And Post Covid-19 In Banking Sector Of Pakistan: The Moderating Role Of Organizational Support" **Migration Letters**, Volume: 21, No: S8 (2024), pp. 1322-1335. **HEC X Category journal, (Scopus indexed/WoS)** ISSN: 1741-8984.
3. Salima H, Raja M. W, Gulbahar, T Zahra, (2024) "Impact of CPEC on HRD perspectives-: A qualitative Investigation" **Remittances Review**, Volume: 9, No: 1, pp. 1967-1982. **HEC X Category journal, (Scopus indexed/WoS)** ISSN: 2059-6588.
4. M. W. Raja, A. J, Mahesar, P. H. Chanar (2024) "Examining the impact of supplier selection on procurement performance of pharmaceutical firms in Pakistan", **Remittances Review**, Volume: 9, No: 1, pp. 354-367. **HEC X Category journal, (Scopus indexed/WoS)** ISSN: 2059-6588.
5. Tayyaba Iqbal, M. W. Raja, (2024) "Examining the effect of interpersonal and intrapersonal conflict on job dissatisfaction and employees turnover intention in the health care sector of Pakistan" **Bulletin of Business and Economics**, Vol 13, no 2, pp 181-188. **HEC Y Category journal, ISSN: 2414-1771.**
6. Salima H, Tayabah S, Raja M. W, (2023) "How to stay untapped from hidden traps? a quantitative study of impact of fashion consciousness, materialism and physical appearance evaluation investment bias on organizational justice from recruitment perspective" **Bulletin of Business and Economics**, Vol 12 (3), 150-158. **HEC Y Category journal, ISSN: 2414-1771.**
7. Salima H, Raja M. W, Tayabah S (2023) "The moderating impact of gender discrimination between women entrepreneurial orientation and venture performance" Vol 12 (3),94-113. **Bulletin of Business and Economics, HEC Y Category journal, ISSN: 2414-1771.**
8. Iqra N, Raja M. W , Tayabah S (2023) "Evaluating the moderating role of management inspection between safety hazards in hospital working conditions: A study of hospitals in Islamabad", Vol 10(2), 137-169. **Journal of Management Info, HEC Y Category journal, ISSN: 2313-3376.**
9. Raja M. W , Tayabah S (2023) "Leading with Leniency: Unlocking Citizenship Behavior Through Voice, Pride, and Engagement in Pakistani Healthcare Sector, Vol: 2(3), 1571 to 1580, **International Journal of Contemporary Issues in Social Sciences, HEC Y Category journal, ISSN:2959-3808.**
10. Tayabah S, Raja M W, Sadaf .K (2022) "conceptual Framework for Post Crisis Workplace Structures from the lived Experiences of Healthcare workers" Vol 10(2) , 156-166. **International Review of Basic and Applied Sciences, HEC Y Category journal, ISSN: 2308-7056.**
11. Salima H, Raja M W (2022) "A Comparative Content Analysis on the Determinants of Social and Commercial Entrepreneurs: A qualitative approach on Nvivo" Vol 4(2) ,50-68. **Reviews of Management Sciences, HEC Y Category journal, ISSN: 2709-9601.**
12. Irshad S, Raja M. W (2021) "Job Satisfaction of University Teachers of Different Personality Traits During Covid-19: Role of Job Crafting as a Mediator" , **Abasyn Journal of Social Sciences**, Vol 14(2), 196-207. **HEC Y Category journal, ISSN 2221-6782.**
13. Tabassum C, Raja M W (2021) "The Impact of Leadership Styles on Work Performance and Mediating Role of Job Satisfaction in Schools of Islamabad", **Journal of Workplace Behavior**, Vol 2(2), 43-57. **HEC Y Category journal, ISSN: 2710-2378.**
14. Shahzadi I, Raja M W . (2021). "A Multilevel SACK model of Tacit Knowledge Sharing Behavior in Higher Education Institutions, **International Review of Basic and Applied Sciences**, Vol. 9(4), 176-195. **HEC Y Category journal, ISSN: 2308-7056.**

15. Mir I A, Raja M W, Rana A M. (2021) "Information Verification Motivation and its Influence on Users' Social Media Advertising Evaluation and Outcome Behaviors" **Pakistan Social Sciences Review**, Vol. 5(3), 503-514. **HEC Y Category** journal, ISSN: 2664-0422.
16. Shahzadi I, Raja M W . (2021) "Does COVID-19 Induced Occupational Stress Moderates the Relationship of Spiritual Motivation and Academicians' Tacit Knowledge Sharing Behavior Among South Asian Higher Education Institutions" **iRASD Journal of Management**, Vol 3(2), 114-125. **HEC Y Category** journal, ISSN: 2709-8451.
17. Mir I A, Raja M W, Rana A M. (2021) "Inspiration Motivation: Inspiring the User Attitudes and Behaviors toward Advertising on Social Network Sites" **International Review of Basic and Applied Sciences**, Vol. 9(3), 23-32. **HEC Y Category** journal, ISSN: 2308-7056.
18. Shahzadi I, Raja M W . (2021). "Knowledge Management based HR practices and Three-Dimensional Knowledge Sharing Behavior: Evidence from South Asian Higher Education Institutes" **International Journal of Management**, Vol 12(4), 335-350. **HEC Y Category** journal, ISSN: 0976-6510.
19. Murtaza, Raja M W . (2021). "The effect of job Design on Turnover Intention with Mediating Role of Job Satisfaction and Organizational Commitment as Moderator: A Study of Health Sector of Pakistan" **International Review of Basic and Applied Sciences**, Vol. 9.(4), 330-338 **HEC Y Category** journal, ISSN: 2308-7056.

Other International Journals:

20. Raja M. W; Wei S.(2015) "Evaluating innovation performance and quality practices relationship: A review from different industries, **TEKHNE, Review of Applied Management Studies** , Vol 13, 25-33. **ELSEVIER** listed journal. ISSN 1645-9911. DOI : <http://dx.doi.org/10.1016/j.tekhne.2015.09.002>
21. Raja M. W; Wei S.(2015) "Identifying critical factors contributing to successful innovations in the service sector firms", A pilot study from service sector in Pakistan, **International Journal of Business and Management** , Vol 10 (7) 120-130. ISSN: 1833-8119.
22. Raja M. W; Wei S.(2014), "Relationship between innovations ,quality practices and firm performance. A study of service sector firms in Pakistan", **Journal of Management Research**, 6 (4): 124-140. ISSN 1941-899X
23. Raja M. W; Wei S.(2014), "TQM practices and innovation performance, A review of current literature", **British Journal of Economics, Management and Trade**, 7 (4): 1019-1032. ISSN: 2278 – 098X.
24. Raja M. W, Wei S, (2014) ,"Evaluating the Effectiveness of Teachers Training Programs in Islamabad Model Collages", **Journal of Studies in Education**, Vol 4 (4), pp 68-79. ISSN 2162-6952
25. Raja M. W, Bodla & Shahab. (2011), Evaluating the effect of TQM practices on business performance, A study of manufacturing firms of Pakistan, **International Journal of Business and Social Science, Rad ford University, USA**, Vol. 2 No. 9 , pp 110-117. ISSN 2219-1933 (Print), 2219-6021 (Online)
26. Raja M. W (2012). Does transformational leadership leads to higher employee work engagement. A study of Pakistani service sector firms, **International Journal of Academic Research in Business and Social Sciences**, Vol 2, no 1, pp 118-123. ISSN: 2308-3816
27. Ghulam, Wei, Raja M. W (2015) "So far where we Stand in the Recruitment and Selection Studies? **International Journal of Human Resource Studies**, Vol 5 (2), 135-150. ISSN 2162-3058.

Papers in Review in International Impact Factor Journal:

1. Raja M W “To investigate the relation between Abusive supervision, work-family conflict, sleep deprivation, and employee workplace behavior with the moderating role of emotional stability”., **Journal of Entrepreneurship, Management and Innovation HEC W Category journal**, ISSN: 2299-7075

Conference Papers:

1. Participated in **AiCoP (Academia Industry Collaboration Platform Conference)** at IQRA University on 11th Sept 2025.
2. Presented paper in **National Conference on Business & Economics** “Diversity and inclusion in era of digital transformation” at IQRA university on 9th March 2023.
3. Paper presented in **National Conference on Public Administration and Management** held in Oct 26-27th 2016 at Fatima Jinnah Women University.
4. Receive **best paper award in international conference** on innovation and regional development at USTC China IN 02/12 /2012.
5. Paper accepted and presented at the 4th international conference by **ISOSS** (Islamic Society of Statistical Sciences) held on 9 to 12 May 2008 at UOG on “**training evaluation and their return on investment**”

Areas of Interest and Courses Taught:

Global HRM, Innovation Management, Management Theory & Practice, Research Methodology, Human Resource Management, Strategic HRM, Human Resource Development, International HRM, Organization Behavior, Compensation Management, Performance Management, Training & Development, Organization Theory and Design, Project Management, Strategic Management, Introduction to Business, Total Quality Management, Leadership & Motivation, Principles of Marketing, Marketing Research, Introduction to Public administration, Public Policy & Practice, Supply Chain Management.

Professional Training's:

1. Completed \$ days **Meta AI Ready Faculty Training** program by **HEC and NCEAC** from 3rd to 6th November 2025.
2. Completed **1st Module NBEAC Training** on “**How to Prepare for Peer Review Visits of Business Schools**”. This first session will be conducted via Zoom on **August 27, 2025** from **10:00 AM to 02:00 PM**.
3. Completed **2nd Module NBEAC Training** on “**How to Prepare for Peer Review Visits of Business Schools**”. held at FAST- NU, Lahore on 25th- 26th Sept,2025.
4. Completed **1st Module NBEAC Training** on Multi-Module Training: “Revamping the Curriculum to Meet Industry Requirements”, April 8, 2025.
5. Completed **2nd Module NBEAC Training** on “ Multi-Module Training: “Revamping the Curriculum to Meet Industry Requirements”, April 21-22, 2025, at FAST- NU, Lahore.
6. Completed **3rd Module NBEAC Training** the multi-module training titled “**Revamping the Curriculum to Meet Industry Requirements**” conducted on zoom on **May 29th, 2025**.
7. Participated in **Faculty Development Training Workshop** at IQRA university held on 25th , 26th Sept 2023.

8. Attended workshop on **Developing and Teaching Courses of OB and HRM** at Under Graduate Level by **NBEAC** held on 19-20th Nov 2019 at IQRA University, Islamabad Campus.
9. Attended training on **New Directions in Higher Education** held on 29-30th Aug 2019, organized by CCPD at SERINA Hotel , Islamabad
10. Attended **Faculty Development Workshop** at Fatima Jinnah Women University from 20 to 21 January 2011.
11. Attended training as **Management trainee in Askari Commercial Bank** from July 22 2003 to 27th Aug 2003.
12. Attended two week training on “**Micro Finance**” held on 10-24th March 2006 at NIBAF (SBP) training institute.
13. Attended two weeks **Training on professional development** workshop under HEC link of foreign universities with Pakistani universities from 8th to 19th June 2009.
14. Attended one week training program on “**Human Resource Management**” in Pakistan Manpower Institute, Islamabad from 24th to 30th November, 2008.

References:

1. Prof Dr Ajmal Waheed. Department of Government & Public Policy, National Defense University, Islamabad, Pakistan. Ph. +92-300-5148677, email: awkhan2@yahoo.com.
2. Prof Dr Khuram Shahzad , Dean Management Science, Riphah International University Islamabad , Cell # + 92-336-0510449, khuram.shahzad@riphah.edu.pk
3. Prof Dr Qaisar Ali Malik, Dean, Department of Management Sciences , Foundation University Islamabad, Office: 051-5151437, Ext 205, Cell: 0300-9506703, Email: qaisermalik@fui.edu.pk, qamalik@gmail.com
4. Prof Dr Naeem Ullah HOD Department of Management Sciences, Foundation University Islamabad, Cell # +92-0334-9969404 , Email: naeemullah@fui.edu.pk
5. Prof Dr Ayub Siddiqui , Associate Dean , Department of Management Sciences, IQRA University, Islamabad Campus, Cell # 0335-5777858, e mail: ayub.siddiqui@iqraisb.edu.pk.
6. Prof Song Wei , PhD Supervisor, Dean School of Public Affairs, University of Science and technology of China, Cell: +86-13805691598, E mail: songwei@ustc.edu.cn
7. Prof Dr. Syed Hassan Raza, Chairperson Business Administration Department AIOU, Office: 051-9057722, Cell: 0334-5125050, Email: hassan_raza@aiou.edu.pk