



Career Overview

I have strong research background in education sector since 2003 particularly focusing higher education within Pakistan and abroad.

Journal/Conference Paper Reviewing Activities

➤ Journals of Commonground Research Networks	<i>Since 2008</i>
➤ Open reviewer for <i>The 3rd International Conference on knowledge Generation, Communication and Management (KCGM)</i>	<i>2009</i>
➤ Member technical program committee (TCP) of IEEE International Conference on Management of Innovation and Technology(ICMIT) (http://www.icmit2010.org/public.asp?page=tpc.htm#txt)	<i>2010</i>
➤ Member program committee of IEEE International Conference on Management of Innovation and Technology (ICMIT) (http://icmit2012.org/public.asp?page=committees.htm)	<i>2012</i>
➤ Member program committee of IEEE International Conference on Management of Innovation and Technology (ICMIT)	<i>2014</i>
➤ Associate Editor - The International Journal of Knowledge, Culture and Change Management	<i>Since 2014</i>
➤ Associate Editor- Knowledge Management: An International Journal, Volume 15, Issue 4, December	<i>2015</i>
➤ Member program committee of IEEE International Conference on Management of Innovation and Technology (ICMIT)	<i>2016</i>
➤ Journal of Entrepreneurship, Management and Innovation	<i>2015</i>
➤ Journal of Strategy and Management	<i>2015</i>
➤ The International Journal of Technology, Knowledge and Society	<i>2018</i>
➤ Asian Journal of Technology Innovation	<i>Since 2019</i>

Teaching and Research Interest

- Innovation and technology management
- Building dynamic and strategic capabilities
- Electronic business
- Research methods in business
- Introduction to management
- Qualitative research methods
- Quantitative research methods
- Quality tools and framework
- Fundamentals in innovation and entrepreneurship
- Managing family businesses
- Social entrepreneurship
- Innovation in entrepreneurial ventures

Peer Reviewed Journal Publications

Journal Publications:

- Mustafa, R., Anwar, S. & Mustafa, N. (2019). *RAMI 4.0 and smart contracts: Sustainable product lifecycle management in knowledge intensive manufacturing organizations*, **Asian Management Research Journal**,

- (A peer reviewed journal by University of Lahore, Pakistan) (accepted conditionally for publication)
- Mustafa, R. (2015). *Business model innovation: Pervasiveness of mobile banking ecosystem and activity system – an illustrative case of Telenor Easypaisa*, **Journal of Strategy and Management**, Volume 8, Issue 4, pp.342 - 367. [Scopus: Q2]; [SNIP :0.968]; [ABCD: C]
 - Sarwar, Z. Shaikh, Rehman, Saif-ur-, Farooq, M. Umar, Mustafa, R. and Irfan, Asif. (2013). *To Study the Rise in Satisfaction Level of People due to E-Governance Initiative by Government of Punjab-A Case Study of Excise and Taxation Department*. **IOSR Journal of Humanities and Social Science (IOSR-JHSS)**. Volume 9, Issue 5, pp.64-70.
 - Mustafa, R. & Werthner, H. (2008). A Knowledge Management Perspective on Business Models. **International Journal of Knowledge, Culture and Change Management**, Volume 8, Issue 5, pp.7-16. [Scopus: Q4]; [SNIP :0.044]; [ABCD: C]
 - Mustafa, R. and Werthner, H. (2012). *Business Models and Business Strategy – Phenomenon of Explicitness*. **International Journal of Global Business & Competitiveness**. Global Institute of Flexible Systems Management. Volume 6, No. 1, pp. 14-29. [Scopus: NA]; [SNIP :NA]; [ABCD: C]

Working paper and book chapter publications

- Mustafa, R. (2016). *High Pressure Cogeneration for Sugar sector in Pakistan*. Working paper, Iqbal Hamid Trust (Pvt) Ltd – PITCO, Lahore
- Mustafa, R. and Werthner, H. 2010. *A Knowledge Management Perspective on Business Models*. In J. H. Westover (Ed.), **Globalization, Labor and the Transformation of Work**. Common Ground Publication Pty Ltd., pp. 377-392.

Conference proceedings

- Mustafa, R., Anwar, S. and Mustafa, N. 2020. *How Knowledge Sharing Motivation Enhances Employee Performance in the Private Banking Sector?* **20th International Conference on Knowledge, Culture, and Change in Organizations**, University of Illinois, Chicago, USA, 27 – 29 May, 2020 (accepted for presentation)
- Mustafa, R. and Freiling, J. (2015). Regional Headquarters as Entrepreneurial "Knowledge-hub" of Transnational SMEs - A Business Model Perspective. **60th Annual ICSB World Conference** Dubai, UAE, June 7 – 9 2015.
- Mustafa, R. and Werthner, H. (2009). Business models and inter-organizational knowledge transfer: Impact on rate of innovation in networked enterprises. The proceedings of “**Emergent drivers of shared business models in globalizing ecosystems**”, Finland September 23 - 25, 2009.
- Mustafa, R. (2002). Building Customer Satisfaction by using Kano Model & Quality Function Deployment – A Pakistani Hospital Case Study. **7th International Convention on Quality Improvement (ICQI)**, Karachi.

Unpublished Manuscripts and Current research projects

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| ➤ Mediating role of Organizational Ambidexterity on a relationship between Entrepreneurial orientations, absorptive capacity and knowledge transfer towards open innovation in transnational corporations | Research proposal |
| ➤ PEST analysis on value creation by Entrepreneurial university performance through knowledge transfer | Research proposal |
| ➤ Role of Entrepreneurial Orientation of owners on ICT adaption at entrepreneurial secondary and higher secondary schools in Punjab, Pakistan | Working paper |
| ➤ A multi-level analysis of effect of info-quality of websites on users' Trust on Internet for using e-gov services at workplace. Empirical investigation at Irrigation department, Govt. of | Working Paper |
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Punjab, Pakistan

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| ➤ Demand-side perspective of citizen's trust to adopt e-Gov. Services in the context of COBRA (Cost-Opportunity-Benefit-Risk Analysis) framework | Working paper |
| ➤ Effect of Authentic Leadership on private bank employees' turn-over intention with the intervention of employees' psychological capital and job-satisfaction | Working paper |
| ➤ Effect of Service Quality on Customer Satisfaction in NADRA Pakistan in the context of "E-governance' Inaction" | Working paper |
| ➤ Effect of Opportunistic behavior on small entrepreneurs of citrus fruit supply chain: Evidence from Pakistan | Working paper |
| ➤ Mapping of Value co creation of participants in Blockchain enabled supply chain to increase profits and reduce costs | Working paper |
| ➤ Mapping of Value co creation of participants in Blockchain based supply chain –the Tragedy of the Commons Perspective | Working paper |
| ➤ Effects of environmental munificence to create wealth by Entrepreneurial university performance through spin-offs: Advents of Blockchain technology. | Research proposal |
| ➤ Integration of Pakistani universities and regulatory bodies through Blockchain technology | Research proposal |

International Research Collaboration

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| ➤ Mapping of Value co creation of participants in Blockchain enabled supply chain to increase profits and reduce costs | • <i>Prof. Dr. A Min Tjoa</i>
<i>Department of Informatics</i>
<i>Vienna University of Technology,</i>
<i>Austria</i>
<i>(2018 and onwards)</i> |
| ➤ Mapping of Value co creation of participants in Blockchain based supply chain –the Tragedy of the Commons Perspective | |
| ➤ Joint research collaboration resulted in publication of following conference proceeding:

Regional Headquarters as Entrepreneurial "Knowledge-hub" of Transnational SMEs - A Business Model Perspective (Published in 60th Annual ICSB World Conference Dubai, UAE, June 7 – 9 2015) | • <i>Prof. Dr. Jorg Freiling</i>
<i>Head, Chair in Small Business & Entrepreneurship (LEMEX)</i>
<i>University of Bremen, Germany</i>
<i>(2014 and onwards)</i> |
| ➤ Also worked jointly on applying for research funding at Uni Bremen and other EU donor agencies | |
| ➤ Post-PhD research collaboration resulted in publication of following research paper:

Business Models and Business Strategy – Phenomenon of Explicitness (Published in International Journal of Global Business & Competitiveness . Volume 6, No. 1, pp. 14-29, 2012) | • <i>Prof. Dr. Hannes Werthner</i>
<i>Head Institute for Software Technology and Interactive System (ISIS),</i>
<i>Vienna University of Technology,</i>
<i>Vienna Austria (PhD Supervisor)</i> |
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- During my PhD I have published one peer reviewed journal paper, one conference proceedings and one book chapter.
- Besides this, I had active research links to various researchers across the world during my PhD (2007 – 2010)
 - *Dr. Paul Timmers (University of Oxford)*
 - *Dr. Helmut Kasper (Vienna University of Business and Economics)*
 - *Dr. Yves Pigneur (University of Lausanne)*
 - *Prof. Henry Chesbrough (Haas School of Business, UC Berkeley)*
 - *Dr. Stefan Klein (University of Münster)*
 - *Prof. Georg Giaglis (University of Nicosia, Cyprus)*
 - *Prof. Christoph Zott (IESE Business School, Barcelona, Spain)*
 - *Dr. Alexander Osterwalder (Strategyzer)*
 - *Prof. Wilfried Grossmann (Institute of Scientific Computing, University of Vienna)*
 - *Dr. Poornima Subramanian (NUS, Singapore)*

Professional Experience

Fueling brains Academy

- **Manager Organization Development**

May 2021 – Mar 2025

University of Lahore, Sargodha, Pakistan

- **Director Academics**

Jun 2018 – Oct 2019

Lahore Business School, University of Lahore, Sargodha, Pakistan

- **Associate Professor**
- **Assistant Professor & Head of Department**

(Feb 2019 – Oct 2019)

(Nov 2016 – Oct 2019)

PITCO Lahore, Pakistan

- **Research Consultant (Regulatory Affairs)**

(Jun 2015 – May 2016)

Institute of Business & Management, University of Engineering & Technology, Lahore, Pakistan

- **Assistant Professor**

(Feb 2011 – June 2012)

Institute for Software Technology and Interactive System (ISIS), Vienna University of Technology Vienna, Austria

- **Project assistant**

(April 2007 – Sept 2010)

Higher Education Commission (HEC) Islamabad, Pakistan

- **Project Manager**

(Feb 2003 – Mar 2007)

Ministry of Information and Technology, Islamabad, Pakistan

- **Project Manager**

(June 2002 – Jan 2003)

Education

Ernst-Mach follow- up Fellowship

Research title: Potential use of Blockchain Technology in agri-supply chain

(February – April, 2018)

- Department of Informatics, Vienna University of Technology Vienna, Austria

Doctor of Social & Economic Sciences

Dissertation title: Relationship between knowledge transfer and business models in the framework of business model explicitness

(2007 – 2010)

- Department of Informatics, Vienna University of Technology Vienna, Austria

Certified Lead Auditor (QMS 2000)

(5 – 9 July 2004)

- Pakistan Institute of Quality Control, Lahore, Pakistan

Postgraduate diploma in Quality Management (QMS2000)

(March – June 2002)

- National University of Science & Technology (NUST), Rawalpindi, Pakistan