



## 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

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| ➤ Journals of Commonground Research Networks  | <i>Since 2008</i> |
| ➤ Open reviewer for <i>The 3<sup>rd</sup> 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) ( <a href="http://www.icmit2010.org/public.asp?page=tpc.htm#txt">http://www.icmit2010.org/public.asp?page=tpc.htm#txt</a> ) | <i>2010</i>       |
| ➤ Member program committee of IEEE International Conference on Management of Innovation and Technology (ICMIT) ( <a href="http://icmit2012.org/public.asp?page=committees.htm">http://icmit2012.org/public.asp?page=committees.htm</a> )                  | <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

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- 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

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### 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**,

# Dr. ROZIA MUSTAFA

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- (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

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- 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

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- Mustafa, R., Anwar, S. and Mustafa, N. 2020. *How Knowledge Sharing Motivation Enhances Employee Performance in the Private Banking Sector?* **20<sup>th</sup> 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 | <b>Research proposal</b> |
| ➤ PEST analysis on value creation by Entrepreneurial university performance through knowledge transfer  | <b>Research proposal</b> |
| ➤ Role of Entrepreneurial Orientation of owners on ICT adaption at entrepreneurial secondary and higher secondary schools in Punjab, Pakistan   | <b>Working paper</b>     |
| ➤ 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              | <b>Working Paper</b>     |

# Dr. ROZIA MUSTAFA

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Punjab, Pakistan

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| <ul style="list-style-type: none"><li>➤ Demand-side perspective of citizen's trust to adopt e-Gov. Services in the context of COBRA (Cost-Opportunity-Benefit-Risk Analysis) framework</li><li>➤ Effect of Authentic Leadership on private bank employees' turn-over intention with the intervention of employees' psychological capital and job-satisfaction</li><li>➤ Effect of Service Quality on Customer Satisfaction in NADRA Pakistan in the context of "E-governance' Inaction"</li><li>➤ Effect of Opportunistic behavior on small entrepreneurs of citrus fruit supply chain: Evidence from Pakistan</li><li>➤ Mapping of Value co creation of participants in Blockchain enabled supply chain to increase profits and reduce costs</li><li>➤ Mapping of Value co creation of participants in Blockchain based supply chain –the Tragedy of the Commons Perspective</li><li>➤ Effects of environmental munificence to create wealth by Entrepreneurial university performance through spin-offs: Advents of Blockchain technology.</li><li>➤ Integration of Pakistani universities and regulatory bodies through Blockchain technology</li></ul> | <p><b>Working paper</b></p> <p><b>Working paper</b></p> <p><b>Working paper</b></p> <p><b>Working paper</b></p> <p><b>Working paper</b></p> <p><b>Working paper</b></p> <p><b>Research proposal</b></p> <p><b>Research proposal</b></p> |
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## International Research Collaboration

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| <ul style="list-style-type: none"><li>➤ Mapping of Value co creation of participants in Blockchain enabled supply chain to increase profits and reduce costs</li><li>➤ Mapping of Value co creation of participants in Blockchain based supply chain –the Tragedy of the Commons Perspective</li><li>➤ Joint research collaboration resulted in publication of following conference proceeding:<br/><br/>Regional Headquarters as Entrepreneurial "Knowledge-hub" of Transnational SMEs - A Business Model Perspective (Published in <b>60th Annual ICSB World Conference Dubai, UAE, June 7 – 9 2015</b>)<br/><br/>➤ Also worked jointly on applying for research funding at Uni Bremen and other EU donor agencies</li><li>➤ Post-PhD research collaboration resulted in publication of following research paper:<br/><br/>Business Models and Business Strategy – Phenomenon of Explicitness (Published in <b>International Journal of Global Business &amp; Competitiveness</b>. Volume 6, No. 1, pp. 14-29, 2012)</li></ul> | <ul style="list-style-type: none"><li>• Prof. Dr. A Min Tjoa<br/><i>Department of Informatics<br/>Vienna University of Technology,<br/>Austria<br/>(2018 and onwards)</i></li><li>• Prof. Dr. Jorg Freiling<br/><i>Head, Chair in Small Business &amp;<br/>Entrepreneurship (LEMEX)<br/>University of Bremen, Germany<br/>(2014 and onwards)</i></li><li>• Prof. Dr. Hannes Werthner<br/><i>Head Institute for Software Technology and<br/>Interactive System (ISIS),<br/>Vienna University of Technology,<br/>Vienna Austria (PhD Supervisor)</i></li></ul> |
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# Dr. ROZIA MUSTAFA

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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

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### 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**

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### **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