

Naukhez Sarwar
Professor of Practice
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About

Dr. Naukhez Sarwar is working as Professor of Practice in the NUST Business School. Dr. Naukhez Sarwar has a PhD in Business Administration. Dr. Naukhez Sarwar has published 24 research articles & conference papers having a citation count of 230, carried out 2 projects and filed 0 intellectual property.

Qualifications

PhD in Business Administration University of Manchester , United Kingdom	2007 - 2013
MBA in Management Of Technology Asian Institute of Technology , Pakistan	1997 - 1999
BE in Mechanical Engineering UET Lahore , Pakistan	1983 - 1989

Experience

Professor of Practice NUST Business School	2023- Present
Regular Visiting Faculty NUST Business School	2015 - 2023
Assistant Professor NUST Business School	2011 - 2015
Assistant Professor NUST Business School	2003 - 2011
Defence Faculty NUST Business School	2000 - 2003
Defence Faculty Institute of Environmental Sciences & Engineering	1999 - 2000
Principal & Dean NUST Business School , NUST Islamabad	2013 - 2023
Assistant Professor NIMS , Rawalpindi	2003 - 2013
Instructor NIMS , Rawalpindi	2000 - 2003
SO Coord/Instructor HQ NUST , Rawalpindi	1999 - 2000
Inspector I of Armt , Rawalpindi	1999 - 1999
Asst Inspector I of Armt , Rawalpindi	1995 - 1997
OC LAD (BOSNIA) Pak NS HQ , Bosnia	1994 - 1995
Asst Inspector/Inspector I of Armt , Rawalpindi	1993 - 1994
Worksp Offr 93 EME Bn , Quetta	1991 - 1993
OIC FRG 603 Comb Wksp , Lahore	1990 - 1991
Study Officer EME College , Rawalpindi	1990 - 1990
PL COMD 80 EME Dn , PI Comd Kharian	1989 - 1990

Awards

HEC Dr. Naukhez Sarwar has won the HEC Best Teacher Award in 2007

Research Projects

National Projects	
Women Entrepreneurs in Pakistan - Antecedents and outcomes of digital entrepreneurship Funding Agency: HEC Amount: PKR 2,342,780.00 Status: Completed	2018
International Projects	

Industry Projects

National Projects

Restructuring HR at Chenab Engineering Works & Foundries Pvt. Limited, Faisalabad	2017
Client: Chenab Engineering Work & Foundries Pvt. Limited, Faisalabad	
Amount: PKR 2,200,000.00	
Status: Completed	

International Projects

Research Articles

Interlinking Products Packaging, Product Innovativeness, and Word of Mouth Marketing: Critical Role of Moral Attitude for Entrepreneurial Firms	2025
<i>Naima Baqar Areej Shahid Adeel Tariq Marko Torkkeli Muhammad Mustafa Raziq Naukhez Sarwar</i>	
<i>International Journal of Business Innovation and Research, Accepted</i>	
Impact Factor: N/A	
DOI: 10.1504/IJBIR.2025.10069598	
Strategic human capital analytics and new venture performance: role of dual nationality founding member	2024
<i>Misbah Faiz Naukhez Sarwar Adeel Tariq Ricardo Jordao Dr. Mumtaz Ali Memon</i>	
<i>Journal of Intellectual Capital, Volume: 25, Issue: 07, Pages: 151-175</i>	
Impact Factor: 6.200 Quartile: 1 Citations: 2	
DOI: 10.1108/JIC-02-2024-0033	
A dynamic, two-way, individuallevel, process-oriented framework for emergent leadership: modeling lateral influence in teams	2024
<i>Marya Tabassum Muhammad Mustafa Raziq Naukhez Sarwar Zujaja Wahaj Malik Ikramullah</i>	
<i>Business Process Management Journal, Pages 1-26</i>	
Impact Factor: 4.50 Quartile: 1 Citations: 1	
DOI: https://doi.org/10.1108/BPMJ-04-2024-0229	
Exploring emergent leadership in agile teams: network dynamics, roles and skills at the individual level	2024
<i>Marya Tabassum Muhammad Mustafa Raziq Matthew Allen Naukhez Sarwar Owais Anwar Golra</i>	
<i>Business Process Management Journal, Volume: 30, Issue: 05, Pages:23</i>	
Impact Factor: 4.5 Quartile: 1 Citations: 3	
DOI: 10.1108/BPMJ-02-2024-0110	
Digital leadership, business model innovation and organizational change: role of leader in steering digital transformation	2024
<i>Muhammad Mustafa Raziq Naukhez Sarwar Adeel Tariq Mahreen Malik</i>	
<i>Benchmarking-An International Journal , Pages 1-31</i>	
Impact Factor: 4.500 Quartile: 1 Citations: 17	
DOI: DOI 10.1108/BIJ-04-2023-0283	
Emergent leadership in agile software development teams: leader identification through network analysis and aggregation approaches	2024
<i>Marya Tabassum Dr. Muhammad Mustafa Raziq Dr. Naukhez Sarwar</i>	
<i>Benchmarking: An International Journal, Pages: 18</i>	
Impact Factor: 5.6 Quartile: 1 Citations: 1	
DOI: 10.1108/BIJ-07-2023-0470	
Mastering digital leadership capabilities for business model innovation: the role of managerial decision-making and grants	2024
<i>Misbah Faiz Dr. Naukhez Sarwar Dr. Adeel Tariq Dr. Mumtaz Ali Memon</i>	
<i>Journal of Small Business and Enterprise Development, Pages 1-24</i>	
Impact Factor: 2.900 Quartile: 2 Citations: 8	
DOI: 10.1108/JSBED-07-2023-0341	
Navigating the change: a case study of the textile industry on digital leadership, digital transformation and innovative business models	2024
<i>Mehreen Malik Muhammad Mustafa Raziq Naukhez Sarwar Madiha Gohar</i>	
<i>Benchmarking: An International Journal , Pages 1-28</i>	

Impact Factor: 4.500 Quartile: 1 Citations: 9 DOI: 10.1108/BIJ-06-2023-0376	
The paradox of paradoxical leadership: A multi-level conceptualization <i>Uzma Batool Muhammad Mustafa Raziq Naukhez Sarwar</i> <i>Human Resource Management Review</i> , Volume 33, Issue 4, Article Number: 100983 Impact Factor: 11.4 Quartile: 1 Citations: 28 DOI: 10.1016/j.hrmr.2023.100983	2023
The dual impact of job variety on employee happiness and stress: the mediating role of employee engagement and burnout <i>Shumaila Hafeez Mumtaz Ali Memon Muhammad Zeeshan Mirza Muhammad Mustafa Raziq Naukhez Sarwar Hiram Ting</i> <i>Journal of Management Development</i> , Pages 1-17 Impact Factor: 2.500 Quartile: 3 Citations: 9 DOI: 10.1108/JMD-03-2023-0084	2023
Toward an overarching multi-level conceptualization of emergent leadership: Perspectives from social identity, and implicit leadership theories <i>Marya Tabassum Muhammad Mustafa Raziq Naukhez Sarwar</i> <i>Human Resource Management Review</i> , Article in Press Impact Factor: 10.667 Quartile: 1 Citations: 12 DOI: 10.1016/j.hrmr.2022.100951	2023
Paradoxical leader behavior and leader effectiveness: moderating role of structural and job-related uncertainty <i>Uzma Batool Muhammad Mustafa Raziq Naukhez Sarwar Sharjeel Saleem Asfia Obaid</i> <i>European Business Review</i> , Pages 1-22 Impact Factor: 0 Citations: 9 DOI: https://doi.org/10.1108/EBR-08-2022-0163	2023
Ethical leadership: Exploring bottom-line mentality and trust perceptions of employees on middle-level managers <i>Mehreen Malik Farah Mahmood Naukhez Sarwar Asfia Obaid Mumtaz Ali Memon Asadullah Khaskheli</i> <i>Current Psychology</i> , Pages 1-16 Impact Factor: 2.387 Quartile: 3 Citations: 19 DOI: 10.1007/s12144-022-02925-2	2022
Keep your mouth shut until I feel good: testing the moderated mediation model of leader's threat to competence, self-defense tactics, and voice rejection <i>Anastasiia Popelnukha Shamika Almeida Asfia Obaid Naukhez Sarwar Cynthia Atamba Hussain Tariq Qingxiong (Derek) Weng</i> <i>Personnel Review</i> , Pages 1-38 Impact Factor: 3.228 Quartile: 2 Citations: 23 DOI: 10.1108/PR-09-2019-0508	2021
Loaded with knowledge, yet green with envy: leader-member exchange comparison and coworkers-directed knowledge hiding behavior <i>Qingxiong Weng Kashmala Latif Abdul Karim Khan Hussain Tariq Hirra Pervez Butt Asfia Obaid Naukhez Sarwar</i> <i>Journal of Knowledge Management</i> , Volume 24, No. 7, Pages 1653-1680 Impact Factor: 8.182 Quartile: 1 Citations: 88 DOI: 10.1108/JKM-10-2019-0534	2020

Conference Proceedings

Drivers & Outcomes of Human Capital Analytics

2024

Misbah Faiz Naukhez Sarwar Adeel Tariq

International Conference on Business, Economics, Law, Language & Psychology, res.country(2,)

Citations: N/A

DOI: Nil

Exploring the Big Five Personality Dimensions of Emergent Leaders in Agile Software Development Teams

2023

Muhammad Mustafa Raziq Marya Tabassum Naukhez Sarwar

37th British Academy of Management (BAM2023) Conference, res.country(260,)

Citations: N/A

DOI: <https://www.bam.ac.uk/events-landing/past-conferences/bam2023-conference/programme.html>

Paradoxical Leadership: Extending the Debate on Paradox Perspective into leadership Literature

2023

Uzma Batool Muhammad Mustafa Raziq Naukhez Sarwar

BAM 2023 Conference, res.country(231,)

Citations: N/A

DOI: Nil

The Invisible Barrier: Uncovering the Connection Between Micromanagement, Work Intensification, and Employee Knowledge Hoarding

2023

Mumtaz Ali Memon Ayesha Zia Muhammad Zeeshan Mirza Naukhez Sarwar Asfia Obaid

1st International Conference on Interplay of Social Science Research, Responsible Management and Sustainable Future, res.country(177,)

Citations: N/A

DOI: Nil

Nurturing Engagement: The Interplay Between Socially Responsible HRM Practices, Employee Voice, and Work Disengagement

2023

Mumtaz Ali Memon Huma Bashir Naukhez Sarwar Asfia Obaid Muhammad Zeeshan Mirza

1st International Conference on Interplay of Social Science Research, Responsible Management and Sustainable Future, res.country(177,)

Citations: N/A

DOI: Nil

Leading and Steering Digital transformation and Business Model Innovation in Multinational Corporations: Role of a Digital Leader

2022

Mehreen Malik Muhammad Mustafa Raziq Naukhez Sarwar

48th European International Business Academy (EIBA) Conference, res.country(166,)

Citations: N/A

DOI: N/A

The Interrelationship Between Ethical Leadership, Employee Intrapreneurial Behavior, Work-Life Balance, and Psychological Empowerment: A PLS-SEM Analysis

2022

Huma Bashir Mumtaz Ali Memon Asfia Obaid Naukhez Sarwar Muhammad Zeeshan Mirza

2022 International Conference on Partial Least Squares Structural Equation Modeling, res.country(188,)

Citations: N/A

DOI: Nil

Book Chapters

The Impact of Ethical Leadership on Employee Intrapreneurship, Work–Life Balance, and Psychological Empowerment: A PLS-SEM Analysis

2023

Huma Bashir Mumtaz Ali Memon Naukhez Sarwar Asfia Obaid Muhammad Zeeshan Mirza

In: *Book on State of the Art in Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 1st Edition, Chapter 29, Pages 353-374

Citations: N/A

DOI: 10.1007/978-3-031-34589-0_29

Trainings

Easypaisa / Telenor Microfinance Bank (TMB) - Management Development Program (MDP) Partner: Easypaisa TMB Duration: 20-Nov-2023 to 25-Nov-2023	2023
Jazz Leadership Academy Training Partner: JAZZ Duration: 05-Sep-2017 to 04-Jul-2018	2017
JAZZ Leadership Academy Training Partner: JAZZ Duration: 05-Sep-2017 to 04-Jul-2018	2017