

# MUHAMMAD RIAZ KHAN, PHD

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## Profile Summary

A results-driven academic and professional with over 15 years of experience in higher education, research, capacity building, and consultancy, I have taught 2500+ undergraduate, graduate, and postgraduate students and scholars at COMSATS University, trained 100+ civil servants at NIPA, designed and executed projects worth over PKR 1000 million, and provided consultancy to government, corporate, and NGO sectors. With 12+ peer-reviewed publications and a \$20,000-funded research project with the Korean Development Institute, I have driven impactful studies on governance and socio-economic issues, presented at international conferences like IACM. My expertise in curriculum development, including the launch of a BS in Business Data Analytics program, and proficiency in Python, Tableau, and Excel enable me to deliver innovative, market-aligned education. Complemented by managing projects exceeding PKR 1000+ million and securing partnerships with 15+ donors, I am committed to advancing high-quality, evidence-based outcomes in global education.

I have taught and researched in the following areas:

- Human Resource Management and Development
- Conflict and Negotiating Management
- Organizational Diagnosis Transformation (Change Management)
- Organizational Behaviors
- Performance Appraisal & Management
- Management/ HR Consultancy
- Project Management (Design, Execution, and MEAL)
- Program/Operations Management
- Psychology (Personal, Social, and Educational)
- Local Governance & Service Delivery
- Public Policy & Governance Studies
- Legal/Policy Drafting
- Data Analytics
- Public Relations

## Professional Experience

**National Institute of Public Administration (NIPA), Peshawar**

**Additional Directing Staff (Training & Coordination) | August 2024 - Present**

### Duties and Responsibilities

- Develop and deliver engaging training components (lectures, workshops, field visits, study tours) for the Mid-Career Management Course, equipping participants with skills for professional growth.
- Provide individualized mentorship on assignments, fostering critical thinking and development through tailored feedback.
- Collaborate with stakeholders to design high-impact training aligned with organizational goals.
- Evaluate trainees' performance in individual/team roles, offering feedback to enhance skills.
- Manage course logistics and contribute to improvement through reports and feedback.

### Deliverables

- Designed and delivered interactive training programs, including workshops and field visits for civil servants (BPS-18), equipping them for BPS-19 promotion.
- Liaison and collaborated with 30+ senior bureaucrats and experts to align their training sessions with public sector reform goals, enhancing governance competencies.
- Produced 40+ pen-pictures, and compiled result cards for 3 Mid-Career Management Courses
- Assisted Training and Coordination Wing in managing logistics for training events, ensuring quality assurance and timely delivery.
- Mentored participants on current issue presentations, policy papers, and simulations, improving trainees' research, analytical and critical thinking.

**Liaison Corporation (Pvt) Limited, Peshawar**  
**Chief Operating Officer | June 2022 - July 2024**

**Duties and Responsibilities**

- Lead governance and capacity-building projects, ensuring alignment with strategic goals and measurable outcomes.
- Oversee training programs for diverse groups to build capacity and promote inclusivity.
- Secure funding through donor and NGO partnerships, developing concept notes and proposals.
- Supervise MEAL frameworks to support project evaluation, policy development, and data-driven decisions.
- Manage and motivate teams in challenging environments, fostering a collaborative, results-oriented culture.
- Design and deliver training on ICT and operational agility to enhance employee performance and adaptability.

**Deliverables**

- Led 10+ governance and capacity-building projects worth PKR 1000+ million, training 500+ local government officials, 3000+ minorities' youth, and achieving 100% milestone completion.
- Supervised designing of MEAL framework for 10+ projects, resulting in 30+ reports that informed policy for 1 million+ beneficiaries.
- Secured funding increase through partnerships with 15+ donors and NGOs, developing 25+ concept notes and proposals.
- Managed 50+ staff in high-pressure settings, meeting project deadlines in conflict-affected regions.
- Delivered training sessions on ICT usage and agility in operations to employees of the organization.

**COMSATS University Islamabad, Attock Campus**  
**Lecturer | December 2012 - June 2022**

**Duties and Responsibilities**

- Develop and deliver courses in Human Resource Management, Project Management, and Governance across undergraduate, graduate, and doctoral programs using modern pedagogical methods and ICT tools.
- Design and launch market-aligned academic programs, collaborating with stakeholders to meet institutional and industry standards.
- Manage academic planning, research, and course delivery for graduate and doctoral programs, ensuring compliance with accreditation and Outcome-Based Education standards.
- Coordinate departmental activities to enhance operational efficiency and academic quality.
- Facilitate faculty workshops on pedagogy, leadership, and organizational development to build institutional capacity.
- Provide academic/ career counseling to students, fostering a supportive learning environment.
- Conduct internal audits and oversee academic administration to ensure quality and streamline processes.

**Deliverables**

- Taught 14+ courses at graduate, graduate, and doctoral levels on project management, governance, and HRM, training 2,500+ students in accordance with job market demands.
- Launched BS in Business Data Analytics program, securing approvals and enrolling 100+ students annually, aligned with new market trends and needs.
- Coordinated PhD and MPA programs, improving operational efficiency through accreditation compliance, and quality enhancement.
- Facilitated 50+ faculty workshops on pedagogy and leadership, enhancing teaching quality for 200+ staff.

## **Peshawar Business School, Peshawar**

### **Manager Grants, Placement & Advancement | January 2011 - December 2012**

#### **Duties and Responsibilities**

- Administer scholarship programs, ensuring equitable fund distribution and compliance with donor requirements.
- Monitor and evaluate scholarship outcomes to align with institutional and donor goals.
- Design and deliver career workshops to enhance employability, supporting underserved students with placement opportunities.
- Collaborate with industry partners to create pathways for student employment and advancement.
- Produce monitoring reports and maintain stakeholder relationships to ensure transparency and program sustainability.

#### **Deliverables**

- Managed PKR 90 million scholarship program for 1,000+ students, achieving donor compliance and equitable allocation.
- Delivered 10+ career workshops, improving employability for 200+ underserved students, with 80% securing placements.
- Produced 12+ quarterly monitoring reports for 10+ institutional partners, increasing stakeholder satisfaction.

## **Own-A-Student (NGO), Peshawar**

### **Program Manager | April 2010 - December 2010**

#### **Duties and Responsibilities**

- Manage financial assistance and capacity-building programs in education and livelihoods to empower underserved communities.
- Ensure effective program implementation to meet objectives & deliver measurable outcomes.
- Collaborate with higher education institutions and donors to secure funding and align programs with community needs.
- Design and implement M&E strategies to assess program impact and ensure donor compliance.
- Produce reports and maintain stakeholder relationships to support program sustainability and improvement.

#### **Deliverables**

- Managed financial assistance for the 2010 flood-affected 400+ students studying in 10 universities in the province of Khyber Pakhtunkhwa.
- Managed capacity-building programs for 400+ beneficiaries, focusing on education and livelihoods in underserved communities.
- Coordinated with 10 higher education institutions and donors to secure funding.
- Designed M&E strategies to evaluate project impact, ensuring alignment with donor requirements and community needs.

## **Project Experience (Selected)**

- **Support to Local Government, Khyber Pakhtunkhwa - KP (Sept 2021 - Feb 2023)**

*Client: Local Government Deptt, Govt. of KP*

*Role: HR, Training & Development & Governance Expert*

Designed municipal services and governance reforms, trained 100+ trainers, and developed KPIs for four (4) local government establishments, impacting 500,000+ beneficiaries. Drafted HR regulations and M&E strategies to enhance service delivery.

- **Minorities Youth Capacity Building and Exposure Program, KP (June 2022 - July 2024)**

*Client: Religious & Minorities Affairs Dept., Govt. of KP*

*Role: Training Expert & Master Trainer*

Designed and delivered capacity-building training to 300+ youth in conflict-affected areas, promoting social cohesion and livelihoods through tailored workshops and MEAL frameworks.

- **Mainstreaming of Minorities Youth Exposure Program, Merged Areas of KP (Feb- June 2021)**  
*Client: Religious & Minorities Affairs Dept., Govt. of KP*  
*Role: Project Team Lead*  
Designed and managed the integration of 150+ youth from merged areas into exposure programs, fostering inclusion through training and stakeholder coordination in volatile regions.
- **Impact Evaluation of Land Record MIS, Punjab (Jan 2020 - March 2021)**  
*Client: Korean Development Institute, Seoul*  
*Role: Co-Investigator*  
Evaluated governance reforms with a \$20,000 grant, analyzing dispute resolution for 1 million+ beneficiaries, using data-driven MEAL to inform policy recommendations.

## Educational, Professional Credentials & Affiliations

### Formal Education

- Ph.D., Conflict Management/HRM, Institute of Management Sciences (IMSciences), Peshawar, 2022
- M.S., Conflict Management/HRM, IMSciences, Peshawar, 2012 (4.0 CGPA, Gold Medalist)
- MBA, HRM, IMSciences, Peshawar, 2010 (3.8 CGPA, Distinction)

### Professional Certifications

- Management Consulting (Emory University - USA) - 2025
- Google Data Analytics (Google Professional Certificate) - 2024
- Gender Analytics (Specialized Certification - University of Toronto, Canada) - 2023
- Google Project Management (Google Professional Certificate) - 2023
- Quantitative Research Methods (Certificate - University of Amsterdam, Netherlands) - 2023
- Social Psychology (Certificate - Wesleyan University - USA) - 2023
- Executive Data Science (Specialized Certification - Johns Hopkins University, USA) - 2020
- Qualitative Research Methods (Certificate - University of Amsterdam, Netherlands) - 2020

### Professional Affiliation

- International Association for Conflict Management (IACM), USA
- Society for Human Resource Management (SHRM), USA
- Association for Talent Development (ATD), USA
- British Academy of Management (BAM), UK

## Research Summary

### Research-Related Distinctions / Awards

#### Reviewer/Examiner

- **Peer Reviewer, Negotiation and Conflict Management Research (NCRM):** Providing expert reviews for submissions to this ISI-indexed journal since 2011.
- **Peer Reviewer & Article Editor, Sage Open:** Reviewing and editing scholarly articles for this open-access journal since 2017.
- **Peer Reviewer, International Journal of Human Resource Management:** Evaluating high-impact research papers since 2018.
- **Reviewer, British Academy of Management (BAM) Conferences:** Contributing to the academic quality of BAM conference proceedings since 2015.
- **Reviewer, International Association of Conflict Management (IACM) Conferences:** Assessing research papers for IACM conferences since 2011.
- **External Examiner, IMSciences, Peshawar:** Serving on the examination panel for MS, BBA, MBA, and MPA theses since 2012, ensuring rigorous academic evaluation.

## Awards/Grants

- **2020-2021: Co-Investigator**, Impact Evaluation of the Land Record Management Information System in Punjab Province, Pakistan, funded by the Korean Development Institute (KDI) with a grant of \$ 20,000.
- **2020: Awarded Research Grant** by KDI to attend virtual IACM Conference 2020
- **2016: Received a Special Graduate Student Travel Grant Scholarship** from IACM to attend and present a paper at the 29<sup>th</sup> Annual IACM Conference at Columbia University, New York, USA (June 26-29, 2016).
- **2015: Awarded a Graduate Student Travel Scholarship** by the Advance Consortium on Cooperation, Conflict, and Complexity (AC4), Columbia University, to present a paper at the 28th Annual IACM Conference in Florida, USA (June 28-July 1, 2015). URL <https://shorturl.at/5BhMk>
- **2014: Secured a Travel and Stay Grant** from the University of Southampton & British Council Initiative INSPIRE, to present a paper at the 1<sup>st</sup> INSPIRE International Conference, Dubai, UAE (Feb 2-7, 2014).
- **2012: Granted a Student Scholarship** by the Dispute Resolution Research Center (DRRC) at the Kellogg School of Management, Northwestern University, to present a paper at the 25<sup>th</sup> IACM Conference.

## Ongoing Research Endeavours

1. Examining the Effectiveness of Pakistan Civil Servants' HRD/Training Regime - A Critical Evaluation of CTP, STP, MCMC, SMS, and NMC
2. Bridging the Gap Between Traditional Academic Learning and Industry Requirements: A Training Needs Assessment (TNA) of Higher Education Faculty
3. Promises Unkept, Conflicts Unleashed? Exploring Psychological Contract Breach and Violation in Social Sector Organizations
4. Unwritten Agreements, Real Consequences: Psychological Contract Breach and Violation in Non-Governmental Organizations
5. Muted in the Margins: Organizational Dynamics of Non-Pragmatic Silence in NGOs in Conflict and Post-Conflict Areas

## Journal Papers (Google Scholar Page: <https://scholar.google.com/citations?user=WML4kkAAAAJ&hl=en>)

1. **Riaz, M. K.** & Jamal, W. (2022). Workplace Conflict in NGOs - Causes and Management Strategies. *International Journal of Business and Management Sciences*, 3(3), 26-43
2. Khan, K., Khan, A., & **Riaz, M. K.** (2022). Determinants of Children Vaccine Hesitancy among the Parents of Newly Merged Districts of Khyber Pakhtunkhwa. *Journal of Social Sciences Review*, 2(4), 213-219.
3. Ullah, I., Hussain, S., Akhoubzi, W., Hussain, S., **Riaz, M.K.**, Jamil, S., & Parveen, A. (2021). Impact Evaluation of the Land Record Management Information System in the Punjab Province, Pakistan, *KDI School of Pub Policy & Management Paper, Development Studies Series DP21-12*
4. **Riaz, M.K.**, Jamal, W., & Latif, K.F. (2019). Moderating Role of Intrinsic Motivation on the Relationship of Work-Family Conflict and Job Performance in Frontline Officers of Islamic Banks. *Business and Economic Review*, 11(3), 161-180
5. Waheed, A., Gul, S., **Riaz, M. K.**, & Naeem, M. (2019). Prevalence of Post-Traumatic Stress Disorder and Its Impact on Job Satisfaction and Perceived Job Performance: Evidence from Afghanistan. *Jinnah Business Review*, 7(1), 37-45
6. Sher, A., Gul, S., **Riaz, M. K.**, & Naeem, M. (2019). Psychological Safety: A Cross-level Study of a Higher Educational Institute (HEI). *Journal of Management Sciences*, 6(1), 30-49.



7. Naeem, M., Jamal, W., Iqbal, M. N., Shah, F. A., & **Riaz, M. K.** (2019). Leadership styles in Government High schools: Evidence from Khyber Pakhtunkhwa-KP. *Sarhad Journal of Management Sciences*, 5(1), 125-141.
8. Naeem, M., Jamal, W., & **Riaz, M.K.** (2017). The Relationship of Employees' Performance Appraisal Satisfaction with Employees' Outcomes: Evidence from Higher Educational Institutes. *FWU Journal of Social Sciences*, 11(2), 71-81
9. **Riaz, M.K.**, Jamal, W., & Jan, F. A. (2016). The Impact of Ethnic Background and Demographics on Conflict Management Styles' Preferences: A Study of Six Sub-cultures of Pakistan. *Business & Economic Review*, 8(2), 80-96
10. **Riaz, M.K.**, & Fatima Ali Junaid (2014). Workplace Conflict: Constructive or destructive. *SRM-IMT Journal of Business & Management Research*, 3(1), 80-90
11. **Riaz, M.K.**, Zulkifal, S. & Jamal, W. (2012). Conceptualizing the relationship between individualism/collectivism and conflict management styles at individual level. *Research Journal of Economics, Business and ICT*, 5,34-38
12. **Riaz, M.K.** & Junaid, F. A. (2011). Types, Causes, Costs and Consequences of Workplace Conflict. *Asian Journal of Management Research*, 2(1), 744-755

#### Monograph

1. **Riaz, M.K.** & Junaid, F. A. (2012). Workplace Conflict: An Analysis & Overview. Saarbrücken, Germany: LAMBERT Academic Publishing (ISBN 978-3-8454-0760-9)

#### Selected Refereed Conference Papers

1. Ullah, I., **Riaz, M.K.**, Akhoubzi, W., Hussain, S. (2020). The Impact of e-Governance of Land Record and Social Dispute Resolution - A Case Study of Punjab Province - Pakistan. Paper presented online in the virtual International Association for Conflict Management (vIACM) Conference (July 12-15, 2020)
2. **Riaz, M.K.**, Ali, S. & Bibi, S. (2016). *Investing in Social Sciences in Pakistan: A Need of the Hour*. Paper presented at 5<sup>th</sup> CUST Business Research Conference (Nov 10, 2016) Islamabad, Pakistan
3. Shah, M. U., **Riaz, M. K.**, Abbas, A. & Jan, F. A. (2016). *Factors Affecting University-Industry Collaboration in Pakistan: An Industrial Perspective*. Paper presented at 5<sup>th</sup> CUST Business Research Conference (Nov 10, 2016) Islamabad, Pakistan
4. Shah, M. U., Usman, M., Jan, F. A., & **Riaz, M. K.** (2016). *Impact of Culture on Customer's Attitude towards Adoption Intention of Mobile Commerce*. Paper presented at 8<sup>th</sup> South Asian International Conference (SAICON)- Islamabad, Pakistan
5. Tonio, S. & **Riaz, M. K.** (2016). *An Assessment of the Awareness and Implementation of Protection against Harassment of Women at Workplace Act, 2010: A Case Study of University of Sindh*. Paper presented at 8<sup>th</sup> South Asian International Conference (SAICON)- Islamabad, Pakistan
6. **Riaz, M. K.** & Jamal, W. (2016). I, We, and You: Relationship of Individualism-collectivism and Conflict Management Styles: A Six Sub-cultures study. Paper presented at 29<sup>th</sup> International Association of Conflict Management (June 26-29, 2016)- New York, USA
7. **Riaz, M. K.**, Jamal, W. & Jan, F. A. (2015). The moderating role of Intrinsic motivation on the relationship of work-family conflict and job performance. Paper presented at 28th International Association of Conflict Management - IACM Conference (June 28- July 1st, 2015), Florida, USA
8. Ali, S. & **Riaz, M. K.** (2015). Challenges and Issues in Adopting an Effective Right to Information Law in Pakistan. Paper presented at 7<sup>th</sup> South Asian International Conference (SAICON)- Islamabad, Pakistan

9. Hayat, S., Jamal, W. & **Riaz, M. K.** (2015). Implementation of Labor Laws in Private Schools of District Peshawar. Paper presented at 7<sup>th</sup> *South Asian International Conference (SAICON)-Islamabad, Pakistan*
10. **Riaz, M. K.** & Bibi, S. (2014). Turning around Pakistani Police: Need for comprehensive Training Need Assessment - TNA. Paper presented at 6<sup>th</sup> *South Asian International Conference (SAICON)-Islamabad*
11. **Riaz, M. K.** Jamal, W. (2014). The Impact of Post Traumatic Stress Disorder (PTSD) on the perceived organizational performance of small businesses in FR Kohat and FR Peshawar. Paper presented at *INSPIRE International Conference, Dubai, UAE*

### Skills Kit

- **Project Management:** MS Project, Google Project Management Tools, Program Implementation
- **Monitoring & Evaluation:** MEAL frameworks, data analytics (Python, Tableau, Excel)
- **Communication:** Stakeholder coordination, report writing, knowledge sharing
- **Software Proficiency:** MS Word, MS Excel, MS PowerPoint, MS Outlook, MS Copilot, AI Tools
- **Additional Skills:** Team leadership, adaptability, stress management
- **Language Skills:** Fluent in English, Urdu, Pashto, Conversational in Hindko, Punjabi

### References

**Mr. Shabid Ullah Wazir**

Chief Instructor/ HoD - Mid Career Management Course (MCMC)  
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