

NOSHEEN SARWAT

Associate Professor (on Leave) | Visiting Collaborating Researcher, Carnegie Mellon University

+1 878 290 0804 · nsarwat@andrew.cmu.edu · nosheensarwat@bzu.edu.pk

PROFILE

Management scholar with over twenty years of academic, research, and industry engagement experience across Pakistan, the UAE, Canada, and the United States. Currently based at Carnegie Mellon University as a Visiting Collaborating Researcher (HEC Pakistan-funded postdoctoral appointment) under the supervision of Prof. Denise M. Rousseau (H.J. Heinz II University Professor). International appointments have consistently been within AACSB-accredited environments, including UAE University Al Ain and DeGroote Business School, McMaster University. Published in SSCI and ABS-ranked journals, with a record that includes external grant capture, doctoral supervision, corporate consultancy, professional training, and active participation in international conferences. Research interests centre on organisational behaviour, workplace stress and wellbeing, presenteeism, psychological contracts, knowledge creation, and evidence-based management.

EDUCATION

PhD, Management Sciences

2019

Riphah International University, Islamabad, Pakistan

CGPA 4.00/4.00 — Highest grades in cohort · Dissertation: Differential Effects of Challenging and Hindering Job Demands on Stress-Related Presenteeism and Outcomes: Can Psychological Capital and Mindfulness be Successful Interventions?

MS, Management Sciences

2010–2012

Riphah International University, Islamabad, Pakistan

CGPA 4.00/4.00 · Gold Medallist

MBA

2000–2002

Bahauddin Zakariya University, Multan, Pakistan

CGPA 3.60/5.00 · Gold Medallist

ACADEMIC EMPLOYMENT

Visiting Collaborating Researcher / Postdoctoral Appointment

Sep 2025–Aug 2026

Carnegie Mellon University, Pittsburgh, PA, USA (HEC Pakistan-funded postdoctoral appointment)

- Supervisor: Prof. Denise M. Rousseau, H.J. Heinz II University Professor of Organizational Behavior & Public Policy
- Active research programme on psychological contracts, presenteeism, and evidence-based management; multiple manuscripts in preparation
- Audited doctoral courses: Evidence-Based Management, Organizational Behavior, Organizational Change, Strategic Management
- Invited contributor to Prof. Rousseau's edited Oxford Handbook of Evidence-Based Decision Making

Associate Professor (on Leave)

2025–Present

Institute of Management Sciences, Bahauddin Zakariya University, Pakistan

Visiting Faculty Member

Jan–May 2022

UAE University, College of Business and Economics (AACSB-Accredited), Al Ain, UAE

- Delivered undergraduate teaching in Human Resource Management and Organisational Behaviour within an AACSB-accredited context
- Taught using Blackboard LMS; contributed to programme delivery and faculty collaboration in a multicultural Gulf higher education environment
- Gained direct experience with UAE student profile, institutional expectations, and Gulf HE regulatory environment

Assistant Professor

2013–2025

Institute of Management Sciences, BZU, Multan, Pakistan

- Teaching at undergraduate, postgraduate (MBA/MS), and doctoral levels: Management, Organisational Behaviour, Research Methods, Business Analytics
- PhD Programme Coordinator (2021–2025): admissions, supervision allocation, examination and quality assurance
- BS Business Analytics Programme Coordinator (2024–2025)
- Focal Person, Office of Research, Innovation & Commercialisation (ORIC)

- HEC-approved PhD Supervisor; supervised 30+ MS dissertations; currently supervising 3 PhD candidates; 1 PhD successfully defended

IRSIP Research Fellow

Dec 2016–Jun 2017

DeGroote Business School, McMaster University, Hamilton, Ontario, Canada (AACSB-Accredited)

- Nationally competitive HEC fellowship awarded to Pakistani doctoral researchers for placements at top-ranked international universities; worked under supervision of Prof. Vishwanath Baba on presenteeism research
- Audited Applied Multivariate Statistics (PhD level); completed Certificate in Principles and Practices of University Teaching, Macpherson Institute

Lecturer

2005–2013

Institute of Management Sciences, BZU, Multan, Pakistan

- Delivered undergraduate and MBA teaching; developed course materials; contributed to programme administration

INDUSTRY CONSULTANCY & PROFESSIONAL TRAINING

HR Consultancy | Textile Conglomerate, Pakistan (client confidential)

2023

- Engaged over a two-month period to restructure the HR department of a large-scale textile group
- Conducted in-depth interviews with senior executives; delivered recommendations spanning HR systems, processes, and organisational design

Corporate Training: Workplace Stress & Wellbeing | National Accountability Bureau (NAB), Pakistan 2024, 2025

- Delivered two workshops on stress management and employee wellbeing in a repeated engagement — repeat mandate reflects demonstrated training quality
- Co-facilitated with a colleague; programme targeted employees in a high-pressure, high-stakes government institutional context

Corporate Training: Communication Skills | MEPCO (Multan Electric Power Company), Pakistan 2024

- Designed and facilitated communication skills training for employees across a large public-sector energy organisation

RESEARCH INTERESTS

Presenteeism · Psychological Contracts · Organisational Behaviour · Work Stress & Employee Wellbeing · Evidence-Based Management · Leadership & Ethics · Knowledge Creation, Creativity & Innovation · Job Crafting · Sustainability · Multi-level Research · Experimental Designs · Concealable Identity at Work · AI in the Workplace

RESEARCH GRANTS & FUNDING

Principal Investigator | Higher Education Commission of Pakistan

2022–2023

Adding Fuel to the Fire: Devastating Effects of Environmental Racism after Pandemics on Health Disparities and Social Stress | Award: PKR 4.1 million

Co-Principal Investigator | Higher Education Commission of Pakistan

2016–2018

Impact of Business Education on Personal and Professional Values: A Longitudinal Examination | Award: PKR 1.8 million

PEER-REVIEWED PUBLICATIONS

SSCI / ABS-Listed Journal Articles

1. Ghani, T., Abbas, J., & Sarwat, N. (2025). Unraveling the impact of workplace external interruptions: A comprehensive daily diary analysis. *Canadian Journal of Administrative Sciences*. <https://doi.org/10.1002/cjas.70013>
2. Abbas, M., Malik, M., & Sarwat, N. (2021). Consequences of job insecurity for hospitality workers amid COVID-19: Does social support help? *Journal of Hospitality Marketing & Management*, 30(8), 957–981.
3. Sarwat, N., & Abbas, M. (2021). Individual knowledge creation ability: Dispositional antecedents and relationship to innovative performance. *European Journal of Innovation Management*, 24(5), 1763–1781.
4. Ruhle, S. A., Breitsohl, H., Aboagye, E., Baba, V., Biron, C., ... Sarwat, N., ... & Yang, T. (2020). 'To work, or not to work, that is the question': Recent trends and avenues for research on presenteeism. *European Journal of Work and Organizational Psychology*, 29(3), 344–363.

Additional Peer-Reviewed Publications

5. Ghani, T., Abbas, J., & Sarwat, N. (2025). Navigating workplace dynamics: A survey of workplace interruptions, affectivity, and work–life conflict. *Yugoslav Journal of Operations Research*.

6. Ghani, T., Abbas, J., & Sarwat, N. (2024). Delving into workplace interruption: Analysing the impact of phone calls and coworker conversations on procrastination at work. *Journal of Asian Development Studies*, 13(2), 1706–1716.
7. Abbasi, M. N., Altaf, A., Hassan, N. M., & Sarwat, N. (2023). Self-influencer congruence: A stimulus towards purchase intention. *Review of Education, Administration & Law*, 6(1), 13–30.
8. Rafiq, S., & Sarwat, N. (2023). Unveiling the positive aspects of functional presenteeism: Investigating the role of autonomous motivation and meaningful work. *International Review of Management and Business Research*, 12(3).
9. Munir, M. A., & Sarwat, N. (2022). Cognitive appraisal of organisational change and psychological well-being: The mediating role of goal congruence. *Review of Education, Administration & Law*, 5(2), 85–97.
10. Hanif, F., & Sarwat, N. (2022). Proactive personality and innovative work behaviours: The mediating role of knowledge creation ability. *Review of Applied Management and Social Sciences*, 5(1), 53–65.
11. Hanif, F., Sarwat, N., & Rafique, M. (2022). Past abusive supervision, hindrance appraisal, and posttraumatic stress: The moderating role of social support. *Bulletin of Business and Economics*, 11(2), 212–219.
12. Aslam, M., & Sarwat, N. (2021). Linking anticipated stigma to psychological well-being: Mediating role of anxiety and depression. *International Journal of Business and Economic Affairs*, 6(3), 201–212.
13. Sarwat, N., Fatima, S., & Hassan, M. M. (2021). Injustice as a predictor of knowledge hiding in school teachers: The moderating role of self-monitoring. *Ilkogretim Online*, 20(5), 890–898.
14. Sarwat, N., Ali, R., & Khan, T. I. (2021). Challenging and hindering job demands and psychological well-being: The mediating role of stress-related presenteeism. *Research Journal of Social Sciences and Economics Review*, 2(1), 135–143.
15. Sarwat, N., Ali, R., & Khan, T. I. (2021). Cognitive job demands, presenteeism, and procrastination: The moderating role of psychological capital. *SJESR*, 4(1), 193–203.
16. Ahmad, Z., Abbasi, M. N., Hassan, N. M., & Sarwat, N. (2021). Impact of CSR on customer value co-creation behaviour. *Journal of Accounting and Finance in Emerging Economies*, 7(2), 369–383.
17. Khan Marri, M. Y., Sarwat, N., Aqdas, R., & Nadeem, S. (2021). Exploring the nexus among green supply chain management, environmental management, and sustainable performance. *Journal of Contemporary Issues in Business and Government*, 27(2), 1910–1921.
18. Sarwat, N., Hussain, A., & Khan, T. I. (2021). Work-family enrichment and psychological well-being: The mediating role of meaningful work. *International Review of Management and Business Research*, 10(1), 227–234.
19. Sarwat, N., Khurram, S., Khurram, A., & Fatima, S. (2021). Job insecurity and innovative performance: The mediating role of knowledge hiding. *EEO*, 20(5), 1258–1266.
20. Qureshi, J., Sarwat, N., Ali, R., & Afridi, T. (2020). Ostracism and work attitudes: The moderating effects of emotional intelligence. *Pakistan Journal of Social Sciences*, 40(2), 961–971.
21. Sarwat, N., & Shahzad, K. (2017). An investigation into the role of mindfulness on the relationship between hindering job demands and stress-related presenteeism. *Pakistan Journal of Social Sciences*, 37(2), 608–619.
22. Abbasi, M. N., & Sarwat, N. (2014). Factors inducing career choice: Comparative study of five leading professions in Pakistan. *Pakistan Journal of Commerce and Social Science*, 8(3), 830–845.
23. Sarwat, N., Hayat, K., Qureshi, J. A., & Ali, M. (2011). Impact of strategic leadership on organisational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 658–675.
24. Qureshi, J. A., Hayat, K., Ali, M., & Sarwat, N. (2011). Impact of job satisfaction and organisational commitment on employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 642–657.
25. Ali, M., Hayat, K., Sarwat, N., & Qureshi, J. A. (2011). Job attitudes as a predictor of employee performance: Evidence from the public sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(4), 631–641.

WORKS IN PROGRESS & MANUSCRIPTS UNDER PREPARATION

26. Psychological Contract Formation in South Asia: A Systematic Review of Meanings, Obligations, and Interpretive Frames — PRISMA-guided; Covidence screening. Manuscript in preparation.
27. On the Meanings of Presenteeism: A Conceptual and Theoretical Extension (with Prof. V. Baba, McMaster University). Manuscript in preparation.
28. Voice Climate and Concealable Stigma: A Multilevel Examination of Identity Management Behavior — Vignette-based experimental design. Manuscript in preparation.
29. How Managerial Inquiry Transforms Organisational Data into Evidence — Invited book chapter, *Oxford Handbook of Evidence-Based Decision Making* (Ed. D. M. Rousseau). Submitted to Editor.
30. AI Washing in Emerging Markets: The Mediating Role of Consumer Reactions and the Moderating Role of AI Literacy — Vignette-based experimental design. Manuscript in preparation.

CONFERENCE PRESENTATIONS

86th Annual Meeting of the Academy of Management (AOM 2026)**July–August 2026***Philadelphia, PA, USA (Accepted; forthcoming)*

- Paper Presenter, DEI Division: Voice Climate and Concealable Stigma: A Multilevel Examination of Identity Management Behavior
- Paper Presenter, MED Division: Becoming Good Managers or Losing Values? A Longitudinal Study of Business vs Non-Business Students
- PDW Organiser, OB/CAR/IM Divisions: Making the Most of Your Time Away: Practical Advice for Planning an International Experience
- Session Moderator, MED Division: What Is a Business School For? Values, Knowledge Boundaries, and Digital Futures

40th Annual Conference of the British Academy of Management (BAM 2026)**9–11 September 2026***Royal Holloway, University of London (Accepted; forthcoming)*

- Paper Presenter, Organisational Psychology Track: Breaking the Spirit at Work: The Indirect Effects of Workplace Bullying on Meaningfulness

85th Annual Meeting of the Academy of Management (AOM 2025)**August 2025***Copenhagen, Denmark*

- Paper Presenter: Beyond Bots and Books: Investigating the Drivers and Outcomes of GenAI Usage Among Business Students (with M. Abbas)

Sarwat, N. (Presenter), Khan, F., & Qasim, M. (2023). Adding fuel to the fire: Devastating effects of environmental racism after pandemics on health disparities and social stress. IBA SBS International Conference, Pakistan.

Sarwat, N. (Presenter), Khan, F., & Qasim, M. (2023, March). Understanding environmental racism: The harmful nexus of environmental and social stressors in industrial estate neighbourhoods. 4th International Conference on Business and Management, Lahore Business School.

Sarwat, N. & Baba, V. (Presenter) (2019). On the meanings of presenteeism: A conceptual and theoretical extension. European Academy of Management (EURAM) Conference, Lisbon, Portugal.

Sarwat, N. (2018). The sooner the worst! How perceived gender discrimination affects young Pakistani women's aspirations to the upper echelons in management. Equality, Diversity & Inclusion Conference, University of Montreal, Canada.

Sarwat, N. & Baba, V. (2018). The meanings of presenteeism: Toward a research agenda. EAWOP Small Group Meeting, University of Klagenfurt, Austria.

Sarwat, N. & Qureshi, J. A. (2017). When followers moralise leader behaviour: Follower moral identity, job demands, and value-consistent behaviour. British Academy of Management (BAM) Conference, University of Warwick, UK.

Fatima, S. (Presenter) & Sarwat, N. (2014). Building on a perspective of social capital: Evidence from individual entrepreneurs in Pakistan. INSPIRE Conference, Dubai, UAE.

Bukhari, K. S. (Presenter), Sarwat, N., & Jamshaid, H. (2012). Sustainable business performance and business initiatives. World Business Capability Congress, Auckland, New Zealand.

EDITORIAL & PEER REVIEW SERVICE

- Journal of Organizational Behavior (Wiley) — Ad Hoc Reviewer
- International Journal of Hospitality Management (Elsevier) — Ad Hoc Reviewer
- Personnel Review — Ad Hoc Reviewer
- Canadian Journal of Administrative Sciences (Wiley) — Ad Hoc Reviewer
- Gender in Management: An International Journal — Reviewer
- The International Journal of Management Education (Elsevier) — Ad Hoc Reviewer
- European Journal of Work and Organizational Psychology (Taylor & Francis) — Ad Hoc Reviewer

PROFESSIONAL SERVICE

OB Division Global Ambassador for Pakistan**Aug 2026–Aug 2028***Organizational Behavior Division, Academy of Management*

- Appointed to the inaugural cohort of the OB Division's Global Ambassador Program, a new initiative connecting the Division with OB scholarly communities worldwide
- Serve as local connector and regional voice: sharing OB Division and AOM opportunities, connecting scholars, doctoral students, and early-career researchers with the Division, and bringing regional perspectives, needs, and ideas to the Global Committee

- Organise and support local/regional engagement activities (informal gatherings, research conversations, doctoral-student sessions) and participate in Global Ambassador meetings and communications

TEACHING, LEARNING & SUPERVISION

Courses Taught

- Postgraduate (MBA/MS): Organisational Behaviour, Strategic Management, Research Methods, Human Resource Management, Entrepreneurship, Knowledge Management, Leadership
- Undergraduate (BBA/BS): Principles of Management, Organisational Behaviour, Business Communication, Introduction to HRM
- Doctoral: Research Design and Methodology, Advanced Quantitative Methods

PhD & MS Supervision

- HEC-Approved PhD Supervisor
- Principal supervisor: 30+ MS/MPhil dissertations
- Currently supervising 3 PhD candidates; 1 PhD student has successfully defended

Teaching Development

- Certificate: Principles and Practices of University Teaching, Macpherson Institute, McMaster University, Canada (2017)
- Workshop: Case Study as a Teaching Methodology (2 days, 2018)
- Seminar: Narrative of Case Thinking (2021)

ADMINISTRATIVE RESPONSIBILITIES

- Member, Strategic Planning Committee, BZU (2025–present)
- Member, Board of Studies, Institute of Management Sciences (2025–present)
- Member, Curriculum Review Committee, IMS (2019–present)
- Member, IMS Quality Assurance Committee (2021–present)
- PhD Programme Coordinator, IMS (2021–2025)
- BS Business Analytics Programme Coordinator, IMS (2024–2025)
- Focal Person, Office of Research, Innovation & Commercialisation (ORIC), BZU
- Member, Synopsis Evaluation Committee, PhD Programme (2020–2025)
- Coordinator, BBA Evening Programme
- Coordinator, MBA Morning Programme (Years I & II)

AWARDS & HONOURS

- Runner-Up, Best Paper Based on a Dissertation Award, DEI Division, Academy of Management (AOM 2026) — awarded to doctoral supervisee
- HEC Postdoctoral Fellowship (2025): Nationally competitive award from the Higher Education Commission of Pakistan for a postdoctoral placement at Carnegie Mellon University under the supervision of Prof. Denise M. Rousseau
- HEC IRSIP Scholarship (2017): Nationally competitive award for doctoral researcher placement at a top-ranked international university (McMaster)
- PhD Coursework: Highest grades in cohort
- MS Management Sciences: Distinction, Gold Medallist
- MBA: Distinction, Gold Medallist

PROFESSIONAL MEMBERSHIPS

- Academy of Management (AOM), USA — Member
- British Academy of Management (BAM), UK — Member

CONTINUING PROFESSIONAL DEVELOPMENT

- Google Foundations: Data, Data, Everywhere (Coursera, March 2025)
- Microsoft Power BI Certificate — 6 weeks, LUMS University SDSB (Oct 2024)
- Fundamentals of Data Analytics — 6 weeks, LUMS University SDSB (Aug–Sep 2024)
- Qualitative Research & NVivo — 2-day workshop (2023)
- AMOS Structural Equation Modelling — 2-day workshop (2021)

- Experimental Design & Analysis — 1-day workshop (2021)
- Multilevel Data Analysis using MPLUS — 2-day workshop (2020)
- SmartPLS 3: Mediation, Moderation & Higher-Order Factors — 2-day workshop (2020)
- Applied Multivariate Statistics using Stata (audited, McMaster University, 2017)

LANGUAGES

English: Advanced (C1/C2) — Academic & Professional Proficiency · Urdu/Punjabi: Native

REFERENCES

Prof. Dr. Denise M. Rousseau · rousseau@andrew.cmu.edu

H.J. Heinz II University Professor of Organizational Behavior and Public Policy, Carnegie Mellon University, Pittsburgh, PA, USA

Prof. Dr. Vishwanath Baba · baba@mcmaster.ca

Professor of Management, DeGroote School of Business, McMaster University, Hamilton, Ontario, Canada

Prof. Dr. Abdul Karim Khan · abdul.karim@uaeu.ac.ae

Professor of Management, College of Business & Economics, United Arab Emirates University, Al Ain, UAE