

# Dr. Muhammad Shafiq

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**Introduction** Dr. Shafiq is a Certified Six Sigma Black Belt, Certified Project Manager, and Certified Process Improvement Manager in Lean Quality Management from Harrington Institute USA. He is also a Certified Lead Auditor of ISO 9000 (Quality Management System), ISO 14000 (Environmental Management System) and HACCP (Food Safety System). He has the first degree in Chemical Engineering, MS in Quality Management and PhD in Quality Management from University of the York UK.

Currently, he is working as Head Skill Development Centre University of the Punjab Pakistan and Assistant Professor at Institute of Quality and Technology Management (this is a pioneer institute in the area of quality management in Pakistan), University of the Punjab. He is a Higher Education Commission (HEC) of Pakistan approved PhD supervisor. He has supervised more than 150 MPhil/MS research projects. Currently, he is supervising fifteen MPhil and five PhD students at University of the Punjab Lahore Pakistan. His PhD students are doing their empirical research in the area of quality management, innovation, knowledge management, performance management and supply chain management.

Besides his teaching assignments, he is also involved in consultancy projects. He has delivered more than one hundred training sessions in UK, Middle East, Indonesia, Malaysia and Pakistan. He has trained hundreds of professionals from the multinational organizations like Honda, Toyota, Pepsi, Nestle, ICI, Unilever and Telenor.

First time in Pakistan he has developed state of the art "Inspection and Auditing System". This system could be used online, offline He has developed more than seventy training courses and programs in the area of quality management, technology management, environmental management, food safety, health and safety, performance and improvement management. The main areas of his consultancy are; Six Sigma Implementation, Quality Management Systems, Performance Improvement Systems, Excellence Models, TRIZ (Theory of Innovation and Inventiveness) Environmental Management System, and Statistical Process Control.

His two books named "Implementation of Quality Control Tools by using MiniTab" and "Total Quality Management and National Culture" are in press. He has also written many articles in the well-reputed journals. He is the Executive Member of National Council for Quality and Technology, Pakistan and Member of Pakistan Engineering Council.

## Education

- **PhD in Quality Management, *The York University UK*** , 2008-2011
- **MS in Quality Management**, University of the Punjab, Pakistan. 2002-2003
- **BSc. Chemical Engineering** University of the Punjab, Pakistan. 1996-2001

## Professional Certifications

- **Certified Six Sigma Black Belt**, Harrington Institute, USA
- **Certified Project Manager**, Harrington Institute, USA
- **Certified Manager of Process Improvement**, Harrington Institute, USA
- **IRCA Certified Lead Auditor ISO 9000** (Quality Management System),
- **IRCA Certified Lead Auditor ISO 14000** (Environmental Management System)
- **Certified Lead Auditor of HACCP** (Food Safety System)

## Teaching Experience

### **The University of York, UK 2008 to 2010**

- I was involved in the teaching of following Modules to post graduate and under graduate classes at York University UK:
- Teaching Associate: Quantitative Methods and Data Analysis using SPSS (Postgraduate students), since 2009/10 academic year. Also marked the exam papers as first marker for the year 2010.
- Teaching Associate: Operations Management (Undergraduate students), contributed in 2008/09 academic year. Also marked the exam papers as first marker for the year 2008.
- Teaching Associate: Business Information System (Postgraduate students), contributed in 2008 and 2010 academic year. Also evaluated the presentations as second marker for the year 2010.
- Teaching Associate: Policy Strategy and Transformation (This course was delivered by David Dockery, an IBM consultant. This module was based on the case studies of the marketing strategies, policies, mergers, acquisition of the companies like IBM, Nestle etc.) (Postgraduate students), contributed in 2009. In 2008, I have attended this course as a student.

### **The University of Punjab, Pakistan, Dec. 2003 to date**

- I was involved in the teaching of following Modules to the Post Graduate classes at University of the Punjab, Lahore Pakistan.
- Assistant Professor/ Module Leader: Quantitative Research Methods, Qualitative Research Methods, since 2012 to date (PhD students)
- Assistant Professor/ Module Leader: Lean Six Sigma, International Management

Systems and Standards, Operations Management, Performance Management since 2012 to date (Postgraduate students)

- Lecturer/ Module Leader: Quality Management Systems and Standards since 2004 to 2007 (Postgraduate students)
- Lecturer/ Module Leader: Statistical Quality Control, 2005 academic year, (Postgraduate students)
- Lecturer: Operations Management (Postgraduate students), contributed in 2005/06 academic year
- Lecturer/ Module Leader: Health Safety and Environmental Management, since 2005 to 2007 (Postgraduate students)
- Lecturer/ Module Leader: Total Quality Management, since 2006 to 2007 (Postgraduate students)

**Harrington Institute USA, Training Resource Person for Six Sigma 2014 to date**

- I am working as Six Sigma Training Resource Person for Harrington Institute USA. I have delivered Six Sigma training course to a wide range of national and multinational companies like HONDA, TELENOR, PEPSI etc.

**Administrative  
Experience**

- Head, Skill Development Centre University of the Punjab, Lahore (2015 to date)
- Head, Cluster Centre University of the Punjab (2016 to date)
- Member Board of Faculty, Engineering and Technology, University of the Punjab (2016 to date)
- Member Board of Studies, Institute of Quality and Technology Management, University of the Punjab (2016 to date)
- Member of the committee for the revision of University Calendar, university of the Punjab (2015 to date)
- Member of Lahore Chamber of Commerce and Industry Standing Committee for Science & Technology and Technology Promotion
- Member of Punjab University School Management Committee
- Program Manager for PhD Studies at Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2012 to 2016)
- Chairman Disciplinary Committee, Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2012 to date)
- Focal Person Security arrangements at Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2012 to date)
- Member Departmental Doctoral Program Committee, at Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2012 to date)

- Advisor Quality Assurance Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2012 to 2013)
- Program Manager MS Total Quality Management (TQM) Program, Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2004 to May 2007)
- Superintendent Examination, Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2004 to May 2007)
- Advisor Students Institute of Quality and Technology Management, University of the Punjab, New Campus Lahore, Pakistan (2004 to May 2007)

## Memberships

- Member Board of Studies of the Institute of Chemical Engineering & Technology, University of the Punjab (2004 to 2007).
- Member Curriculum Development Committee, Institute of Quality and Technology Management, University of the Punjab (2004 to 2007).
- Member Syllabi and Revision Committee at Institute of Quality and Technology Management, University of the Punjab (2004 to 2007).
- Member Pakistan Engineering Council (2002 to date).
- Member Pakistan Institute of Chemical Engineers (2002 to date)
- Executive Member of Pakistan Council for Quality and Technology (2004 to date)
- Member of Steering Committee for the implementation of Quality Management System ISO 9000 at IQTM, University of the Punjab, Pakistan (2004 to date)

**Research Experience** **Postgraduate Research Projects Supervised:** I have supervised more than 160 MPhil /MS Research Projects in the area of quality management, performance management, business excellence, service quality, food safety, health and safety management in the last ten years. Some of the titles are given below;

- Achieving business excellence in the manufacturing companies
- Issues, motives and benefits in implementing ISO 9000, Quality Management System
- Supply Chain Issues in the Textile Industries
- Development of service quality scale for higher education
- Measuring service quality of banks
- Issues in Implementation of Six Sigma programs
- Measuring Service quality at engineering universities of Pakistan
- Implementation of ERP Systems-motives, benefits and issues
- Effect of national culture on leadership behaviors
- Implementation of ISO 9000 quality management systems-motives and benefits
- Health and safety issues in the hospitals
- Health and safety issues in the manufacturing companies of Pakistan

**PhD Students being Supervised:**

I am currently supervising **Eight (08) PhD Students** who are doing their research work in the area of business innovation, knowledge management, TQM, Supply Chain and implementation of TQM.

**Developments** **New Programs launched first time in Pakistan**

I was key member of the team who have developed following courses for Institute of Quality and Technology Management, University of the Punjab, Lahore Pakistan.

- M.S Total Quality Management,
- Ph.D Total Quality Management
- MS Quality and Performance Management
- BSc Industrial Engineering and Management

## Publications

Following articles are published in the Pakistan Higher Education Commission approved journals;

1. Shafiq, M, (2015), "Issues in the Implementation of Quality Improvement Initiatives: An Empirical Evidence from the Textile Companies of Pakistan. Technical Journal University of Engineering & Technology, Taxila, Vol. 20, No. II, Special Issue, Page 192-203.  
(Y Category recognized Journal by Higher Education Commission Pakistan).
2. Shafiq, M., Mirza, K., Abid, K., Naeem, A., (2014), Effect of ISO 9000 Certification on TQM Implementation, Journal of Quality and Technology Management, Volume X, Issue II.  
(X Category recognized Journal by Higher Education Commission Pakistan).
3. Shafiq, M., K. Abid, F. Jalil. (2014). Perception of Managers about the Relationship of ISO 9000 Certification with Business Results. Journal of Quality and Technology Management, Volume X, Issue I, Page 93– 104.  
(X Category recognized Journal by Higher Education Commission Pakistan).
4. Shafiq, M. (2012). Implementation of Quality Management Systems and Business Excellence Frameworks in Pakistani Textile Companies. Journal of Quality and Technology Management, Vol. VIII, Issue II, Page 11–23  
(X Category recognized Journal by Higher Education Commission Pakistan).
5. Muhammad Shoaib Farooq, SherAfzal Khan, Kamran Abid, Farooq Ahmad, M. A. Naeem, M. Shafiq, \*Adnan Abid, (2014), Taxonomy and Design Considerations for Comments in Programming Languages: A Quality Perspective, Volume X, Issue II.  
(X Category recognized Journal by Higher Education Commission Pakistan).
6. K. Sarwar, M. Afzal, M. Shafiq, H.Rehman . (2013). Institutions and Economic Growth in South Asia. Journal of Quality and Technology Management, Volume IX, Issue II, Page 01– 23  
(X Category recognized Journal by Higher Education Commission Pakistan).
7. M. Afzal, M. Shafiq, N. Ahmad, H.M. Qasim, K. Sarwar, (2013), Education, Poverty and

Economic Growth in South Asia: a panel data analysis, Journal of Quality and Technology Management, Volume IX, Issue I, Page 131 – 154.

(X Category recognized Journal by Higher Education Commission Pakistan).

8. M.S. Farooq, A. Abid, S.A. Khan, M.A. Naeem, A. Farooq, K. Abid and M. Shafiq. (2012). A Qualitative Framework for Introducing Programming Language at High School. Journal of Quality and Technology Management, Volume VIII, Issue II, Page 135–151

(X Category recognized Journal by Higher Education Commission Pakistan).

9. M.S. Farooq, A.H. Chaudhry, M. Shafiq and G. Berhanu (2011). Factors affecting students' quality of academic performance: a case of secondary school level. Journal of Quality and Technology Management, Vol. VII, Issue II, Page 01 - 14

(X Category recognized Journal by Higher Education Commission Pakistan).

10. Shafiq, M., and Ahmad, A., (2006). Extent and validation on needs theories in Pakistan and Role in motivation process. Journal of Quality and Technology Management. Vol. II, Issue I, pg. 13-23.

(X Category recognized Journal by Higher Education Commission Pakistan).

11. N. A. Akhtar, M. Shafiq and F. Batool. (2006). Role of Top management and ethical teaching in quality education at higher educational institutes. Journal of Quality and Technology management. Vol. II, Issue. I. pg. 61-76

(X Category recognized Journal by Higher Education Commission Pakistan).

12. N. A Akhtar, M. Shafiq and F. Batool. (2006). Role of Top management and ethical teaching in quality education at higher educational institutes. Journal of Quality and Technology management. Vol. II, Issue. I. pg. 61-76

13. Shafiq M., Development of a Service Quality Scale for Higher Education. Proceedings of Innovation Arabia 8 Annual Conference 2015. Page 268-284.

Following articles are accepted for publication in the Pakistan Higher Education Commission

approved journals;

1. Shafiq, M. (2015), Relationship between Total Quality Management Practices and Organizational Performance: An Empirical Investigation from a South Asian Developing Country, Journal of Quality and Technology Management, Volume X, Issue II, December 2014.

(X Category recognized Journal by Higher Education Commission Pakistan).

2. Muhammad Shoaib Farooq, Sher Afzal Khan, Muhammad Shafiq, Kamran Abid, \*Adnan Abid, "A Survey for Defining a Pedagogically Effective Subset of C++" "Bulletin for Education & Research" Accepted / To Appear

(Y Category recognized Journal by Higher Education Commission Pakistan).