

Personal Data

Name : Dr. Hazman Shah Vijayan Bin Abdullah
Age : 64
Nationality : Malaysian
Race : Indian
Religion : Muslim
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Correspondence/Communication

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Education

Doctor of Business Administration (1996)
Universiti Kebangsaan Malaysia, Malaysia

Masters in Public Administration (1987)
University of Southern California, USA

Postgraduate Certificate in International Development Finance
(1987), University of Southern California, USA

Post Graduate Certificate in Public Financial Management
(1987), University of Southern California, USA

Bachelor of Economics (Hons) (1981)
Universiti Malaya

Position/Roles

1. Professor (Nov. 2003-June 2018)
2. Faculty of Administrative Science & Policy Studies, UiTM.
3. Assistant Vice-Chancellor (Quality Assurance), Universiti Teknologi MARA (2010-2012)
4. Assistant Vice-Chancellor (Quality Assurance), Universiti Teknologi MARA (2012-Oct.2015)
5. Deputy Chief Executive Officer (Quality Assurance), Malaysian Qualifications Agency (Oct. 2015-June 2018)
6. Expert Fellow on Quality Assurance, Malaysian Qualifications Agency (September 2018 - February 2020)

Professional Affiliations

1. Malaysian Institute of Human Resource Management (MIHRM)
Associate Member (AMIHRM)
2. Asian Academy of Management
Member since 1996, EXCO Member since mid 2000-2006, Deputy President (2004-2006). Vice-President (2008-2010), Vice-President (2010-2011)
3. Member, Australia- New Zealand Academy of Management (ANZAM), 2009-2010

Administrative Services

University

1. Assistant Vice-Chancellor (Quality), 2010 to 2015
2. Member, Majlis Pengajian Siswazah, UiTM (since 2013)
3. Permanent invited member of Majlis Kurikulum Universiti, UiTM
4. Member, UiTM Student Appeals Committee
5. Member, Advisory Panel, ILQAM, UiTM
6. Ahli JK Penggubalan Dasar Komunikasi Korporat Universiti.
7. Member, UiTM Risk Management Committee (2014)
8. Member of Committee to Review Criteria for Programmes/Centres of Excellence (1st August - 1st December 2008)
9. Appointment as "Malim Sarjana" (1st August -30th uly 2011.
10. Member of Faculty Peer Review Committee (2nd January – 1st January 2009)
11. Chairman, Academic Promotion Committee for Social Science & Humanities (June 2007-March 2009).
12. Member, Academic Staff Promotion Committee for Management Science, (2005-May 2007).
13. Chairman, Academic Staff Promotion Committee, Faculty of Administrative Science & Policy Studies, UiTM (2006-2007).
14. Member, Academic Staff Promotion Committee, Faculty of Administrative Science & Policy Studies, UiTM (since 2007).

15. Chief Examiner for PTK 5 – Academic Staff UiTM 2004 Exercise
16. Coordinator, Postgraduate & Research, Faculty of Administrative Science & Policy Studies (FSPPP) since 2004.
17. Member of FSPPP Academic Board (since 2004)
18. Member of FSPPP Curriculum Committee (since 2004)
19. Member of FSPPP Human Resource Development Panel (since 2004)
20. Member of UiTM Contract Lecturers Review Committee (Jan 2005-2006).
21. Deputy Dean, Faculty of Administration & Law, UiTM (1997-March 2003)
22. Course Tutor, Diploma in Public Administration (UiTM, Perlis)
23. Course Tutor, Diploma in Public Administration (UiTM, Shah Alam)
24. Coordinator, Research & Consultancy Unit, FPUU.
25. Coordinator of Post Graduate programmes, FSPPP (since 2004)
26. Member of UiTM Quality Council (ended)
27. Academic Audit, UiTM Department of Quality Assurance (ended)
28. Member of UiTM Curriculum Committee (since 1999-2004)
29. Member of FPUU Academic Board (since 1997-2003)
30. Member of FPUU Postgraduate Program Committee
31. Member of Vetting Committee FPUU
32. Member of Vetting Committee FSPPP
33. Member of FSPPP Research Committee
34. Member of FSPPP Post Graduate Committee
35. Chairman of Executive Masters in Administrative Science Committee (2000-2004)
36. Editor, Titisian, Journal of UiTM Perlis, Vol 1. (1988) Inaugural edition
37. Editor, Journal of Administrative Science Vol. I & II
38. Associate Editor of Journal of Entrepreneurship and Sustainable Development.
39. Associate Editor, Journal of Knowledge Management, Culture & Change (2011).
40. Paper reviewer:
 - a. Asian Academy of Management Journal
 - b. Utara Management Review
 - c. INTAN Management Review
 - d. International Journal of Business and Systems Research (Inderscience)
 - e. International Journal Electronic Governance (Inderscience)
 - f. Social Science and Management Journal (IRDC, UiTM)
 - g. Asian Social Science (from Dec 2008)
 - h. International Journal of Business and Management (from Dec 2008)
 - i. International Conference for Entrepreneurship and Small Business Doctoral Research, 2008, 2009.

National

1. Member of the USM Committee to prepare concept paper on Private Higher Education in Malaysia for the Institut Penyelidikan Pendidikan Tinggi Negara (IPPTN), November 2004.
2. Member of the Technical Sub-Committee on Fund, Financing & Investments in Higher Education in Malaysia, Department of Higher Education, MOHE, 2006.
3. Secretary of Institutional Audit Team to consider Self-Accreditation Status for Monash University Malaysia (2007) under auspices of MOHE and LAN.
4. Member of the Accreditation Committee of Malaysian Qualifications Agency (Social Science & Humanities) (2010-2012).
5. Head, Coordination Committee to prepare concept paper of Country Expert Resources Oct. 2007. Ministry of Higher Education.
6. Institutional Audit Committee Secretary for Research Universities – Malaysian Qualifications Agency, August 2009.
7. Invited member of The Local Advisory Panel for MSC, May 2010
8. Committee Member of the Governance, Law and Management Cluster of the National professorial Council, 2010
9. Member of the National Institute for Higher Education Research team appointed to review National Higher Education Strategic Plans, 2010.
10. Ahli, Jawatankuasa Sistem Penarafan Institusi Pengajian Tinggi Malaysia 2011, MQA, MoHE.
11. Ahli, Jawatankuasa Sistem Penarafan Institusi Pengajian Tinggi Malaysia 2014, MQA, MoHE.
12. Deputy Chairman, Social Science & Humanities Committee, MQA, 2012-2013, 2013-2014.
13. Secretary of the MQA Panel to Assess UTM for Self Accrediting Status, June, 2012
14. Secretary, SETARA 2011 Committee, MQA.
15. Member of Majlis Pengurusan Kualiti Institut pengajian Awam (IPTA) 2012-2013, 2014-2015

16. Member, Top Business School Committee, Ministry of Education, since 2013.
17. Chairman, SETARA 2013 Committee, MQA.
18. Member, Task Force to Review Malaysian Qualifications Framework (2015)
19. Chairman, Maintenance Audit of Monash University Malaysia as a Self-Accrediting University, April, 2015.
20. Chairman, Maintenance Audit of Swinburne University of Technology Sarawak as a Self-Accrediting University, June, 2015.
21. Chairman, Maintenance Audit of University Putra Malaysia as a Self-Accrediting University, August, 2015.
22. MQA representative on Public University Deputy Vice Chancellors Committee (appointment by KPT)
23. Member of ASEAN Qualifications Reference Framework Committee 2016 – Dec 2019 representing Malaysia.
24. Chairman, Panel on the Development of Guidelines for Micro-credentials established by MQA. March 2020 (MQA.600-1/5/9 Jld 2(50))
25. Member, Panel on Business Studies Standard, MQA 2019
26. Member, Panel on the Development of Guidelines for the Award of Academic Qualifications by Accreditation of Prior Experiential Learning - Q, MQA. March, 2020 (MQA.600-1/5/10 Jld 2 (12)).
27. Chairman, Study Group to Analyse the Comparability of Pre-University and Post-Secondary Schools Certificate to MQF Levels, June, 2020. MQA.600-1/1/1 Jld 8(62)
28. Chairman, Panel on the Review of Masters and Doctoral Degree Standards, MQA, 2020 (MQA.600-1/4/17 Jld. 3(48)).
29. Expert Panel, Development of Training Module for the Training of Assessors for Compliance Audit of Self Accrediting universities, May, 2021 (MQA.600-3/2/2 Jld 26(24)).
30. Chairman, Development of MQA-01 and MQA-02 Template for Masters and Doctoral Programmes by Research, MQA. May, 2021. MQA-600-1/4/17 Jld 6(24)
31. Assessor, Award of Academic Qualifications by Accreditation of Prior Experiential Learning, MQA. December, 2021 (MQA.600-1/5/10 Jld 5(37))

32. Chairman, Modification of MQA-02 for Information on Micro-credentials. MQA. November, 2021 (MQA.600-1/5/9 Jld 4(50)).
33. Chairman, Panel to Develop Guidelines for Stand Alone Micro-credentials, MQA. June 2021 (MQA-6001/5/9 Jld 4(9)).
34. Chairman, Panel of Auditors for Compliance Audit of Self Accrediting Universities – Monash University Malaysia, October, 2022. (MQA.600-2/23/6 Jld 2 (42)).
35. Chairman, Panel of Auditors for Compliance Audit of Self Accrediting Universities – Universiti Putra Malaysia, November, 2022. (MQA.600-2/23/5 Jld 2 (7)).
36. Chairman, Panel of Auditors for Compliance Audit of Self Accrediting Universities – Universiti Malaya, October, 2023. (MQA.600-2/23/2 Jld 2 (29)).
37. Chairman, Panel of Auditors for Compliance Audit of Self Accrediting Universities – Universiti Utara Malaysia, 19-21st June 2023
38. Chairman, Panel of Auditors for Compliance Audit of Self Accrediting Universities – Universiti Tenaga Malaysia, 1st -3rd August 2023
39. Member, Committee to Review the MQF (2017) 2023 (in progress)
40. Co-Chairman, Human Resource Development Corporation, Ministry of Human Resource Malaysia, Development of Training Course Quality Assurance Framework, March- Set 2023 (Completed Dec 2023).
41. Chair, Compliance Audit of APELQ, Asian E-University. 19th Feb 2024, MQA
42. Chair, Compliance Audit of APELQ, Open University Malaysia. 27th Feb 2024, MQA.
43. Panel Member, Compliance Audit of APELQ, HELP University Malaysia, 22nd Feb 2024, MQA
44. Panel Member, Compliance Audit of APELQ, Universiti Pendidikan Sultan Idris (UPSI), 19th Mac 2024, MQA.
45. Secretary, Institutional Audit of UCSI University for consideration of Self Accrediting Status, 23rd-26th April 2024, MQA.

International

1. Member of the international review panel to assess universities in the Republic of Timor Leste. Project co-managed by Education Ministry of Timor Leste and World Bank. March-April 2008.
2. Member of the international review panel to assess universities in the Republic of Timor Leste. Project co-managed by Education Ministry of Timor Leste and World Bank. August, 2009
3. Facilitator, Developing critical self study report. Asian Pacific Quality Network (APQN) 2010.
4. Member of the international review panel to carry out Annual Progress Review of Higher Education Institutions in the Republic of Timor Leste. Ministry of Education of Timor Leste, 2011.
5. Member of the international review panel to carry out Annual Progress Review of Higher Education Institutions in the Republic of Timor Leste. Ministry of Education of Timor Leste, 2012.
6. Chair of the international panel to carry out inaugural programme assessment for ANAAA and Ministry of Education, Republic of Timor Leste, 2015.
7. Facilitator and Assessor for Maldives Qualifications Authority, 24-30thSeptember, 2017.
8. Member of the Review Team empaneled by ASEAN Quality Assurance Network and European Association for Quality Assurance for the review of ONESQA, Oct. 2017, Thailand.
9. Chairman of the international review panel to carry out Programme Accreditation for ANAAA, Timor Leste, Nov. 2018.
10. Consultant appointed by Asian Development Bank to review the output and outcomes new assessment instrument for institutional accreditation of BAN-PT, Indonesia. 2019.
11. Chairman of the international review panel to carry out Programme and institutional Accreditation for ANAAA, Timor Leste, June, 2019.
12. Chairman of the international review panel to carry out Programme and institutional Accreditation for ANAAA, Timor Leste, October, 2019.
13. Member of Finance Accreditation Council, Finance Accreditation Agency, Malaysia (2019-2020;2021-2022)
14. Technical Advisor, ASEAN Quality Assurance Framework, AQAN (2019)
15. Senior ASEAN Advisor, ASEAN Qualifications Reference Framework, July 2021-Dec 2022.

16. Foreign Expert member of UGC Panel to accredit Ghodaghodi Multiple Campus, Kailaili, Nepal. 9th to 14th September 2019.
17. Technical Advisor on ASEAN Quality Assurance Framework (AQAF), AQAN 2020 since Jan 2020.
18. Member of the European-ASEAN Expert Group to advise on EU-Share II Projects hosted by DAAD. June 2021.
19. International Chair of 3 Accreditation Panels to Accredite Study Programmes in National University of Timor Leste, Institute of Business and Jaoa Saldanha Institute, Timor Leste Sept, 2022.
20. Expert Member of MQA team to prepare report to INQAAHE Report on Micro-credentials Country Use Study – Malaysia. 5th Dec 2022.
21. Consultant and Chair, EU-Share Supported Consultancy Project, Accreditation Committee of Cambodia, 30th Nov-1st Dec, 2022.
22. Consultant of ADB funded Consultancy Project, Department of Quality Assurance, Ministry of Education and Sports, LAO, PDR. Jan- Feb 2023. (Ref. No. RP03/2022)
23. Support Reviewer for the Institutional TNE QB Review of University of Greenwich, supporting the review of the partnership with Pioneer Institute of Business and Technology, Sri Lanka. May 2023 - February 2024.
24. Member, Asian Group conducting INQAAHE's 2024 Survey of QA Practices among Tertiary Education Institutions and Accreditation and Compliance Service Providers.
25. International Assessor, National Higher Education Accreditation Agency (ANAAA), Timor Leste, 5th to 19 August 2023.
26. International Assessor & Chairman, National Higher Education Accreditation Agency (ANAAA), Pre-approval PhD Programme Review, DIT and UNPAZ Timor Leste, 24th-31st Oct 2023.
27. Consultant on Proposed NQF and Curriculum Alignment for Timor Leste, Ministry of Higher Education 14th – 21st November 2023.
28. Country Expert on AQRFC Focus Group on Developing Criteria and Process for Third Country Comparison/referencing to AQRFC, 16th Jan 2024.

Awards

1. Best Basic Research (2000) by Bureau of Research and Consultancy, UiTM.
2. Service Excellence Award, UiTM 1992 & 2002, 2003.
3. Model Researcher Award, 2003 by IDRC
4. Best Paper Award, 2003 by IDRC
5. Tokoh Penyelidik UiTM (Sains Sosial), UiTM 2005
6. Perdana Leadership Foundation-Tan Sri Tey Hong Piow Research Fellowship Award (2008/9)

Research & Teaching Interests

1. Management
2. Strategic Human Resource Management
3. Quality Management
4. Service Management
5. Research Methodology
6. Technology Administration – E-government

Teaching Repertoire

1. Local Government Administration (UiTM)
2. Development Administration (UiTM)
3. Financial Administration (UiTM)
4. Industrial Relations (UiTM)
5. Human Resource Management (UiTM)
6. Service Management (UiTM)
7. Social Marketing (UiTM)
8. Strategic Human Resource Management (Unimas-IAB, MSC (HRD))
9. Research Methodology – Pusat Pengajian Siswazah, UiTM
10. Research Methodology – INTAN (programme for PhD scholarship holders)
11. Research Methodology (Data Analysis) – DBA, Faculty of Business Management, UiTM.
12. Research Methodology & Data Analysis – Executive Master of Administrative Science.

Books/book chapters

1. **Hazman Shah Abdullah**, Pentadbiran Kewangan dalam Kerajaan Tempatan di Semenanjung Malaysia. DBP. 1992
2. Sections in book - Organisational and Personal Excellence, NST, 2002.
3. **Hazman Shah Abdullah** Research Method Handbook for Bachelor of Administrative Science (Hons) 2011-2023 Mimeographed.
4. **Hazman Shah Abdullah** and Sarina Othman (2007). Governance of Public Universities: The Missing Parameters, In Munir Shuib, Sarjt Kaur & Rozinah Jamaluddin (Eds), Governance and Management of Universities, Universiti Sains Malaysia Publishers, Penang.
5. Maniam Kaliannan, **Hazman Shah Abdullah** & Murali Raman, Local e-Government in Malaysia: An Empirical Investigation pp. 812-831 in Handbook of Research on Strategies for Local E-Government Adoption and Implementation: Comparative Studies, Chris Reddick (ed), IGI Publishing, USA, (2009)

6. Abdul Kadir Othman and **Hazman Shah Abdullah** (2011). The Influence of Emotional Intelligence on Tacit Knowledge Sharing in Service Organizations in Minwir Al-Shammari (Ed), Knowledge Management in Emerging Economies: Social, Organizational and Cultural Implementation. IGI Global, New York.
7. **Hazman Shah Abdullah** (2012). What Should We Teach? Making Higher Education Curricular Choices in an Era of Rapidly Expanding Knowledge in Dean Neubauer (Ed). In The Emergent Knowledge Society and the Future of Higher Education: Asian Perspectives. Palgrave, Hong Kong. p 55-64

Publications

Conference Proceedings

1. **Hazman Shah Abdullah**, Intrapreneurship: A Substantive and Methodological Discussion. Proceedings of the Malaysian Entrepreneurship Development Center Fifth Annual Colloquium. ITM. Vol. 2 1994 pp. 11-19.
2. **Hazman Shah Abdullah**, Line Influence in HR Decisions: An Empirical test of a Contingency Framework. In the Conference proceedings of the 3rd Asian Academy of Management Conference, 16-17th July 1999 Kuala Trengganu.
3. **Hazman Shah Abdullah**, Non-strategy factors in HRM Integration, in the conference Proceedings of the 7th International Tun Abdul Razak Conference (part2), 2-4 December 1999 at Universiti Sains Malaysia, Penang.
4. **Hazman Shah Abdullah**, Quality assurance and ISO 9000 in Higher Educational Institutions in Malaysia, in the conference proceedings of the 7th International Tun Abdul Razak Conference (part2), 2-4 December 1999 at Universiti Sains Malaysia, Penang.
5. **Hazman Shah Abdullah**, Subliminal Perception & Marketing in the Conference proceedings of the 3rd Asian Academy of Management Conference, 16-17th July 1999 Kuala Trengganu.
6. **Hazman Shah Abdullah** & Aladin Al-Din, A Study of the use of Information Technology and its impact on service quality in the Malaysian public sector, Proceedings of the Eastern Regional Organisation for Public Administration Hong Kong Conference: Developing Asia's Best Practice. Pp.1-22. 2000
7. **Hazman Shah Abdullah**, Public Sector Marketing: Revisiting the Issue Proceedings of the International Conference on Consumer and Consumerism at Universiti Utara Malaysia, 23-25th October 2001.
8. **Hazman Shah Abdullah**, HR Disasters: Raising our Standards in the Proceedings of the 3rd International Conference on Disaster Management: Strengthening the National Security Capabilities. 2002 Editors; Juhary Ali, Badruddin A Rahman, Zahari Mohamed & Nizamuddin Zainuddin.

9. **Hazman Shah Abdullah**, Razmi Chik & Rahman Deen, Influence of Value Orientation on Perceived Organizational Creativity Climate: An Exploratory Study of Two Steel Mills in West Malaysia (in the Proceedings of the 3rd International Symposium on the Management of Technology and Innovation. Edited by Qingrui Xu, Xiaobo Wu & Chen, 2002
10. **Hazman Shah Abdullah** & Raja Munirah Bte Raja Mustapha, Quality in Malaysian Public Universities: A Review in the Proceedings of International Conference on University Learning and Teaching, Faculty of Education, Universiti Teknologi MARA. 2002
11. **Hazman Shah Abdullah**, Sending HR to the Line: Beyond the Prescription Conference proceedings National Conference on Human Resource Management, 19-20th January, 2002 Pulau Pinang.
12. **Hazman Shah Abdullah**, Client Charters: Moving beyond symbolism. Proceedings of the International Symposium on Service Charters and Customer Satisfaction. Governance Research Centre, City University of Hong Kong, 8-9th Dec 2003.
13. **Hazman Shah Abdullah**, Developing Human Capital for the Knowledge Economy: The role of the cultural capital. Proceedings of the International Conference on Knowledge, Culture and Change Management, Penang, August 2003.
14. **Hazman Shah Abdullah** & Raja Munirah Bte Raja Mustapha, Nurturing Human Capital for the New Growth Thrust. Proceedings of the Asia Pacific Business Environment: Innovative Responses to Regional Events. 21-22 Jan 2003. UiTM & University of Auckland.
15. **Hazman Shah Abdullah** & Raja Munirah Bte Raja Mustapha, Quality Assurance in Malaysian Business Faculties. The Deans' Perception. Proceedings of the 1st International Conference of Asian Academy of Applied Business. 10-12th July, 2003. Kota Kinabalu, Sabah. pp. 586-597
16. **Hazman Shah Abdullah** & Raja Munirah, Abdul Jalil & K. Maniam, The Adherence to the ISO Guidelines on the Use of Certification Marks by Malaysia Firms. Proceedings of the 5th Academy of Management Conference. September 2003.
17. Raja Munirah Bte Raja Mustapha & **Hazman Shah Abdullah**, The Influence of Job Titles and Nature of Business on the Motivating Potential Score of Administrative Support Personnel. Proceedings of the 1st International Conference of Asian Academy of Applied Business. 10-12th July, 2003. Kota Kinabalu, Sabah pp. 678-687.
18. **Hazman Shah Abdullah**, Raja Munirah, Abdul Jalil & K. Maniam, Governance of Quality: Are the Registrars watching their Clients use of ISO 9000 certification Marks. Presented in the SAM/IFSAM Conference in Goteborg, Sweden, 5th-7th July 2004.
19. **Hazman Shah Abdullah** & Raja Munirah Bte Raja Mustapha, ISO 9000 Route to Educational Quality Systems: A Survey and Evaluation. Proceedings of the International Conference on Globalisation of Education Management. 8-9th October ,2003 Sunway Lagoon Resort Hotel, Selangor.

20. **Hazman Shah Abdullah** & Razmi Chik Managing Technology Organisations: The Case of a Medium Sized Technology Company. Submitted in the 4th International Conference on Knowledge, Culture and Change, University of Greenwich, London, UK. 3rd- 6th August 2004.
21. **Hazman Shah Abdullah**, Are ISO 9000 Organisations Learning Organisations? Proceedings of the International Conference on Workplace Issues and Challenges, Sunway Hotel, July 2005. Faculty of Office Technology & Management, Universiti Teknologi MARA.
22. **Hazman Shah Abdullah**, Abdul Jalil, K. Maniam, Ahmad Naqiyuddin E-government in Evolution: A Evaluative Survey of Government Agency Websites. Presented at the CSSR Conference in Kuala Trengganu, Trengganu, June, 2005.
23. **Hazman Shah Abdullah** & Razmi Chik Identify Enablers of Organisational Learning, Presented at The 6th International Asian Academy of Management Conference, 9th-11th Dec 2005, Casuarina Hotel, Ipoh, Malaysia.
24. **Hazman Shah Abdullah**, Abdul Jalil, Maniam, and Ahmad Naqiyuddin Looking at the inside of the Public Agencies in Malaysia. Proceedings of the 9th International Conference on Global Business and Economic Development, Seoul, S. Korea. 25th-28th May 2005.
25. **Hazman Shah Abdullah** & Raja Munirah, Mitigating the Effects of Job Loss Proceedings of the International Conference on Diversity at The Workplace, 8th-9th March 2005, Marriot Hotel, Putrajaya. Faculty of Business Management, Universiti Teknologi MARA.
26. **Hazman Shah Abdullah**, Unemployed Graduates: What went wrong? Proceedings of the National Tertiary Education Conference 2005, Universiti Teknologi MARA, Shah Alam, 26th -28th July.
27. **Hazman Shah Abdullah** & K. Maniam, Local E-Government: A Critical Survey. Proceedings of the International Conference on Local Government: Enhancing Service Delivery, 22nd to 24th August 2006, Kota Kinabalu Sabah.
28. **Hazman Shah Abdullah**, Maniam, K., Abdul Jalil Mohmmad Ali and Ahmad Naqiyuddin Bakar (2006). E-Government in Evolution: An Evaluation of Websites of Malaysian Public Agencies, EGovAsia Conference 2006, Bangkok, Thailand 26-28th May.
29. **Hazman Shah Abdullah**, From Customer Satisfaction to Citizen Satisfaction: Rethinking Local Government Service Delivery. Keynote address. Proceedings of the International Conference on Local Government: Enhancing Service Delivery, 22nd to 24th August 2006, Kota Kinabalu Sabah.
30. **Hazman Shah Abdullah** & Razmi Chik. Intrapreneurship and Innovation in SME. A Study of a Technology based SME in Malaysia. Proceedings of the Third Annual World Congress, Academy of Global Business Advancement, Kuala Lumpur, 4-6 Jan 2006.
31. Maniam K., **Hazman Shah Abdullah** & Hamidah, E-Government Adoption in Malaysia. e-GovAsia, Bangkok, Thailand. 26-28th May 2006.

32. **Hazman Shah Abdullah** & Sarina Othman. Public University Governance – The Missing Soft Side of the Debate. Conference proceedings the International Higher Education Policy Research and Management Forum 2006, USM, Penang 8-10th Oct.
33. **Hazman Shah Abdullah** & K. Maniam. E-Government Development in Malaysia; The role of Organisational leadership and E-fficacy. Conference proceedings of the 4th International of the International Congress of E-Government (ed. Mistra), Indian Institute of Technology, New Delhi, India, 15-17 Dec 2006.
34. Yusliza Mohd Yusoff & **Hazman Shah Abdullah**, HR Roles and Empowering the Line in Human resources Activities: A review and a proposed Model In proceedings of the International Borneo Business Conference, 2006 Kuching, Sarawak (Outstanding paper Award)
35. **Hazman Shah Abdullah** & Jasmine Ahmad, The Congruence Between Structure, management Orientation , and knowledge type and the Values of ISO 9000 Standard In Proceedings of the 7th International Conference of the Asian Academy of Management, 22nd-24th May 2007, Penang .
36. Abdul Kadir Othman, **Hazman Shah Abdullah** & Jasmine Ahmad, Emotional Intelligence, Emotional Labour and Service Quality In Proceedings of the 7th International Conference of the Asian Academy of Management, 22nd-24th May 2007, Penang.
37. Yusliza Mohd Yussof and **Hazman Shah Abdullah**, in the proceedings of the Knowledge Management International Conference 2008 (pp. 134-140), Langkawi 10-12 June 2008.
38. Zurina Adnan and **Hazman Shah Abdullah**, in the proceedings of the Knowledge Management International Conference 2008 (pp. 72-81), Langkawi 10-12 June 2008.
39. Abdul Kadir Othman, **Hazman Shah Abdullah** & Jasmine Ahmad, in the proceedings of the Knowledge Management International Conference 2008 (pp.190-196), Langkawi 10-12 June 2008.
40. Siti Rohaida Mohamed Zainal and **Hazman Shah Abdullah**, The Moderating Effect of “Gender Similarity between Manager-Subordinate” on the Relationship between Organisational Justice and Job Satisfaction among Knowledge Workers in the Proceedings of the Knowledge Management International Conference 2008 (pp. 525-531), Langkawi 10-12 June 2008.
41. Siti Rohaida Mohamed Zainal and **Hazman Shah Abdullah**, The Relationship between Leadership Styles and Job Satisfaction among Knowledge Workers: The Moderating Effect of “Supervisor-Subordinate Gender Similarity” in the Proceedings of the Trengganu International Business and Economics Conference 2008 (pp. 508-517), Kuala Trengganu 26-28th November 2008.
42. Ridzuan Kushairi B. Ramli, **Hazman Shah Abdullah**, Rozalli Hashim, Suppliers’ Perception of Public e-Procurement. Proceedings of the e-Asia Conference, 11-13 Nov. 2008, KLCC, Kuala Lumpur.
43. Abdul Kadir Othman, **Hazman Shah Abdullah** & Jasmine Ahmad (2009). The Influence of Emotional Intelligence on Service Providers’ Job and Career Role Effectiveness in Proceedings of the Arab-

- Malaysian Global Business and Entrepreneurship, 5-9 March Cairo, Egypt.
44. Siti Rohaida and **Hazman Shah Abdullah** (2009).The Effect of Leadership Styles and Organisational Justice towards Job Satisfaction of the Knowledge Workers: The Moderating Effect of Upward Influence Tactics In Proceedings of the Arab-Malaysian Global Business and Entrepreneurship, 5-9 March Cairo, Egypt.
 45. Yusliza Mohd. Yusof, **Hazman Shah Abdullah** and Zikri Muhammad (2009).The Effect of Leadership Styles and Organisational Justice towards Job Satisfaction of the Knowledge Workers: The Moderating Effect of Upward Influence Tactics. in Proceedings of the Arab-Malaysian Global Business and Entrepreneurship, 5-9 March Cairo, Egypt.
 46. Zurina Adnan, **Hazman Shah Abdullah** & Jasmine Ahmad (2009). Strategic Management of Human Capital in Research and Development Organisations in Malaysia. In proceedings of the HRM Conference, Santa Fe, New Mexico, USA. June. (*incomplete*).
 47. **Hazman Shah Abdullah**, Rozalli Hashim & Mohamad Nazri Aman (2010). Is Positive Attitude Enough to Stimulate Adoption. The Case of E-filing of Personal Income Tax in Malaysia. In the Proceedings of the 8th International Conference of the Asian Academy of Management, Kuantan, 18-20th Dec.
 48. **Hazman Shah Abdullah** & Raja Munirah (2010). The Creation, Development and Integration of Client Charters in Malaysia: A Progress Report In the Proceedings of the ANZAM Conference in 2-5th Dec 2010, Melbourne, Australia.
 49. **Hazman Shah Abdullah**, Norizan Sharif & Yap Bee Wah (2010). The Effect of Justice Perceptions on Service Recovery Satisfaction and Trust. A study of Malaysian Local Authorities. Proceedings of the Service Operations, Logistics and Informatics Conference (SOLI) IEEE Zingdao, China. 15-17th July. Pp.99-104. ISBN 978-1-4244-7118-8.
 50. Zurina Adnan, **Hazman Shah Abdullah** & Jasmine Ahmad (2011). Direct Influence of Human Resource Management Practices on Financial Performance in Malaysian R&D Companies. The Paper was presented at the 14th International Business Research Conference, Dubai (28/04/2011 - 30/04/2011).

Journals

1. **Hazman Shah Abdullah** (1997). Influence of Language, Question Form and Readiness to cooperate on the Response Distribution and the Level of Missing Data : A Quasi-Experimental Study. Administrative Science Journal (Publication of the Faculty of Administration & Law) Vol. 1, pp 22-31.
2. **Hazman Shah Abdullah** (1997). Impression Management: Implications for Organisational Management Administrative Science Journal (Publication of the Faculty of Administration & Law) Vol. 1 pp. 14-21.

3. **Hazman Shah Abdullah** (1995). Entrepreneurship for Business Revitalization : A Contingency Perspective. ACCACMADIA (Journal of School of Accountancy ITM). Vol. 14 No: 2 pp.43-51.
4. **Hazman Shah Abdullah (1992)**. Kemunculan Semula Pengurusan Berpenyertaan. Titisan (Journal of ITM Perlis) Vol. 4 No:2 pp.13-27.
5. **Hazman Shah Abdullah** (1993). An Empirical Study of Directors' Remuneration and Financial Performance of Selected Public Listed Companies. ACCAMADIA (Journal of School of Accountancy ITM) Vol. 12 No., 1 pp. 25-31.
6. **Hazman Shah Abdullah** and Raja Munirah (1992). Student-Teacher Relationship in the Classroom: What do the Students Prefer? A Study of Secretarial Science Students at ITM Perak. MINDA 1992 (Journal of ITM Perak). Pp.61-64 co-authored with Raja Munirah bte Raja Mustapha.
7. **Hazman Shah Abdullah** (1990). Financial Trends of Local Authorities in Malaysia. A Case Study of two Northern Local Authorities. ACCACMADIA. Vol. 10 No. 1 pp. 65-75.
8. **Hazman Shah Abdullah** (1991). Komputerisasi Penguasa Tempatan di Semenanjung Malaysia : Satu Tinjauan. ACCAMADIA 1991 Vol. 10, No. 2 pp. 36-47.
9. **Hazman Shah Abdullah** (1990). Industrial Relations In the Public Sector. (Mimeographed for the Teaching of Industrial Relations to DPA students). pp 38. .
10. **Hazman Shah Abdullah** (1989). Performance Audit in Malaysia. Titisan (Journal of ITM Perlis) Vol. 1 No. 1, pp.21-28.
11. **Hazman Shah Abdullah** (1989). The Impact of Foreign Capital Inflow on Domestic Savings. Titisan. Vol. 1 No. 1, pp.69-79.
12. **Hazman Shah Abdullah** (1992). Budgetary Reforms in Malaysia: A Brief Survey. DEWAN (Journal of Malaysian Parliament).
13. **Hazman Shah Abdullah** (1991). The Effectiveness of Public Accounts Committee in Securing the Accountability of the Executive. DEWAN (The Journal of Malaysian Parliament) Dec. pp. 34-37 (4p).
14. **Hazman Shah Abdullah** (1993). Performance Auditing: A Brief Survey of its Definition and Practice in Malaysia. DEWAN (Journal of Malaysian Parliament). Vol.2 No. 6 Nov. pp. 24-28 (5p).
15. **Hazman Shah Abdullah** (1995). Market Orientation and Organisational characteristics of New Service Development: An Exploratory Study of six Malaysian Banks. Malaysian Management Review. Vol.2 pp. 47-62 (16p).
16. **Hazman Shah Abdullah** (1991). Industrial Relations in the Public Sector: Characteristics, Structures and Trends. Malaysian Management Review. Vol. 26 No. 2 pp. 11-18 (8p).
17. **Hazman Shah Abdullah** (1998). The level of Participation and Influence of HR Managers in the Strategic management process in Malaysian Corporations, Malaysian Management Review. Vol. 33, No 2. pp.47-60 (14p).
18. **Hazman Shah Abdullah** (2001). Quality assurance and ISO 9000 in Higher Educational Institutions in Malaysia. Malaysian Management Review. Vol.35 (1) pp.31-42. (12p)

19. **Hazman Shah Abdullah** and Razmi Chik (2002). A study of the senior managers' perceptions of innovation management in a large multinational business conglomerate. Malaysian Management Review. Vol. 37(1) pp.53-66(14p).
20. **Hazman Shah Abdullah** (2005). Graduate Unemployment: Who or what is the problem? Educational Awakening: Journal of the Educational Sciences, Vol. 2(2), pp. 141-168 (27p)
21. **Hazman Shah Abdullah** & Raja Munirah R. Mustapha (2008). Job Security: Mitigating Effects of Jobs Loss, Malaysian Management Review, Vol 43, No 2, pp 37-52 (16 p).
22. **Hazman Shah Abdullah** & Jasmine Ahmad (2009). The Fit between Organisational Structure, Management Orientation, Knowledge Orientation and the Values Of ISO 9000 Standard: A Conceptual Analysis. International Journal of Quality and Reliability Management, Vol. 26, No7/8.

Internationally/Nationally Refereed Publications

1. **Hazman Shah Abdullah** & Ala-aldin A. Ahmed (2001). The Adoption of IT and Its Impact of Service Quality in the Public Sector. Asian Review of Public Administration. Vol XIII No 1. pp.7-29. Jan-June.
2. **Hazman Shah Abdullah** & Razmi Chik (2002). The Influence of Value Orientation on Service Quality Perceptions in a Mono-cultural Context: An Empirical Study of Malay University Student. Pertanika Journal of Social Science and Humanities .
3. **Hazman Shah Abdullah** & Jasni Abdul Latif (2003). A Study of the Relationship between employee perceptions of ISO 9000 implementation and Organisational Outcomes, Asian Academy of Management Journal. Vol. 8(2), pp.91-108.
4. **Hazman Shah Abdullah** (2003). Developing Human Capital for the Knowledge Economy: The role of the cultural capital. International Journal of Knowledge, Culture and Change Management, Vol. 1, Online Journal. WWW. ManagementConference.com.
5. **Hazman Shah Abdullah** & Razmi Chik (2004). Managing Technology Organisations. The case of a medium sized Technology Company. International Journal of Knowledge, Culture and Change Management, Vol. 4 pp.1659-1671.
6. Nooraini Ismail, **Hazman Shah Abdullah** & Norhana Salamuddin (2006). ISO 9000 Acceptance and the Moderating effect of the Implementation Strategy: The Case of the Faculty of Business Management, Shah Alam. Asian Academy of Management Journal, Vol 11(1), pp.67-82.
7. **Hazman Shah Abdullah**, Razmi Chik & Rahman Deen (2006). Influence of Value Orientation on Perceived Organizational Creativity Climate: An Exploratory Study of Two Steel Mills in West Malaysia. Asian Academy of Management Journal, Vol 11. No 2, pp.1-23.
8. Yusliza Mohd Yusoff, Ramayah, S. & **Hazman Shah Abdullah** (2007). An Examination of the Validity and Reliability of the Organizational

- Structure Scale in the Malaysian Context: Preliminary Results. Journal of International Business and Entrepreneurship. Vol 13(1), pp. 20-39.
9. **Hazman Shah Abdullah** (2006), Diffusing Customer Oriented Quality into Malaysian Public Universities: Between Rhetoric and Reality. Educational Awakening, Journal of the Educational Sciences, Vol. 3 No 2, 117-138.
 10. **Hazman Shah Abdullah** (2005), Unemployed Graduate: Who or what is the problem? Educational Awakening, Journal of the Educational Sciences, Vol. 2, No 2, 117-138.
 11. Abdul Kadir Othman, **Hazman Shah Abdullah** & Jasmine Ahmad (2007). Emotional Intelligence, Emotional Labour and Work Effectiveness in Service Organisations: A Proposed Model, VISION - The Journal of Business Perspective, Vol 12 No 1, 31-42.
 12. Yuzliza Mohd Yussof & **Hazman Shah Abdullah** (2008). HR Roles and Empowering the Line in Human Resource Activities: A Review and a proposed Model. International Journal of Business and Society, Vol. 9 No 2, 9-19.
 13. **Hazman Shah Abdullah** & Maniam Kaliannan (2008). From Customer Satisfaction to Citizen Satisfaction: Rethinking Local Government Service Delivery in Malaysia". It will be published on "Asian Social Science", Vol. 4, No. 11, 87-92
 14. **Hazman Shah Abdullah**, Maniam Kaliannan, Raja Munirah & Abdul Jalil Mohd Ali (2009). The Use (abuse) of ISO 9000 Certification Marks in Promotional Materials in Malaysia". It will be published on "International Journal of Business and Management", Vol. 4, No. 1, 168-175.
 15. Yuzliza Mohd Yussof, **Hazman Shah Abdullah** & Ramayah, T. (2009). HR Roles Effectiveness and HR Contributions Effectiveness: Comparing Evidence from HR and Line Managers. "International Journal of Business and Management, Vol. 4 No. 2, 159-164.
 16. Abdul Kadir Othman, **Hazman Shah Abdullah** & Jasmine Ahmad (2008). Emotional Intelligence and Service Quality: A propsoed Model. Journal of International Business and Entrepreneurship, Vol. 13, No 2, 51-82
 17. **Hazman Shah Abdullah**, Aliza Hashim & Razmi Chik(2009). Knowledge Sharing in Knowledge Intensive Firms: Identifying the Enablers. "International Journal of Business and Management, Vol. 4, No. 4, Apr.,115-123
 18. **Hazman Shah Abdullah** and Jasmine Ahmad (2009). The Fit Between Structure, management Orientation, and knowledge type and the Values of ISO 9000 Standard. International Journal of Reliability and Quality Management, Vol. 26, No.8, 744-760.
 19. **Hazman Shah Abdullah** and Raja Munirah Bt Raja Mustapha (2009). Perceived value of Iso 9001 among Academics. An Exploratory Studi of Three faculties in a Malaysian Public University. The Journal of Administrative Science, Vol. 6, Issue 2,
 20. Yuzliza Mohd.Yusoff, **Hazman Shah Abdullah**, & T. Ramayah (2010). The Malaysian Perspective of HR Roles and Empowerment of the Line. Singapore Management Review, Vol. 32 No.2, 2010.[SCOPUS]

21. Yusliza Mohd.Yusoff, **Hazman Shah Abdullah** & Aniah Baharom (2010). HRM Effectiveness within the Role of HRM Large Malaysian Companies, International Journal of Business and Management Science, Vol. 3 No. 1 (in Press)
22. Yusliza Mohd.Yusoff & **Hazman Shah Abdullah** (in press), Antecedents of Empowerment of the Line Managers in Human Resources Activities. An Empirical Study of Large Malaysian Firms, International Journal of Interdisciplinary Social Sciences.
23. Zurina Adnan, **Hazman Shah Abdullah** & Jasmine Ahmad (2011). Direct Influence of Human Resource Management Practices on Financial Performance in Malaysian R&D Companies. World Review of Business Research Vol. 1 (3).
24. Aisyah Taifor, **Hazman Shah Abdullah** & Rozalli Hashim (2011). Incidence and Antecedents of Presenteeism: The Case of a Federal Government Ministry, Proceedings of the IEEE Colloquium on Humanities, Science and Engineering Research, 5-6th Dec 2011, park Royal Hotel, Penang.
25. Marx, Joachim Heinz & **Hazman Shah Abdulah** Culture and Communication Practices: A Study of Expatriate and Local managers in Malaysian Freight Forwarding Industry, Proceedings of International Conference on Innovation, Management and Technology Research, May 2012, IEEE catalog No CFP1205S-ART ISBN: 978-1-4673-0654-6 Digital Object Identifier : 10.1109/ICIMTR.2012.6236367
26. **Hazman Shah Abdullah**, Service or Governance Quality Improves Trust in government? CHUSER IEEE Proceedings of the Colloquium on Humanities, Science and Engineering, 7-8th April, Penang, Malaysia. 2014.
27. Mahadir-Ladisma@Awis, **Hazman Shah Abdullah**, Norziana Lokman & Roshima Said, Striving for Corporate Legitimacy Through Corporate Social Responsibility (CSR) INisghts from NGO's Perspectives in Seifi, S & Crowther, D, Eds. (2018), Stakeholders, Governance and Responsibility. Volume 14, Emerald Publishing, Howard House, Wagon Lane, UK.

Research

1. "The Determinants and Forms of Human Resource Management Integration among Malaysian Business Organisations". DBA Dissertation submitted to Universiti Kebangsaan Malaysian, Bangi. 1996.
2. "An empirical study of the adoption and use of Information technology and its impact on service quality in the public sector". Co-researcher Dr. Alaa-Aldin A Ahmed. (Completed in 2000)
3. "The effect of cultural values on service quality perceptions of users in a non-competitive sector". Researched undertaken jointly with Dr Hj. Razmi Chik, Universiti Teknologi MARA, Kampus Trengganu. (Completed in 2001)

4. "Quality Assurance in Education: A study of quality assurance modalities in Business Faculties in Malaysia. Funded by Bureau of Research and Consultancy, Universiti Teknologi MARA. (Completed in 2002).
5. "E-Government in Evolution: An evaluative survey of government websites in Malaysia" with 3 other co-researchers. Funded by Bureau of Research and Consultancy, Universiti Teknologi MARA. (Completed in May 2004)
6. "A study of the extent of the compliance of ISO 9000 certified firms with the use of the certification marks" with Abdul Jalil Mohd Ali, Maniam K. & Raja Munirah Raja Mustaha. Funded by Bureau of Research and Consultancy, Universiti Teknologi MARA. (Completed Dec 2003)
7. "E-Government In Malaysia: Citizen's perception of E-government services" with Maniam K. Funded by Bureau of Research and Consultancy, Universiti Teknologi MARA. (Completed in May 2004)

"Building ISO 9000-based Quality Management System in Education". The Case of The Faculty of Business Management, UiTM, Shah Alam (Completed Dec. 2005)
8. The Relationship between Leadership Style, Organisational Justice, Influence Tactics and Career satisfaction among K-Workers in Malaysian Funded by Institute of Research, Development and Commercialisation, Universiti Teknologi MARA. (Dec 2003- Oct 2007, – Completed 2009– PhD project)
9. Line Influence in HR Matters – The Malaysian Story. Funded by Institute of Research, Development and Commercialisation, Universiti Teknologi MARA (May 2004-Dec 2004. Completed 2009 - Phd project)
10. Client Charters: A Survey of its development, Integration and Effectiveness. Funded by Institute of Research, Development and Commercialisation, Universiti Teknologi MARA (May 2004 – Dec 2004, – Completed 2009).
11. Quality of Urban Governance – Research funded by the Perdana Leadership Foundation Research Fellowship, RM 60,000 (2009- June 2013. Completed).
12. FRGS Grant – Testing a Theory of ISO 9001 Certification Success (RM48,000, 2010-June 2011. Completed)

Magazines & Newspaper

1. Teknologi Maklumat dalam Sektor Awam. *BERITA HARIAN* 14 May 1990.
2. ISU Penilaian Kewangan PKEN. *BERITA HARIAN*. 10 April 1990.
3. Antara Perkhidmatan Awam dan Produktiviti. *MASTIKA* Julai 1989 pp.54-55.
4. Kekesanan Fungsi Pendaftar Persatuan. *BERITA HARIAN*. 14 August 1989.
5. Kebanyakan Majikan anggap Kesatuan Sekerja sebagai Syaitan yang diperlukan. *UTUSAN MALAYSIA*. 9 Ogos 1984.
6. How to be customer oriented? (New Straits Times, 1/7/1998
7. Communicating corporate goals. New Straits Times, 6/5/1998
8. What is this thing called Quality? New Straits Times, 17/10/1998
9. The customer should come first. New Straits Times 11/3/1998
10. Playing God at Appraisal time. New Straits Times, 26/1998

Conferences and Seminars Presented

1. **Hazman Shah Abdullah**, Budgetary Reforms – A Critical Analysis. Paper submitted at Internal Accounting Seminar ITM Perlis December 1989.
2. **Hazman Shah Abdullah**, Financial Trends in Local Government. Paper Submitted at School of Administration & Law Seminar, April 1990.
3. **Hazman Shah Abdullah**, Industrial Relations in the Electronics Sector. Paper submitted at ITM Perlis Seminar, December 1990.
4. **Hazman Shah Abdullah**, Intrapreneurship: A Substantive and Methodological Discussion at the Fifth MEDEC Colloquium July 1993 at Hotel ITM.
5. **Hazman Shah Abdullah**, Line Influence in HR Decisions: An empirical test of a Contingency Framework, at the 3rd Asian Academy of management Conference, 16-17th July 1999 Kuala Trengganu.
6. **Hazman Shah Abdullah**, Non-strategy factors in HRM Integration, at the 7th International Tun Abdul Razak Conference (part2), 2-4 December 1999 at Universiti Sains Malaysia, Penang.
7. **Hazman Shah Abdullah**, Quality assurance and ISO 9000 in Higher Educational Institutions in Malaysia, at the 7th International Tun Abdul Razak Conference (part2), 2-4 December 1999 at Universiti Sains Malaysia, Penang.
8. **Hazman Shah Abdullah**, Subliminal Perception & Marketing at the 3rd Asian Academy of management Conference, 16-17th July 1999, Kuala Trengganu.
9. **Hazman Shah Abdullah**, The Adoption of IT and Its Impact of Service Quality in The Public Sector (co-authored with Dr. Alaaldin A. Ahmad. Paper presented at the EROPA conference in Hong Kong on the 4th - 5th of October 2000.
10. **Hazman Shah Abdullah**, ISO 9000 implementation and Organisational outcomes; A study of a mid-seize service firm (co-authored with Jasni Abdul Latiff). Paper submitted at the 4th Asian Academy of management Conference, Johor Baru, 11-13th November 2001.

11. **Hazman Shah Abdullah**, Public Sector Marketing: Re-examining the Relevance, paper submitted at the International Conference on Consumer and consumerism, 23-25th October 2001, UUM Sintok
12. **Hazman Shah Abdullah**, The relationship between value orientation and service quality perceptions within mono-cultural setting: The case of Malay university students (co-authored with Dr Razmi Chik). Paper submitted at the 4th Asian Academy of management Conference, Johor Baru 11-13th November 2001.
13. **Hazman Shah Abdullah**, HR Disasters: Raising our Standards paper presented at the 3rd International Conference on Disaster Management: Strengthening our Security Capabilities. UUM, 5th-6th May 2002 Kuching Sarawak, Malaysia.
14. **Hazman Shah Abdullah**, Influence of Value Orientation on Perceived Organizational Creativity Climate: An Exploratory Study of Two Steel Mills in West Malaysia (co-authored with Razmi Chik & Abdul Rahman Deen) in the 3rd International Symposium on the Management of Technology and Innovation. 25th –28th October, 2002 Hangzhou, China.
15. **Hazman Shah Abdullah**, Quality in Malaysian Public Universities: A Review (co-author Raja Munirah Bte Raja Mustapha) in the International Conference on University Learning and Teaching, Faculty of Education, Universiti Teknologi MARA. 2002.
16. **Hazman Shah Abdullah**, Sending HR to the Line: Beyond the Prescription paper submitted at the national Conference on Human Resource Management, 19-20th January, 2002 Pulau Pinang.
17. **Hazman Shah Abdullah**, Client Charters: Moving beyond symbolism. International Symposium on Service Charters and Customer Satisfaction. Governance Research Centre, City University of Hong Kong, Hong Kong, 8-9th Dec 2003.
18. **Hazman Shah Abdullah**, Developing Human Capital for the Knowledge Economy: The role of the cultural capital. Proceedings of the International Conference on Knowledge, Culture and Change Management, Penang, August 2003.
19. **Hazman Shah Abdullah**, Nurturing Human Capital for the New Growth Thrust. (co-author Raja Munirah Bte Raja Mustapha) Proceedings of the Asia Pacific Business Environment: Innovative Responses to Regional Events. 21-22 Jan 2003. UiTM & University of Auckland.
20. **Hazman Shah Abdullah**, Quality Assurance in Malaysian Business Faculties. The Deans' Perception. (co-author Raja Munirah Bte Raja Mustapha) Proceedings of the 1st International Conference of Asian Academy of Applied Business. 10-12th July, 2003. Kota Kinabalu, Sabah. pp. 586-597
21. **Hazman Shah Abdullah**, The Adherence to the ISO Guidelines on the Use of Certification Marks by Malaysia Firms (Co-authored with Raja Munirah, Abdul Jalil & K. Maniam. Proceedings of the 5th Academy of Management Conference. September 2003.
22. **Hazman Shah Abdullah**, The Influence of Job Titles and Nature of Business on the Motivating Potential Score of Administrative Support Personnel. (co-author Raja Munirah Bte Raja Mustapha) Proceedings of

- the 1st International Conference of Asian Academy of Applied Business. 10-12th July, 2003. Kota Kinabalu, Sabah pp. 678-687.
23. **Hazman Shah Abdullah**, Governance of Quality: Are the Registrars watching their Clients use of ISO 9000 certification Marks. (Co-authored with Raja Munirah, Abdul Jalil & K. Maniam. To be presented in the SAM/IFSAM Conference in Goteborg, Sweden, 5th-7th July 2004.
 24. **Hazman Shah Abdullah**, Managing Technology Organisations: The Case of a Medium Sized Technology Company. Co-authored with Dr. Razmi Chik Paper submitted in the 4th International Conference on Knowledge, Culture and Change, University of Greenwich, London, UK. 3rd- 6th August 2004
 25. **Hazman Shah Abdullah**, Are ISO 9000 certified organisations learning organisations? International Office Management and Technology Conference, Sunway Hotel, 12th-13th July 2005.
 26. **Hazman Shah Abdullah**, Identify Enablers of Organisational Learning (co-authored with Dr Razmi Chik) paper presented at The 6th International Asian Academy of Management Conference, 9th-11th Dec 2005, Casuarina Hotel, Ipoh, Malaysia.
 27. **Hazman Shah Abdullah**, ISO 9000 Route to Educational Quality Systems: A Survey and Evaluation. (co-author Raja Munirah Bte Raja Mustapha) Proceedings of the International Conference on Globalisation of Education Management. 8-9th October, 2005 Sunway Lagoon Resort Hotel, Selangor
 28. **Hazman Shah Abdullah**, Looking at the inside of the Public Agencies in Malaysia. (Co-authored with Abdul Jalil, Maniam, and Ahmad Naqiyuddin) Proceedings of the 9th International Conference on Global Business and Economic Development, Seoul, S. Korea. 25th-28th May 2005.
 29. **Hazman Shah Abdullah**, Mitigating the Effects of Job Loss (co-authored with Dr Raja Munirah) Proceedings of the International Conference on Diversity at The Workplace, 8th-9th March 2005, Marriot Hotel, Putrajaya. Faculty of Business Management, Universiti Teknologi MARA.
 30. **Hazman Shah Abdullah**, The Governance of Quality: The Use and Abuse of ISO 9000 Certifications Mark: A Malaysian Study. 29th 2005 Institute of Leadership and Quality Management, Universiti Teknologi MARA, Shah Alam.
 31. **Hazman Shah Abdullah**, Unemployed Graduates: What went wrong? Proceedings of the National Tertiary Education Conference 2005, Universiti Teknologi MARA, Shah Alam, 26th -28th July
 32. **Hazman Shah Abdullah**, E-Government in Evolution: An Evaluation of Websites of Malaysian Public Agencies, EGovAsia Conference 2006, Bangkok, Thailand 26-28th May. (Co-authored with Maniam, K., Abdul Jalil Mohmmad Ali and Ahmad Naqiyuddin Bakar.
 33. **Hazman Shah Abdullah**, From Customer Satisfaction to Citizen Satisfaction: Rethinking Local Government Service Delivery. Keynote Address. International Conference on Local Government: Enhancing Service Delivery, 22nd to 24th August 2006, Kota Kinabalu Sabah.
 34. **Hazman Shah Abdullah**, Intrapreneurship and Innovation in SME. A Study of a Technology based SME in Malaysia. Proceedings of the Third

- Annual World Congress, Academy of Global Business Advancement, Kuala Lumpur, 4-6 Jan 2006(co-authored with Dr Razmi Chik, UiTM).
35. **Hazman Shah Abdullah**, Local E-Government: A Critical Survey. International Conference on Local Government: Enhancing Service Delivery, 22nd to 24th August 2006, Kota Kinabalu Sabah. (Co-authored with K. Maniam)
 36. **Hazman Shah Abdullah**. HR Roles and Empowering the Line Managers in HR Activities: Proposed Model. International Borneo Business Conference 2006 (First Author Yusliza Mohd Yusof, to be presented).
 37. **Hazman Shah Abdullah** and K. Maniam. E-Government Development in Malaysia: The Role of Leadership and Perceived Efficacy of ICT. To be presented at the International Conference of E-Government ICEG, new Delhi, India, 15th -17th Dec 2006.
 38. **Hazman Shah Abdullah** & Maniam, K. From Electronic Billboards to 24/7 Service Government: The Leadership Factor. E-Asia Conference 2007, Putrajaya Conventional centre, Putrajaya, 6th-8th Feb. 2007.
 39. **Hazman Shah Abdullah** & Sarina Othman. Governance of Public Universities; The Missing Parameters. Forum on Higher Education Research, IPPTN, USM, Penang.
 40. **Hazman Shah Abdullah** & Jasmine Ahmad, The Congruence Between Structure, management Orientation , and knowledge type and the Values of ISO 9000 Standard in the 7th International Conference of the Asian Academy of Management, 22nd-24th May 2007, Penang .
 41. **Hazman Shah Abdullah**, Rozalli Hashim & Mohamad Nazri Aman (2010). Is Positive Attitude Enough to Stimulate Adoption. The Case of E-filing of Personal Income Tax in Malaysia. In the Proceedings of the 8th International Conference of the Asian Academy of Management, Kuantan, 18-20th Dec.
 42. **Hazman Shah Abdullah** & Raja Munirah (2010). The Creation, Development and Integration of Client Charters in Malaysia: A Progress Report In the Proceedings of the ANZAM Conference in 2-5th Dec 2010, Melbourne, Australia.
 43. **Hazman Shah Abdullah**, Norizan Sharif & Yap Bee Wah (2010). The Effect of Justice Perceptions on Service Recovery satisfaction and Trust. A study of Malaysian Local Authorities. Proceedings of the SOLI conference in Zingdao, China. 15-17th July. An ISI cited proceedings).
 44. Aisyah Taifor, **Hazman Shah Abdullah** & Rozalli Hashim (2011). Incidence and Antecedents of Presenteeism: The Case of a Federal Government Ministry, 5-6th Dec 2011, Park Royal Hotel, Penang.
 45. Marx, Joachim Heinz & **Hazman Shah Abdullah**, Culture and Communication Practices: A Study of Expatriate and Local managers in Malaysian Freight Forwarding Industry, International Conference on Innovation, Management and Technology Research, 21-22 May 2012, Melaka, Malaysia.
 46. **Hazman Shah Abdullah**, Service or Governance Quality Improves Trust in government? CHUSER IEEE Proceedings of the Colloquium on Humanities, Science and Engineering, 7-8th April, Penang, Malaysia. 2014
 47. **Hazman Shah Abdullah**, Higher Education Evaluation and Accreditation Council of Taiwan (HEEACT), 04-05 December 2015. Taiwan.

48. **Hazman Shah Abdullah**, 29th AACUP Annual National Conference, 17-19 February 2016, Manila, Philippines.
49. **Hazman Shah Abdullah**, EU-Malaysia Conference on Higher Education, 14 March 2016, University Malaya, Malaysia.
50. **Hazman Shah Abdullah**, EU-SHARE Seminar on National Qualifications Framework, 4-5 May 2016, MQA Petaling Jaya, Malaysia.
51. **Hazman Shah Abdullah**, SHARE Policy Dialogue-Towards A Share Understanding of Quality Assurance 26-27 October 2016, Kuala Lumpur, Malaysia.
52. **Hazman Shah Abdullah**, Workshop on Research on Mutual Recognition of Credits among Universities in APEC Region, 12-13 December 2016, Beijing, China.
53. **Hazman Shah Abdullah**, 1st AQR Technical Expert Workshop, 9-10 February 2017, Jakarta, Indonesia.
54. **Hazman Shah Abdullah**, 5th Working Group Meeting for Implementation ASEM Recognition Bridging Declaration, 20-21 April 2017, Kuala Lumpur, Malaysia.
55. **Hazman Shah Abdullah**, Second National Qualifications Framework Phase IV Technical Workshop, 12 July 2017, Manila, Philippines.

Invited Sessions

1. From Customer Satisfaction to Citizen Satisfaction: Rethinking Local Government Service Delivery. Keynote Address. International Conference on Local Government: Enhancing Service Delivery, 22nd to 24th August 2006, Kota Kinabalu Sabah.
2. HR Research Directions, Doctoral Colloquium, The 6th International Asian Academy of Management Conference, Ipoh, Perak, Malaysia, 2006.
3. Guest Scholar, Invited to review manuscripts to for publish in refereed journals by School of Management, Universiti Sains Malaysia. (23rd -25th November 2007).
4. Keynote address Enabling Good Governance in Selangor Civil Service. Research Seminar in Selangor, Bluewave Hotel, 17th January 2008.
5. Panel of Research Experts, International Conference on Entrepreneurship and Small Business, Shah Alam. Centre for Entrepreneurship Research and Support centre, Universiti Teknologi MARA, 2-3rd Dec 2008.
6. Keynote Address - Preparing for Apex Status, School of Management, USM, 11th Dec 2008, USM Penang
7. Invited presenter "Towards a More Effective Management and Organisation of Modern and Sustainable Cities." 20-21st Jan 2009.
8. Invited speaker Ethics in Business Research and Publication, School of Management, Postgraduate Colloquium, USM. 18th June 2009.

9. Invited Paper Presenter on “What should we teach? Making Higher Education Curricular Choices in an era of Rapidly Expanding Knowledge at the East-West Center Senior Seminar in Higher Education and Quality in an Emergent Knowledge Society, 21-13 Oct 2009, Kuala Lumpur.
10. Keynote Speaker – Cultivating Research Excellence , Doctoral Colloquium, School of Management, USM, 31st May 2010
11. Keynote Speaker – “Phd 2.0 to 4.0” Research Colloquium, Faculty of Management, Multimedia University, Cyberjaya, 12th Oct 2010.
12. Guest Speaker at the Accrediting Agency of Chartered Colleges and Universities in Philippines (AACCCUP), Quezon City, Manila, Philippines. 11-16 February 2011.
13. Invited Speaker at the National Seminar for MQA Panel of Assessors, MQA, Sunway Hotel, 22nd Nov 2011
14. Invited Speaker for the ASEAN PLUS THREE Forum on Quality Assurance in Higher Education, 10-11 Oct 2012, Kuala Lumpur.
15. Invited Speaker, Round Table Dialogue on “Pembentukan Modak Insan” by Majlis Professor Negara, 20th November 2012, Hotel Holiday Inn, Glenmarie, Shah Alam.
16. Invited Speaker, Revisiting IQA-EQA compatibility in Programme Accreditation, Seminar on Internal-External Quality Assurance, MQA, 30th Sept 2014.
17. Invited Speaker, QA in the Next Ten Years, HEEACT 4-5th Dec 2015, Taipei.
18. Panelist, Islamic Finance Education Ecosystem and Quality Assurance Symposium 31st March 2018, PWTC, Kuala Lumpur, WP.
19. Speaker, 2018 ASEAN Quality Assurance Network (AQAN) Seminar – Industry 4.0 in Higher Education, Bayview Resort Hotel, Batu Ferringhi, Penang. 27-28 Sept 2018.
20. Presenter & Moderator, AQRIF Referencing Report Stakeholder Consultation Session, IOI Palm Garden, Putrajaya, WP.
21. Invited Panelist and Moderator, EU-Share programme in Bangkok, 2018.
22. Moderator (virtual), EU-Share Policy Dialogue Series 11 on Quality Standards for Online and Distance Higher Education, June 25th, 2020, 3.00-5.30pm (MY time) https://www.youtube.com/watch?v=CxP9Kht8_E

23. Presenter (virtual), Quality Education, Webinar on Navigating the Future Direction of Higher Education Policy in Malaysia Institute for Leadership Development (UiTM) and PenDaPaT, 28 July 2020, 2.30-5.30pm.
24. Presenter (virtual), The National Qualifications Framework (NQF): The way forward with and beyond COVID-19. Education & Training Quality Authority (BQA) – Kingdom of Bahrain, 12 August 2020, 12pm.
25. Presenter (virtual), Webinar on The Good Practice Guidelines on Micro-Credentials 10.00-11.30am, 4th September 2020. Malaysian Qualifications Agency.
26. Presenter (virtual), Webinar on DBA and PhD – is there a difference? 2.00 - 4.30pm, 5th Sept 2020. Malaysian Multimedia University.
27. Presenter (virtual), QA Response to Covid19: The Malaysia Experience. Online Seminar on Ensuring Quality in Crisis – Policy, Practices, and Future of EQAs. Towards Digitally Responsive Higher Education: Challenges, Good Practices and Learning Models from Southeast Asia and Europe. 22nd Oct 2020.
28. Presenter (virtual), Knowing the MQA Guidelines on MCs. Webinar on Micro-credentials, Finance Accreditation Agency, KL. 22nd Oct 2020
29. Presenter (virtual), MQA Guidelines on Micro-credentials and TNE, Webinar on Flexible Paths to Learning: Micro-credentials and TNE, challenges and opportunities. UK NARIC, 18th Nov 2020.
30. Presenter (virtual), Digitalization of Teaching and Learning; Embedding Quality Assurance – IQA and EQA Perspectives. ASEAN-QA Forum Series 4. 26th Nov 2020.
31. Presenter (virtual), Quality Assuring Modern Higher Education, International Conference Universidade Nasionale Timor Leste, 26th Nov 2020.
32. Presenter (virtual), What You Need to Know About Micro-credentials? Universiti Tenaga Nasional
33. Presenter (virtual), What You Need to Know to Turn Your Programmes into a Veritable Buffet? 22nd March, 2021, MQA, Malaysia
34. Presenter (virtual), “Quality in Crisis” Lessons from the Covid19 Disruption for the Future. 19th April, 2021. Hosted by BAN-PT, Indonesia.
35. Presenter, All you need to know about micro-credentials: GGP on Micro-credentials, 2020. Management and Science University, Shah Alam. 29th April 2021, Malaysia

36. Presenter (virtual), All you need to know about micro-credentials: GGP on Micro-credentials, 2021. Mahsa University, Shah Alam. 11th June 2021, Malaysia
37. Presenter (virtual), Quality Assurance of HE in Malaysia in Preparing for national consultations - Strengthening quality assurance systems for higher education in Kyrgyzstan, UNESCO, INQAAHE and Funds in Trust – Korea. 14th June 2021.
38. Presenter (virtual), All you need to know about micro-credentials: GGP on Micro-credentials, 2021. Universiti Sains Malaysia. 5th August 2021, Malaysia.
39. Panelist. Global Dialogue on Micro-Credentials. 23 June 2022. German Academic Exchange Service (DAAD).
40. Presenter/facilitator, AQAF Agency Review Seminar. 17-20 May 2022
41. Presenter/facilitator, AQAF Reviewer Seminar
42. Moderator, AQRF Workshop 1, 24-25 Aug 2022. Online
43. Moderator, AQRF Workshop 1, 25-26 October 2022. Online
44. Moderator, AQRF Workshop 1, 23-24 Nov 2022. Online
45. Presenter, ASEAN QUALIFICATIONS REFERENCE FRAMEWORK – The Genesis, the State of Play and the Challenges. EU-Share Seminar on QA and NQF, 21-22 Nov 2020
46. Presenter/moderator, Share and King Mongkut University of Technology (KMITT) on Micro-credentials, 20-21st Jul 2022. Bangkok, Thailand.
47. Presenter, AQAN International Conference, Quality Assurance in the Post Pandemic. Kuala Lumpur. 16th august 2022.
48. Speaker, Guidelines on Good Practices: Micro-credential to South African Qualifications Authority, 21st July 2023, MQA, Cyberjaya,
49. Speaker (virtual), Online Assessment: Excitement and Anxieties. Transformation of Higher Education in Digital Era, Cyber Education Institute, Universiti Terbuka Indonesia. 19th Sept 2023.
50. Speaker, (Virtual), Referencing to AQRF – The Malaysian Experience. Talk to Participants at a workshop on referencing to Pacific Qualifications Framework hosted by New Zealand Quality Authority. 9th Nov 2023.

Courses/Training Programmes Conducted

1. Senior Management Development Programme : Sime Darby Bhd. 28th. July 1995. Merlimau Sime Darby Training Centre.
2. Communication in Business: Course conducted at Institut Tun Abdul Razak for Servicemen, 17 & 18th Feb. 1996.
3. Communication in Business : Course conducted at Institut Tun Abdul Razak for Servicemen. 25 & 28 October 1996.
4. ISO 9000 and Documentation : Course conducted at Permata, Bangi for UDA-PEC Sdn. Bhd. 29 & 30 Oct. 1996 Sponsored by MFQ Sdn. Bhd.
5. ISO 9000 and Documentation: Course conducted at Bayu Beach Resort, Port Dickson for Jabatan Pendaftaran Negara. 6th & 7th Nov. 1996. Sponsored by MFQ Sdn. Bhd.
6. ISO 9000; Appreciation Course: Course for Jabatan Pendaftar conducted at Universiti Teknologi Malaysia, Skudai
7. ISO 9000; Documentation Course: Course for Jabatan Pendaftar conducted at Universiti Teknologi Malaysia, Skudai
8. ISO 9000; Appreciation Course: Course for Fakulti Kejuruteraan Sivil conducted at Universiti Teknologi Malaysia, Skudai
9. ISO 9000: Internal Quality Audit: 2 day workshop for Faculty of Business and management, ITM Shah Alam.
10. Conducted ISO 9000 Documentation and Appreciation courses for the following Unit in ITM;
 - a) Fakulti Perakaunan ITM, Shah Alam.
 - b) Pusat Pendidikan Persediaan, Shah Alam.
 - c) ITM Cawangan Pahang
 - d) Bahagian Hal Ehwal Pelajar, ITM Shah Alam.
 - e) Bendahari ITM, ITM Shah Alam
 - f) Fakulti Pentadbiran & Undang-Undang, ITM Shah Alam.
 - g) Jabatan Pendaftaran Negara (under the auspices of MFQ Consultancy Sdn Bhd)
 - h) Unit Pengurusan Sumber Manusia, Pejabat Pendaftar, Universiti Teknologi Malaysia. 1997
 - i) Fakulti Kejuruteraan Sivil, Universiti Teknologi Malaysia. 1997
 - j) Universiti Teknologi MARA Sarawak – Introduction to ISO 9001:2000, 7th May 2002.

11. Talk on Introduction to Quality for PTK 3 participants from Universiti Teknologi MARA.
12. Talk on Quality Management for PTK 5 participants from UiTM, 30th March 2004.
13. Talk on Strategic Quality Management for PTK 6 participants from UiTM, 31st March 2004.
14. Data Analysis for Academic Staff of Faculty of Office Management & Technology, UiTM, 2005.
15. Effective Social Marketing for National Blood Bank Officers, Langkawi, 26th-29th June 2007.
16. Talk on Strategic HRM to PTK 5 & ^ participants from Ministry of Natural Resources and Environment, 18-19th July 2008, Dengkil.
16. Institutional Audit Training for MQA, Dec 9-10 2010, Petaling Jaya
18. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA) 1st Oct 2011, Hotel Armada
19. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA) 21st Sept 2011, MQA
20. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 31st Oct 2011, MQA
21. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 30th March 2012, MQA
22. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 7th April 2012, MQA
23. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 19-21th OCT 2012, MQA
24. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), November 2012, MQA
25. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), September, 6th 2013, MQA.
26. Facilitator, Carrying Out Effective Programme Self Review, UNIRazak, 29-30th October, UniRazak, Kuala Lumpur.
27. Trainer, Quality Assurance Workshop on Code of Practice for

- Programme Accreditation (COPPA, MQA), November, 29th 2013, MQA
28. Speaker, Understanding Plagiarism for Kursus Asas Pengajaran, ILQAM, UiTM, 26th February, 2014.
 29. Trainer, Workshop to Prepare MQA-01 Documents by Institut Darul Quran, ILIM, Besut, Trengganu, 6-8th August 2014
 30. Speaker, Using Turnitin, FSPPP, Seremban 3, N. Sembilan, 14th August 2014.
 31. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 11th April 2014, MQA
 32. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 21-22th August 2014, Kuantan, MQA
 33. Speaker, Sharing Session with Foreign Interns at MQA, 28th August 2014.
 34. Trainer, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 11th April 2015, PJ, MQA
 35. Speaker, Better Report Writing, Kuala Trengganu, MQA, 5th October 2015. (Eastern Zone)
 36. Speaker, Better Report Writing, Johor Baru, MQA, 7th December 2015 (Southern Zone)
 37. Speaker, Better Report Writing, Kota Kinabalu, MQA, 14th December 2015. (Sabah/Sarawak)
 38. Facilitator, Quality Assurance Workshop on Code of Practice for Programme Accreditation (COPPA, MQA), 15 April 2015, MQA, Malaysia.
 39. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 30 July, 2018, New Era University College, KL. Malaysia.
 40. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 9th July, 2018, AISMT University, Sungai Petani, Kedah. Malaysia.
 41. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for HEPs, 4th July, 2018, Pullman Lakeside, Putrajaya, WP. MQA, Malaysia.

42. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for HEPs, 5th Sept, 2018, Mercu MQA, Cyberjaya. MQA, Malaysia.
43. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for HEPs, 14th Nov Sept, 2018, Mercu MQA, Cyberjaya. MQA, Malaysia.
44. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, Internship Programme for International Participants, 3rd Oct, 2018, Mercu MQA, Cyberjaya. Malaysia.
45. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 23th Sept, 2018, Mercu MQA, Cyberjaya.
46. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 25th Oct, 2018, Politeknik Kota Kinabalu, Sabah. Malaysia.
47. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 22th Oct. 2018, International Medical University, Bukit Jalil, KL. Malaysia.
48. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 14th Nov. 2018, Hotel Averly, Putrajaya. MQA, Malaysia.
49. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 22th Oct. 2018, Jabatan Pertanian, Putrajaya. Malaysia.
50. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 13th March, Universiti Malaysia Kelantan, Pengkalan Chepa, Kelantan. Malaysia.
51. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Colleges, 27th March 2019, Hotel Everly, Putrajaya. MQA, Malaysia.
52. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 17-18th April, 2019, Segi University, Kota Damansara, KL. Malaysia.
53. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument & Programme Monitoring and Review 15-16th June 2019, Universiti Malaysia Sarawak, Sarawak. Malaysia.
54. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Colleges, 17th June 2019, Kuching, Sarawak. MQA, Malaysia.
55. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 8th August 2019, National Maritime Institute of Technology, Johor Bharu, Johor, Malaysia

56. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, 14th August Berjaya University College, Kuala Lumpur, Malaysia.
57. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, UiTM Sungai Buloh Campus, 17th September 2019, Malaysia.
58. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, Dorsett, Putrajaya, 25th September 2019.
59. Facilitator, Sharing Session on Self Review Report, CADe, UPM, 26th September 2019. Malaysia.
60. Speaker, Presentation on the Guidelines on Micro-credentials, August, 2020, MQA.
61. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, National Crafts Institute, Templar Park, 6th August 2020. MQA, Malaysia.
62. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, MQA. 27 August, 2020.
63. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument, MQA. 21 October, 2020.
64. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 11th September 2020, MQA, Malaysia.
65. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 23-24th Nov 2020. MQA, Malaysia.
66. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 11th April 2021, MQA, Malaysia.
67. Facilitator, Workshop on Outcome-based Education – Going Beyond Minimum or Compliance, Spectrum International College of Technology. 29th May 2021.
68. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 6th June 2021, MQA, Malaysia
69. Facilitator, Workshop on Training Internal Assessors for Compliance Audits, MQA for UTAR, 21st-22nd June 2021.
70. Facilitator, MQA Workshop for Compliance Audit for Self-Accrediting Universities Assessors, 26th June 2021.
71. Expert ASEAN Trainer, Preparation of Self Review Report for Agency Review under AQAF, 7th-9th July 2021. AQAN & EUShare II.

72. Facilitator, Workshop on Training Internal Assessors for Compliance Audits, MQA for Universiti Tunku Abdul Rahman, 26-27 July 2021. Series 1.
73. Facilitator, Workshop on Training Internal Assessors for Compliance Audit, organised by MQA for Universiti Tunku Abdul Rahman, 26st-27nd July 202. Series 2.
74. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 2nd Sept 2021, Organised by MQA for Universiti Malaysia Sabah, Malaysia.
75. Facilitator, Certified IQA Officer – Tier 2A Training by MQA 22-23rd August 2021.
76. Facilitator, Certified IQA Officer – Tier 2 Training by MQA 22-23th Aug 2022.
77. Facilitator, Certified IQA Officer – Tier 3 Training by MQA 23-24th February 2022.
78. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for HEPs (public Event), 19th Oct 2022. Everly Hotel, Putrajaya.
79. Facilitator, Workshop on GGP on Micro-credentials, 20th Oct 2022, Everly Hotel, Putrajaya.
80. Facilitator, Business Programme Standard, 2021. Workshop for UMP, Gampang. 5-6th Sept 2022.
81. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 14th Aug 2022, MQA, Malaysia
82. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for UTP, 4th Aug 2022, MQA, Malaysia
83. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for UTP, 17th Jul 2022, MQA, Malaysia.
84. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for HEPs, 3rd March, 2023, Kota Kinabalu, Sabah.
85. Facilitator, Workshop on GGP on Micro-credentials, 4th March 2023, Kota Kinabalu, Sabah.
86. Facilitator, Certified IQA Officer – Tier 3 Training by MQA 20-21st February 2023.MQA
87. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 17th May 2023, MQA, Malaysia
88. Facilitator, Certified IQA Officer – Tier 2 Training by MQA, Everly Hotel, Putrajaya 22-23rd May 2023.

89. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 24th August 2023, MQA, Malaysia. Ipoh.
90. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 3rd Sept 2023, MQA, Malaysia (Online).
91. Instructor, Professional Certificate in Higher Education – Management and Leadership, Joint certificate by IPPTN, USM, AKEPT, MoHE & MQA. 17 and 18th Sept 2023.
92. Facilitator, Workshop on Code of Practice for Programme Accreditation and Evaluation Instrument for Assessors, 18th Feb 2024, MQA, Malaysia.
93. Trainer, Certified Quality Assurance Officers Tier 3, MQA. 4th to 7th Mac 2024, Hotel Mercure, Putrajaya.

Consultancy

- 1 Bahagian Hidrologi, Jabatan Parit dan Saliran : ISO 9000 (as Associate Consultant of MFQ Sdn Bhd.).
- 2 Internal Audit Division of Petronas Bhd: ISO 9000 (as Associate Consultant of MFQ Sdn Bhd.).
- 3 Operations Management Unit, Faculty of Business Management, UiTM (2000-2001).
- 4 Accountancy Department of Universiti Teknologi MARA Sarawak (2002-2003)
- 5 EDS Data Systems IT Services Sdn Bhd – Translation Services for GOE project.
- 6 Allied Solutions (M) Sdn Bhd. (2003) – ISO 9001: 2000 – Developing quality Documentations.
- 7 Head, Rapportueing Team for the 11th MSC International Advisory Panel Meeting in KLCC, 2008 (Minutes of the meeting, PM's Press Release).
- 8 Head, Rapportueing Team for the 12th MSC International Advisory Panel Meeting in PICC, 12th Nov. 2009 (Minutes of the meeting, PM's Press Release 7 Draft Cabinet Paper).
- 9 Asian Development Bank, Contract No. 146450-S25030 TA-9406 INO: Preparing the Advanced Knowledge and Skills for Sustainable Growth

Project - Higher Education Quality Assurance Specialist (50395-001), 2017.

- 10 Chairman, Panel on Development of Guide to Good Practice: Micro-credential, Malaysian Qualifications Agency, 2019-2020.
- 11 Chairman, Panel on Revision of Postgraduate Standard, Malaysian Qualifications Agency, 2020.
- 12 Member, Panel on Development of Guide to Good Practice: APEL Q, Malaysian Qualifications Agency, 2020.
- 13 Member, Panel on Revision of Business Studies Standard: Malaysian Qualifications Agency, 2019-2020.
- 14 Chairman, Panel on referencing of Matriculation and STPM to Malaysian Qualifications Framework, 2020.
- 15 Fiona Crozier & Hazman Shah Abdullah (2020). Digitalisation of Quality Assurance: Lessons from the COVID-19 Disruption for the Future December 2020 for DAAD-DIES and BAN-PT.

Examiner/Assessor

1. Associate Auditor (ISO 9001:2004) in Benchmark International, Australia (ended).
2. Occasional reviewer for Utara Management Journal (UUM)
3. Occasional reviewer for Asian Academy of Management Journal
4. Occasional reviewer for Utara Management Review.
5. Occasional reviewer for International Journal of Business and Entrepreneurship.
6. Occasional Reviewer for INTAN Management Journal.
7. Associate editor of Journal of Entrepreneurship and Sustainable Development.
8. Examiner for the Management paper for Malaysian Accounting Administrators Association (MAAA) since June 1996 (ended).
9. Panel member for Academic Quality Audit in UiTM(ended 2002)
10. Assessor for Prime Minister's Quality Award for the private sector category (ended)
11. Member of the Evaluation Panel of the Lembaga Akreditasi Negara (now Malaysian Qualifications Agency) (LAN) Ministry of Education for Business Administration programmes since 1996.
12. Expert Group on Institutional Audit, National Accreditation Board/Malaysian Qualifications Agency

Papers, Articles and Conference Reviews

Record from April 2010

1. Consumer Attitudes toward Foreign and Bangladeshi Products: A Qualitative Focus Group Study on Bangladeshi Consumers, Asian Social Science (2010).
2. The Work-Knowledge Cohesion: Integrating Knowledge Management with Deliverable Work for Knowledge-Intensive Services, IEEE International Conference on Service Operations, Logistics and Informatics (2010).
3. Research on the Development Strategy of China's Renewable Resource Industry Based on SWOT Analysis, IEEE International Conference on Service Operations, Logistics and Informatics (2010).
4. Mobile Commerce Implementation Obstacles: Case Study of Iran, IEEE International Conference on Service Operations, Logistics and Informatics (2010).
5. Review Assignment: Personal relations and formation of employment strategy in a labor market, Asian Social Science (2010).
6. Review Assignment: Consumer Attitudes toward Foreign and Bangladeshi Products: A Qualitative Focus Group Study on Bangladeshi Consumers, Asian Social Science (2010).
7. Tanakorn Limsarun and Pacapol Anurit (2010) The Different Perspective of Managerial and Operational Level toward Customer Relationship Management Practice in Thailand, Asian Social Science, 28th Nov 2010
8. A Structural Modeling for e-Governance Service Delivery in Rural India. International Journal of Electronic Governance (IJEG).
9. A Study about the Phenomenon of Glass Ceiling among Women Managers in Bangladesh. Asian Academy of Management Journal.

Academic Programme Assessor

I have been assessor (member of the panel and as Chair) for more than 200 programmes ranging from Diploma to PhD for the National Accreditation Board (1996-2006) and Malaysian Qualifications Agency (since 2007). A sample of the programmes are listed below. Full list can be provided if needed.

No	Programme	Institution
	Advanced Diploma in Administrative Management	Institute of Administrative Management, UK.
	Diploma in Administrative Management	Selangor Institute of Tech.
	Diploma in Business Administration	Institute Hillciti
	Diploma in Business Administration	Institut Teknologi Tunku Abdul Rahman
	American Degree program	Stamford College
	Diploma in Business & Liberal Arts	Kolej Inti Sarawak
	Foundation Business Studies	Kolej Ibukota, K. Kinabalu
	Diploma in Business Administration	Kolej Lagenda Langkawi.
	Diploma in Arts	Kolej Damansara Utama, Penang
	Diploma Administrative Management	INPENS, Shah Alam.

No	Programme	Institution
	Diploma in Business & Liberal Arts	Kolej Inti Subang Jaya
	Diploma in Managerial Principles,	Kolej Inti Sarawak
	Diploma in Arts	Kolej Inti Antarabangsa, Pulau Pinang.
	Diploma in Business Administration	Institut Pengurusan Fontier, Pulau Pinang.
	Diploma in Business Studies	Stamford College, Kota Kinabalu, Sabah
	Bachelor	
	Bachelor of Commerce	Kolej Disted-Stamford, Pulau Pinang.
	Bachelor of Science (Business Administration)	Kolej Aman
	Bachelor of Science in Administration	Institut Teknologi Pertama.
	Bachelor of Business Administration	Institute of Training and Development.
	Bachelor of Science (Information Systems Management)	Help Institute.
	Sarjana Muda Pengurusan	Institut Astin
	Sarjana Muda Pentadbiran Perniagaan	Kolej Teknologi Bestarii, Setiu.
	Bachelor of Business (Marketing)	Kolej IBMS, Sarawak
	Bachelor of Business	Sunway College.
	Bachelor of Business Administration (Hons) International Business	Kolej Inti, S. Jaya.
	Bachelor of Science (Hons) Marketing	Kolej Inti, S. Jaya.
	Bachelor of Arts (Hons) Business Administration	Kolej Inti, S. Jaya.
	Bachelor of Arts with Honours in Business and Management 3+0 in collaboration with Birmingham City University, June 2018. Provisional Accreditation.	Erican College.
	Masters	
	Masters of Business Administration	MIM-Bath, UK.
	Masters of Business Administration	Institut Teknologi Cybernatics
	Master of Management	UNITEN
	Masters of Business Administration,	UNITEN
	Masters of Business Administration	Kolej Sunway.
	Masters of Business Administration,	Kolej Prime.
	Masters of Business Administration	University Technology, Curtin.
	Masters of Business Administration	Kolej Damansara Utama, PJ.
	Masters of Business Administration (HWU)	Kolej INTI, Nilai.
	Masters of Business Administration (TSU)	Kolej INTI,
	Masters of Business Administration (General Management)	RMIT-MIM
	Masters of Business Administration	Kolej Sistematic.
	Masters of Business Administration (USQ)	Kolej Prime
	Master of Business Administration	Open University Malaysia
	Master of Management	Open University Malaysia
	Master of Business Administration	Open University Malaysia
	Master of Business Administration	MMU
	Master of Business Administration	TWINTech
	Master of Business Administration	UNITAR
	Master of Business Administration	Sunway University College
	Doctorate	
	Phd (Management)	Multimedia University.

No	Programme	Institution
	Phd/M.Phil (Business Management),	University of Nottingham, Malaysia.
	Phd (Business management)	Open University, Malaysia.
	Phd (Management)	TWINTTECH
	Doctor of Business Administration	TWINTTECH
	Doctor of Business Administration	Binary University College
	Doctor of Business Administration, Mantissa College in collaboration with IPE Management School, Paris (Chair & Panel) July 2018, Full accreditation.	Mantissa College
	Doctor of Business Administration, Mantissa College in collaboration with Victoria University, Switzerland,(Chair & Panel), July 2018. Full Accreditation	Mantissa College
	Doctor of Business Administration, Geomatika University College,(Chair & Panel), July 2018. Provisional Accreditation.	Geomatika University College
	Master of Public Administration, 2020	City University
	Chair and Assessor MBA (Finance & Banking)	Lim Kok Wing University of Creative Technology
	Chair and Assessor MBA (Communication & PR), 2020	Lim Kok Wing University of Creative Technology
	Chair and Assessor MBA (HRM), 2020	Lim Kok Wing University of Creative Technology
	Chair and Assessor MBA (Marketing), 2020	Lim Kok Wing University of Creative Technology
	Chair and Assessor MBA (Project Management), 2020	Lim Kok Wing University of Creative Technology
	APEL Q Assessor – BBA, MBA and DBA, 2021	Help University
	APEL Q Assessor BBA, 2021	Open University Malaysia
	APELQ Assessor Diploma, 2021	Universiti Pendidikan Sultan Idris
	Chair and Assessor, PhD (Management)	Lim Kok Wing University of Creative Technology
	Chair and Assessor MBA (Project Management), 2021	Lim Kok Wing University of Creative Technology

Supervision of Dissertation/Thesis

Masters Dissertation

1. Hj Ahmad Fadzil B. Jaafar, Satu ujikaji pembinaan tingkahlaku asertif di kalangan pemimpin persatuan mahasiswa sebuah universiti tempatan, Dissertation in partial fulfillment of the MSc(HRD) (Unimas-IAB) 1997. (Completed).
2. Mazlan B. Hamid, Hubungan faktor-faktor demografi dan organisasi terhadap kepuasan kerja di kalangan operator pengeluaran. Dissertation in partial fulfillment of the MSc(HRD) (Unimas-IAB) 1997. (Completed).

3. Saathasivam A/L Ramoo, Ketidakhadiran dan kawalan ketidakhadiran dikalangan pekerja firma pembuatan di Malaysia. Dissertation in partial fulfillment of the MSc(HRD) (Unimas-IAB) 1997. (Completed).
4. Norizan Sharif. Public Perception of the Complaints Management System in the Local Authorities in Selangor. Master of Administrative Science (Research), Universiti Teknologi MARA (Completed 2010)
5. Ridzuan Kushairi Mohd Ramli, The Impact Of E-Procurement On The Ministry Of Education's Tender Process, Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2008 (Completed).
6. Mohammad Nazri Aman, Is Positive Attitude Enough to Stimulate Adoption? - The Case of e-Filing of Personal Income Tax in Malaysia. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2008 (Completed).
7. Fakhruddin Esa, Perception Of Tqm Implementation And Perceived Cost Of Poor Quality: A Case Study Of Hicom Die Castings Sdn. Bhd. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2008 (Completed)
8. Nurhafizah Binti Ismail, Digitising Work: The Effect Of Sikap Work System On Job Satisfaction Of Counter Service Staff In The Road Transport Department. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2009 (completed)
9. Nor Aisyah bt M. Taifor, Antecedents and Consequences of Presenteeism: A Study of Selected Public and Private Organisations. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2010. (completed)
10. Fazilah Abdul Aziz, Career Preference among Perodua Bhd. Engineers. Dissertation in Partial fulfillment of a Masters of Engineering Management, Faculty of Mechanical Engineering, Universiti Teknologi MARA. 2010. (Completed)
11. Mariati, Job Characteristics and Job Satisfaction among Generation Y. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2011 (Completed)

12. Joesfina, Stressors and Stress in Public Service Department. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2011 (Completed)
13. Ahmad Naser, Effect of Trainee and Workplace Attributes on Transfer of Training. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2011 (completed)
14. Hamizam, Emotional Intelligence and Job Performance at JKR. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2011 (Completed).
15. Nurul Hidayana Bt Mohd Noor, A Study of the Relationship Between Emotional Intelligence and Job Performance in JPJ, Negeri Selangor. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2012 (Completed).
16. Norazlin Abd. Aziz, Factors That Influence Asnaz (Zakat recipients) Satisfaction with Zakat Distribution: A Case Study of Selangor. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2012 (Completed).
17. Sarehan Bte Sadikin, Determinants of Propensity to Innovate in the Public Sector: The Case of MBSA. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2012 (Completed).
18. Mohd Alfie B Azizi, TQM Practices and Organizational Commitment: The Case of RISDA. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2014 (Completed).
19. Nor Adlina, Work-Life Imbalance Among Academic Staff: The Case of UiTM Lecturers. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2014 (Completed).
20. Noraine binti Bahari (Dissertation submitted in July 2015). Predicting intention to act against baby dumping. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty

of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).

21. Norsaadah binti Yusof (Dissertation submitted in July 2015). Peers' influence towards sex education: A study among teenagers in Daerah Petaling. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).
22. Aslinda binti Ramley (Dissertation submitted in July 2015). Factors leading towards bullying at workplace: Perspectives from cleaning workforces. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).
23. Siti Nabilah binti Mohmad Razali (Dissertation submitted in July 2015). Parental behavior, food environment and societal influences on the prevalence of child obesity in Kuala Lumpur. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).
24. Nur Amalina binti Aziz (Dissertation submitted in July 2015). Quality life of aged persons at old folks home. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).
25. Nur afiqah binti hassan (Dissertation submitted in July 2015). Influence of attitude, subjective norms and perceived behavioral control on the intention to report physical child abuse by public. Dissertation submitted in partial fulfillment of the Executive Masters in Administrative Science, Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, 2015 (Completed).

Masters Thesis

1. Mariam Miri Abdullah, The Effects of Organisational Culture, Strategy and Market Orientation on Performance among Manufacturing Firms in Malaysia. MSc Thesis, Graduate School of Management, UPM, 2004.
2. Zalfa Laili Bt Hamzah, The Determinants Of Quality Of Work Life Among Executives In The Oil and Gas Industry In Malaysia. MSc Thesis, Graduate School of Management, UPM, 2005.
3. Mazni Bte Saad, Current Occupational Safety and Health (OSH) Practices in Relation to Companies' Performance among Malaysian Manufacturing Sector, MA Thesis, School of Management, USM, 2008.

Phd/DBA Supervision

1. Siti Rohaida Mohamad Zainal (PhD), Interactive Justice and Leadership style. Main Supervisor (December 2002-2007). Phd-UiTM. (Completed, 2007)
2. Yusliza Mohd Yusoff (PhD): Empowering the Line Managers in HR Matters. 2005 Completed 2009
3. Abdul Kadir Othman (PhD): Emotional Intelligence and impact on service quality and work performance in service sector, 2005-2010 (Completed, 2010)
4. Zurina Adnan (PhD): Strategic HRM and Organizational Performance, (2006) (Completed, Sept 2013).
5. J. K. Heinz (DBA), Culture and Communication Styles of Malaysian and Foreign CEOs in the Shipping Industry. University of South Australia, Australia – ITD (Completed 2010).
6. Ikmal Zofrizal B. Hamidi (PhD) Role of SHRM in the M&A in Malaysia (commenced July 2010) **In progress**.
7. Mahadir Ladisma (PhD) – Organisational Legitimacy and Corporate Social Responsibility (commenced in Aug 2011; Completed in 2015)
8. Norida Bt. Abd. Rahman - 2005104937 – PhD (Engineering Management (EM 990) Completed in 2016.
9. Zurina Bt Md Nen – PhD (2014) – Governance of PPP projects – The Case of PFIs in Malaysia. (**Ended**)
10. Farah Adilla Binti Ab Rahman – PhD (2013), Public participation in Local Government. **Ended**.
11. Razaita Bte Abdul Razak (PhD: 2015), Comparative Study of Malaysian Good Design Mark. **Ended**.

Phd/DBA Thesis (Examiner)

PhD/DBA

1. Muhammad Aminu Bawa, The Impact of Human Resource Management Practices on Firm Performance: An empirical Study of Oil

- Palm Estates in Malaysia, Phd thesis submitted to the Institut Pengajian Siswazah, USM, 2000.
2. Joseph T. Odusanya, Some contextual determinants of Quality of Work life in multinational enterprises in Malaysia. Phd Universiti Sains Malaysia, 2001.
 3. Liew Lai Lai, , DBA, School of Management USM, 2003
 4. Lim Kong Teong, Impak Prinsip-Prinsip TQM ke atas Kepuasan Hati Pelajar dan Pencapaian Akademik Pelajar: Satu Kajian Empirik dalam Sektor Pendidikan Tinggi Awam di Malaysia. Phd thesis submitted to the Institut Pangajian Siswazah Universiti Utara Malaysia, 2002/3.
 5. Tan Wee Wah, Emotional Intelligence and Leadership Effectiveness: The moderating role of Emotional Labour. DBA Thesis, USM 16th April 2004.
 6. Amlus Ibrahim, Teachers's attitude towards computer Usage: A study of Computers in Teaching in Malaysian Schools. DBA Dissertation, School of Management, Universiti Sains Malaysia, March 2005.
 7. Teoh Poh Ping, Trust and Performance of Small and Medium Entreprises. DBA Dissertation, School of Management, Universiti Sains Malaysia. 9th May 2005
 8. Baharu Kemat, DBA Dissertation Universiti Kebangsaan Malaysia, 2005.
 9. Omar Bin Salim, Konstrak Psikologi dan Komitmen Terhadap Profesion di Kalangan Profesional IT Sektor Awam di Malaysia. DBA Dissertation Universiti Kebangsaan Malaysia. 2005
 10. Sopian Bujang, Hubungan Amalan Percangan Sumber Manusia dan Prestasi Organisasi, 2006. PhD, Universiti Utara Malaysia.
 11. Ang Kee Seng, Moral Judgement: Its Antecedents and Relationship with Career Success. DBA, 2005. Universiti Sains Malaysia.
 12. Kenny Teoh Guan Cheng, The determination of an Affective, Cognitive and Conative Measure of Consumer Ethnocentrism. Phd, Graduate School of Management, Universiti Putra Malaysia. 2006
 13. Balasandran Ramiah, Headmasters' Reinforcement Behavior and Teachers' Performance in National Primary Schools, BDA Thesis, School of Management, USM, May 2007.

14. Faizuniah Panggil, The Relationship between HRM practices, Affective Commitment and Knowledge Sharing. DBA Thesis, School of Management, USM, June 2007.
15. Ng Peng Long, Internal Marketing and Performance in Malaysian Private Higher Education Institutions, Phd, USM, 2007.
16. Mohd Faiz Hilmi, Antecedents and Outcomes of Innovativeness in SMEs in Malaysia, DBA Thesis, School of Management, USM, May 2008
17. Norazuwa Mat, The Effect of Personality and Job Characteristics on Teaching Effectiveness – The Moderating Effect of Experience Phd Thesis, Institute of Graduate Studies, USM, 2008
18. Ahmad Zainal Abidin B. Abd Razak, The antecedents and Consequences of Work-Family Conflict Among Doctors in Public Hospitals. May 2009, Graduate Business School, USM.
19. Tan Peng Long, The Influence of HRM Practices on Organisational Innovation – The role of KM Effectiveness as mediators. May 2009, Graduate Business School, USM.
20. Abdul Razak Mohd. Yusoff, The Effects of SHRM on Organisational Commitment and Job satisfaction among newly acquired Banks in Malaysia. April 2009. Graduate Business School, UPM
21. Alimin Ismadi Bin ismail, The Relationship between Organisational Resources, Capabilities and Systems and their effects on Competitive Advantage and Performance, Graduate Business School, UPM, 2010
22. Johanim Johari, The Structural Relationship between Organizational Structure, Job Satisfaction, Work Involvement and Job Performance among public servants, 2010, College of Business, Universiti Utara Malaysia.
23. Johari Jalil, The Influence of Personality, Internal Communication and Transformational Leadership on Sense of Urgency – A Case Study. Doctor of Business Administration, Yeop Othman Graduate School of Business, College of Business, Universiti Utara Malaysia. February 2011.
24. Zarina Denan, Absorptive Capacity in Malaysian Manufacturing SMEs, Institute for Graduate Studies, Universiti Teknologi MARA, 2011 (Internal Examiner).
25. George Menasye Satya, Organisational Change and Organisational Culture Development in a Regional Development Bank in Indonesia. Institute of Graduate Studies, USM, 2011.

26. Khor Boo Hou, The Relationship between Human Resource Management Practices, Organisation Creative Climate and Product Innovation. A study of Malaysian Manufacturing Companies. DBA Thesis, Institute of Graduate Studies, Universiti Sains Malaysia. Sept. 2011.
27. Cheng Boon Liat, A Study on Service Quality, Customer Satisfaction, Corporate Image and Customer Loyalty in the Hotel Industry in Malaysia. PhD thesis submitted to Universiti Tun Abdul Razak, 2011.
28. Sa'eed Hameed Al Dulaimi, National Culture and Commitment to Organisational Change: The Mediating Effect of Readiness to Change. PhD thesis submitted to Universiti Tenaga Nasional, September 2011.
29. Sheikh Muhamad Hizam Bin Sh Khairuddin, The Relationship Between Stress at Workplace, Commitment, Health and Individual Productivity. DBA Thesis submitted Graduate School of Business, UKM, 2011.
30. Benedict Valentine A/L Arulanandam, Role of CG in Business Practices, Graduate School of Management, UPM, 19th Sept. 2011 (independent examiner of proposal).
31. Alaedin K.I Alsayed, Supervisor's Leadership Styles and Subordinates' Performance in Palestinian Public Organisations – The Mediating Role of Communication Satisfaction. USM, 2012.
32. Zaini B. Jamaluddin, Relationship between Spiritual, Transformational and Transactional Leadership Style, and Organisational Commitment and Intention to Stay among Employees of Political Parties in Malaysia, Graduate Business School, Universiti Kebangsaan Malaysia, 2012
33. Sheikh Muhamad Hizam B Hj Sh. Khairuddin, The relationship between Stress at the Workplace, Commitment, Health and Individual Productivity Among Academic Administrators in Malaysia Research Universities, DBA, UKM, 2013
34. Benedict Valentine A/L Arulanandam, Perceptions, Deficiencies and Issues in Corporate Governance. Graduate School of Management, UPM, 2013
35. Abdullah Abas Karamsheh, Characteristics of Crisis and Decision Making Styles Among leaders in the Jordanian Civil Defense: The Mediating Role of Leadership Styles. PhD, College of Graduate Studies, UNITEN, Feb 2014.
36. Piochetwul Nillaor, The Management of Public Expenditure among Local Administrative Organisations in Thailand, PhD Universiti Utara Malaysia, 2014.

37. Navid Fatehi Rad, The Influence of Culture, Individual Differences and Time on Negotiation Styles among Iranian and Malaysian Business People, PhD, Universiti Sains Malaysia, 2014.
38. Ibrahim Abdel Hameed Abu Alsondos, The Mediating Effects of ICT Usage on the Relationship between Individual, Organisational and Interpersonal Factors and Tacit Knowledge Sharing in the ICT Sector in Jordan. Phd, Yeop Othman Graduate School of Business, UUM. 2014.
39. Mak Anak Met, Effect of Monetary Motivation and Moderating Demographic Factors on the Employees' Job Satisfaction and Job Performance at Oil and Gas Offshore Production facilities in Malaysia, 2014. DBA, Asia e-University.
40. Hassan Ahmed Hassan, Transformation of University-Based Business and Management Education – A Case from Malaysia. DBA, Graduate School of Business, USM, 2014.