

MOHAMMED KHURRUM SHAHZAD BHUTTA Ph.D.

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TEACHING INTERESTS

Operations Management, Supply Chain Management, Project Management, Business Research Methods.

RESEARCH INTERESTS

Operations issues in Small and Medium Enterprises, Lean Management, Sustainability, Facility Location, Supplier Selection.

AWARDS & CERTIFICATIONS

2025	Departmental Hidden Gem Award , Management Department, Ohio University
2024	Departmental Teaching Award , Management Department, Ohio University
2024	Excellence in Teaching Graduate Award , College of Business, Ohio University
2024	AI - Teaching and Learning in Higher Education , Faculty Learning Community, Ohio University
2023	Faculty Mentoring Learning Community , College of Business, Ohio University
2021	O'Bleness Professorship in Operations , College of Business, Ohio University
2020	Excellence in Research Recognition , College of Business, Ohio University
2019	Research Impact Award , Management Department, College of Business, Ohio University
2018	Outstanding Paper Award - Emerald Literati
2011	Excellence in Professional Activity and Service Award , College of Business, Ohio University
2009	Faculty Development in International Business (Global Operations & Supply Chain Management) , Moore School of Business, University of South Carolina
2008	Master Teacher Program , Ohio University Master Student Advisor , Nicholls State University
2007	Excellence Award in Research , College of Business, Nicholls State University
2005	Excellence Award in Research , College of Business, Nicholls State University Commendations from the Office of Student Affairs for contribution to students' success , Nicholls State University

EDUCATION

Ph.D.

Aug. 2001

University of Texas at Arlington

Major Area: Production and Operations Management

Minor Area: Management of Information Systems

PhD Dissertation: "Global Supply Chains: An Integrated Location, Production, Distribution and Investment Model for a Multinational Corporation Operating under varying Exchange Rates and Tariff Structures"

MBA

Jun. 1996

Lahore University of Management Sciences

Major Areas: Production and Operations Management & Marketing

MBA Thesis: "Feasibility of opening a new HKB store in Defence".

B.Sc. Engineering

Jun. 1993

University of Engineering and Technology, Lahore

Major Area: Mechanical Engineering

BSc. Engineering Project: Aspects of Pollution Control in the Cement Industry: An in-depth analysis of the Pollution problems caused by Cement production processes in context of Pakistani Cement industry.

EXPERIENCE

Aug. 2013 – To date

Ohio University

Athens, Ohio, USA

Full Professor (Tenure) - Assistant Chair & Program Director of Supply Chains Management Certificate & Operations Coordinator

Teaching Activities: Operations & Project Management courses at the undergraduate, graduate and professional levels. PM Lead LAIOB Exec Education.

Selective Administrative Activities: Assistant Chair – Management Department, Coordinator for Operations Faculty/Curricula, Program Director Supply Chain Management Certificate, Director of FT-MBA Program, Assurance of Learning Coordinator; Graduate Committee; University Curriculum Committee; University Library Committee; Annual Evaluations; Promotion & Tenure Committees.

Sept. 2008 – Jul. 2013

Ohio University

Athens, Ohio, USA

Associate Professor (Tenured) & Assurance of Learning Coordinator for MBA Programs

Teaching Activities: Operations Management courses at the undergraduate, graduate and professional levels.

Selective Administrative Activities: Assurance of Learning Coordinator (MBA Programs); Director MBA (Integrated) Program; COB Faculty President, Management Department reorganization Committee; Operations Curriculum revision; Graduate Committee; University Library Committee.

Aug. 2007 – Aug. 2008

Nicholls State University

Thibodaux, Louisiana, USA

Associate Professor (Tenured) & Assurance of Learning Coordinator for College of Business

Teaching Activities: Operations Management, Quantitative Analysis, Business Statistics, Management of Information Systems, E Commerce.

Selective Administrative Activities: Various Committee functions, Student advising, Nicholls International Advisor & Information Systems Club Advisor.

Aug. 2001 – Jul. 2007

Nicholls State University

Thibodaux, Louisiana, USA

Assistant Professor

Teaching Activities: Operations Management, Quantitative Analysis, Business Statistics, Management of Information Systems, & E-Commerce.

Selective Administrative Activities: Various Committee functions, Student advising, Nicholls International Advisor & Information Systems Club Advisor.

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|------------------------|---|----------------------------------|
| Jan. 2001 – Jul.2001 | Nicholls State University
Visiting Instructor
Teaching Activities: Quantitative Analysis and Management of Information Systems.

Selective Administrative Activities: Various Committee functions, Student advising & Information Systems Club Advisor. | Thibodaux, Louisiana, USA |
| Sept. 1998 – Dec. 2000 | University of Texas at Arlington
Lecturer
Management Science (Four Semesters) and Production Operations Management.

Graduate Research Assistant
Assisted in Production Operations Management, Logistics and Material Resource Planning, Statistics, EDI, Scheduling, Data Envelopment Analysis, Data Mining. | Arlington, Texas, USA |
| Jun. 1997 – Aug. 1998 | Lahore University of Management Sciences
Research Associate
Operations Research and Project Management.

Worked on the following projects: Case on Joint Ventures in Pakistan based on Technology Sharing, Cases on Linear Programming and Queuing Theory, Socio-Economic Status of Consumers in Pakistan, Enhancing Competitiveness through Effective Industry Associations. | Lahore, Pakistan |

JOURNAL PUBLICATIONS

48. Al Masarwah Najat Eid Ayed, Esra Abdelall, Bhutta M. Khurum S., Mohammad Saraireh, *Designing A Sustainable Supply Chain Under Uncertainty Conditions*, Vol 15, pg. 151-177, **Journal of Remanufacturing**, 2025, <https://doi.org/10.1007/s13243-025-00151-0>
47. Jainmin Sun, M. Khurum S. Bhutta, Muddassar Sarfraz, *Green Business in the Digital Age: Sustainable Performance in an Era of Technological Advancement and Leadership Transformation*, **Current Psychology**, Vol 43, pg. 32168-32187, 2024. <https://doi.org/10.1007/s12144-024-06723-w>
46. Ammara Saleem, M. Khurum S. Bhutta, Mohammad Abrar, Mohammad Waseem Bari, Mohsin Bashir, *Leader's Ethical Behaviour: A Precursor to Employees' Well-Being Through Emotions Management*, **Acta Psychologica**, Vol 249, 2024. <https://doi.org/10.1016/j.actpsy.2024.104453>
45. Bhutta M. Khurum S., Omar I. Alhawari, Zubair Mohamed, *An Integrated Optimization Model for a Global Supply Chain Network*, **International Journal of Management Science and Engineering Management**, Vol 19, No. 1, 2024.
44. Muhammad Irfan, Faisal Qadeer, Muddassar Sarfraz, M. Khurum S Bhutta, *Determinants and Consequence of Job Crafting under the Boundary Conditions of Work Uncertainty*, **Career Development International**, Vol 28, No. 6/7, pp. 686-705, 2023.
43. Raza, S.A., Govindaluri, S.M. and Bhutta, M.K. *Research Themes in Machine Learning Applications in Supply Chain Management using Bibliometric Analysis Tools*, **Benchmarking: An International Journal**, Vol. 30, No. 3, pp. 834-867, 2023. <https://doi.org/10.1108/BIJ-12-2021-0755>
42. Mohsin Bashir, M. Khurum S. Bhutta, Bari, Muhammad; Saleem, Ammara; Tanveer, Yasir, *Organization Cross Domain Interventions Managing Strategies and Employee Outcomes: A Role of Work-Family Balance*, **International Journal of Organizational Analysis**, Vol. 30, No. 6, pp. 1754-1770, 2022.
41. Bhutta M. Khurum S., Asif Muzaffar, Gokhan Egilmez, Faizul Huq, M. Nasir Malik, M. Akmal Warriach, *Environmental Sustainability, Innovation Capacity, and Supply Chain Management Practices Nexus: A Mixed Methods Research Approach*, **Sustainable Production and Consumption**, Vol. 28, pp 1508-1521, 2021.

40. Aitzaz Khurshid, Asif Muzzafar, M. Khurrum S. Bhutta, *Institutional Pressures and Supplier Involvement: A Perspective on Sustainability*, **Operations Management Research**, Vol. 14 (1), pages 123-137, 2021.
39. Omar Alhawari, M. Khurrum S. Bhutta, Asif Muzzafar, *Supply Chain Emerging Aspects and Future Directions in the Age of COVID-19: Systematic Review*, **Uncertain Supply Chain Management**, Vol 9, Issue 2, 2021.
38. Omar Alhawari, Usama Awan, M. Khurrum S. Bhutta, M. Ali Ülkü, *Insights from Circular Economy Literature: A Review of Extant Definitions and Unravelling Paths to Future Research*, **Sustainability**, No. 13, 859, 2021.
37. Omar Alhawari, Gürsel Süer, M. Khurrum S. Bhutta, *Operations Performance Considering Demand Coverage Scenarios for Individual products and Products Families in Supply Chains*, **International Journal of Production Economics**. Vol. 233, 2021.
36. Shyam Lamichane, Gokhan Egilmez, Ridvan Gedik, M. Khurrum Bhutta, Bulent Erenay, *Benchmarking OECD Countries' Sustainable Development Performance: A Goal-Specific Principal Component Analysis Approach*, **Journal of Cleaner Production**, Vol 287, No. 10, 2021.
35. Iqbal Tahir, M. Shakeel Sadiq Jajja, M. Khurrum S. Bhutta, Shahzad Naeem Qureshi, *Lean and Agile Manufacturing: Complementary or Competing Capabilities?* **Journal of Manufacturing Technology Management**. Vol. 31, No. 4, March 2020.
34. Mohsin Bashir, Kanwal Shaheen, Sharjeel Saleem, M. Khurrum Bhutta, Muhammad Abrar, Jun Zhao, *The Mediating Role of Psychological Need Thwarting in the Relationship between Compulsory Citizenship Behavior and Psychological Withdrawal*, **Frontiers in Psychology**, Nov. 2019.
33. Huq Faizul, M. Khurrum S. Bhutta, Ziaul Huq, *A Heuristic Search Routine for Solving Two Objective Mixed Integer LP Problems for Scheduling in a Service Factory*, **International Journal of Operational Research**, Vol. 36, No. 1, pp. 40-61, 2019.
32. Faisal Mohd. Nishat, Faisal Talib, M. Khurrum S. Bhutta, *Enablers of Sustainability Solid Waste Management System in India*, **International Journal of Environment and Waste Management**, Vol. 23, No.3, pp. 213-237, 2019.
31. Iqbal Tahir, Faizul Huq, M. Khurrum S. Bhutta, *Agile manufacturing relationship building with TQM, JIT, and firm performance: An exploratory study in apparel export industry of Pakistan*, **International Journal of Production Economics**. Vol. 203, pp. 24-37, Sep. 2018.
30. Bhutta M. Khurrum S., Gokhan Egilmez, Kamran Chatha, Faizul Huq, *Survey of Lean Management Practices in Pakistani Industrial Sectors*, **International Journal of Services and Operations Management**, Vol. 28, No.3, pp. 309-334, 2017.
29. Egilmez Gokhan, M. Khurrum S. Bhutta, Bulent Erenay, Yong Shin Park, Ridvan Gedik, *Carbon Footprint Stock Analysis of U.S. Manufacturing: An Input Output-based Life Cycle Assessment*, **Industrial Management and Data Systems**, Vol. 117, No. 5, pp. 853-872, 2017.
28. Aslaam N. Muhammad, Gokhan Egilmez, Murat Kucukvar, M. Khurrum Bhutta, *From Green Buildings to Green Supply Chains: An Integrated Input Output Life Cycle Assessment and Optimization Framework for Carbon Footprint Reduction Policy Making*, **Management of Environmental Quality: An International Journal**, Vol. 28, No. 4, 2017.
27. Huq Faizul, M. Khurrum S. Bhutta, Ken Cutright, *Excess Warehouse Space Allocation for Cost Reduction and Customer Service Improvement*, **International Journal of Business Continuity and Risk Management**, Vol. 6, No. 1, 2015.
26. Murthy DN., Sumanth K., M. Khurrum S. Bhutta, Narendra Rustagi, *Is E- commerce transforming the Indian buying scenario?* **International Journal of Advances in Management and Economics**, Vol. 4, No. 1, 2015.
25. Egilmez Gokhan, Murat Kucukvar, Omer Tatari, M. Khurrum S. Bhutta, *Supply Chain Sustainability Assessment of the U.S. Food Manufacturing Sectors: A Life Cycle Based Frontier Approach*, **Resources, Conservation and Recycling**. Vol. 82, pp. 8-20, 2014.

24. Bhutta M. Khurrum S., Ana Rosado-Feger, Faizul Huq, Asif Muzaffar, *Exploratory Study of Adoption of Lean Management Practices in Pakistani Textile Firms*, **International Journal of Service and Operations Management**. Vol. 15, No. 3, 2013.
23. Omar Adnan. Muhammed Miah, M. Khurrum S. Bhutta, *Causes of Recession and Their Effects – A Historical Perspective*, **Journal of Computing Technologies**, Vol. 2, Issue 1, 2013.
22. Bhutta M. Khurrum S., Adnan Omar, Xiaozhe Yang, *Electronic Waste: A Growing Concern in Today's Environment*, **Economics Research International**. Vol. 2011, Article ID 474230, 8 pages, 2011. doi:10.1155/2011/474230.
21. Huq Faizul, Thomas F. Stafford, M. Khurrum S Bhutta, Saurajit Kanungo, *An Examination of the Differential Effects of Transportation in Supply Chain Optimization Modeling*, **Journal of Manufacturing Technology Management**, Vol. 21, No. 2, pp. 269 – 286, 2010.
20. Tejinder Sharma, Suresh Kumar Turka, M. Khurrum S. Bhutta, Vivek S. Natarajan, *Location Strategies of Dairy Plants in India*, **International Journal of Indian Culture and Business Management**, Vol. 3, No. 3, , pp. 239 – 259, 2010.
19. Omar Adnan. Terrance Sanchez, and M. Khurrum S. Bhutta, *The Future Impact of Text Messaging*, **Journal of Research in Business Information Systems**, Vol. 2, No. 2, 2009.
18. Bhutta M. Khurrum S., Jamshed Khan, Adnan Omar, Usman Asad, *An Exploratory Study of the Characteristics Affecting the Success of SMEs*, **International Journal of Entrepreneurship and Small Business**, Vol, 7, Issue 1, 2009.
17. Omar Adnan, M. Khurrum S. Bhutta, Terrance Sanchez, *The Impact Of E-Taxation Policy on State and Local Government Revenue*, **Electronic Government: An International Journal**, Vol. 6, No. 4, pp. 378 – 390, 2009.
16. Omar Adnan, M. Khurrum S. Bhutta, Gwénola Lepeu, *Managing Spam: A Global Challenge*, **International Journal of Management Practice**, Vol. 3, No. 4, pp. 405 – 416, 2009,
15. Omar Adnan, Daff Kalulu, M. Khurrum S Bhutta, *Assessment of Student Online Course Participation*, **Information Systems Education Journal**, Vol. 7, No. 83, 2009. [<http://isedj.org/7/83/>]
14. Huq Faizul, Ken Cutright, M. Khurrum S. Bhutta, *Analysis of Scheduling Rules in a Flexible Job Shop with Non-Zero Setup Costs*, **International Journal of Technology, Policy and Management**, Vol. 9, No. 2, pp 126-147, 2009.
13. Ghani Jawaid, Arif Rana, M. Khurrum S. Bhutta, *The Economics of Outsourcing in a De-integrating Industry*, **Journal of International Business Research**, Vol. 7, No. 1, pp 47-60, 2008.
12. Bhutta M. Khurrum S., Arif Rana, Usman Asad, *Owner Characteristics and the Health SMEs*, **Journal of Small Business and Enterprise Development**, Vol. 15, Issue1, pp 130-149, 2008.
11. Bhutta M. Khurrum S., Arif Rana, Usman Asad, *SCM Practices and the Health of SMEs in Pakistan*, **Supply Chain Management: An International Journal**, Vol. 12, No. 6, pp 412-422, 2007.
10. Bhutta M. Khurrum S., Pedro Reyes, *A Framework for Global Implementation of ECR*, **International Journal of Management Practice**, Vol. 2. No. 1, pp 58-71, 2006.
9. Ryker Randy, M. Khurrum S. Bhutta, *Online Privacy Policies: An Assessment of the Fortune Global 100*, **Journal of International Technology and Information Management**, Vol. 14, No. 1, pp. 15-23, 2005.
8. Fanguy Ronnie, M. Khurrum S. Bhutta, *Retaining Knowledge with an Upstart Network*, **International Journal of Knowledge, Culture and Change Management**, Vol. 4, 2005.
7. Reyes Pedro, M. Khurrum S. Bhutta, *Efficient Consumer Response: Literature Review*, **International Journal of Integrated Supply Management**, Vol., 1, No. 4, pp. 346–386, 2005.
6. Fanguy Ronnie, M. Khurrum S. Bhutta, *A Breakeven Point Stopping Criterion for an Upstart Classifier*, **Academy of Information and Management Sciences Journal**, Vol. 8, No. 1, pp. 41-57, 2005.
5. Bhutta M. Khurrum S., *International Facility Location Decisions: A Review of the Modeling Literature*, **International Journal of Integrated Supply Management** Vol. 1, No. 1, pp 33–50, 2004.

4. Bhutta M. Khurrum S., *Supplier Selection Problem: Methodology Literature Review*, **Journal of International Technology and Information Management**, Vol. 12, No. 2, pp53–71, 2003.
3. Bhutta M. Khurrum S., Faizul Huq, Greg Frazier, Mohamed Zubair, *An Integrated Location, Production, Distribution and Investment Model for a Multinational Corporation*, **International Journal of Production Economics**, Vol. 28, No. 3, pp 197–212, 2003.
2. Bhutta M. Khurrum S., Faizul Huq, *Supplier Selection Problem: A comparison of the Total Cost of Ownership and Analytic Hierarchy Process approaches*, **Supply Chain Management: An International Journal**, Vol. 7, No. 3, pp 126–135, 2002.
1. Bhutta M. Khurrum S., Faizul Huq, *Benchmarking – Best Practices: An Integrated Approach*, **Benchmarking: An International Journal**, Vol. 6, No. 3 pp 254-268., 1999.

SUBMITTED JOURNAL PUBLICATIONS

1. Faizul Huq, Bhutta M. Khurrum S., *Consumer Switching Behavior between Bricks and Mortar and Online Sales in the Retail Supply Chain and its Implications for the American Wine Industry*, *Journal of Electronic Business & Digital Economics*, [Accepted April 2025]
2. Muddassar Sarfraz, Mohammed Khurrum Bhutta, *AI-Driven Employee Performance and Creativity: The Interplay Between Artificial Intelligence -Driven HR Practices, Employee-AI Collaboration, and Change-Oriented Leadership Support*, **Personnel Review**, [Feb 2025]
3. Tian Tian, Muddassar Sarfraz, Larisa Ivascu, Mohammed Khurrum Bhutta, *Digital Transformation and Blockchain Adoption as Catalysts for Sustainable Competitive Performance: An Integrative Model of Digital Capabilities and Business Digitization*, **Sustainability**, [Nov 2024]
4. Alhawari Omar I., Bhutta M. Khurrum S., *Comparative Profitability and Configuration Analysis of Classical versus Layered Cellular Manufacturing Systems Under Uncertain Demand*, **IJOPM** [Jan 2025]
5. Bhutta M. Khurrum S., Omar Alhawari, Faizul Huq, Najat Al Masarwah, *Defining Comprehensive Kaizen and Proposing an Implementation Model: Application to Pakistan’s Automotive Sector*, **The TQM Journal** [Feb 2025]
6. Al Masarwah Najat Eid Ayed, Esra Abdelall, Bhutta M. Khurrum S., *Task Allocation in Collaborative Disassembly Workstation 4.0 Under Uncertainty Conditions*, **Flexible Services and Manufacturing Journal** [R&R Dec 2024]
7. Al Masarwah Najat Eid Ayed, Bhutta M. Khurrum S., Faizul Huq, *A Weighted Bi-objective Fuzzy Mathematical Model for Green Identical Parallel Machine Scheduling*, **Journal of Industrial and Production Engineering** [Dec 2023]
8. Amjad Hussain, M. Adeel Munira, Mohammed Khurrum S. Bhutta, *Building resilience: Exploring the dynamics between supply chain analytics, robustness, and social capital*, **Production Manufacturing Research** [Mar 2025]
9. Asif Muzaffar, Aitzaz Khurshid, M. Khurrum S. Bhutta, Muhammad Nasir Malik, Cindy Millman, *Role of Innovation in Achieving Sustainability: A Framework for Sustainable Supply Chains*, **IEEE TEM**. [Aug 2024]
10. Asif Muzaffar, Aitzaz Khurshid, M. Khurrum S. Bhutta, Muhammad Nasir Malik, *Institutional Constraints and Buying Practices of Organizations: A viewpoint on Adoption of Sustainability*, **Group & Organization Management**. [Sep 2024]
11. Asif Muzaffar, Mohammed Khurrum Bhutta, Muhammad Nasir Malik, Md. Ashikul Khan, *Learning on the Fly: Optimal Pricing Algorithm for Revenue Maximization”* **IISE Transactions** [2024]
12. Qadeer, Faisal; John, Albert; Bhutta, Mohammed; Abrar, Rabia; Irfan, Syed; *How and when does workplace ostracism translate to overt and covert aggression via hurt feelings? An affective event theory perspective*, **Human Relations** [Jun 2024]
13. Bashir Mohsin, Ammara Saleem, M. Khurrum S. Bhutta, *From People to Processes: Unraveling the Green Human Resource Management, Internal Green Supply Chain Management and Business Competitive Advantage Nexus*, **Acta Psychology**. [June 2025]
14. Bashir Mohsin, M. Khurrum S. Bhutta, Saira Kanwal, *Digital Transformation: Redesigning Intellectual Capital in Hospitality*, **Book Chapter** [June 2025]

WORKING PAPERS

1. Muddassar Sarfraz, Mohammed Khurruhm Bhutta, *Smart Supply Chains and Sustainable Competitive Performance of Firms*.
2. Syed Muhammad Irfan; Muddassar Sarfraz; Faisal Qadeer; Mohammed Khurruhm Bhutta, *How Playful Work Design Triggers Career Engagement and Career Success of Workers in Non-Standard Work Arrangements: Examining Moderating Role of Lone Wolf Personality*,
3. Syed Muhammad Irfan, Muddassar Sarfraz, M. Khurruhm S Bhutta, *Green Supply Chain Management and Environmental Performance: Understanding the Mediating Roles of Green Process Innovation and Boundary Conditions through RBV*.
4. Faizul Huq, M. Khurruhm S. Bhutta, *Creating an Optimized Transparent Supply Chain*
5. Bhutta M. Khurruhm S., Omar I. Alhawari, Zubair Mohamed, Faizul Huq, *An Integrated Optimization Model for a Global Supply Chain Network incorporating sustainability*.
6. Bhutta M. Khurruhm S., Omar I. Alhawari, *AI in POMS*.
7. Faizul Huq, M. Khurruhm S. Bhutta, *A Markov Analysis of Consumer Switching Behavior between Purchase Platforms and its Long Run Implications for Distribution Strategy for the Retail Industry*.

BOOKS

1. Saman Shahi, Mohsin Bashir, M. Khurruhm Bhutta, Rabia Safdar, *Managing Employee Relations in a Modern Workplace: Integrating Occupational Health, Safety, and Conflict Resolution With Evolving Work Practices*, **AI-Powered Leadership: Transforming Organizations in the Digital Age**, 2025. <https://doi.org/10.4018/979-8-3373-1687-1.ch010>
2. Sarfraz, M., Bhutta, M. K., & Ivascu, L. *Leadership in cross-cultural contexts: Strategies for global success*, **International Journal of Organizational Leadership**, 13 (First Special Issue-Editorial), pg 1-5, 2024. <https://doi.org/10.33844/ijol.2024.60410>
3. **Energy Crises and Their Impact on Global Business**, Co-editors: Mohsin Bashir, Sadia Shahin, M. Khurruhm S. Bhutta, IGI Global Publishers, Aug 2024.
4. Dakshina Murthy R.A, Madhumita Guha Majumder, M. Khurruhm S. Bhutta, *Exploratory Study on Value Creation along the Supply Chain of Electric Vehicles: An Opinion Mining Approach*, **Stakeholder Wellbeing and Value Creation** Edited by Uday Salunkhe, Transnational Press London Ltd, Chapter 8, pg 119-135, 2022.
5. Bashir Mohsin, M. Khurruhm S. Bhutta, Saman G. Shahi, "Knowledge sharing culture and employee-based brand equity". In: Bari et al. (eds) **Antecedents and Outcomes of Employee-Based Brand Equity**. Pg 119-137, IGI Global, 2022. <https://www.igi-global.com/book/antecedents-outcomes-employee-based-brand/285476>
6. Awan U., Kanwal N., Bhutta M.K.S. (2020) "A Literature Analysis of Definitions for a Circular Economy". In: Golinska-Dawson P. (eds) **Logistics Operations and Management for Recycling and Reuse. EcoProduction** (Environmental Issues in Logistics and Manufacturing). Springer, Berlin, Heidelberg. https://doi.org/10.1007/978-3-642-33857-1_2
7. Usama Awan, Mohammed Khurruhm S. Bhutta, Janne Huiskonen, Andrzej Kraslawski, "Deployment of Sustainable Development in Export Manufacturing Firms for Common Good", **Social Responsibility and Sustainability: addressing challenges and creating opportunities**, edited by Walter Leal Filho, Fernanda Frankenberger, Ubiratã Tortato 2020.
8. Bhutta Khurruhm S., Adnan Omar, Chapter on "Pakistan SMEs" **Handbook of Research on Asian Entrepreneurship** edited by Leo-Paul Dana, Mary Han, Vanessa Ratten and Isabell M. Welp, 2009. Edward Elgar Publishing.
9. Bhutta Khurruhm S., Faizul Huq, Francine Mouborguet, *Efficient Customer Response – Increasing efficiency through Cooperation*, **Cost Management in Supply Chains**, Seuring, S. / Goldbach, M., Springer, , Verlag, Berlin, ca. pp 196– 212, 2002.

TEACHING CASES

1. Murthy, D; Bhutta, M; Ramachandran, N; Sumanth, K; **Building Competitive Advantage Through Innovations: A Case Study of Tanishq – The Case Centre**, Reference no. 315-008-1, 2015.

2. Murthy, D; Ashish, C; Bhutta, M; Rai, U; **Rectifying the Past Slipups: Repositioning of Tata Nano, – The Case Centre**, Reference no. 515-019-1, 2015
3. **LUMS Case # 30-105-98-1**: INTEK Computer and Management Training: Diploma Plus (with Dr Arif Rana). This exercise can be used to introduce students to MS-Project. It describes a simple project planning situation, and the student gets introduced to most of the major features of MS-Project as he/she goes through the assigned questions. The exercise can also be used to introduce students to basic issues in resource leveling. *Key Words: MS-Project, CPM, Resource leveling*.
4. **LUMS Case # 03-806-2002-1**: Angora Textiles Ltd: Product Mix Decision (with Dr Arif Rana) - The case is about finding the optimal product mix, given production and marketing constraints. Also, in developing the objective function one has to deal with the concept of differential flows. The assignment questions in the case push the student to understand the sensitivity reports. *Keywords: Product mix decisions, Linear Programming, Textiles*

CONFERENCE PROCEEDINGS

1. Evans Nyanney, Omar Alhawari, M. Khurrum Bhutta, IoT-Enabled Demand Forecasting in Supply Chain Management: A Bibliometric Analysis and Future Directions, **10th North American IEOM Conference, Orlando, Florida, USA**, June 17-19, 2025. [Accepted]
2. M. Ahmed Khalid, Umer Abid, Ahtisham Munir, Amjad Hussain, Amjad Mehmood, M. Khurrum Bhutta, Improving Production Performance Using Virtual Simulation Technologies: A Case Study of the Automotive Industry, **10th North American IEOM Conference, Orlando, Florida, USA**, June 17-19, 2025. [Accepted]
3. Omar Alhawari, Mohammad Milad Omar and Mohammed Khurrum Bhutta, Demand Considerations in Local and Global Markets in a Supply Chain Under Tariffs, **The International Conference of Production Research**, 2025.
4. Omar Alhawari, Mohammad Milad Omar and Mohammed Khurrum Bhutta, Bibliometric and Thematic Analysis of the Resilience in Manufacturing-Supply Chain Management, **The International Conference of Production Research**, Athens, OH, July 2024, [Published in **Intelligent Production and Industry 5.0 with Human Touch, Resilience, and Circular Economy 2025**].
2. Amjad Hussain, Amjad Mehmood, Mohammed Khurrum Bhutta, A Systematic Framework for the Integration of Lean, Green, and Human Factors for Sustainable Production, **Track: Human Aspects of Advanced Manufacturing, Production Management and Process Control, AHFE**, Vol. 146, 50–59, Nice, France, 2024.
3. Awan Usama, M. Khurrum S. Bhutta, Envision Social Sustainability Performance in Manufacturing firms for Common Good, **2nd World Symposium on Social Responsibility and Sustainability**, 27th-29th, Curitiba, Brazil, 2020.
4. Rosado-Feger Ana, Bhutta M. Khurrum S., Student Attitudes Towards using Facebook for Education: A Survey, **Northeast Decision Sciences Institute**, New York, NY, 2013.
5. Mumtaz M. Kamran, M. Khurrum S. Bhutta, Guidelines for Supply Chain Network Design: A Practical Approach, **Decision Sciences Institute**, 43rd Annual Meeting, San Francisco, CA, 2012.
6. D.N. Murthy, M. Khurrum S. Bhutta, Adnan Omar, A Case of the Bangalore Machine Tool Equipment Industry, **Southwest Decision Sciences Institute**, New Orleans, LA, 2012.
7. Adnan Omar, Daff Kalulu, M. Khurrum Bhutta, Assessment of Student Outcomes in Management Information Systems Online Course, **Information Systems Education Conference (ISECON) Conference**, Phoenix AZ, 2008
8. Adnan Omar, Obyung Kwun, **M Khurrum S Bhutta**, The impact of E-Commerce Tax Policy on State and Local Government Revenue, **Southwest Decision Sciences Institute**, Houston TX, 2008.
9. Cutright Ken; Faizul Huq, Khurrum Bhutta, Analysis of Scheduling Rules in a Flexible Job Shop with Non-Zero Setup Costs, **Decision Sciences Institute Meeting** - 38th Annual Meeting, Phoenix, AZ, 2007.
10. Bhutta Khurrum, Efficient Consumer Response: Some Global Issues, **Southwest Decision Sciences Institute**, Dallas TX, 2005.

11. Bhutta Khurrum, Ronnie Fanguy, Impact of Transportation Costs on Facility Location Decisions, **Southwest Decision Sciences Institute**, Dallas TX, 2005.
12. Fanguy R., Bhutta Khurrum, A Business Level Stopping Criterion for an Upstart Classifier, **Allied Academies**, New Orleans, LA, 2004.
13. Bhutta Khurrum, Scalability Issues in Facility Location Analysis, **Southwest Decision Sciences Institute**, Orlando FL, 2004.
14. Bhutta Khurrum, Fanguy R., Impact of Information Technology on Procurement Strategies in Southeast Louisiana Businesses, **Southwest Decision Sciences Institute**, Orlando FL, 2004.
15. Bhutta Khurrum, Supplier Selection Problem: A Classification of Methodology Literature, **Southwest Decision Sciences Institute**, Houston TX, 2003.
16. Bhutta Khurrum, Taguchi Approach to Design of Experiments, **Southwest Decision Sciences Institute**, Houston TX, 2003.
17. Bhutta K, Data Mining: Applications in Business, **Southwest Decision Sciences Institute**, St Louis, Mo, 2002
18. Bhutta Khurrum, Spreadsheet Approach to Facility Location Decisions for a Multinational Corporation, **Southwest Decision Sciences Institute**, St Louis, Mo, 2002.

PRESENTATIONS & OTHER SCHOLARLY ACTIVITIES

1. Asad Shafiq, Muhammed Usman Ahmed, M. Khurrum S. Bhutta, Propagation of Social Standards across Supply Chains, **Decision Sciences Institute**, 56th Annual Meeting, Orlando FL., 2025.
2. M. Khurrum S. Bhutta, Omar Alhawari, Faizul Huq, Defining Comprehensive Kaizen and Proposing an Implementation Model for Pakistan's Automotive Sector, **Decision Sciences Institute**, 56th Annual Meeting, Orlando FL., 2025.
3. Asid Shafiq, Usman Ahmed, M. Khurrum S. Bhutta, Corporate Governance and Supplier Sustainability Performance, **Decision Sciences Institute**, Phoenix, Arizona, 2024.
4. Saman Shahi, M. Khurrum S. Bhutta, Factors Affecting Electric Vehicle Adoption: A Comparative study of USA and Pakistan, **Applied Business and Entrepreneurship Association International**, Nineteenth Annual Meeting, November 16-19, 2023, Waikiki Beach, Honolulu, Hawaii.
5. Dakshina Murthy R.A, Madhumita Guha Majumder, M. Khurrum S. Bhutta, Predictive Modelling for complete adoption of Electric Vehicles in the Indian and U.S Markets, 4th International Conference on **"Innovation, Technology and Sustainability: Shaping the future of Business and Society"** March 16-17, 2023.
6. Muhammad Irfan, Asif Razzaq, Usama Awan, Mohammed Khurrum Shahzad Bhutta , Linking energy poverty and solar energy in Pakistan: A way forward towards sustainable future, **Danubius International Conferences, International Conference Circular Economy: Opportunities and Challenges**, 2022.
7. Omar Alhawari, Gursel Suer, M. Khurrum S. Bhutta Operational performance under varying demand scenarios in product families, **Decision Sciences Institute**, 51st Annual Meeting, Virtual, 2020.
8. Rana Muhammed Saleem, M. Khurrum S. Bhutta, Faizul Huq, Kaizen Variant Study in a Developing Country, **Decision Sciences Institute**, 50th Annual Meeting, New Orleans LA., 2019.
9. Rana Muhammed Saleem, M. Khurrum S. Bhutta, Study of Factors Affecting Kaizen Implementation in a Developing Country, **Decision Sciences Institute**, 49th Annual Meeting, Chicago IL., 2018.
10. Faisal M. Nishat, Faisal Talib, M. Khurrum S. Bhutta, Sustainability of municipal solid waste management in India, **Decision Sciences Institute**, 48th Annual Meeting, Washington D.C., 2017.
11. Çelikkilek Can, M. Khurrum S. Bhutta, Energy Efficiency Assessment of U.S. States: A Comparative Approach, **Decision Sciences Institute**, 47th Annual Meeting, Austin, TX, 2016.
12. Bhutta M. Khurrum S., Faizul Huq, Kamran Chatha, Lean Management Implementation in a Developing Country: The Case of Pakistan, **Decision Sciences Institute**, 46th Annual Meeting, Seattle, WA, 2015.
13. Gokhan Egilmez, M. Khurrum S. Bhutta, A Life Cycle Frontier Approach to Supply Chain Sustainability Assessment in the U.S. Food Manufacturing Sectors, **Decision Sciences Institute**, 45st Annual Meeting, Tampa, FL, 2014.

14. Huq Faizul, M. Khurru S. Bhutta, Logistics Information Systems (LIS) and Their Impact on 3PLs: A retrospective, **Decision Sciences Institute**, 42st Annual Meeting, Boston, MA, 2011.
15. Bhutta M. Khurru S., Ana Rosado-Feger, Linking the Operations System to the Success of an SME, **Decision Sciences Institute**, 41st Annual Meeting, San Diego, CA, 2010.
16. Bhutta M. Khurru S., Adnan Omar, Kamran Mumtaz, Atul Agarwal, Guidelines for Supply Chain Network Design: A Practical Approach, **Decision Sciences Institute**, 40th Annual Meeting, New Orleans, LA, 2009.
17. Atul Agarwal, Khurru S. Bhutta, Leaning Global Supply Chain through VMI Implementation at a local company: a Case Study, **International Conference of Society of Operations Management**, Kanpur, India, 2008
18. Bhutta M. Khurru S., Adnan Omar, Faizul Huq, Facility Location Problem with Transportation Components, **Decision Sciences Institute**, 39th Annual Meeting, Baltimore, MD, 2008.
19. Adnan Omar, Obyung Kwun, M Khurru S Bhutta, The impact of E-Commerce Tax Policy on State and Local Government Revenue, **Proceedings, Southwest Decision Sciences Institute**, Houston TX, 2008.
20. Bhutta Khurru, Ronnie Fanguy, Facility Location Modeling, **Jubilee Week Festivities Nicholls State University**, Thibodaux, LA, 2008.
21. Bhutta Khurru, Supply Chain Management Issues in Developing Countries, **Jubilee Week Festivities Nicholls State University**, Thibodaux, LA, 2007.
22. Bhutta Khurru, Arif Rana, OM Practices of the SME Sector in Pakistan, **Proceedings Decision Sciences Institute Meeting**, 37th Annual Meeting, San Antonio TX 2006.
23. Ronnie Fanguy, Kleen Betty, Bhutta Khurru, Using an Experiential Exercise to Teach Telecommunications Concepts in a Class for End Users, **International Association of Computer Information Systems (IACIS) Conference**. Reno NV Fall 2006.
24. Rana Arif, K. Bhutta, U. Asad, Supply Chain Management Practices and the Health of Small Medium Enterprises in Pakistan, **INFORMS International** Hong Kong, 2006.
25. Bhutta Khurru, Supply Chain Management Practices and Health of SME's, **Jubilee Week Festivities Nicholls State University**, Thibodaux, LA, 2006.
26. Bhutta Khurru, Another look at Logistic Costs in a Facility Location Model, **Proceedings Decision Sciences Institute Meeting** - 36th Annual Meeting, San Francisco, CA, 2005.
27. Ronnie Fanguy, Bhutta Khurru, Retaining Knowledge with an Upstart Network, **Proceedings, The Fifth International Conference on Knowledge, Culture and Change in Organisations**, Rhodes, Greece, 2005.
28. Bhutta Khurru, Pedro Reyes, Barriers to Global Implementation of Efficient Consumer Response Initiatives – **Proceedings Decision Sciences Institute** Boston, MA, 2004
29. Fanguy Ronnie, Khurru Bhutta, Supplier Selection with the Upstart Algorithm, **Proceedings, Production Operations Management Society**, Savannah GA, 2003.
30. Bhutta Khurru, Huq Faizul, A Mixed Integer Linear Model for Facility Location determination for a Multinational Corporation, **Proceedings, Production Operations Management Society**, San Francisco CA, April 2002.
31. Bhutta Khurru, SLEC Forecasting Techniques – Forecasting Basics using MS Excel – **Louisiana Economic Outlook 2002-2003 Workshop and Luncheon**, 2001.
32. Bhutta Khurru, A comparative study of Total Cost of Ownership and Analytic Hierarchy Process approaches to the Supplier Selection Problem, **Proceedings, Production Operations Management Society**, San Antonio TX, 2000.
33. Bhutta Khurru, Huq Faizul, Dynamic Supply Chain Distribution Model with One-Plant, m-Warehouse & n-Retailers, **Proceedings, Decision Sciences Institute**, Orlando, FL, 2000. (Topic Table)
34. Bhutta Khurru, Huq Faizul, Benchmarking A Comparative Case Study, **Proceedings, Decision Sciences Institute**, New Orleans, LA, 1999. (Topic Table)

GRANTS:

1. LEQSF Enhancement Grant, Interactive Teaching Classroom in Support of the Computer Information Systems Program at Nicholls State University, 2007-2008, \$77,646.29 (PI) [Funded].
2. Fulbright Teacher Exchange Program-Pakistan Project, 2006-2007. Grant amount \$130,000, (Co-PI), [Un-Funded].
3. LEQSF Enhancement Grant, Interactive Presentation Technologies In Support of the Computer Information Systems Program at Nicholls State University, 2006-2007, \$19,552.00 (Co-PI)
4. Enhanced Learning Environments Using Flexible Learning Technologies In Support Of A Master Plan In The College Of Business Administration As Nicholls State University: Phase II, 2005-2006 (Co-PI) [Un-Funded].
5. LEQSF Enhancement Grant, "Meeting the Challenge--Mobile Internet/Client Server Applications in the CIS Curriculum." 2002- 2003. \$53,690. (Co-PI)

ACADEMIC CONSULTANCY

1. **Operations Management, Processes and Supply Chain**, 14th edition, Krajewski, Malhotra & Ritzman, 2025. [SME].
2. **Operations Management** 15th by Heizer/Render/Munson, 2025. [SME Reviewer].
3. **Operations Management** 14th by Heizer/Render/Munson, 2024. [IM Reviewer].
4. **Economics: Private and Public Choice** by James Gwartney [IM Reviewer].
5. **Public Finance** 12nd edition by David Hyman [Accuracy Reviewer].
6. **Operations Management** 13^{ed} by Heizer/Render/Munson, 2019. [Accuracy Reviewer].
7. **Operations Management, Processes and Supply Chain**, 12th edition, Krajewski, Malhotra & Ritzman, 2019. [Contributor on IRM and SN].
8. **Managing Supply Chains and Operations**, 2nd edition, Foster, Simpson, Wallin & Webb, 2019. [Contributor on IRM and SN].
9. **Project Management**, 5nd edition, Jeffery K. Pinto, 2019. [Accuracy Reviewer].
10. **Introduction to Management Science**, 13th edition, Bernard Taylor, 2019. [Accuracy Reviewer].
11. **Quantitative Analysis of Management**, 13th edition, Render, Stair, Hanna & Hale 2018. [Accuracy Reviewer].
12. **Managing Queues (Operations Core Curriculum) – Test Bank**: Harvard Business Publishing, 2017. [Author].
13. **Quantitative Analysis for Management**, Render, Stair, Hanna, 13th Edition, Pearson Publishing, 2018. [Reviewer].
14. **Operations Management A Supply Chain Process Approach**, Wisner, Sage, 2017.
15. **Managing Quality: Integrating the Supply Chain**, Thomas S. Foster 6th edition, Pearson Publishing, 2016].
16. **Project Management: Achieving Competitive Advantage**, Jeffery K. Pinto, 4th Edition, Pearson Publishing, 2015].

OTHER CONTRIBUTIONS

1. **Good Leadership During COVID-19 Means Supply Chain Risk Management**, M. Khurram S. Bhutta IT Business Net, July 2020.
2. Bhutta M. Khurram S., Book Review – **Sustainability and Small and Medium Enterprises - Lessons from Mixed Methods Research**, Edited by Aharon Factor and John Parm Ulhøi. (London and New York, Routledge, 2021. xvi + 261. ISBN 978 0 367 75141 8).

UNIVERSITY SERVICE

Ohio University, Athens, Ohio

2024 – ongoing	PM Lead LAIOB Executive Education, College of Business
2019 – ongoing	Program Director: Supply Chain Management Certificate
2018 – ongoing	Coordinator: MSM Project & Supply Chair Certificate
2017 – ongoing	Coordinator: Operations Management Track
2021 – 2025	Assistant Chair – Management Department
2023 – 2024	Chair: Management Department Annual Faculty Evaluations
2022 – 2024	Member: Management Department P&T Committee
2022 – 2024	Member: College P&T Committee
2022 – 2023	Ohio University Rep on MAC Proposals (Supply Chain/Manufacturing)
2020 – 2022	Member: College Professional Ethics Committee
2020 – 2022	Member: University Curriculum Committee (Program Sub-Committee)
2020 – 2021	Chair: Management Department Annual Faculty Evaluations
2019 – 2020	Member: University Curriculum Committee (Programs Review Sub-Committee)
2018 – 2020	Chair: Management Department P&T Committee
2018 – 2020	Member: College P&T Committee
2018 – 2019	Chair: Management Department Curriculum Review Committee
2017 – 2018	Co-Chair: Management Department Annual Faculty Evaluations
2017 – 2018	Member: Business Law Curriculum Redesign Committee
2016 – 2018	Chair: Management Department Annual Faculty Evaluations
2016 – 2017	Coordinator/Presenter: Workshop on Annual Evaluation Process
2014 – 2015	Chair: Management Department Annual Faculty Evaluations
2014 – 2015	Member: College of Business T&P
2013 – 2016	Chair: University Library CIT
2013 – 2015	Director Full-Time MBA Program
2012 – 2014	Chair: Management Department T&P
2012 – 2014	Chair: Management Department Annual Faculty Evaluations
2012 – 2013	Coordinator: Full Time MBA Program Task Force
2011 – 2014	Assurance of learning Coordinator: MBA Programs
2010 – 2014	Member: Management Department T&P
2010 – 2015	Member: Several Faculty Search Committees
2010 – 2011	Member: Strategic Leadership Certificate CIT
2010 – 2011	Director: MBA (Integrated) Program
2009 – 2016	Member: Graduate CIT
2009 – 2013	Member: University Library CIT

2009 – 2010	Faculty President: College of Business
2009 – 2011	Member: PMBA redesign CIT
2008 – 2013	Member: Business Analytics Course CIT
2008 – 2010	Lead Coordinator: Management Department Reorganization
2008 – 2010	Coordinator: Reorganization of Operations Courses

Nicholls State University, Thibodaux, Louisiana

Selected service engagements: Assurance of Learning Coordinator College of Business, Assurance of Learning Committee, Undergraduate Program/Instruction Committee, College of Business Mission Review Committee; College of Business Grants Committee; CIS Curriculum Review Committee; LEQSF Grant Committee; Several Search Committees; Various student recruitment drives; Information Systems Club Advisor; Nicholls International Students Community Advisor; University Policies and Standards Committee; University Budget Committee; Instructional Technology Support Committee

PROFESSIONAL SERVICE

Assistant Editor – Journal of Business and Environmental Management

Topical Advisory Panel Member – Sustainability

Editorial Board Member – Energy Technologies and Environment

Editorial Board Member - International Journal of Integrated Supply Management

Editorial Board Member –Inventi- Impact Supply Chain & Logistics

Editorial Review Board – International Journal of Operations & Production Management

Editorial Board Member– South Asian Journal of Management Sciences

Advisory Board Member – Branta [<http://gobrant.com/>

Board of Studies (Ex-Officio Member) – ZBAIST University Islamabad, Pakistan.

Ad Hoc Reviewer for various Journals including; International Journal of Supply Chain Management, The Journal of Operations Management, International Journal of Production Economics, International Journal of Production Research, International Journal of Integrated Supply Management, European Journal of Operations Research.

Ad Hoc Reviewer, South Western College Publishing, Bridgeport Publishing, McGraw Hill, Pearson, Sage Publications, Harvard Publishing.

Reviewer & Discussant, Decision Sciences Institute (National & South West Region); Production Operations Management Society & Academy of Management.

Session Chair & Other Service - Decision Sciences Institute – 15+ Years of Service

Tenure and Promotion Reviewer for multiple universities

Panel Discussant on several Webinars

Ph.D. Dissertation Committees

MEMBERSHIPS OF PROFESSIONAL SOCIETIES

Decision Sciences Institute (DSI)

Production Operations Management Society (POMS)

Member Institute of Supply Management (ISM)

Phi Beta Delta – (International Scholars Honors Organization)

Beta Gamma Sigma – (Business Scholars Honors Organization)

FACULTY DEVELOPMENT:

2008- Current	Ohio University	Athens OH USA.
	AI - Teaching and Learning in Higher Education, Faculty Learning Community. Faculty Mentoring Learning Community, College of Business. Decision Sciences Institute Annual Conference. Business Bobcat Teaching Brigade – Participated and completed BBTB, Spring 2022. McGraw Hall Summit on Operations Management Success, San Diego, CA. 2018. Critical Thinking for Business – Jackson Nickerson 2013. Federation of Business Disciplines 2012. Harvard University Operations Management Simulations Webinar Feb 23, 2012 Focus Group on Operations, McGraw Hill, Chicago IL. Apr 2011. CAPSIM Training AOL Feb and March 2011. Webinar on Operations Management 2011. Teaching Workshop Dr Roy Lewicki, College of Business, Ohio University, Athens, OH, Feb 2011. Master Teaching sessions, Yezdi Bhada, & Harvey Brightman, College of Business, Ohio University, Athens, OH, June 2010, 2008. 21 st Annual Faculty Development in International Business, Moore School of Business, University of South Carolina, Columbia SC. June 14-19, 2009.	
2001- 2008	Nicholls State University	Thibodaux LA USA.
	AACSB Assessment Seminar, Douglas J. Eder & Kathryn Martell, 2007. Nicholls State University, Faculty Institute, 2001thru 2008 Federation of Business Disciplines 2001 thru 2006 Decision Sciences Institute Annual conference 1999, 2000, 2005, 2006 Webinar on teaching Operations Management 2006, 2007 Webinar on Instructional Assessment 2006 Seminar on Instructional Excellence and on use of Computers in Teaching 2006 POMS Annual conference 2000	

SELECTED RELEVANT NON-ACADEMIC EXPERIENCE

Aug. 1996 - Jun. 1997	Sarah Textiles Ltd. Assistant Manager	Lahore, Pakistan
	Activities included: Production Planning and Co-ordination, Scheduling and Forecasting, Capacity Allocation and Organization of Machine Capacities, Marketing and Sales of Commercial Activities, Order Handling, Customer Mix and Marketing Plan, Annual Budgeting and Budget Allocation, Human Resource Management, Reorganization of Inter-Department Activities, Worked on Improving the Reporting Linkages.	
Aug. 1993 - Jul. 1994	Rupali Polyester Ltd. Maintenance Engineer	Lahore, Pakistan
	Activities included: Supervision of Preventive and Breakdown maintenance, Coordination among the various utility departments, Annual budget and maintenance scheduling, Worked on layout changes of Boiler House to increase efficiency.	