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Academic Qualifications

- **Post-Doctorate Fellowship:** South Asia Institute, **University of Texas at Austin, USA** (2008)
- **Ph.D. in Management.:** Department of Management & Organization, **University of Stirling, UK** (1999)
- **Master of Public Administration (MPA):** School of Public Administration, **University of Southern California (USC), USA** (1995)
- **Master of Public Administration (MPA):** Department of Administrative Science, **University of the Punjab, Lahore, Pakistan, 1983.**
- **B.A. (Gold Medalist)** Government College for Women, Sahiwal, **Bahauddin Zakariya University, Multan, Pakistan** (1979)
- **F.A. (Gold Medalist, Nishan-e-Haider Talent Scholarship)** Government College for Women, Sahiwal, **Board of Intermediate & Secondary Education, Multan, Pakistan** (1975)
- **HSSC.** Government Girls Pilot Secondary School, Sahiwal, **Board of Intermediate & Secondary Education, Multan, Pakistan** (1973)

Work Experience

- **Director, Institute of Administrative Sciences,** University of the Punjab, Lahore, (10-09-2009 to date).
- **Director, Human Resources Development Center,** Institute of Administrative Sciences, University of the Punjab, Lahore (10-09-2009 to date.)
- **Vice Chancellor,** University of the Punjab, Lahore (27-04-2018 to 07-06-2018)
- **Dean, Faculty of Economics and Management Sciences,** University of the Punjab, Lahore. (29-02-2016 to 28.02.2019)
- **Editor-in-Chief, Governance & Management Review (A Research Journal)** published by Institute of Administrative Sciences, University of the Punjab, Lahore.
- **Patron-in-Chief** for organizing the first IAS International Conference on “Governance, Management & HR: Strategic Directions” held from 19th- 21st March, 2018 at Pearl Continental, Lahore.
- **Patron-in-Chief** for organizing the first IAS National Conference on “Emerging Trends in Governance and Management in Pakistan” held from 19th- 21st May, 2016 at Pearl Continental, Lahore.
- **Program Coordinator (Postgraduate Degree Programmes),** Institute of Administrative Sciences, University of the Punjab, Lahore.
- **Professor, Prince Claus Chair in “Development and Equity”,** School of Governance, University of Utrecht, Netherlands, (2006 - 2007).
- **Post- Doctoral Research Fellow,** University of Texas at Austin, USA, 2008.
- **Professor of Public Administration & Human Resource Management,** Institute of Administrative Sciences, University of the Punjab, Pakistan. (24-01-2003 to date).
- **Associate Professor, Institute of Administrative Sciences,** University of the Punjab, Pakistan, (30-11-2000 to 23-01-2003).

- **Assistant Professor, Institute of Administrative Sciences**, University of the Punjab, Pakistan (01-01-1996 to 29.11.2000)
- **Lecturer, Institute of Administrative Sciences**, University of the Punjab, Pakistan (28-10-1984 to 31-12-1995).
- **Superintendent/Warden**, Girls Hostel No.5, University of the Punjab, (1999-2003)

Publications

Publications in HEC-Recognized Journals

1. Aslam, T., Salman, Y, Irfan, S. and **Jabeen, N.** (2018). Smart Cities: A Multidisciplinary Perspective Model. *South Asian Studies*, 33(2), pp. 435-449.
2. Zubair, S. S., Salman, Y., Irfan, S. and **Jabeen, N.** (2018) ‘Towards a holistic model of Public Service Motivation: A Systematic Literature Review’, *Journal of Research Society of Pakistan*, 2(55), pp. 179–192.
3. Naveed, S., Salman, Y., **Jabeen, N.**, Jadoon, M. Z. I. and Irfan, S. (2018). Governance & Management of State-owned enterprises in the Pakistan, *Pakistan Economic & Social Review*, 56(1), pp. 47-66.
4. Sara, S., Ansari, N., and **Jabeen, N.** (2018). A Critical Analysis of Judicial Reforms: Through the prism of National Judicial Policy 2009. *Journal of Political Studies*, 25(2), pp.121-135.
5. Nisar, S., **Jabeen, N.** and Sheikh, L. (2018). Reinventing Public Sector for Innovativeness & Performance: A Case Study of University of Punjab. *South Asian Studies*,33(1), 49-65.
6. Farooq, M., **Jabeen, N.**, Rizwan, A., and Salman, Y. (2018). Autonomy of HR Practices in Pakistan: A Study of Provincial Autonomous Bodies, 55(1), 115-129.
7. Qureshi, H, Salman, Y; Irfan, S. and **Jabeen, N.** (2017). A Systematic Review of E-Government Evaluation, *Pakistan Economic & Social Review*, 55(2), pp.327-362.
8. **Jabeen, N.** & Jadoon, M. (2017). Urbanization in Pakistan: A Governance Perspective. *Journal of Research Society of Pakistan*, 54(1), pp. 124-133.
9. Mubasher, U. F., Salman, Y., Irfan, S. and **Jabeen, N.** (2017). Spiritual Leadership in Organizational Context. *South Asian Studies*, 32(1), pp.209-222.
10. Naveed, S., Salman, Y., Jadoon, M. Z. I., **Jabeen, N.** & Rana, N. S. (2017). Inside state enterprises: Symbolic Compliance to modern HRM as a response to contradictory institutional logics. *Abasyn Journal of Social Science*, 10(1), pp. 86-110.
11. Irfan, S., Salman, Y., **Jabeen, N.**, Ahmad, S. I., & Ansari, N. G. (2017). Towards Understanding Relational Aspects of Inter-Organizational Collaboration: An Exploration of Public-Private Partnerships. *Pakistan Economic and Social Review*. 51(1), pp. 53-79.
12. Ansari, N., **Jabeen, N.**, Baig, A. M., & Salman, Y. (2016). Diversity Management: Towards a Theory of Gender Sensitive Practices. *Bulletin of Education and Research*, 38(2), pp. 293-306.
13. **Jabeen, N.**, Jadoon, M. Z. I., Mubasher, U. & Salman, Y. (2016). Revisiting Public Policy Making Process and Strategies in Pakistan: A Governance Perspective. *Journal of South Asian Studies*, 31(2), pp. 413-422.

14. Ansari, N., **Jabeen, N.** and Baig, A. M. (2016). Female Career Progression: A Gender Stratification View. *Pakistan Journal of Social Sciences*, 36(2), pp.797-807.
15. Hanif, A., **Jabeen, N.**, & Jadoon, Z. I. (2016). Performance Management in Public Sector: A Case of Civil Service in Pakistan. *South Asian Studies*, 31(1), pp.99-116.
16. Ansari, N., Moazzam, A. **Jabeen, N.** & Salman, Y. (2016). Gender and Perceptions of Organizational Justice: A Study of University of the Punjab. *Pakistan Journal of Women's Studies: Alam-e-Niswan*, 23(1), pp.45-63.
17. Ansari, N., **Jabeen, N.**, & Baig, A. M. (2016). Respectable Femininity and Career Advancement: An analysis of Federal Service of Pakistan. *Journal of Social Science and Humanities*, 24(1), pp.1-26
18. Kazim, W., & **Jabeen, N.** (2016). Recruitment and Selection Practices of Faculty in Higher Education Institutions of Pakistan: A Case of University of the Punjab. *Journal of Research Society of Pakistan*, 53(1), pp.41-53.
19. Khalil, M., **Jabeen, N.**, Jadoon, Z. I., & Salman, Y. (2016). Female Expatriates and Cross-Cultural Adjustment: A Study of Saudi Arabia. *Pakistan Journal of Women's Studies: Alam-e-Niswan*, 23(2), pp.45-69.
20. Moazzam, A., **Jabeen, N.**, Ansari, N. G. & Salman, Y. (2015). Mentoring, Networking and Politicking in Higher Education Institutions: A Gendered Perspective. *Global Management Journal for Academic and Corporate Studies*, 5(2), 41-49.
21. Qasim, N., **Jabeen, N.**, Jadoon, Z., & Dar, I. S. (2015). Governance and Management of Higher Education Institutions in Pakistan: A Case of Lahore College for Women University. *Global Management Journal for Academic and Corporate Studies*, 5(1), pp. 53-66.
22. Zubair, S. S., **Jabeen, N.**, & Zahid, M. (2015). Evaluation of Tenure Track System in Higher Education Institutions of Pakistan: An HRM Perspective. *New Horizons*, 9(2), 29-60.
23. Rahatulain, **Jabeen, N.**, Jadoon, Z. & Paul Z. (2015). Public Service Motivation and Big Five Personality Traits: The Case of Provincial Service of Pakistan, *Journal of Research (Humanities)*, L(1) pp. 91-114.
24. Bukhari, I. S., **Jabeen, N.**, & Jadoon, Z. I. (2014). Governance of Third Sector Organizations in Pakistan: The Role of Advisory Board. *South Asian Studies*, 29(2), pp.583-596.
25. **Jabeen, N.**, Qamar, U., & Ansari, N. (2014). Workplace Spirituality and Affective Commitment among Employees: A Case Study of Akhuwat. *Journal of Business Strategies*, 8(2), pp.39-62.
26. **Jabeen, N.**, & Moazzam, A. (2014). Politics in Academia: A case of University of the Punjab. *New Horizons*. 8(2), pp. 65-79.
27. Ata, G., & **Jabeen, N.** (2011). CEO Commitment and Organizational Innovativeness: A Study of Pakistan's export organizations. *Pakistan Economic and Social Review*, 49(2), pp.187-210.
28. Mirza, A. M. B. & **Jabeen, N.** (2011). Gender Stereotypes and Women in Management. *South Asian Studies Journal*, 26(2) pp. 259-284.
29. **Jabeen, N.** and Iqbal, M. Z. (2010). Gender and Local Governance in Pakistan: Promoting Participation through Capacity Building. *South Asian Studies*, 25(2), pp.255-281.

30. Jadoon, M. Z. I. & **Jabeen, N.** (2010) Public Administration Education in Pakistan: Issues, Challenges and Opportunities. *Pakistan Vision*, 11(1), pp. 31-50.
31. **Jabeen, N.** (2002). Civil Service System of Pakistan: A Gender Analysis, *Journal of Research (Humanities)*, 36(2), pp.77 – 106.
32. **Jabeen, N.** (2001). Status of Women in Pakistan: Role of the State, Islam and Culture, *Journal of Research (Humanities)*, 35(2), pp.21-55.

Book chapters – International (All publishers recognized as per Sense Ranking of Academic Publishers)

1. **Jabeen, N.** and Mubasher, U. (2018) ‘Gender and Local Governance in Pakistan in Women in Ahmad, N. (eds) *Governing Institutions in South Asia - Parliament, Civil Service and Local Government*, Palgrave Macmillan, pp.285-304.
2. **Jabeen, N.** & Jadoon, Z. I. (2013) Civil Service System and Reforms in Pakistan in Sabharwal, M. and Berman, E. M. (eds) *Public Administration in South Asia: India, Pakistan and Bangladesh*, CRC Press, Taylor and Francis, pp.453-467.
3. Jadoon, M. Z. I. and **Jabeen, N.** (2013) Administrative Reforms in Pakistan in Sabharwal, M. and Berman, E. M. (eds) *Public Administration in South Asia: India, Pakistan and Bangladesh*, CRC Press, Taylor and Francis, pp.439-452.
4. **Jabeen, N.** (2014) Gender Equity and Governance in Pakistan: Looking through Leventhal’s Concept of Organizational Justice in Foeken, D. Dietz, T., Haan, L. and Johnson, L. (eds) *Development and Equity*, BRILL, Chapter 9, pp.144-155.

Peer-Reviewed International Publications

1. Gender Equity and Governance in Pakistan: An Organizational Justice Perspective, *Journal of Applied Environmental & Biological Sciences*, 4 (9) 395-402, 2014, Published and Presented at ICCSS-14 conference, Rize, Turkey, 2014.
2. Towards Effective Implementation of Tenure Track System for Improving Quality of Higher Education in Pakistan, published as part of the proceedings of the 3rd International Conference on Assessing Quality in Higher Education, ICAQHE, pp. 360-377, 2010.
3. Good enough governance: a possible governance framework for South Asia’, *Asian Profile*, Asian Research Service, Canada, Vol. 37, No. 3. June, 2009, pp. 209-224.
4. Gender and local governance in Pakistan: representation vs. participation’, *International NGO Journal*, Vol. 4, No. 5, pp. 264-276, May 2009.
5. Towards Effective Implementation of Semester System in Pakistan: Lessons from Punjab University, in proceedings of the 2nd International Conference on Assessing Quality in Higher Education, ICAQHE, pp. 360-377, 2008.
6. Good or Good Enough Governance in South Asia: Constraints and Possibilities, Inaugural lecture for appointment as professor to the Prince Claus Chair, University of Utrecht, Netherlands, April 2, 2007 www.princeclauschair.nl.

7. Human Resource Management and Quality Assurance in Public Sector Universities of Pakistan: the case of Punjab University, First International conference on Assessing Quality in Higher Education, Dec. 11-13, 2006.
8. Retention Issues at Sudhaar, Case Study Contributed to Managing NGOs in Developing Countries, McGill-LUMS, Social Enterprise Development Program 2005, Oxford University Press.
9. Public Administration Education in Pakistan: Issues, challenges and opportunities in, Frontiers of Public Administration proceeding of the second Sino-US. International conference Beijing, China, 2004.
10. Gender, Organization, System (GOS): A Framework for Research on Women in Management, Asia Profile, Asia Research Service Canada, Vol. 29, No.6, December 2001
11. Gender Bias in Organizational Leadership, in Empowerment of Women in South Asia, Association of Management Development, Institutions in South Asia, Hyderabad: India. P.114-123, 2000.
12. Facilitator, Barriers and Measures towards Gender Equality in the Federal Civil of Pakistan, Insiders Perspective, South Asian Journal of Management, AMDISA, SAARC, Hyderabad, Vol. 7, Issue No.3 & 4, December, 2000.
13. An agenda for Management Reforms in State Enterprises in Pakistan, South Asian Journal of Management, New Delhi, India: Wiley Easter Ltd., Vol.3, January - March 1996.
14. Leadership Challenge, Johan Barry & John Postner, Book Review, South Asian Journal of Management, New Delhi, India: Wiley Easter Ltd., Vol.3, January - March 1996.

Peer-reviewed National Publications

1. Shahid, R., **Jabeen, N.**, & Ansari, N. (2016). Academic Self Concept and Academic Achievement among Undergraduates in Universities of Pakistan: A Gender Perspective. The Sindh University Journal of Education, 45(1), pp.197-232.
2. **Jabeen, N.** (2000). Facilitators, Barriers and Measures towards Gender Equality in the Federal Civil Service of Pakistan: Insider's Perspective. Pakistan Administration: A Journal of the Pakistan Administrative Staff College. Vol. 37.
3. **Jabeen, N.** (2008). Good Governance in South Asia: constraints and possibilities, Pakistan Management Review. XLV(2), pp. 21-34.
4. Jadoon, Z. I. and **Jabeen, N.** (2005) 'The Discipline of Public Administration in Pakistan', in Inayatullah, Saigol, R., and Pervez Tahir (eds) *Social Sciences in Pakistan: A Profile*. Islamabad: Council of Social Sciences (COSS) Pakistan, pp. 255–267. Available at: <http://cosspak.org/books/Social-Sciences-in-Pakistan-A-Profile-Final18.3.2.pdf>.
5. **Jabeen, N.** (2003). Dissolution with the Human Face. Case Study Contributed to Civil Services Academy Pakistan.
6. **Jabeen, N.** (2000). The Impact of the Total Quality Management on Human Resource Development in Pakistan, Pakistan Management Review, Pakistan Institute of Management, Islamabad, Vol. xxxvii, No.2.

7. **Jabeen, N.** (2000). Gender and Management: Factors Affecting Career Advancement of Women in the Federal Civil Service of Pakistan, Pakistan Management Review, Pakistan Institute of Management, Islamabad, Vol. xxxvii, No.2.
8. **Jabeen, N.** (1995). Managing Change: The Case of Tuition Fee Increase in the University of the Punjab, Regional Management Cases, Institute of Business Management, Lahore, Pakistan.
9. **Jabeen, N.**(1993).Evolution of Public Administration, Manager, Department of Administrative Science (Public Administration), University of the Punjab, Lahore, 1993 (in Urdu language).

Research Awards

- **Recognition for, Role of HR in Modernizing Universities, Association of Commonwealth Universities,** University of Waterloo, 2018.
- **Best Paper Award, New York Business and Social Research Conference,** July 14-16, New York, USA, 2016.
- **Recognition for, HR Steps Up, Association of Commonwealth Universities,** University of Mauritius, 2016.
- **Best Paper Award, Australian Academy of Business and Leadership,** April 17-19, Sydney, Australia, 2015.
- **Prince Claus Royal Chair in ‘Development and Equity’,** Utrecht School of Governance, University of Utrecht, Netherlands, 2006-2007.

Awards & Honours

- **Post-Doctoral Fellowship** awarded by the Higher Education Commission, Government of Pakistan, 2008.
- **Central Overseas Training Scholarship** for Ph.D. awarded by the Government of Pakistan, 1995.
- **Nishan-e-Haider Talent Scholarship** for holding 1st position in B.A. and F.A awarded by the Government of Pakistan in 1977 & 1979.
- **Gold Medal Awards** for securing top position in B.A. and F.A. awarded by Multan Board and University in 1977 & 1979.

International Conferences

1. Participated in International Conference HR in HE Community: Role of HR in Modernizing Universities, Association of Commonwealth Universities (ACU), Waterloo, Canada, 23-26 September, 2018.
2. Paper contributed - “Co-creating value through Academia-Industry Collaboration: A study of public universities in Pakistan” in XXII IRSPM (International Research Society for Public Management) Annual Conference on “Creating and Co-creating Value in Public Service Delivery”. April 11th – 13th, 2018, Edinburgh.
3. Paper contributed - “Coproduction in developing countries: The case of National Programme for Family Planning & Primary Health Care” in XXI IRSPM (International Research Society for Public Management) Conference on “Culture and Context of Public Management”. 19th – 21st April, 2017, Budapest.

4. Participated in International HRM Network Conference: HR Steps Up, organized by Association of Commonwealth Universities, Mauritius, 16th-19th October, 2016.
5. Participated in New York Conference of Business and Social Science Research, July 14-16, 2016, New York, USA.
6. Participated in Australian Business and Leadership Conference, presented paper and chaired two sessions, April, 2015.
7. Participated in International Computational and Social Sciences Conference, presented paper and chaired conference session, August, 2014.
8. Participated in CERES Summer School organized by Utrecht University and delivered keynote lecture entitled 'Violence in large cities of Pakistan: a governance perspective', 25-27 June 2007, Netherlands.
9. Contributed paper to International Symposium on "Gender Empowerment" organized by the AMDISA at Hyderabad, India February 12, 2000.

National Conferences

1. Paper Presentation - "E-Government and Employee Satisfaction at Public Sector" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
2. Paper Presentation - "Autonomy of HR Practices in Pakistan: A study of provincial autonomous bodies" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
3. Paper Presentation - "Accountability of Autonomous Public Agencies in Pakistan" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
4. Paper Presentation - "HR Systems and Organizational Performance: The HR Architectural Perspective" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
5. Paper Presentation - "A systematic review of E-Government Evaluation" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
6. Paper Presentation - "Effectiveness of TTS and BPS System in Higher Education Institutions: A case study of University of the Punjab" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
7. Paper Presentation - "Spiritual Leadership in Organisational Context: A Research Gap in South Asia" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st May, 2018, Lahore.
8. Sustainability of Business from Risk and Disaster, Paper presented at the Conference organized by Lahore College for Women University, 2017, Lahore.
9. Paper Presentation - "Autonomy and Governance in Public Sector Higher Education Institutions: The case of GC University, Lahore" in IAS National Conference on "Emerging trends in Governance & Management in Pakistan". 19th -21st May 2016, Lahore.

10. Paper Presentation - "A study of Higher Education Reforms in Pakistan: Major reforms and their drivers" in IAS National Conference on "Emerging trends in Governance & Management in Pakistan". 19th -21st May 2016, Lahore.
11. HR Importance and Current Trends, Paper presented at Conference organized by Lahore College for Women University, 2016, Lahore.
12. Participated and presented paper in Leadership and Governance Seminar, organized at Quaid-e-Azam University, Islamabad, 2013.
13. Contributed paper on Gender Issues in Governance of Pakistan to the conference organized by the Department of Gender Studies, University of the Punjab, April, 2010.
14. Paper Presentation – "Towards effective implementation of semester system in Pakistan" in Second International Conference on Assessing Quality in Higher Education, December 1-2, 2008. University of the Punjab, Pakistan. (Published in the conference proceedings).

Conferences & Workshops Attended

1. Participated in 15th Anniversary of "Prince Claus Chair" on Development and Equity at Noordendi Palace, Hague, Netherlands, April, 2018.
2. Attended Asia Management Conclave, Imagining the Future, organized by Nutshell Forum, 16-17 November, 2016.
3. Attended 3rd International Conference on Contemporary Issues in Business Management, University of Central Punjab, 22-23 February, 2016.
4. Attended International Conference on Strengthening Business Schools through Partnerships, NBEAC, HEC, Third Deans and Directors Conference, Pearl Continental, Lahore, 17-18 February, 2016.
5. Participated in South Asia Middle East Conference, Organized by Nutshell and Jang Group, Pearl Continental Hotel, Lahore, December, 2&3, 2015.
6. Participated in Punjab Economic Research Institute, Planning and Development Department, Government of the Punjab, Assuring High Quality Research for Evidence Based Policy Making conference, 2015.
7. Participated in National Conference on Improving Governance and Management of Higher Education Institutions in Pakistan, Centre for Governance and Public Management, LUMS, September 2015.
8. Participated in South Asia Conclave, Innovation for Growth, Nutshell Pakistan, 2014.
9. Participated in the WEXNET, Women of Substance Conference, 2014.
10. Participated in the Women and Leadership Conclave, a joint forum organized by Pakistan and India, 2013.
11. Attended the 37th Annual Conference on South Asia, October 16-19, 2008, Madison, Wisconsin, U.S.A.
12. Participated in Texas Asia Conference, October 10-11, 2008, University of Texas at Austin, Texas, U.S.A.
13. Attended 15th Annual Emerging Scholarship in Women's and Gender Studies Conference, Gender, Power and Space, and Gender and Technology, March 23, and April 3, 2008, University of Texas at Austin, Texas, U.S.A.

14. Participated in seminar on 'Gender Roles and Negotiations' organized by the Women's and Gender Studies Department, November 21, 2008, University of Texas at Austin, U.S.A.
15. Attended workshop on 'Leadership for Diversity and Collaboration' organized at Utrecht School of Governance, University of Utrecht on 2-4 April 2007, Netherlands.
16. Participated in CIDA, Training of Lead Trainers (TOLT) training Program for local Govt. Officials, Devolution Support Project Nov. 2-12 2006.
17. Attended International conference on 'Gender Main Streaming and Millennium Development Goals' March 28 -30, 2005, Islamabad, Pakistan.
18. Attended conference on 'Devolution Experiences and Lessons Learnt' organized by LUMS-McGill, Social Enterprise Development Program, June 1-2, 2005.
19. Participant of one-year Training of Trainers (TOT) Program on Social Enterprise Development organized by Lahore University of Management Sciences (LUMS) & McGill University of Canada, June 2002.
20. Attended seminar on Psychological Problems of Working Women in Pakistan organized by (NIPA) National Institute of Public Administration, Karachi, and Institute of Clinical Psychology, Karachi April 23, 2000.
21. Participated in National Workshop on "Women in Higher Education Management" arranged by Fatima Jinnah Women University, Rawalpindi. March 12, 2000.
22. Participated in one-week workshop on Case Writing held at Lahore under the auspices of Commonwealth Secretariat, the workshop organized by AMDISA 1993.

Invited/Guest Speaker

1. Delivered a lecture on 'Importance of Human Resource Management in Organizations: Trends and Challenges' to 48th PN Staff Course at Pakistan Naval War College.
2. Participated as session Speaker in International Conference, "Creating Inclusive Organizational & Public Spaces" as Speaker on Gender & Inclusion, at Centre for Governance and Public Management, LUMS, 31 March 2018.
3. Participated in 5th Deans and Directors Conference, Creating Impact with CPEC, National Business Education Accreditation (NBEAC) and Higher Education Commission (HEC), Pearl Continental, Karachi, February 5-6, 2018.
4. Participated as session speaker in 4th Deans and Directors Conference, Business Education and its Impact: Convergence and Divergence, National Business Education Accreditation (NBEAC) and Higher Education Commission (HEC), Serena Islamabad, February 7-8, 2017.
5. Guest Speaker at International Conference organized by Lahore College for Women University, 2017.
6. Guest Speaker at International Conference organized by Lahore College for Women University, 2017.
7. Contributed to the session on, Motivation for Public Service, An Indigenous Training Program, in collaboration with HEC and University of the Punjab, Lahore. 2014.
8. Contributed to 4 sessions on, Gender and Diversity Management, An Indigenous Training Program, in collaboration with HEC and University of the Punjab, Lahore. 2014.
9. Participated as **National Resource Person** on Gender Inequality and Governance in International Conference on Improving Governance organized by the Governance Institutions

Network International (GINI) and Norwegian Institute for Urban and Regional Research (NIBER), held in Islamabad, December, 13-15, 2009.

10. Delivered public lecture on 'Governance and administrative reform in Pakistan: Action, Rhetoric and Paradoxes' at the Institute of Social Studies (ISS) on 7 June 2007, Netherlands.
11. Contributed to Seminar on 'Women Development and National Prosperity' organized by the Institute of Leadership and Management. March 2002.
12. Conducted sessions of 'Gender Sensitivity Training', National Institute of Public Administration (NIPA), Pakistan, 2001.
13. Contributed to the course on 'Management' Civil Services Academy, Lahore, Pakistan, January – April 2001.
14. Conducted a two-day workshop on "Role of Women in the Socio-Economic Development of Pakistan", organized by NIPA, Lahore, January, 13-14, 2000.
15. Guest Speaker at the following institutions:
 - Pakistan Naval War College – 48th PN Staff Course
 - Governance Institutions Network International, (GINI)
 - South Asia Institute, UT Austin, Texas, USA
 - Utrecht School of Governance, Netherlands
 - Institute of Social Studies (ISS), The Hague, Netherlands
 - CERES Research School, Utrecht, Netherlands
 - National Resource Person HEC, Pakistan
 - Lahore University of Management Sciences (LUMS)
 - Pakistan Civil Services Academy, Lahore
 - National Institute of Public Administration (Lahore, Karachi, Quetta)
 - Punjab Management Professional Development Department
 - Human Resource Development Network
 - Directorate of Staff Development (DSD)
 - Pakistan Telecommunication Limited (PTCL)
 - Human Resources Development Centre, University of the Punjab, Lahore.
 - University of Management and Technology (UMT)
 - Punjab Local Government Academy (Lala Musa)
 - Government College of Home Economics, Lahore
 - Bahria University, Lahore Campus

Conferences, Seminars & Workshops Organised

1. Co-organizer of International Conference on Quality (QLEH 2019) to be held at Law College Auditorium, University of the Punjab on 13th April, 2019
2. Organized a one-day workshop on “Managing Workplace Challenges and Issues of Harassment” for faculty members of universities at HRDC, Institute of Administrative Sciences on 16th February, 2019.
3. Organized Faculty Development Program for Newly Inducted Faculty of University of the Punjab, at HRDC, Institute of Administrative Sciences, September 2017
4. Organized 1st National Conference on Emerging Trends in Governance and Public Management in Pakistan, Pearl Continental, Lahore, 20-21 May, 2016.

5. Organized Ph.D. Colloquium (pre- conference event) Governance and Management Conference, Institute of Administrative Sciences, University of the Punjab, 19 May, 2016.
6. Organized and conducted 'Faculty Development Programs' for new faculty of the Punjab University, since 2002 to date.
7. Conducted several workshops for Punjab University Students, faculty and staff on use of SPSS in Research, Job Hunting Skills and Management and HR, at the platform of HRDC Punjab University, Lahore, since, 2002 to date.
8. Organized and Contributed to the Capacity Building Workshop of Civil Servants, in collaboration with the Establishment Division, Government of Pakistan, 2014.
9. Organized Central Superior Services (CSS) forum, Institute of Administrative Sciences, University of the Punjab, Lahore, 2014.
10. Organized and Contributed to Faculty Development Orientation Program, HRDC, Punjab University, 2013.
11. Organized and Contributed to the Capacity Building Program of Civil Servants, in collaboration with the Establishment Division, Government of Pakistan, 2013.
12. Organized two day Conference on Sales Management Strategies in 21st Century in Collaboration with the Institute of Administrative Sciences and Lahore Chamber of Commerce Industry, 2012.
13. Organized and Contributed to Faculty Development Orientation Program, HRDC, Punjab University, 2012.
14. Organized and Contributed to the Capacity Building Program of Civil Servants, in collaboration with the Establishment Division, Government of Pakistan, 2012.
15. Organized and Contributed to Faculty Development Orientation Program, HRDC, Punjab University, 2011.
16. Organized two-day International Conference on Business Management, in collaboration with, University of Management Technology, March 18-19, 2011.
17. Organized two-day Conference on 'Entrepreneurship and Professionalism' in Collaboration with the Institute of Administrative Sciences and Lahore Chamber of Commerce Industry, 2010.
18. Organized Governance and Leadership workshop for Punjab University Faculty, as part of the Faculty Development Program, HRDC, PU, March 4, 2010.
19. Organized Faculty Development Orientation Program for Punjab University newly inducted faculty, as part of PU, HRDC, at Institute of Administrative Sciences, June 5-8, 2010.
20. Organized Training of Trainers (TOLT) for Local Government officials, Devolution Support Project CIDA, Nov 200to Dec. 9, 2006.
21. Organized Real World Management Skills Development Workshop for IAS Graduating Class 2005, 2004.
22. Organized 24 days Staff Development Course for Higher Education Commission, HEC, March – April, 2005.
23. Organized 24 days Staff Development Course for Higher Education Commission, HEC, May – June, 2005.
24. Organized two ten days Faculty Development Programs for Punjab University Teachers, September 9 -19, 2005 and September 24 to October 4, 2005 respectively, HRDC, Punjab University, Pakistan.

25. Organized and conducted one-week Training Program on 'Public and Social Policy' at HRDC, IAS in collaboration with P&D Department, Government of the Punjab & UNICEF August 5 – 10, 2002.

Membership of Academic & Professional Bodies

- Member Steering Community, HR in Higher Education, Association of Commonwealth Universities, UK (2016 to date)
- Member Chancellor's Committee for Punjab Tianjin University of Technology (PTUT), Lahore, Pakistan (2017 to date)
- Member of The Aga Khan University Thinking Group
- Member, Senate, University of the Punjab
- Member, Syndicate of University of the Punjab
- Member, Academic Council of University of the Punjab
- Member, Selection Board, University of the Punjab
- Member Overseas Scholarship Committee, University of the Punjab
- **Member of Syndicate/Member, Board of Studies at Government College Women University, Sialkot, Pakistan (HEC Nominee – 2015 to date).**
- Member of Syndicate, Government College Women University, Multan, Pakistan (2015 to date).
- Member of Syndicate, Government College for Women University, Faisalabad
- Member, Board of Governors, Qurtaba University, Peshawar, Pakistan (HEC Nominee – 2015 to date).
- Member, Reading Committee, Doctoral Program, Utrecht School of Governance, the Netherlands.
- Member International Research Society for Public Management (IRSPM). (2016 to date)
- Revised and updated curriculum of Public Administration for Federal Public Service Commission (FPSC), Pakistan (2015)
- Chairperson, National Curriculum Review Committee (NCRC) for Public Administration, HEC, Pakistan (2014)
- Revised and updated curriculum of Public Administration for Provincial Management Service (PMS), Pakistan. (2013)
- President, Association of Management Development Institutions in Pakistan (AMDIP), (2013)
- Member, COBRA Network, Study Group: Governance of Public Sector Organisations, European Group of Public Administration (2009 to date)
- Member, Academic Council, Punjab University, Lahore, Pakistan
- Member, Board of Faculty of Economics & Management Sciences, University of the Punjab, Lahore, Pakistan
- Convener, Board of Studies, Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- Convener, Departmental Doctoral Program Committee, Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- Member, Doctoral Program Coordination Committee, University of the Punjab, Lahore, Pakistan.

- HEC National Resource Person
- Member Board of Studies, Faculty of Administrative Sciences, Kotli, Azad Kashmir.
- Member Board of Studies, Faculty of Economics and Management Sciences, Lahore College for Women University, Lahore.
- Member Selection Board, Faculty of Economics, University of Khairpur Sukkur, Pakistan.
- Member Advisory Board, Small and Medium Enterprises Development Authority (SMEDA) Research Journal, Lahore.
- Member Standing Committee, Lahore Chamber of Commerce, Lahore.

Funded Research Projects

- **“Role of HR in Modernizing Universities”**. A Research Project funded by University of the Punjab, Lahore, Pakistan (2017)
- **“HR Performance of Higher Education Institutions of Pakistan”**. A Research Project funded by the University of the Punjab, Lahore, Pakistan (2016)
- **“Institutional Self-assessment of Labour and Human Resource Department, Punjab”** through Common Assessment Framework (CAF)”. A research project funded by UNICEF (2014-2015)
- **“Good Governance and HRM Practices in Higher Education Institutions: A Study of the Province of Punjab, Pakistan”**. A research project funded by University of the Punjab in collaboration with Ministry of Planning and Development, Pakistan, 2015.
- **“Governance and HRM Practices in Public Sector Universities in Pakistan”** funded by University of the Punjab. (2015)
- **“Dominant Governance: A model of Third Sector Organizations in Pakistan”**. A research project funded by University of the Punjab, Lahore. (2014).
- **“Governance and Management of Third Sector Organizations in Pakistan: Exploring the Indigenous Model”**. A Research project funded by University of the Punjab, Lahore. (2013)
- **“Governance and Management of Third Sector Organizations in Pakistan”**. A research project funded by University of the Punjab, Lahore, Pakistan. (2012)
- **“Governance and Management of Public Sector Organizations in Pakistan”**. A study being conducted in collaboration with COBRA network of European Group of Public Administration, (In Progress).
- **“Provincial Institutional Self-assessment of Social Welfare & Women Development Department and Bait-ul-Maal, Punjab through Common Assessment Framework (CAF)”** funded by UNICEF. (2011)
- **“Provincial Institutional Self-assessment of Social Welfare & Women Development Department KPK through Common Assessment Framework (CAF)”** funded by UNICEF. (2011)
- **“Professionalism at Workplace”**. A research project funded by University of the Punjab, Lahore, Pakistan. (2010)
- **“Training Need Assessment of Staff in select districts of Punjab”**. A research project funded by Canadian International Development Agency (CIDA) towards Devolution Support Project of Local Governance. (2005)
- **“Philanthropy in Pakistan”**. A research project completed in collaboration with University of Technology Sydney, Australia. (2004-2005)

- A study of Governance Education entitled, **“Baseline Research on Governance and related programs and disciplines offered in Pakistan”**, funded by Governance Institutions Education Network International, Norway. (2005)
- **“Mobility of Working Women in Private Sector Organizations in Pakistan”** funded by UNICEF. (2003).

Consultancy Assignments

- Institutional Self-Assessment of Punjab Labour and Human Resource Department through Common Assessment Framework (CAF) Consultant and Project Co-coordinator, UNICEF, 2014 - 2015.
- Provincial Self-Assessment of the Department Social Welfare, Women Development and Bait-ul-Maal, Khyber Pakhtunkhwa (KP), National Consultant, UNICEF., 2012.
- Provincial Self-Assessment of the Department Social Welfare, Women Development and Bait-ul-Maal, Punjab, Consultant and Project Co-coordinator, UNICEF, 2012.
- Governance Education in Pakistan, Lead Consultant, Governance Institutions Network International (GINI) 2009.
- HRD - TNA Consultant, Canadian International Development Agency (CIDA) Devolution Support Project, 2006.
- HRD Lead Consultant, National Education and Assessment System (NEAS), World Bank, British Council Project for Ministry of Education, Pakistan, 2006.
- Module Writer UNICEF, Strengthening the Parent-Teacher Committees (PTC) for Effective Performance, 2006.
- Human Resources Development Center (HRDC), Resource Person and Trainer, University of the Punjab, Lahore.
- Module Writer HEC Faculty Development Program, 2004.
- Case Writer LUMS – McGill Social Enterprise Development Program, Lahore, Pakistan, 2002.
- CIVIL SOCIETY MEMBERSHIPS AND COMMUNITY SERVICE
- Founder of IAS Dasterkhwan Initiative providing free lunch to 70 members of IAS Staff.
- AWAZ, Citizen Development Centre (NGO), Chairperson and Member Advisory Board, 2006 to date.
- Chairperson Dr. Afzal Education Endowment Fund, Institute of Administrative Sciences, University of the Punjab, Lahore.
- Vice Chairperson Afzal Mansur Education, Health and Social Welfare Trust.
- Co-partner with Akhuwat Foundation for its Cloth Bank Drive for needy people of Pakistan.
- Pehchan, NGO working for child education and fighting against child abuse, Co-Partners with IAS, Punjab University, Lahore.
- Organized Food and Rehabilitation campaign for famine hit children of Thar and Tharparkar, Pakistan, 2014.
- Patron of Blood Donation Campaign, ‘Life Saving Cause’, Institute of Administrative Sciences, University and the Punjab in collaboration with Fatimid, Pakistan since 2013.

- Organized Flood Relief Campaign in collaboration with PU, corporate sector and civil society organizations, 2013, 2010.
- Member, Relief Campaign for Earth Quake Victims, Punjab University, 2005.
- Chairperson Community Development and Ramadan Welfare Events, Institute of Administrative Sciences, Punjab University, Lahore.
- Organized Youth Leadership Forum from 2012 to date to inspire young students and engage them in process of governance.

Civil Society Memberships and Community Service

- Founder of IAS Dasterkhwan Initiative providing free lunch to 70 members of IAS Staff.
- AWAZ, Citizen Development Centre (NGO), Chairperson and Member Advisory Board, 2006 to date.
- Chairperson Dr. Afzal Education Endowment Fund, Institute of Administrative Sciences, University of the Punjab, Lahore.
- Vice Chairperson Afzal Mansur Education, Health and Social Welfare Trust.
- Co-partner with Akhuwat Foundation for its Cloth Bank Drive for needy people of Pakistan.
- Pehchan, NGO working for child education and fighting against child abuse, Co-Partners with IAS, Punjab University, Lahore.
- Organized Food and Rehabilitation campaign for famine hit children of Thar and Tharparkar, Pakistan, 2014.
- Patron of Blood Donation Campaign, ‘Life Saving Cause’, Institute of Administrative Sciences, University and the Punjab in collaboration with Fatimid, Pakistan since 2013.
- Organized Flood Relief Campaign in collaboration with PU, corporate sector and civil society organizations, 2013, 2010.
- Member, Relief Campaign for Earth Quake Victims, Punjab University, 2005.
- Chairperson Community Development and Ramadan Welfare Events, Institute of Administrative Sciences, Punjab University, Lahore.
- Organized Youth Leadership Forum from 2012 to date to inspire young students and engage them in process of governance.

Developed & Taught Courses/Modules

- **Designed and delivered first course on Human Resource Management (HR-I & HR-II) for College of Home Economics’ MPhil Program.**
- Principles of Management (Undergraduate Level/BS/Masters)
- Seminar in Management (Advanced Course for both undergraduate and postgraduate level)
- Advanced Seminar in Organisational Theory & Behaviour (Doctoral Program)
- Organizational Theory (MPhil./MS)
- Organizational Behavior (BS/Masters)
- Human Resource Management (BS/Masters)
- Human Resource Management: Strategy and Practice (MPhil./MS)
- Strategic Human Resource Management (MPhil./MS)
- International Human Resource Management (BS/Masters & MPhil./MS)

- Training & Development (BS/Masters)
- Introduction to Behavioral Sciences (BS/Masters)
- Governance and Management (MPA/MPhil)
- Public Administration (MPA)
- Research Methods & Techniques (BS/Masters)

Research Supervision of Ph.D Theses

1. Zeeshan Hanif (2019-2022). Civil Service Reforms in Pakistan. Pursuing PhD at KU Leuven, Belgium (Co-promoter).
2. Anika Sohail (2017-21). HRM Decentralization in Public Hospitals in Pakistan: Increased Efficiency or Myth Adopted, Ph.D. (in progress), Public Governance Institute KU Leuven, Belgium (National Supervisor).
3. Hudda Riaz (2019). An analysis of Higher Education Reforms in Pakistan: A Public Management Perspective. (In progress)
4. Farva Saeed (2019-22). Co-creating value through Academia-Industry Collaboration in Pakistan. (In progress)
5. Mahnoor Farooq (2017-21) Assessing Accountability of Electronic Media Authorities under regulatory Governance: the case of PEMRA. (In Progress)
6. Hafsa Noor (2016-20). Complexities in Agencification and Deregulation in Higher Education Institutions of Pakistan, Ph.D. (in progress) Institute of Administrative Sciences, University of the Punjab.
7. Tayyeb Khan (2019) TTS Higher Education Reform in Pakistan: Content, Process and Implementation, Ph.D. (Submitted 1st Draft) Institute of Administrative Sciences, University of the Punjab.
8. Syed Sohaib Zubair (2019) Contextual Analysis of Tenure Track System in Higher Education Institutions of Pakistan, (in progress) Institute of Administrative Sciences, University of the Punjab
9. Ayesha Rizwan (2015-19). Agencification and Performance of Public Sector Organizations: Issues of Autonomy and Control, Ph.D. in progress, University of Utrecht, the Netherlands (National Supervisor).
10. Farman Ali (2015). Role of Commercial Banks in Agro Farming Management, Ph.D. in progress, Institute of Agriculture Science, University of the Punjab, Lahore, Pakistan.
11. Ali Rehman (2015). Employee Branding and Performance in Public Sector Universities, Ph.D. Completed, University of Utrecht, the Netherlands (National Supervisor).
12. Nighat Ansari (2014). Gender and Civil Service, Ph.D. completed, University of Utrecht, the Netherlands (National Supervisor).
13. Amani, Baig (2012). Gender and Organizational Practices in Public Sector Organizations: A Case of the University of the Punjab, Ph.D. completed, Institute of Administrative Sciences, University of the Punjab (Principal Supervisor).
14. Ghalib Ata (2015). Factors Affecting Organizational Change in Pakistan: Roll of CEO Commitment, Ph.D. completed, Institute of Administrative Sciences, University of the Punjab (Principal Supervisor).

15. Khalid, Khan (2011). “Developing an Indigenous Framework for Higher Education Reform in Pakistan”, Ph.D. completed at Institute of Quality and Technology Management (Co-Supervisor).

Research Supervision of M.Phil/MS Theses

1. Shahzaib Hassan (2019). Relationship between Employee Engagement & Turnover Intension with Moderating role of Servant Leadership (In progress)
2. Labeeqa Ajaz Ali (2019). Youth Unemployment and Entrepreneurship: A case study of Lahore. (In progress)
3. Rabeea Khan (2019). Going Beyond Glass Cliff and Women in Leadership Positions in Pakistan. (In progress)
4. Sundas Bashir (2019). Effect of Job Enrichment on Employee Commitment in Banking Sector of Lahore: Training and Employee Motivation. (In progress)
5. Tabassum Yasmin (2019). Moonlighting in University Teachers – A case study of University of the Punjab. (In progress)
6. Syed Sara Raza Zaidi (2019). Impact of Transformational Leadership on Employee Performance in Educational Institutions of Lahore. (In progress)
7. Kinza Saleem (2019). Management Information Systems in Public and Private Organizations. (In progress)
8. Abdul Quyyum (2018). Innovation in Public Sector Organization: Role of Leadership and Influence of Situational Factors
9. Shumail Shahid (2018). Development of Employability Skills Among Graduates: A comparatives study of Public and Private Universities of Lahore
10. Fozia Malik (2017) Organizational Justice and Performance of Faculty Members: A study of University of Agriculture, Faisalabad
11. Tafzil Hussain (2017). Job Enrichment and Employee Satisfaction with moderating role of Organizational Performance: A Study of Medical Schools of Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
12. Rabia Nawaz (2017). Diversity Management Practices at Workplace: A Study of Telecom Sector, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
13. Ayesha Ali (2016) Role of Bilingual Advertisements with Women’s images in Shaping Women’s personalities: Implications for Police
14. Rabia Ikram (2016) Role of Job Embeddedness in predicting organizational Commitment and Turnover intention: A Study of HE in Pakistan
15. Rakia, Tariq (2016). Analysis of Primary Education Reforms in Pakistan: The Case of Privatization, MPA thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
16. Bibi Fatima (2016) Women Leadership Styles in Higher Education Institutions of Pakistan: A Case Study of University of the Punjab, Lahore, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
17. Saima Jameel (2016). Effectiveness of Tenure Track System in Higher Education Institutions of Pakistan: A Comparison of Public and Private Sector Universities in Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore

18. Anam Babar (2016). Effect of Organizational Commitment on Job Performance of Low Ranked Police Officials in Lahore, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
19. Maria Sehar (2016). Analysis of Accountability of Autonomous Public Bodies: Case study of Lahore Development Authority (LDA), Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
20. Rabia Shahzadi (2016). Human Resource Architecture and Performance, A Study of Beverage Industry of Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
21. Sajida Nisar (2016) Examining the Relationship between Organizational Entrepreneurship and Performance: A Case Study of University of the Punjab, Lahore, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
22. Fareeha Sattar (2015) New Public Management (NPM) Reform and Organizational Performance: A Study of Pakistan International Airline (PIA), M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
23. Amna Qureshi (2015) An Evaluation of Training Effectiveness in National Engineering Services of Pakistan (NESPAK), MPA thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
24. Sahar Fatima (2015). Impact of Furniture Ergonomics on Employee Performance: A Study of Telecommunication in Pakistan, M.Phil. thesis, Government College of Home Economics, Lahore, Pakistan.
25. Aniqah Sami Anwari (2014) Application of Strategic Human Resource management in Public Sector: Case Study of Bank of Punjab
26. Aibak Hafeez (2014). Effectiveness of Tenure Track System in Higher Education Institutions of Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
27. Sohaib Zubair (2014). Implementation of Tenure Track System in Public Sector Universities of Pakistan: An HR Perspective, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
28. Humaira Inayat (2014). HRM Reform Practices in Higher Education Institutions: A Comparison of Public and Private Sector Universities in Pakistan. M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
29. Hudda Riaz (2014). Higher Education Reform in Pakistan: Practices and challenges. M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
30. Munnaza Khalil (2014). Cross Cultural Adjustment of Female Expatriates: A Study in Saudi Arabia, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
31. Ayesha Hanif (2014). Performance Management Reform in Federal Civil Service of Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore
32. Wafa Sajjad (2014). Leadership in Public Sector: A Case Study of Faculty of Management, University of the Punjab, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
33. Fatima Hayat (2014). Relation of Employee Stress with Interior Design Elements at Workplace, M.Phil. thesis, Government College of Home Economics, Lahore, Pakistan.

34. Sameen Shah (2014). An Evaluation of Performance Management System in Federal Civil Service of Pakistan, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
35. Mohammad Salman Shabbir (2014). Faculty Expectations and Employers Perceptions in Business Education, MS thesis at University of Management and Technology, Lahore. (Co-Supervisor with Prof. Dr. Abdul Raouf, Supervisor)
36. Rafia Junaid (2013). Governance and Management of Public Sector Universities in Punjab: The Case of University of Engineering and Technology Lahore, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
37. Faiza Nasar (2013). Performance Management Practices in Higher Education Institutions: An HR Perspective, M.Phil. thesis completed at Government College of Home Economics, Lahore, Pakistan.
38. Farah Mahreen (2013). Impact of Interior Design Elements on Employee Performance, M.Phil. thesis completed at Government College of Home Economics, Lahore, Pakistan.
39. Aleena Khan (2013). Public Private Partnership and Organizational Performance of Pakistan Telecommunication Corporation of Limited. M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
40. Iman Saleem (2013). Governance and Management of Third Sector Organizations in Pakistan. M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
41. Rahat-ul-Ain (2013). Public Service Motivation among the Civil Servants of Pakistan, MPA thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
42. Saqib Rehman (2013). Employee Engagement through Organizational Learning Practices and Performance, M.Phil. thesis completed at Imperial College University, Lahore, Pakistan.
43. Hafsa Noor (2012). Governance & Management of Public Sector Universities in Punjab: The Case of Govt. College University Lahore, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.
44. Rabia Shahid (2012). Self-Efficacy and Educational Performance among Undergraduate Students in Pakistan, M.Phil. thesis, completed at Government College of Home Economics, Lahore, Pakistan.
45. Faiza Abdullah (2012). Performance of Female students in Gender Segregated Schools, M.Phil. thesis completed at Government College of Home Economics, Lahore, Pakistan.
46. Sameen Zaki (2011). Development Plan for a Career Guidance and Placement Centre at, the College of Home Economics, M.Phil. thesis, completed at Government College of Home Economics, Lahore, Pakistan.
47. Wajiha Kazim (2011). Recruitment and Selection Practices in Higher Education Institutions: A Case of the University of the Punjab, M.Phil. thesis, completed at institute of Administrative Sciences, University of the Punjab, Lahore.
48. Tayyeb Ali Khan. (2011). An Evaluation of Implementation of Tenure Track System (TTS) In Higher Education Institutions of Pakistan: A Study of GC University, Lahore, M.Phil. thesis, completed at institute of Administrative Sciences, University of the Punjab, Lahore.
49. Nadia, Noor (2010). Governance & Management of Public Sector Universities in Punjab: The Case of Lahore College for Women University, M.Phil. thesis, Institute of Administrative Sciences, University of the Punjab, Lahore.

50. Faiza, Shamim (2008). Exploring the Linkage between Employees' Apathy and Their Performance: A Study of Punjab University's Teachers, M.Phil. thesis, completed at Institute of Administrative Sciences, University of the Punjab, Lahore.