

ACADEMIC AND PROFESSIONAL PROFILE OF PROF. Dr. A.R. JAFRI

Dr. A.R. Jafri graduated from Govt College Lahore, with Academic Roll of Honour and did his master in Statistics with 1st Division from the University of Punjab. He secured Master and Ph.D in Public Administration from University of Southern California, Los Angeles, USA. He has carried out research for government and private organizations in Pakistan. He served as Deputy Director / Senior Instructor at Civil Services Academy, Lahore and was Member Directing Staff at Pakistan Administrative Staff College, Lahore. He also held the positions of Professor, Chairman, Dean, Faculty of Commerce, Dean, Faculty of Arts, Principal, Hailey College of commerce, Warden of Boys Hostel and senior member of Advanced Research Board at Punjab University. He has attended and contributed research papers at international conferences organized by I.L.O, International institute of Administrative Sciences, Brussels, Belgium and AMDISA, India. He participated in the advanced course of development administration at Australian Administrative Staff College, Melbourne, Australia. He is a visiting scholar at various training institutions in Pakistan including The National Defence College, Rawalpindi. He has contributed a number of research papers in journals of national and international repute. He is a management consultant of international stature and completed research projects for World Bank, IMF and U.S (AID). He has served as member of Doctoral Faculty at Institute of Administrative Sciences, University of Punjab. He is an approved supervisor of HEC for Ph.D students. He completed the tenure of contract with Higher Education Commission (HEC) as Eminent Educationist and Researcher placed at University of Education, Lahore and University of Gujrat. He was hired on contract basis by University of Gujrat in the capacity of Director M.A / M.Sc Programme of Social Sciences Faculty.

RESUME'

Personal

Name	Dr. A.R. Jafri
Position held at the time of Retirement	Professor and Chairman Department of Public Administration University of the Punjab Quaid-e-Azam Campus, Lahore.
Official Address	Institute of Administrative Sciences University of the Punjab Quaid-e-Azam Campus, Lahore.
Residence	652 – B, Faisal Town Lahore.
Phone Nos.	0332-465-8272, Res. 042-5165-049
Date of Birth	19-06-1939
Nationality	Pakistani
Languages	English, Urdu, Punjabi

Education

Ph.D in Public Administration
University of Southern California,
Los Angeles, U.S.A. (1968)

Master of Arts in Public Administration
University of Southern California,
Los Angeles, U.S.A. (1966)

M.A. Statistics
University of Punjab Lahore
Awarded Academic Roll of Honour
From Government College, Lahore (1962)

Graduation, B.Sc.
Government College, Lahore (1960)

Employment Record

1997 to June 1999	Chairman, Department of Public Administration, University of the Punjab, Lahore.
1994 - 1997	Dean, Faculty of Arts and Chairman, Department of Administrative Science, University of the Punjab, Lahore.
1991 - 1994	Dean, Faculty of Commerce and Principal, Hailey College of Commerce, University of the Punjab, Lahore.
1982 - 1990	Professor, Department of Administrative Science, University of the Punjab, Lahore
1977 - 1981	Senior Instructor/Deputy Director (equivalent to Associate Professor), Civil Services Academy, Walton, Lahore.
1975 - 1977	Member Directing Staff, Pakistan Administrative Staff College, Shakra-e-Quaid-e-Azam, Lahore.
1969 - 1974	Assistant Professor, Department of Administrative Science, University of the Punjab, Lahore.
1962 - 1968	Lecturer, Department of Administrative Science, University of the Punjab, Lahore.

Key Qualifications

Dr. A.R. Jafri did both his masters and doctorate in Public Administration from the University of Southern California, Los Angeles, U.S.A. His training has included active labour policy development at ILO., (1970) executive development at the Australian Administrative Staff College (1977) ; and modern techniques of project planning and implementation conducted by the MAP and the Institute of Social Studies, Netherlands (1982). He has taught as a professor for several years in the Department of Public Administration, Punjab University which is a leading educational institution of the country and the only one to offer an applied focus on issues of government and society. He has served as a Senior Instructor for Public Policy at the Civil Service Academy where he imparted training to civil service entrants on issues of governance, public personnel management and organizational structure and change (1977-1981). Dr. A.R. Jafri also served as a resource person on Public Policy, Public Services and Management of Organizations and Public Private Partnership Issues at NIPA,

Pakistan Administrative Staff College, Pakistan Tele Communications Training Institute, Audit & Accounts Training Centre and National Defence College, Rawalpindi. His consulting assignments as a Management Science and Public Administration specialist have included stints with the O&M Wing of the Establishment Division (1976-77), Pakistan Railways (1992-93), Lahore Chamber of Commerce & Industry (1986-89), Water and Power Development Authority (1985-86), Sui Northern Gas Pipelines (1993-94). On these assignments he provided input determining the extent and quality of interface between horizontally and vertically linked organizational units in these public sector enterprises. He has highlighted issues of accountability and responsibilities as they relate to service rules and jurisdictions. He has published on professional ethos, rationality in decision making, change and conflict and public sector personnel management. His book "Contemporary Issues in Management of Organizations" published in 1990 received professional recognition at national level. Dr. Jafri is a Management Consultant of international stature and has completed a number of World Bank and UN(DP) research projects.

Other Assignments

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|-------------|---|
| 1993 – 1994 | Sui Northern Gas Pipelines Limited, Lahore. |
| 1992 – 1993 | Pakistan Railways
Accountability and responsibilities related to service rules and jurisdictions within various linked organizational units in the management and public enterprise's asset and resource inventory. |
| 1991 – 1992 | Pakistan Family Planning Association
Proposed measures for instituting the small family norm and planned parent-hood through a multi channel motivational approach using public institutions. |
| 1992 | U.N.D.P. Post Flood Conditions Study, UNCHS (HABITAT).SOSRSP, Lahore.
Prepared staged evacuation plans, specifying division of responsibilities between agencies. |
| 1990 | Ministry of Finance & Economic Affairs (Economics Research Section), Government of Pakistan, Islamabad.
Public Policy for Poverty Alleviation. |
| 1986 – 1989 | Lahore Chamber of Commerce and Industry
Worked within the context in the socio economic research on Public Policy Issues of local self-government, consumerism and commercialization in the rural areas. |

1985 – 1986	Pakistan Water and Power Development Authority (WAPDA), Lahore. Designed training for various segments of the public utility interfacing with consumer.
1979 – 1980	Road Transport Corporation, Lahore.
1976 – 1977	Establishment Division (Training Wing), Government of Pakistan, Islamabad. Measures to improve systems and procedures of selected departments of the government.

Membership in Professional Societies

- Member, Association of Management Development Institutions in South Asia (AMDISA)
Hyderabad
India.
- Member, International Institute of Administrative Sciences (IIAS)
I, Rue Defacqz, Bte II
B-1000, Bruxelles
Belgium.
- Member, Pakistan Society for Training and Development (PSTD)
Plot No. TC-3, Street 34, Phase V, DHA
Karachi.
- Member, American Management Association
Pakistan Chapter
Saudi Pak Tower
Jinnah Avenue
Islamabad.
- Member, Institute of Training & Consultancy
129-A, Block-2, PECHS
Karachi.
- Member, Horizon Inc. (Human Resource Consultancy)
704, Kashif Centre, Shahrab-e-Faisal
Karachi.

Member, Consult & Train
2-C, Ocean View, Khayaban-e-Tanzeem
Phase V, Defence Housing Authority
Karachi.

Member, Training 2000
Cutting Edge Technologies for
Human Excellence
14/A-II, North Central Avenue, Phase-I
Defence Housing Society
Karachi.

Member, The Institute of Mind Sciences (USA)
Pakistan Chapter
F-14/II-A, Block-9, Clifton
Karachi.

Other Engagements

Examiner

- Federal Public Service Commission, Islamabad,
- Punjab Public Service Commission, Lahore.
- University of Engineering & Technology, Lahore.
- Gomal University, D.I. Khan.
- Peshawar University, Peshawar.
- Karachi University, Karachi.

Members Board of Studies

- Department of Administrative Sciences
Quaid-e-Azam University
Islamabad.
- Gomal University
D.I. Khan.
- Institute of Management Studies
Peshawar University
Peshawar.
- Department of Public Administration
Karachi University
Karachi.
- Department of Public Administration
Balochistan University
Quetta.

International Conferences attended in

USA

U.K

Australia

Dubai

Sri Lanka

Nepal

India.

Peoples' Republic of China

ACADEMIC QUALIFICATIONS

Sr. #	Certificate / Degree	Subject	Board / University	Years of Passing
1-	Matric	English, Maths, History & Geography, Physics, Chemistry, Drawing	University of Punjab	1953
2-	Intermediate	English, Physics, Chemistry, Maths, Islamiyat	Board of Secondary Education, Lahore	1955
3-	Graduation	English, Physics, Statistics, Persian (optional)	University of Punjab Govt. College, Lahore	1959
4-	Masters Local	Statistics	University of Punjab Govt. College, Lahore	1962
5-	M.Phil / Masters Foreign	Public Administration Master of Public Administration	University of Southern California, Los Angeles, CALIF, USA	1966
6-	Ph.D. Foreign	Public Administration Doctor of Public Administration	University of Southern California, Los Angeles, CALIF, USA	1968
7-	Technical Training Course	Advanced Management Development Course for Senior Executives	Australian Administrative Staff College, Melbourne, Australia	1977
8-	Administrative Training Course	Education Policy Making and Implementation for Senior Administrators	Oxford Brooks University, U.K	1993

Academic Roll of Honour, Government College, Lahore. 1962

SERVICE RECORD

Sr. No	Post / Designation	Department / Office	Govt. / Semi Govt. / Private	Permanent / Temporary / Adhoc	Duration		BPS or Monthly Salary	Reasons for Leaving
					From	To		
1-	Lecturer	Department of Administrative Science. Punjab University, LHR	Semi Govt.	Permanent	1962	1968	17	Promoted
2-	Asst. Professor	Department of Administrative Science. Punjab University, LHR	Semi Govt.	Permanent	1969	1974	18	Promoted
3-	Member Directing Staff	Pakistan Administrative staff College. Lahore.	Government	On Deputation	1975	1977	19	Completed Deputation
4-	Senior Instructor / Deputy Director	Civil Services Academy, Walton, Lahore	Government	On Deputation	1977	1981	19	Completed Deputation
5-	Professor	Department of Administrative Sciences. Punjab University, LHR	Semi Govt.	Permanent	1982	1990	20	Promoted
6-	Dean / Principal	Faculty of Commerce / Hailey College of Commerce, PU., LHR	Semi Govt.	Permanent	1991	1994	20	Promoted
7-	Dean	Faculty of Arts Punjab University, Lahore	Semi Govt.	Permanent	1995	1997	20	Completed Tenure
8-	Chairman	Department of Administrative Sciences, Punjab University, LHR	Semi Govt.	Permanent	1997	1999	20	Retired
9-	Associate Dean	Punjab College of Business Administration, PCBA, Lahore	Private	Temporary	August 1999	October 2000	Rs. 50,000 Per Month	Family Problem
10-	Member Doctoral Faculty	Institute of Administrative Sciences, Punjab University, LHR.	Semi Govt.	Visiting	2002	2005	Rs. 35,000 Per Month	
11-	Eminent Educationist	Higher Education Commission Islamabad. (HEC)	Government	Contractual	2006	2007	Rs. 50,000 Per Month	Completed Contract
12-	H.E.C PhD Supervisor	University of Education, Lahore University of Gujrat, Gujrat	Government	Eminent Educationist & Researcher (HEC) UOE & UOG Approved Supervisor for PhD Students				
13-	Director	M.A / M.Sc Social Sciences Programme University of Gujrat	Government	Contractual			Rs. 75,000 Per Month	

GOVERNMENT COLLEGE, LAHORE



Roll of Honour

This is to certify

that the name of Syed Abu Rashid Jafri
was inscribed in the Academic Roll of Honour, Govern-
ment College, Lahore in the year 19 62 .

A handwritten signature in cursive script, appearing to read 'Syed Ahmad'.

Principal
Government College, Lahore.

A small, illegible handwritten mark or signature at the bottom of the page.

UNIVERSITY OF SOUTHERN CALIFORNIA
SCHOOL OF PUBLIC ADMINISTRATION

FINAL ORAL EXAMINATION

on

OF

SYED ABU RASHID JAFRI

B.Sc., UNIVERSITY OF THE PUNJAB, 1959; M.A., 1962
M.P.A., UNIVERSITY OF SOUTHERN CALIFORNIA, 1966

FOR THE DEGREE OF

DOCTOR OF PUBLIC ADMINISTRATION

THURSDAY, DECEMBER 7, 1967, 10:00 A.M.
RUFUS B. VON KLEINSMID CENTER FOR
INTERNATIONAL AND PUBLIC AFFAIRS

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, Lahore
the Punjab, Lahore
hore
ff College, Lahore
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ndh, Baluchistan,

DISSERTATION COMMITTEE

PROFESSOR LARSON, *Chairman*
PROFESSOR STORM
PROFESSOR McEACHERN

DISSERTATION

THE IMAGE OF THE MUNICIPAL SERVICE: A STUDY OF OCCUPATIONAL VALUES OF PROFESSIONAL PERSONNEL

Obtaining able and competent people to hold positions of public responsibility is as old as government itself. At the present time, almost all municipal governments in the United States are facing a primary and common problem of hiring and holding a professional staff of high caliber. The purpose of this study is to identify occupational values manifested by professionals as they are attracted or repelled from municipal employment, and to examine their image of employment by Los Angeles City Government and of the city employees in their occupational roles.

Theoretical Dimension. Theoretically, the study is concerned with two conceptual analyses: (1) It examines strain and accommodation between the professional orientations and bureaucratic organizations; (2) It explores socio-psychological dimensions of organizational dynamics. Some theoretical implications about the occupational attractiveness of a source of employment are drawn from these analyses.

Methodological Perspective. Methodologically, the study is designed to answer six questions: (1) Which occupational values of professional personnel impinge upon their choice of employer? (2) How do professional employees evaluate Los Angeles City Government as an employer? (3) What images do professional people have of employees of the City of Los Angeles? (4) How satisfied are professionals with their present jobs? (5) How do professionals compare city positions with similar positions offered by "other sources" of employment? (6) Do the occupational values as well as the attitudes of professional personnel towards city employment and city employees vary according to different sources of employment and specialized fields of activity?

The sample of respondents for the study was selected according to a two-stage stratified systematic random sampling scheme. Stratification was performed according to six professional disciplines: (1) Library Science, (2) Engineering, (3) Medicine, (4) Business Administration, (5) Architecture, and (6) Public Administration; and three sources of employment: (1) Los Angeles City Government, (2) Private employment, and (3) Public employment. The responses of 324 professionals obtained through a mail questionnaire survey were analyzed using partial item analysis and nonparametric factorial analysis of variance.

Findings. Six principal findings, relating to the research questions, are: (1) Professional employees maintain a high occupational involvement with their work, prefer a job which is challenging and leads to personal self-development, have a strict sense of obligation towards work and show a strong resentment against conditions which limit their freedom and self-determination. (2) Among professional personnel, city employment is less appealing, compared to business, in the opportunity it offers for "real success" than in the chance for "getting ahead" or the chance "to get to the top." In general the occupational appeal of city government is lowest for those employed in private service, relatively high for those who work in public employment and highest among those who are working for the City of Los Angeles. (3) The City employees are rated high on honesty but somewhat lower on interest in serving the public and professional respectability. They received lowest evaluation on "drive to get ahead." (4) Professional employees of the City are moderately more satisfied than dissatisfied with their jobs; but professionals in comparable positions with noncity employers are significantly more satisfied with their jobs than those working in City Government. (5) Fringe benefits, job security, and "keeping pressures and tensions within reasonable bounds" are found to be more favorable in City employment. Employment factors on which city positions fare significantly lower are rate of professional progress, full use of professional skills, salaries at top positions, the system of promotion and recognition of exceptionally good work. (6) The occupational values and the attitudes of professional personnel towards the City employment and employees vary significantly with respect to sources of employment, but the variation due to differences in professional disciplines does not attain a significant level.

Research Publications & Professional Participation
of
Dr. A. R. Jafri

Former

- Professor of Administrative Science, University of the Punjab, Lahore
- Dean, Faculty of Arts, University of the Punjab, Lahore
- Dean, Faculty of Commerce, University of the Punjab, Lahore
- Principal, Hailey College of Commerce, University of the Punjab, Lahore
- Chief Instructor, Civil Services Academy, Walton, Lahore
- Member, Directing Staff, Pakistan Administrative Staff College, Lahore
- Director General, O&M Division, Government of Pakistan (selected by FPSC)
- Member, Board of Studies at Universities, Karachi, Sindh, Baluchistan, Peshawar, Quaid-e-Azam (Islamabad)

LIST OF RESEARCH PAPERS PUBLISHED IN JOURNALS

Research Papers (Title)	Name of Journal	Year of Publication
Structural Functional Analysis: A paradigm or Predicament	Journal of Research (Humanities), Punjab University, Lahore	Vol. XVII, No. 1-2, 1982
Imperialism, Under-Development and Integration: A Global Strategy for Survival	Journal of South-Asian Studies, Centre for South Asian Studies, Punjab University, Lahore	Vol. I, No. 2, 1984
The Logic of the Null Hypothesis: Genesis of Statistical Inference	Pakistan Administration, Pakistan Administrative Staff College Journal, Lahore	Vol. XVII, No. 2, 1980
Bureaucratic Structure: A Theoretical Analysis with Reference to Pakistan	Pakistan Management Review, Pakistan Institute of Management (PIM), Clifton, Karachi	Vol. XXIII, No. 1, 1982
Cult of Corruption in Public Administration: Can it be curbed?	Journal of Research (Humanities) Punjab University, Lahore	Vol. XVI, No. 1, 1981
Theoretical Perspective on Management of Business Organizations	Pakistan Management Review, P.I.M., Karachi	Vol. XXXI, No. 4, 1980
Administrative Reforms 1973: The Promise and Performance	Public Administration Review, NIPA, Lahore	Vol. XV, No. 3, 1978
Sensitivity Training	-do-	Vol. XV, No. 3-4, 1977
The Role of Financial Management in Public and Private Organizations	Pakistan Management Review, P.I.M. Karachi	Vol. XV, No. 1, 1977
The New Era of Administration in Pakistan	Public Administration Review, NIPA, Lahore	Vol. XV, No. 1, 1977
Rationality in Decision Making: A Theoretical Analysis	Public Administration Review, NIPA, Lahore	Vol. XIV, No. 4, 1976
Planning for Personnel Management: Job Satisfaction and Prevention of Brain Drain	Public Administration Review, NIPA, Lahore	Vol. XIV, No. 2, 1976
Organizational Change: Some Models and Methods	Public Administration Review, NIPA, Lahore	Vol. XIII, No. 3, 1974

Modern Techniques of Financial Management	Pakistan Journal of Public Administration, NIPA, Karachi	Vol. XII, No. 2, 1973
Professional Ethos and Bureaucratic Administration: A Behavioural Analysis	Pakistan Administration: Pakistan Administrative Staff College Journal, Lahore	Vol. XI, No. 1, 1975
Organizational Conflict: An Old Problem in a New Perspective	Pakistan Administration: Pakistan Administrative Staff College Journal, Lahore	Vol. IX, No. 1, 1971
Organization as an Instrument of Socialization	-do-	Vol. VIII, No. 2, 1970
Social Psychology of Organizations: A theoretical Analysis	-do-	Vol. XI, No. 1, 1972
Techniques of Developing Job Description and Position classification	Public Administration Review, NIPA, Lahore	Vol. VII, No. 3-4, 1969
Ayub Khan's Bureaucracy: Pakistan's Modernizing Aristocracy	Journal of Research (Humanities), Punjab University, Lahore	Vol. XIX, No. 1, 1984
Failure of Charisma: A Comparative Analysis of Z.A. Buttó & Mujeeb ur Rahman	Journal of South-Asian Studies, Centre for South Asian Studies, Punjab University, Lahore	Vol. VI, No. 1, Feb. 1985
Religion: An Anathema or A Blessing	Public Administration Review, NIPA, Lahore	Vol. XXI, No. 2, 1986
Occupational Psychology: A study of career planning in Pakistan	Journal of Research (Humanities) Punjab University, Lahore	Vol. XXIII, No. 1-2, 1988
Concept of Professional Ethics in Education as ordained in Islam	Pakistan Journal of Public Administration, NIPA, Karachi	Vol IX, No. 2, 1989
Hindu Philosophy: A basis of Indian Nationalism	Public Administration Review, National Institute of Public Administration, NIPA, Lahore	Vol. XXII, No. 2, 1990
American Foreign Policy toward Indonesia: A case study of Sukarno period	Journal of Political Science and History, Government College, Lahore	Vol. XXII, No. 1, 1991

An introduction to Administrative Science	"Manager" A Journal of Research, Department of Administrative Science, Punjab University, Lahore	Vol. 1, No. 1, 1984
Islam and Modern Educated Elite of Pakistan	Journal of Rural Development & Administration: Pakistan Academy for Rural Development, Peshawar	Vol. XX, No. 2, 1988
Role of Bureaucracy in National Integration	"Administrator" A Journal of Research (Evening Programme) Department of Administrative Science, Punjab University, Lahore	Vol. 1, No. 1, 1997
A Historical Portrait of Department of Administrative Science	"Manager" A Journal of Research, Department of Administrative Science, Silver Jubilee Issue, Pakistan University, Lahore	Vol. XIX, No. 1, 1987
Administrative Science Approach to Public Administration in Pakistan	"Manager" A Journal of Research, Department of Administrative Science, Punjab University, Lahore	Vol. XXI, No. 1, 1998
An Introduction to Administrative Science (Urdu)	Manager" A Journal of Research, Department of Administrative Science, Punjab University, Lahore	Vol. XXIII, No. 1, 1996
Problems and Prospects of Education in Pakistan and Punjab University	Pakistan Journal of Public Administration, NIPA, Karachi	Vol. XXXI, No. 1-2, 1999
Social Sciences and Government	Manager" A Journal of Research, Department of Administrative Science, Punjab University, Lahore	Vol. XXII, NO. 1, 1993
Public Administration in Pakistan: Retrospect and Prospect	Public Administration Review, NIPA, Lahore	Vo. XXXVI, No. 2, 1999
Role of Local Government in National Development	Pakistan Journal of Public Administration, NIPA, Karachi	Vol. XXXII, No. 1, 2002
Poor State of Pakistan's Economy: A Plea for Change	Pakistan Economic Review, Sindh University, Jamshoro	Vol. XXI, No. 1, 2003

RESEARCH PAPERS PUBLISHED IN INTERNATIONAL JOURNALS

Research Papers (Title)	Name of Journal	Year of Publication
The Challenge of Cultural Crisis to Public Administration in Pakistan	International Review of Administrative Sciences, International Institute of Administrative Sciences, Brussels 4, Belgium	Vol. XLVI, No. 2, 1996
Accountability: Problems and Prospects with Respect to Administration in Pakistan	-do-	Vol. XLII, No. 1, 1993
Theory of Bureaucracy and Administrative Reforms in Pakistan	South Asian Journal of Management AMDISA, New Delhi, India	Vol. IV, No. 2, 1997

Three research papers are submitted for publication in Indian Journals, to which letters of acceptance are awaited.

Topics:

1. Critical examination of the devolution of power plan with respect to local government system being implemented by the present regime in Pakistan. Its drawbacks and proposed corrective measures.
2. A study of the causes of the problems of administrative accountability in Pakistan and measures to solve these problems.
3. A study of difference between roles and functions of political and administrative leadership. Suggestions to reconcile the conflict between political and administrative leaders in Pakistan.

Indian Institute of Management Indore, Pigamber, Rau, Indore, Madhya Pradesh, India.

LIST OF CONFERENCES/SEMINARS REPORTS

Title	Sponsored by
Gazetteer orientation workshop. Use of statistical data and analysis in Gazetteer writing.	Board of Revenue Punjab, Government of Punjab, Lahore, 1983
Seminar on developing viable Local Government Institutions in Pakistan.	Government of Punjab, Department of Local Self Government, Lahore, 1982.
Committee on Curriculum Revision for Master's Degree in Public Administration.	University Grants Commission, Islamabad, 1981.
Seminar on Effective Administration for National Development.	O & M Division, Cabinet Secretariat, G.O.P. Islamabad, 1980.
Conference on Administrative Reforms, 1973.	Pakistan Administrative Staff College, Lahore, 1974.
Seminar on Management in Banking.	Pakistan Progressive Associates, Lahore, 1972.
Seminar on Modern Approaches to Management/Administration.	Government of West Pakistan, Lahore, 1970.
Seminar on Problems of Administrative Research in Pakistan.	National Institute of Public Administration, Karachi, 1972.
Seminar on Management in Insurance.	Pakistan Progressive Association, Lahore, 1973.
Seminar on System Approach, O & M and Personnel Administration.	National Institute of Public Administration, Lahore, 1969.
National Seminar on Management of Urban Development and Services to the Poor.	Organized jointly by Pakistan Administrative Staff College, Lahore and UNESCO, 1984.
National Seminar on Youth and Society, Social Sciences and Government.	Centre of Social Sciences and Humanities (Cosh), University Grants Commission, Islamabad, 1985.
Seminar on Management: Games as a training device for top executives in Business and Industry.	Organized by Daily Dawn, Karachi, 1986.
Seminar on "Code of Ethics" for University teachers.	Organized by the University Grants Commission, Islamabad, 1989.

New Directions in Public Policy and Management.	A seminar organized under the Chairmanship of Professor David Bresnic at Pakistan Administrative Staff College, Lahore, 1985.
Round Table on New Directions in Policy and Management in Education and Training.	O & M Division, Government of Pakistan, Islamabad, 1990.
ILO Conference on Active Labour Policy Development, held at Kandy, Sri Lanka.	Submitted country paper (Pakistan), 1970.
Attended Senior Executive Development Conference held at Australian Administrative Staff College, Melbourne, Australia.	Australian Administrative Staff College, Melbourne, Australia, 1977.
International Seminar on Modern Techniques of Project Planning and Implementation Strategies Organized by Pakistan Administrative Staff College, Management Association of Pakistan (MAP) and Institute of Social Studies, Netherlands.	Pakistan Administrative Staff College, Lahore, 1982.
Served as Deputy Director/Chief Instructor at Civil Services Academy, Lahore.	Civil Services Academy, Lahore (1977-81). Designed curriculum of courses for training of probationary officers.
Attended Second International Conference organized by International Institute of Administrative Services (Brussels 4, Belgium) held at Dubai, 1993.	Served as Rapporteur at the conference, Dubai, 1993 and read a paper on "Accountability: Problems and prospects with respect to Public Administration in Pakistan, 1993.
Attended Third International Conference organized by International Institute of Administrative Services. (Brussels 4, Belgium) held at Beijing, China, 1996.	Served as Rapporteur at the conference. Beijing (China), 1996. Presented the paper on "Challenge of Cultural Crisis to Public Administration in Pakistan", 1996.
Attended Second Academic Conference of the Association of Management Development Institutions in South Asia (AMDISA) held at Kathmandu, Nepal, 1992.	Served as Rapporteur at the Conference, Presented the paper on "Innovation in Management Role of Public Administration in Pakistan", 1992.
Attended the Third Academic Conference of Management Development Institutions in South Asia (AMDISA) held at Dhaka, Bangladesh, 1994.	Served as Rapporteur at the conference, Presented the paper on "Privatization of Cement Industry in Pakistan: A Critical Appraisal", 1994.

LIST OF RESEARCH/CONSULTANCY REPORTS

List of Research/Consultancy Reports	Reports submitted to
Problems & Prospects of Higher Education in Pakistan during the Sixth Plan period (1983-1988).	Government of Pakistan, Planning Division, Islamabad, 1985.
Dilemma in Punjab's Education: Causes and Suggested Remedies for Primary and University Education.	Government of Punjab, Lahore, 1980.
Report for Marketing Survey of Salt Supply & Consumption in selected areas of NWFP.	Submitted to Government of Pakistan, Ministry of Finance, Planning & Economic Affairs (Economic Research Section), Islamabad, 1979.
An Overall Management Study of Evacuee Property Trust Board.	Government of West Pakistan, Lahore, 1975.
An Overall Management Audit Study of the Machinery Pool Organization (MPO), WAPDA.	Government of Punjab, Lahore, 1989.
Management Audit of West Pakistan Road Transport Corporation.	Government of West Pakistan, Lahore, 1980.
Report on the Data Pertaining to the Requirements of Training Facilities for the Administrative Managerial, Ministerial & Similar Other Personnel in the various organizations of Government of Pakistan.	Government of Pakistan, Establishment Division, (Training Wing), Islamabad, 1977.
The Image of Municipal Service: A Study of Occupational Values of Professional Personnel in Los Angeles, California, U.S.A.	Doctoral Dissertation submitted to the University of Southern California Los Angeles California, USA, 1968
A Survey and detailed Statistical Analysis of Data on Comprehensive City Planning for City of Denver, Colorado, USA.	Systems Development Corporation (SDC), Los Angeles, U.S.A., 1967.
Report on "Improvement in the Functioning of Public Sector Bodies in Pakistan".	Submitted to Government of Punjab, Lahore, 1983.
Development of Education, 1981-83.	Report submitted to the 39 th Session of International Forum on Education, Janeva, 1984.

- Industrial Development in NWFP. Policies, Incentives and Resource Identification.
- Study submitted to Planning Division, Industrial Development Study, Government of Pakistan, Islamabad, 1987.
- Special Committee on Competitive Examinations, Federal Public Service Commission, Rawalpindi.
- Prepared the report of the Committee to Review the System of Competitive Examinations, Federal Public Service Commission, Rawalpindi, 1988.
- A study of Organization and Methods of Pakistan Railways, Lahore.
- Report of the study submitted to General Manager, Pakistan Railways, Lahore, 1992.
- A study of Assets and Resource Inventory System of Sui Northern Gas Pipeline Ltd., Lahore.
- Report of the study submitted to CEO, Sui Northern Gas Pipelines Ltd., Lahore, 1993.
- A study of planned parent-hood through multi-channel motivational approach using public institutions.
- Report submitted to Director Research, Pakistan Family Planning Association, Islamabad, 1994.
- A study of Staged Evacuation Plans, specifying division of responsibilities between agencies UNDP Post Flood Conditions Study.
- Report submitted to Chief Consultant UNDP Post Flood Conditions Study, UNCHS (HABITAT) SOSRSP, Lahore, 1992.
- A study of Public Policy for Poverty Alleviation. Ministry of Finance & Economic Affairs, Government of Pakistan, Islamabad.
- Report submitted to Ministry of Finance & Economic Affairs. (Economics Research Section) Government of Pakistan, Islamabad, 1990.
- A study of Consumerism and Commercialization in Rural Areas, Lahore Chamber of Commerce and Industry.
- Report submitted to President, Lahore Chamber of Commerce & Industry, Lahore, 1989.
- Designed Training for Various Segments of the Public Utility Interfacing Consumer.
- Report submitted to Water & Power Development Authority (WAPDA), Lahore, 1986.
- A proposal for the Establishment of Centre for Local Government Studies at Punjab University, offering M.Phil and PhD programmes.
- Submitted to Planning and Development Department, Government of the Punjab, Lahore, 1994.
- A Comparative Study of Federalism in Pakistan and USA.
- Presented to Woodrow Wilson, Institute of Social Studies, Washington D.C. USA, 1998.

ARTICLES PUBLISHED IN BOOKS

Title	Published in
Innovation in Management Role of Public Administration in Pakistan, pp. 271-277.	<u>Innovation in Management for Development</u> . B.L. Maheshwari (edi), AMDISA. Tata McGraw-Hill Publishing Co. Ltd. Delhi. India, 1992.
Privatization of Cement Industry in Pakistan: A Critical Appraisal, pp. 50-80.	<u>Management of Change in South Asia</u> Rahim Talukdar (edi) AMDISA, University Press Ltd. Dhaka, Bangladesh, 1994.
The State of Public Administration in Pakistan, pp: 195-211.	The State of Social Sciences in Pakistan, S.H. Hashmi (edi) Quaid-i-Azam University, 1989.
Application of Social Sciences Research Methodology to Problems of Administration in Pakistan, pp: 146-155.	Problems of Administrative Research in Pakistan, NIPA, Karachi, 1971.

AUTHOR OF BOOKS

Title	Published by
Contemporary Issues in Management of Organizations.	National College of Computer Science, 73, Jail Road, Lahore.

Specialist

Specialist for Evaluation of Research work of University teachers for promotion to the posts of Associate Professor and Professor in the following universities:

1. Sindh University, Jamshoro.
2. Karachi University, Karachi.
3. Quaid-e-Azam University, Islamabad.
4. Peshawar University, Peshawar.
5. Gomal University, D.I. Khan.
6. Baluchistan University, Quetta.

Expert

Selected as expert for professional opinion to grant no objection certificate by UGC to private educational institutions offering post-graduate studies programmes.

Paper Setter and Examiner

Paper setter and examiner for Federal Public Service Commission and Punjab Public Service Commission. External examiner in various universities in Pakistan.

Member Board of Studies

Member Board of Studies at the following universities:

1. Peshawar University.
2. Karachi University.
3. Quaid-e-Azam University.
4. Gomal University.
5. Sindh University.
6. Baluchistan University.

MASTER, M.PHIL AND PHD THESES AND DISSERTATIONS SUPERVISED

More than 300 Masters and M.Phil theses were supervised in following universities:

1. Department of Administrative Science, Punjab University, Lahore.
2. Department of Political Science, Punjab University, Lahore.
3. Department of Sociology, Punjab University, Lahore.
4. Quaid-e-Azam University, Islamabad.
5. Peshawar University, Peshawar.
6. Gomal University, D.I. Khan.
7. Karachi University, Karachi.
8. Baluchistan University, Quetta.
9. Sindh University, Jamshoro.

PhD dissertations supervised

1. Dr. Shahnaz Nazir, Vice-Principal, College of Home Economics, Gulberg, Lahore. (Degree of PhD was awarded in August, 1992 by Punjab University, Lahore).
2. External Supervisor for Dr. Farooq-e-Azam Cheema, Senior Executive, Karachi Port Trust, (Degree of PhD was awarded in July, 1996 by University of Karachi, Karachi).

Countries Visited to Participate in Conferences/Seminars

1. U.S.A.
2. U.K.
3. Australia
4. Bangladesh
5. India
6. Nepal
7. Sri Lanka
8. Switzerland
9. Dubai (UAE)
10. Beijing (peoples' Republic of China)



UNIVERSITY OF GUJRAT

Admin Block, New Campus, Hafiz Hayat, Ph: 053 3643317, 3643331, 3643327,
3643121, 3643334, 3643408, Fax No. 053 3643034
E-mail: info@uog.edu.pk, Web: www.uog.edu.pk,

No. UOG-39(1) R/07/ 2306

Dated September 12, 2007

To

Dr. Syed Abu Rashid Jafri,
652-B Faisal Town
Lahore.

SUBJECT: RECRUITMENT TO THE POST OF DIRECTOR, FACULTY OF SOCIAL SCIENCES IN UNIVERSITY OF GUJRAT

In exercise of the powers under Section 14(4)(i) of the University of Gujrat Act IX of 2004, the undersigned is pleased to appoint you to the post of **Director, Faculty of Social Sciences** in University of Gujrat for a period of six months w.e.f 15-09-2007 to 14-03-2008 on the following terms and conditions:

- i. Your appointment will be on contract basis for a period of six months from the date of your joining duty. You may be reappointed on the same terms and conditions for a further period of six months contract subject to your satisfactory performance and the need of your services for the University.
 - ii. You will be entitled to draw a fixed monthly pay package lump sum **Rs. 75,000/-** per month (inclusive all allowances).
 - iii. Your appointment will be subject to verification of your antecedents and domicile.
 - iv. You will be entitled to 12 days casual leaves but no leave on full pay during the period of your contractual appointment.
 - v. The University will provide you a furnished bachelor accommodation on payment of rent as per the University Rules. You will be required to pay the utility bills on your own.
 - vi. Your services will be liable to termination on a month's quit service notice or one month's pay in lieu of notice period from either side.
 - vii. Being an employee of the University, the Discipline and Efficiency Rules will be applicable to you.
 - viii. You will not have any right to claim regular absorption or appointment against this post in this University. However, you can apply afresh for regular appointment as per the University Recruitment Rules whenever the posts will be advertized through press.
 - ix. After the expiry of the period of your contract, your appointment will automatically stand terminated without issuing any formal services termination orders to this effect.
 - x. You will be entitled to use the University transport facility locally.
2. If the offer of appointment on the terms and conditions specified above is acceptable to you, you should report for duty in the office of the Registrar, University of Gujrat on-15-09-2007.

(Prof. Dr. Mohammad Nizamuddin)
VICE CHANCELLOR




HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, PAKISTAN Website: <http://www.hec.gov.pk>

Prof. Dr. S. Altaf Hussain
Member Academics/R&D

No. 19-6/Acad(R)/HEC/05/1564
Date: August 30, 2006

Subject: EXPANSION PROGRAM FOR HIRING OF EMINENT
EDUCATIONISTS AND RESEARCHERS HAVING Ph.D

Dear Dr. Syed Abu Rashid Jafri 

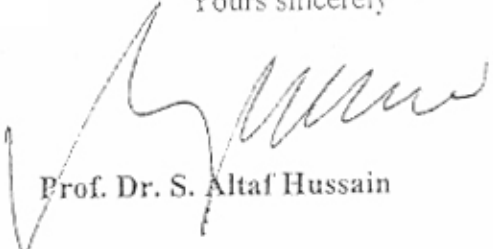
I am pleased to convey the approval of the Higher Education Commission for your selection under the subject scheme initially for a period of one year extendable on the basis of annual performance review for another year @ Rs.50,000/- per month.

You will be required to seek consent of the Vice Chancellor/Head of a public sector University/Degree Awarding Institution for conducting teaching and research allowing you to have access to all the facilities of the institution i.e. library, laboratories, chemicals, transport etc. The consent of the Vice Chancellor/Head of the institution concerned must reach this office at the earliest so that your case for appointment could be processed accordingly.

In case you are already working/ employed in a public sector institution on payment basis, you will be required to relinquish such a paid position. A certificate to this effect will be required.

With regards

Yours sincerely



Prof. Dr. S. Altaf Hussain

Dr. Syed Abu Rashid Jafri,
652-B, Faisal Town,
Lahore.



*Dr. S. Mahmood Raza
Adviser (R & D)*

HIGHER EDUCATION COMMISSION

H-9, Islamabad, Pakistan

Phone : (051) 9258747 Fax: (051) 4434659

Email: smraza@hec.gov.pk

No. 1-4/HEC/R & D/2003/PhD Sup/MGT-1-6

Dated 6th July, 2004

Subject: HEC Approved PhD Supervisor.

Dear Dr. *Rashid Jafri,*

I am pleased to inform you that you have been selected as HEC Approved Supervisor for PhD level students funded under various HEC in-country Scholarship Programs. One of such prime program is the Indigenous PhD Scholarship Scheme under which about 1000 scholars will be enrolled annually in the next five years. Salient features of the Indigenous Scholarship Program including responsibilities of the PhD Supervisor are posted on HEC website (www.hec.gov.pk). Your name with key information has already been posted on the HEC website under the "List of Approved Supervisors".

We trust that you will ensure highest academic standard and finest intellectual quality of doctoral students who will, Insha-Allah, take Pakistan among the galaxy of developed nation within a span of a few years.

With profound regards.

Yours Sincerely,

Mahmood Raza

Dr. S. Mahmood Raza

Dr Syed Abu Rashid Jafri
Professor (Former)
Department Of Public Administrative Science
University of the Punjab
Lahore



PUNJAB COLLEGE OF BUSINESS ADMINISTRATION (PCBA)

31-MAIN GULBERG, LAHORE-54660. TELEPHONES : 92-42-5755314-5 FAX : 92-42-5710881

July 31, 1999

Dr. A.R. Jafri
608-A, Moulana Shaukat Ali Road
Faisal Town
Lahore

Subject: APPOINTMENT AS ASSOCIATE DEAN

Dear Dr. Jafri,

Reference your application and subsequent interview/meeting regarding the possibility of your placement as a "Associate Dean" at our Punjab College of Business Administration, we are pleased to inform you that we are willing to take you on board with effect from the day you report for duty. This is only a letter of offer and will become effective subsequent upon your confirmation. The terms and conditions governing your employment are briefed as under:

1. You will be placed on probation for one term and will draw a lumpsum salary of Rs 50,000 per month during probation with the following breakup.

i)	Basic Salary:	Rs. 33,333.00
v)	Other allowance (House Rent, Conveyance Allowance and all utilities)	Rs. 16,667.00
	TOTAL:	Rs. 50,000.00

2. A minimum of one-month notice will be required for resignation or termination of employment. One-month salary from either side will be forfeited if the proper notice is not given. The one-month notice has to synchronize with the ending date of semester in order to avoid any loss to the students. I believe you understand and agree to this clause because it is a moral duty of good teacher not to leave a course in between.

I appreciate your interest in PCBA and look forward to your great contribution in developing the image of this college. Please confirm your acceptance to this offer.

With regards,

Sincerely,

Mian Amer Mahmood
Chairman

.cc: Chief Accountant, H. Q.
Dean
Personal File

Ph.D level work Preformed by Dr. A.R. Jafri at IAS, Punjab University

Ph.D students under the supervision of Dr. A.R. Jafri at the Institute of Administrative sciences, Punjab University who prepared synopsis of their doctoral dissertation.

1. Mr. Ghalib Ata
2. Mr. Bilal Majid
3. Mr. Ferdous Naveed
4. Ms. Zahra Nazim
5. Ms. Benish Mughal
6. Mr. Aamir Saeed

Following students completed a 3 credit hour course of Ph.D level conducted by Dr. A.R. Jafri on the subject of "Development of Management Thought".

1. Faiza Shamim
2. Amina Whaeed Malik
3. Nighat Ghulam Ansari
4. Faheem Ghazanfar
5. Rubina Aslam
6. Sobia Dilshad
7. Mohammad Siddique
8. Ahmad Qamar
9. Dawood Ilyas Butt
10. Zahra Ishtiaq Paul

LIST OF M.P.A / M.PHIL THESIS

Theses supervised by Dr. A.R. Jafri (Incomplete due to missing record) at
Deptt. Public Administration, Punjab University.

No.	Name of Student	Title of Thesis	Year of Submission
1-	Mohammad Nawaz	Manpower Mgt. In National Bank of Pakistan	1970
2-	Zia-ul-Haq Akhtar	Personnel Training in P.I.A.	1973
3-	Aziz Ahmed Mirza	Development Planning Process in Pakistan 1947 – 1964 with Particular Reference To Govt. of West Pakistan, Lahore	1969
4-	Feroza Ahsan Shahida Tasneem Nayyar Azhar	Occupational Value Perspective: A study of Professional Bureaucratic values in the Public Services of Pakistan	1969
5-	Aftab Ali Khan Islam Ullah Khan	The Training of Middle Management (A Case study of NIPA / WPIM)	1969
6-	Syed Asad Raza	A study of Reorganization of Civil Services in Pakistan	1969
7-	Aslam Kaukab Janjua	Patterns of Local Govt. in Development	1975
8-	Atta Ullah Khan	Catering Industry on Pakistan Railways: An exploratory and Analytical Study	1980
9-	Humayun N. Rashid	Causes of Labour Unrest in Textile Industry of Pakistan	1971
10-	Abdul Majid Khan	A study of School Organization in Lahore Region	1970

No.	Name of Student	Title of Thesis	Year of Submission
11-	Shaheen malik	PIRT (Programme Evaluation and Review Technique) As a tool of Management Analysis	1969
12-	F.B Sial	O & M – A Tool for Bette management	1972
13-	Syed Zamir Haider	System and Procedures Approach to Management Problems: an Analytical Study of National Bank of Pakistan	1972
14-	M. Abdul Rauf	Personal Administration in Industry	1971
15	Mohammad Anwar Cheema	Personnel Administration in Practice: an analytical Research Study of Industrial Enterprises.	1973
16-	M.salman Usmani	Recruitment and Training in Private Commercial Banks (A Case study of Habib Bank and United bank Ltd.)	1970
17-	Khalid Naseer	Material Control system in An Engineering Organization like WAPDA	1980
18-	Abdul Latif	Labour problems in Retrospect and Prospect: An Analytical Study of Industrial Relations in Pakistan	1970

Note: Entries of M.A / M.Phil Theses supervised and evaluated in other Universities of Pakistan are not available due to lack of temporal record kept by the concerned departments.