

# CURRICULUM VITAE

## **Prof. Dr. Nasira Jabeen**

Director, Institute of Administrative Sciences  
Director, Human Resources Development Centre  
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### **Education**

**Post-Doctorate:** South Asia Institute, University of Texas at Austin, Texas, USA, 2008.

**Ph.D. :** Department of Management & Organization, Stirling University, Scotland, UK, 1999.

**M.P.A. :** School of Public Administration, University of Southern California, USA, 1995.

**M.P.A. :** Department of Administrative Science, University of the Punjab, Lahore, Pakistan, 1983.

**B.A. (Gold Medalist)** Government College for Women, Sahiwal, Bahaudin Zakriya University, Multan, Pakistan, 1979.

**F.A. (Gold Medalist)** Government College for Women, Sahiwal, Board of Intermediate & Secondary Education, Multan, Pakistan, 1975.

**HSS.** Government Girls Pilot Secondary School, Sahiwal, Board of Intermediate & Secondary Education, Multan, Pakistan, 1973.

### **Administrative and Academic Positions**

Director, Institute of Administrative Sciences, University of the Punjab, Lahore, (Since September 2009).

Professor, 'Prince Claus Chair', School of Governance, University of Utrecht, Netherlands, (2006-2007).

Professor of Public Administration, Institute of Administrative Sciences, University of the Punjab, Pakistan, (Since 2003).

Associate Professor, Institute of Administrative Sciences, University of the Punjab, Pakistan, (1999-2001).

Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Pakistan (1995-1999).

**Lecturer**, Institute of Administrative Sciences, University of the Punjab, Pakistan (1984-1995).

Super-Intendant/Warden, Girls Hostel No.5, University of the Punjab, (1999-2003).

### **Academic Awards**

Post-Doctoral Fellowship awarded by the Higher Education Commission, Government of Pakistan, 2008.

Prince Claus Royal Chair in the area of Development and Equity, Utrecht School of Governance, University of Utrecht, Netherlands, 2006-2007.

Central Overseas Training Scholarship for Ph.D. awarded by the Government of Pakistan, 1995.

Nishan -e- Hayder Talent Scholarship for holding 1<sup>st</sup> position in B.A. and F.A, awarded by the Government of Pakistan, 1977 & 1979.

Gold Medal Awards for securing top position in B.A. and F.A. awarded by Multan Board and University.

### **Courses Taught**

Principles of Management  
Seminar in Management  
Organizational Behavior  
Human Resource Management  
Strategic Human Resource Management  
International Human Resource Management  
Training & Development  
Introduction to Behavioral Sciences  
Governance and Management  
Philosophy of Public Administration  
Research Methods & Techniques

### **Membership of Academic and Professional Bodies**

President Association of Management Development Institutions in Pakistan  
COBRA Network, European Group of Public Administration

Member, Academic Council, Punjab University, Lahore, Pakistan

Member, Board of Faculty of Economic & Management Sciences, Punjab University, Pakistan

Convener, Board of Studies, Institute of Administrative Sciences, Punjab University

Convener, Doctoral Program Committee, Institute of Administrative Sciences, Punjab University

Member Doctoral Program Committee, Department of Library and Information Science, Punjab University

Director Academics (Masters and Bachelor Programs), Institute of Administrative Sciences, Punjab University

HEC National Resource Person

Member Board of Studies, Faculty of Administrative Sciences, Kotli, Azad Kashmir

Member Selection Board, Faculty of Economics, University of Khairpur Sakhar, Pakistan

Member Advisory Board, Small and Medium Enterprises Development Authority (SMEDA) Research Journal, Lahore.

Member Editorial Board, Journal of Management Research, University of Management and Technology, Lahore.

### **Funded Research Projects**

- Governance and Management of Public Sector Organizations in Pakistan, study being conducted in collaboration with COBRA network of European Group of Public Administration.
- Human Resource Management in Federal Government in Pakistan, a study being conducted in collaboration with an international research group, lead by Prof. Even Berman.
- Provincial Institutional Self-assessment of Social Welfare, Women Development and Bait-ul-Maal, Punjab and Khyber Pakhtunkhwa, through Common Assessment Framework (CAF), funded by UNICEF, 2011.
- Professionalism at Workplace, research project funded by Punjab University, 2010.
- Training Need Assessment of Staff in Selected Districts of Punjab, funded by Canadian International Development Agency towards Devolution Support Project of Local Governance, 2005.
- Philanthropy in Pakistan, research project completed in collaboration with University of Technology Sydney, Australia (2004-2005).
- A study of Governance Education titled, 'Baseline Research on Governance and Related Programs and Disciplines offered in Pakistan, funded by Governance Education Network, Norway.
- Mobility of Working Women in Private Sector Organizations in Pakistan, funded by UNICEF, 2003.

## **Research Supervision**

- Khalid, Khan 2011. “Developing and Indigenous Framework for Higher Education Reform in Pakistan”, Ph.D. thesis completed at Institute of Quality and Technology Management (Co-Supervisor).
- Amani, Baig 2011. Gender and Organizational Practices in Public Sector Organizations: A Case of the University of the Punjab, Ph.D. thesis submitted for evaluation (Principal Supervisor).
- Ghalib, Ata 2011. Factors Affecting Organizational Change in Pakistan: Roll of CEO Commitment, Ph.D. thesis submitted for evaluation (Principal Supervisor).
- 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, Punjab University.
- 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, Punjab University.
- 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, Punjab University.
- 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.
- Afshan, Rehman (2009). Higher Education Reform: Faculty Development Practices at Punjab University, M.Phil. thesis, Institute of Administrative Sciences, Punjab University (In Progress).
- Rafia, Junaid (2010). 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, Punjab University (In Progress).
- Hafsa, Noor (2010). Governance & Management of Public Sector Universities in Punjab: The Case of Govt. College University Lahore, M.Phil. thesis, Institute of Administrative Sciences, Punjab University (In Progress).
- 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, Punjab University (In Progress).

- Rabia, Shahid (2010). Self-Efficacy and Educational Performance among Undergraduate Students in Pakistan, M.Phil. thesis, completed at Government College of Home Economics, Lahore, Pakistan (In Progress).

## **Publications**

### **International**

- 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.
- *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.
- *Towards Effective Implementation of Semester System in Pakistan: Lessons from Punjab University*, in proceedings of the 2<sup>nd</sup> International Conference on Assessing Quality in Higher Education, ICAQHE, pp. 360-377, 2008.
- *Gender and local governance in Pakistan: representation vs. participation'*, International NGO Journal, Vol. 4, No. 5, May 2009.
- *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](http://www.princeclauschair.nl)
- *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*
- *Retention Issues at Sudhaar, Case Study Contributed to Managing NGOs in Developing Countries, McGill-LUMS, Social Enterprise Development Program 2005, Oxford University Press.*
- *Public Administration Education in Pakistan: Issues, challenges and opportunities in, Frontiers of Public Administration proceeding of the second Sino-US. International conference Beijing, Chine, 2004.*
- *Gender, Organization, System (GOS): A Framework for Research on Women in Management, Asia Profile, Asia Research Service Canada, Vol. 29, No.6, December 2001*
- *Gender Bias in Organizational Leadership, in Empowerment of Women in South Asia, Association of Management Development, Institutions in South Asia, Hyderabad: India. pp.114-123, 2000.*

- *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.
- *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.

## National

- Gender Stereotyping and Women in Management, Paper Accepted for publication, in, Pakistan Vision, South Asian Studies Journal, 2011 (Co-Authored with Ms. Amani Baig, Ph.D, Student).
- Organizational Change and the Role of CEO Commitment, Paper accepted for publication, in, Pakistan Economic and Social Review, Department of Economics Journal,2011 (Co-Authored with Mr. Ghalib Ata, Ph.D, Student).
- Gender and local governance in Pakistan: promoting participation through capacity building', Journal of South Asian Studies, Vol.25, No. 2, July – December, 2010, pp. 255-281.
- *Public Administration Education In Pakistan: Issues, Challenges and Opportunities*, Journal of the Research Society of Pakistan, University of the Punjab, Lahore, Pakistan, Vol. 47, No.1, January - June, 2010, pp. 31-50.
- *Good Governance in South Asia: constraints and possibilities*, Pakistan Management Review, Karachi, Pakistan, Second Quarter, Vol. XLV, No. 2, pp. 21-34, 2008.
- *Development of Public Administration in Pakistan*, Council of Social Sciences (COSS), pp. 255-267, 2004.
- *Civil Service System of Pakistan: A Gender Analysis*, Journal of Research (Humanities), University of the Punjab, Lahore Volume XXXVII, No.2. pp. 77 – 106, July 2002.
- *Status of Women in Pakistan: Role of the State, Islam and Culture*, Journal of Research (Humanities), University of the Punjab, Lahore, Vol. xxxv, No.2, pp. 21-55, July, 2001.
- *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, Second Quarter 2000.
- *Facilitator and Barriers to Career Advancement of Women Civil Servant: Comparing Pakistan with other Countries*, Journal of Research (Humanities), University of the Punjab, Lahore, Vol. 3 No.1. 2002

- *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, Third Quarter 2000.
- *Dissolution with the Human Face*, Case Study Contributed to Civil Services Academy Pakistan 2003
- *Leadership Challenge*, Johan Barry & John Postner, Book Review, South Asian Journal of Management, New Delhi, India: Wiley Easter Ltd., Vol.3, January - March 1996.
- *Managing Change: The Case of Tuition Fee Increase in the University of the Punjab*, Regional Management Cases, Institute of Business Management, Lahore, Pakistan, (1995).
- *Evolution of Public Administration*, Manager, Department of Administrative Science (Public Administration), University of the Punjab, Lahore, 1993 (in Urdu language).

### **Major Consulting Assignments/Workshops/Conferences/Guest Lectures**

#### **Consulting Assignments**

Governance Education in Pakistan, Lead Consultant, Governance Institutions Network International (GINI)

HRD, TNA Consultant, Canadian International Development Agency (CIDA) Devolution Support Project

HRD Lead Consultant, National Education and Assessment System (NEAS), World Bank, British Council Project for Ministry of Education, Pakistan

HRD Consultant and Trainer HRDC University of the Punjab

Module Writer HEC Faculty Development Program

Module Writer UNICEF

Case Writer LUMS – McGill Social Enterprise Development Program, Lahore, Pakistan

Module Writer UNICEF, Strengthening the Parent, Teacher Committees (PTC) for Effective Performance

#### **Workshops/Conferences**

- Organized and Contributed to Faculty Development Orientation Program, HRDC, Punjab University, 2011.
- Organized two day International Conference on Business Management, in collaboration with, University of Management Technology, March 18-19, 2011.
- Organized two day Conference on Professionals and Entrepreneurs in collaboration with, Lahore Chamber Of Commerce Industry, 2010.

- Organized Governance and Leadership workshop for Punjab University Faculty, as part of the Faculty Development Program, HRDC, PU, March 4, 2010.
- 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.
- 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.
- 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.
- Paper 'Towards effective implementation of semester system in Pakistan' to the Second International Conference on assessing Quality in Higher Education, December 1-2, 2008 , University of the Punjab, Pakistan. (Published as conference proceedings).
- Attended the 37<sup>th</sup> Annual Conference on South Asia, October 16-19, 2008, Madison, Wisconsin, U.S.A.
- Participated in Texas Asia Conference, October 10-11, 2008, University of Texas at Austin, Texas, U.S.A.
- Attended 15<sup>th</sup> 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.
- 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.
- 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.
- 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.
- Attended workshop on 'Leadership for diversity and collaboration' organized at Utrecht School of Governance, University of Utrecht on 2-4 April 2007, Netherlands.
- Participated in CIDA, Training of Lead Trainers (TOLT) training Program for local Govt. Officials, Devolution Support Project Nov. 2-12 2006.
- Organized Training of Trainers (TOLT) for Local Government officials, Devolution Support Project CIDA, Nov 2006 to Dec. 9, 2006.



- Organized Real World Management Skills Development Workshop for IAS Graduating Class 2005, 2004.
- Attended international conference on 'Gender Main Streaming and Millennium Development Goals' March 28 -30, 2005, Islamabad, Pakistan.
- Organized 24 days Staff Development Course for Higher Education Commission, HEC, March – April, 2005.
- Organized 24 days Staff Development Course for Higher Education Commission, HEC, May – June, 2005.
- 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.
- Attended conference on 'Devolution Experiences and Lessons Learnt' organized by LUMS-McGill, Social Enterprise Development Program, June 1-2, 2005.
- Contributed to Seminar on 'Women Development and National Prosperity' organized by the Institute of Leadership and Management. March 2002.
- 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.
- 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.
- Organized and conducted 'Faculty Development Programs' for new faculty of the Punjab University, since 2002 to date.
- 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.
- Conducted sessions of 'Gender Sensitivity Training', National Institute of Public Administration (NIPA), Pakistan, 2001.
- Contributed to the course on 'Management' Civil Services Academy, Lahore, Pakistan, January – April 2001.
- 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.

- Participated in National Workshop on "Women in Higher Education Management" arranged by Fatima Jinnah Women University, Rawalpindi. March 12, 2000.
- Contributed paper to International Symposium on "Gender Empowerment" organized by the AMDISA at Hyderabad, India February 12, 2000.
- Conducted a two day workshop on "Role of Women in the Socio-Economic Development of Pakistan", organized by NIPA, Lahore, January, 13-14, 2000.
- Participated in one week workshop on Case Writing held at Lahore under the auspices of Commonwealth Secretariat, the workshop organized by AMDISA 1993.

### **Guest Speaker**

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 Institute of Human Resource Development  
 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

### **Civil Society Membership and Community Service**

AWAZ, Citizen Development Centre (NGO), Chairperson and Member Advisory Board (2006-2010).

Organized Flood Relief Campaign in collaboration with PU, corporate sector and civil society organizations, 2010.

Member, Relief Campaign for Earth Quake Victims, Punjab University, 2005.

Member Community Development and Ramadan Welfare Events, Institute of Administrative Sciences, Punjab University, Lahore.

### **References**

List may be furnished if desired