

# Yaamina Salman

Professor

Institute of Administrative Sciences, University of the Punjab

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## RESEARCH INTERESTS

Governance and Public Management Reform, Coproduction and Cocreation of Public Services, Collaborative Governance and Networks, Neo-institutional Theory, Institutional Logics, Qualitative Research

## EDUCATION

- **PhD Management (2014)**, Business School, The University of Edinburgh  
*Thesis: Public management reforms in developing countries: The case of health sector reforms in Punjab, Pakistan*
- **Master of Public Administration (1999)**, Institute of Administrative Sciences, University of the Punjab
- **B.Sc. - Mathematics, Statistics and Economics (1997)**, Lahore College for Women
- **F.A.- Gen. Sc. (1995)**, Lahore College for Women
- **Matric - Science (1993)**, Esena Foundation High School, Lahore

## EMPLOYMENT

- December 2020 *to date* – **Professor**, Institute of Administrative Sciences, University of the Punjab
- December 2020 to March 2024 – **Director**, Institute of Administrative Sciences, University of the Punjab
- August 2020 to December 2020 - **Associate Professor**, Institute of Business Administration, University of the Punjab
  - Member, Departmental Doctoral Program Committee
  - Member, Board of Studies
  - Program Coordinator – MBA (3.5)
- April 2015 to August 2020 – **Assistant Professor**, Institute of Administrative Sciences, University of the Punjab
  - Program Coordinator – PhD Program
  - Associate Editor, Governance and Management Review

- Conference Coordinator for 1<sup>st</sup> National and 1<sup>st</sup> International Conference of Institute of Administrative Sciences, University of the Punjab
- December 2000 to April 2015 – **Lecturer**, Institute of Administrative Sciences, University of the Punjab
  - Program Coordinator – Master’s Degree Programs
  - Placement Officer
  - Program Officer & Trainer for Human Resources Development Center, IAS
- September 2009 to October 2014 - **Teaching & Research Assistant**, University of Edinburgh Business School
  - Assisted the faculty in various research projects by doing literature reviews, entering and coding data, running analysis on SPSS and NVivo.
  - Conducted tutorials for Business Studies Course (Undergraduate Students), grading essays and assignments and evaluated poster presentations (SWOT/PESTLE/Porter’s Analyses)

## SERVICES TO THE DISCIPLINE

- Regional Editor - Developing World, Public Management Review
- Secretary (Academic Affairs), South Asian Network for Public Administration (SANPA)
- Board Member, South Asian Society for Public Administration (SASPA) Section at American Society for Public Administration (ASPA)
- Board Member, Center for Service Excellence, University of Edinburgh Business School, University of Edinburgh
- Editor-in-Chief, Governance and Management Review (A research journal of Institute of Administrative Sciences)
- Member, South Asian Network for Public Administration (SANPA)
- Member, Board of Advanced Studies and Research, University of Okara
- Member, Board of Studies, Department of Business Administration, Lahore School of Economics
- Member, Board of Studies, Department of Public Administration, Lahore College for Women University
- Member, Board of Studies and Board of Faculty at Government College Women University, Faisalabad
- Member, Board of Studies at School of Professional Advancement, University of Management & Technology
- Member, Board of Studies, IAS and Board of Faculty of Business, Economics & Administrative Sciences, University of the Punjab
- Member, Academic Council, University of the Punjab
- Subject expert for Selection Boards at Lahore College for Women University & University of Management & Technology

- Visiting Faculty Member for Research Methodology and Syndicate Research at Civil Services Academy, Walton, Lahore for Common Training Program (CTP) for civil service probationers for 46<sup>th</sup>, 47<sup>th</sup> and 48<sup>th</sup> CTP

## PUBLICATIONS

### *Peer-reviewed Journal Articles*

1. Rizwan, A., Naveed, S. and **Salman, Y.** (2023), "An analysis of policies, challenges and outcomes in Pakistan through co-creation of COVID-19 responses", *Public Administration and Policy: An Asia-Pacific Journal*, Vol. 26 No. 1, pp. 107-119. <https://doi.org/10.1108/PAP-05-2022-0041> (HJRS – Y Category)
2. Farooqi, M. R., Naveed, S., Javid, S. & **Salman, Y.** (2022). Institutional Complexity of HR Practices: Challenges for sustainable business. *Public Administration Issues.*, No. 6, 122-137. (HJRS – Y Category)
3. Ulfat, S., Moazzam, A. and **Salman, Y.** (2022). Organizational Innovation Management: Traces from previous literature. *Global Social Sciences Review*, VII(II), 355-371. (HJRS – Y Category)
4. Saeed, F., Jabeen, N., & **Salman, Y.** (2022). Towards Effective Co-creation of Value: Case Study of a Public University of Pakistan. *Journal of Management and Research*, 9(1). (HJRS - Y Category)
5. Ali, A., Irfan, S., & **Salman, Y.** (2022). University Business Incubators and Accelerators; A Scientometric Analysis of 20 years research. *Journal of Management and Research*, 9(1). 52-85. (HJRS- Y Category)
6. Akram, H., **Salman, Y.**, & Akram, S. (2022). Influence of Job Satisfaction on Doctors' Level of Organizational Commitment in Hospitals. *Pakistan Journal of Medical & Health Sciences*, 16(5), 292–294. <https://doi.org/10.53350/pjmhs22165292> (HJRS- Y Category)
7. Rizwan, A., **Salman, Y.**, & Naveed, S. (2022). Politics of governing NPM-led agencies in Pakistan: Influence of contextual factors on agency autonomy and control. *International Journal of Public Sector Management*, 35 (5), pp.568-583. <https://doi.org/10.1108/IJPSM-09-2021-0221> (HJRS- X Category)
8. **Salman, Y.** (2021). Public management reforms in Pakistan. *Public Management Review*, 23(12), pp.1725–1735. <https://doi.org/10.1080/14719037.2020.1850084>. (HJRS – W Category, Impact Factor 2019: 4.221)
9. Naveed, S. and **Salman, Y.**, (2021). Debate: Governance networks for public service delivery—panacea or puzzle? *Public Money & Management*, 41(1), pp.14–16. <https://doi.org/10.1080/09540962.2020.1719771>. (HEC-Recognized Journal – W Category, Impact Factor 2019: 1.377)
10. Ali, A. Irfan, S. and **Salman, Y.** (2020). University Business Incubators: A systematic literature review from 2000 to 2019. *Abasyn Journal of Social Sciences*, 13 (2), 499-523. (HEC- Recognized Journal – X Category)

11. Ali, Z., Irfan, S. and **Salman, Y.** (2020). Effectiveness of Public-Private Partnerships: A systematic literature review. *Journal of Management and Research (JMR)*, 7(2), 104-145. *(HEC-Recognized Journal – Y Category)*
12. Sultana, S. **Salman, Y.** and Irfan, S. (2020). Exploring the influence of HRM practices on employee motivation in public organizations: A systematic literature review. *Global Management Journal for Academic & Corporate Studies (GMJACS)* 10(1). 143-163. *(HEC-Recognized Journal – Y Category)*.
13. Ali, A., Irfan, S. and **Salman, Y.** (2019). An analysis of Entrepreneurial Perspective of Public Sector: A systematic literature review from 1990 to 2016. *Business & Economic Review*, 11(3),113-142. *(HEC-Recognized Journal – X Category)*
14. Farooqui, M. R., **Salman, Y.**, Jadoon, Z. I., Jabeen, N. and Irfan, S. (2019). Institutional Complexity of Civil Service Reforms in Pakistan: Challenges and Impediments. *Journal of Political Studies*, 26 (1), 241-264. *(HEC-Recognized Journal – X Category)*
15. Zubair, S.S., Jabeen, N., **Salman, Y.**, Zahid, M. and Irfan, S. (2019). Governance Context of Higher Education Sector of Pakistan. *Pakistan Vision*. 20(1). *(HEC-Recognized Journal – Y Category)*
16. Aslam, T., **Salman, Y.**, Irfan, S. and Jabeen, N. (2018) 'Smart Cities – A Multidisciplinary Perspectives Model', *South Asian Studies*, 33(2), pp. 435–459. *(HEC-Recognized Journal – X Category)*
17. Zubair, S. S., **Salman, Y.**, Irfan, S., Jabeen, N. and Moazzam, A. (2018). Towards a holistic model of Public Service Motivation: A Systematic Literature Review. *Journal of Research Society of Pakistan*. 55(2).179–192. *(HEC-Recognized Journal – X Category)*
18. Naveed, S., **Salman, Y.**, Jadoon, Z. I., Jabeen, N. and Irfan, S. (2018). Governance and Management of State-Owned Enterprises in Pakistan. *Pakistan Economic and Social Review*. 56(1). 47-66. *(HEC-Recognized Journal – X Category)*
19. Farooq, M., Jabeen, N., Rizwan, A. and **Salman, Y.** (2018). Autonomy of HR Practices in Pakistan: A study of provincial autonomous bodies. *Journal of Research Society of Pakistan*. 55(1). 115-129. *(HEC-Recognized Journal – X Category)*
20. Qureshi, H. A., **Salman, Y.**, Irfan, S. and Jabeen, N. (2017). A Systematic Review of E-Government Evaluation. *Pakistan Economic and Social Review*. 55(2). 327-362. *(HEC-Recognized Journal – X Category)*
21. Riaz, H., Jabeen, N., **Salman, Y.**, Ansari, N. and Moazzam, A. (2017). A study of higher education reforms in Pakistan: Key Reforms and Drivers. *Journal of the Research Society of Pakistan*. 54(2). 71-87. *(HEC-Recognized Journal – X Category)*
22. Irfan, S., **Salman, Y.**, Jabeen, N., Ahmad, S. I. and Ansari, N. (2017). Towards understanding relational aspects of inter-organisational collaboration: An exploration of Public-Private Partnerships in Pakistan. *Pakistan Economic and Social Review*. 55(1). 53-79. *(HEC-Recognized Journal – X Category)*
23. Mubasher, U., **Salman, Y.**, Irfan, S. and Jabeen, N. (2017). Spiritual Leadership in Organizational Context: A research gap in South Asia. *South Asian Studies*. 32 (1): 209-222. *(HEC-Recognized Journal – X Category)*

24. Naveed, S., **Salman, Y.**, Jadoon, Z. I., Jabeen, N. and Rana, N. S. (2017). Inside state enterprises: Symbolic compliance to modern HRM as a response to contradictory institutional logics. *Abasyn Journal of Social Sciences*. 10(1). 86-110. *(HEC-Recognized Journal – X Category)*
25. Ansari, N, Jabeen, N., Baig, A. M. and **Salman, Y.** (2016) Diversity Management: Towards a theory of gender sensitive practices. *Bulletin of Education and Research*. 38(2): 293-306. *(HEC-Recognized Journal – X Category)*
26. Lashari, M., Moazzam, A., **Salman, Y.** and Irfan, S. (2016). Impact of organizational trust on organizational justice and organizational commitment: A case of University of Sargodha. *Research Society of Pakistan*. 170-194. *(HEC-Recognized Journal – X Category)*
27. Jabeen, N., Jadoon, Z. I., Mubasher, U. and **Salman, Y.** (2016). Revisiting Public Policy Making Process and Strategies in Pakistan: A Governance Perspective. *South Asian Studies*. 31(2). 17-26. *(HEC-Recognized Journal – X Category)*
28. Baig, A. M., Jabeen, N., Ansari, N., & **Salman, Y.** (2016). Gender and the Perceptions of Organizational Justice: A study of University of the Punjab. *Pakistan Journal of Women Studies: Alam-e-Niswan*, 23(1). *(HEC-Recognized Journal – Y Category)*
29. Khalil, M., Jabeen, N., Jadoon, Z. I., and **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). *(HEC-Recognized Journal – Y Category)*
30. Baig, A. M., Jabeen, N., Ansari, N., & **Salman, Y.** (2015). Mentoring, Networking and Politicking in Higher Education Institutions of Pakistan. *Global Management Journal for Academic & Corporate Studies (GMJACS)*, 5(2). *(HEC-Recognized Journal – Y Category)*

#### **Working Papers/Occasional Paper Series**

1. Siddiqui, A. and **Salman, Y.** (2022). Contextualizing the Leadership Role of RIZQ Foundation (Food Bank) in the COVID-19 Epoch: A Vaccine of Compassion for Local Food Insecure Communities of Pakistan. *Occasional Paper Series. Section on International and Comparative Administration (ASPA). Vol. 4. Special Issue. August 2022. 15-20.*

#### **Book Chapter(s)/Book(s)**

1. Haque, A. and **Salman, Y.** (2024). *Perspectives and Practices of Public Administration in South Asia*. Springer.
2. **Salman, Y.**, Irfan, S. and Moazzam, A. (2023). *Fostering innovation in public services: Illustrations from Pakistan in Handbook of Asian Public Administration* (ed.), Edward Elgar, Cheltenham, UK.
3. **Salman, Y.** and Broten, N. (2017) *A Macat Analysis on Leading Change: Why transformation efforts fail*. Taylor and Francis. Routledge. London.

#### **CONFERENCES**

##### **Paper Presentations at International Conferences**

1. “Public Sector Innovation in Pakistan” in 25<sup>th</sup> **IPMN Annual Conference** on “Towards Good Government: Sustainability, Innovation and Social Equity”. August 19<sup>th</sup> – 20<sup>th</sup>, 2021, Seoul, South Korea.

2. "Governance and Legitimacy in Crisis Management: How has Pakistan responded to COVID-19? in **ASPA 2021 Virtual Conference**.
3. "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.
4. "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.
5. "Validating the Public Leadership tool in the context of Pakistan" in XXI **IRSPM** (International Research Society for Public Management) Conference on "Culture and Context of Public Management". 19th – 21st April, 2017, Budapest.
6. "Trajectories of Health Services Reform in Pakistan" in XVII **IRSPM** (International Research Society for Public Management) Conference on "Public Sector Responses to Global Crisis". 10th – 12th April, 2013, Prague.
7. "Health Services Reform in Pakistan" in XVI **IRSPM** (International Research Society for Public Management) Conference on "Contradictions in Public Management in volatile times". 11th-13th April, 2012, Rome.
8. "Exploring civil service reform through Institutional Logics Perspective" in 7th LUMS Asian Management Research and Case Conference. 23rd-24th March, 2018. Bhurban.
9. "Institutional Complexity and Organizational Governance: The case of Hybrid Organizations" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st March, 2018, Lahore.
10. "Effectiveness of Public-Private Partnerships: A Systematic Literature Review" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st March, 2018, Lahore.
11. "Smart cities: A multidisciplinary perspectives model" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st March, 2018, Lahore.
12. "A systematic review of E-Government Evaluation" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st March, 2018, Lahore.
13. "Entrepreneurship in the Public Sector: A systematic literature review" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19th – 21st March, 2018, Lahore.
14. "Spiritual Leadership in Organizational Context: A Research Gap in South Asia" in IAS International Conference on "Governance, Management & HR: Strategic Directions". 19<sup>th</sup> – 21<sup>st</sup> March, 2018, Lahore.

15. “Impact of Organizational Trust on Organizational Justice and Organizational Commitment: A case of University of Sargodha” in 1st International Research Conference on Economics, Business and Social Sciences at School of Economics, Bahauddin Zakariya University. 12th – 13th April 2016, Multan.
16. “Towards understanding relational aspects of inter-organizational collaboration: An exploration of public-private partnerships in Pakistan” in 1st International Research Conference on Economics, Business and Social Sciences at School of Economics, Bahauddin Zakariya University. 12th – 13th April 2016, Multan.

#### ***Paper Presentations at National Conferences***

1. “Inside the state enterprises: Symbolic compliance to modern HRM as a response to contradictory institutional logics” in IAS National Conference on “Emerging trends in Governance & Management in Pakistan”. 19th -21st May 2016, Lahore.

#### ***Invited Talks, Trainings, Seminars & Webinars***

1. Invited as Plenary Speaker on the topic “**Reforming Governance and Public Administration**” at 2022 EROPA Conference on the theme “Governance and Public Administration in Covid-19 Pandemic: Learning, Innovations, and Reforms in Managing Global Changes”, 14<sup>th</sup> – 15<sup>th</sup> September, 2022.
2. Invited as a Resource Person to deliver a lecture/seminar on “**Human Resource Management in the public sector**” in “22<sup>nd</sup> Public Policy and Governance Course” at Management & Professional Development Department (MPDD), Government of Punjab, August 2, 2022, Lahore.
3. Invited as Panelist on a panel discussion on “**Transformative Potential of Sustainable Development and the Future of Developing Countries**” at International Conference on Management and Social Sciences 2022 at Lahore Garrison University, May 16, 2022, Lahore.
4. Invited as Panelist on Webinar on “**Implementing the UNCEPA Adopted 11 Principles of Effective Governance for Sustainable Development: Why We Need to Talk More Strongly on the Political Insulation of the Bureaucracy**” organized by South Asian Network for Public Administration (SANPA), 26<sup>th</sup> June 2021.
5. **Session Chair** at International Conference on Business Administration – ICBA-2021 at Institute of Business Administration, University of the Punjab, 11<sup>th</sup> – 12<sup>th</sup> June, 2021, Lahore.
6. Invited Seminar on “**Case Study Research**” at University of Central Punjab, 17<sup>th</sup> June 2015.
7. Conducted 2GM5 TOT “**Training of Trainers**” of **Union Councilors** organized by CIDA DSP at Institute of Administrative Sciences, University of the Punjab, December 2006.

#### ***Participation in Conferences, Seminars & Webinars***

1. “Co-design and capacity-building workshops: Women Academics with Caring Responsibilities”. British Council Going Global Partnerships - Gender Equality Partnership. 28<sup>th</sup> November 2023, LUMS, Lahore.

2. International Conference on Quality of Life, Education & Health organized by UCP & Foundation for Healthcare Improvement, University of Central Punjab, April 13<sup>th</sup>, 2019, Lahore.
3. 2<sup>nd</sup> International Conference on Contemporary Issues in Management & Administrative Sciences organized by Department of Management Sciences & Department of Public Administration, Lahore College for Women University, 26<sup>th</sup> – 28<sup>th</sup> March 2019, Lahore.
4. “Assuring High Quality Research for evidence-based policy-making” & “Ethics in Research and Evaluation” organized by Punjab Economic Research Institute, 9<sup>th</sup> October 2015, Lahore, Pakistan.
5. Two-day workshop on “Women Empowerment and Leadership” arranged by COMSATS Institute of Information Technology, 19-20<sup>th</sup> February 2015, Faletti’s Hotel, Lahore.
6. Faculty Orientation Program, June 2003, Human Resources Development Center, University of the Punjab
7. “Training of Lead Trainers” organized by CIDA Devolution Support Program to be certified as a ‘Lead Trainer’ for conducting training of Union Councilors, CIDA DSP, 2<sup>nd</sup> – 12<sup>th</sup> November 2006, Institute of Administrative Sciences, University of the Punjab

## TEACHING

- Governance Context of Public Sector Organisations in Pakistan (Doctoral level)
- Advanced Seminar on Current trends in Public Management Research (Doctoral Level)
- Seminar in Governance and Management of Public Organisations (MPhil Management)
- Governance, Public Administration & Development (MPA)
- Social Research Methods (MPhil/MPA/MS-HRM/BS)
- Governance, Policy and Management (BS-Management)
- Strategic Management (BS- Management)
- Research Project I & II (BS- Management)
- Organizational Design & Behaviour (MHRM)
- Social Research Methods (BS-Management)
- Statistics for Management (BS/MPA)
- Management Information Systems (MPA)
- Statistical Techniques for Quality Control (PGD – TQM)
- Economic Analysis (MPA)
- Principles of Management/Ideas and Issues in Management (MPA)
- Principles of Marketing (MPA)
- Human Resource Management (MPA/BS/MHRM)
- Government, Business and Civil Society (MPA)
- Training & Development (MHRM)
- Public Administration & Management (MPA/BS)
- Public Policy (BS-Management)
- Business Studies (University of Edinburgh)

## THESES SUPERVISION

### *PhD*

1. Shabana Naveed (2019). Autonomy of Regulatory Agencies in Pakistan.
2. Labiba Sheikh (2019). Managing Complexity in Governance Networks: The Case of Energy Sector in Pakistan.



3. Madiha Rehman (2019). Responses to Institutional Complexity: The Role of Organizational Characteristics.
4. Farva Saeed. Creating value through academia industry collaboration in Pakistan (submitted for evaluation)
5. Asghar Ali. Exploring Institutional Dynamics of University Business Incubators in Pakistan (submitted for evaluation)

***MPhil/MPA Theses***

1. Huma Akram (2015). Impact of Psychological Empowerment on the Organizational Commitment of Doctors in Hospitals.
2. Tausif Mahmood (2015). Co-Production Practices in Police Services of Pakistan
3. Saud bin Ahsen (2015). Impact of Decentralization on the Service Delivery Structure: The Case of Higher Education in Punjab
4. Madiha tur Razzam (2017). Workplace Trust and Public Service Motivation: A Case of Public Sector
5. Imlaak Iqbal (2018). Political Trust – Impact of Institutional Performance and Individual Level Characteristics
6. Anum Malik (2018). Effect of Policy Alienation on Willingness to Implement Tenure Track System (TTS): Evidence from University of the Punjab
7. Siddiqa Zubair (2019). Nepotism – Dilemma of Organizational Performance: Testing the Mediating Role of Organizational Cynicism. A Study on Public Sector Organizations of Lahore.
8. Aman Nazir (2019). Critical Success Factors for Public Private Partnerships in Infrastructure Developments: The Case of Pakistan
9. Iqra Shafiq (2019). Role of research evidence in making public policies.
10. Mahnoor Azhar (2020). Citizens’ motivation to engage in coproduction of public services: A case of Integrated Reproductive, Maternal, Newborn, Child Health and Nutrition Program.
11. Hania Batool (2020). Coping Mechanism of Street level Bureaucrats: The role of Administrative Discretion
12. Amna Siddique (2020). Social entrepreneurship and channel impact on sustainable development - a qualitative analysis of social change model operating in Western Massachusetts Food Bank (USA) & Rizq Foundation (Pakistan)
13. Fatima Mahmood (2021). Localization of Sustainable Development Goals: Developing policy guidelines for localizing SDG 11.

*Last updated: March 14, 2024*