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RESEARCH INTERESTS

Public Management Reforms, Collaborative and Participatory Governance, Digital Governance, Environmental Governance, and the Sustainable Development Goals

EDUCATION

- **PhD in Public Management, University of Utrecht, Netherlands.**
Dissertation Topic: Patterns of Autonomy and Control in Agencification of Pakistan: Perceptions of Agency Employees and Ministry Officials at the Federal Level
- **Master of Philosophy (MPhil in Management), University of the Punjab, 2007-2009.**
Dissertation Topic: Agencification in Pakistan.
CGPA: 3.95
- **Master of Public Administration (MPA), University of the Punjab, 1993-1995**
Major courses: Public Administration, Marketing Management, International Marketing, Organizational Behavior, and Human Resource Management. Worked on various research projects as a part of my post-graduate degree program, focusing on a range of Pakistani industries including knitwear, leasing and edible oil.
CGPA: 3.9
- **Bachelor of Science, Kinnaird College for Women Lahore, 1990-1992**
Majors: Statistics, Economics and Mathematics. Grade: A/First Division

WORK EXPERIENCE

- **Faculty, Institute of Administrative Sciences, University of the Punjab, Lahore. (May 2006 to date)**

Professional Responsibilities

Teaching & Academic Coordination

- Assistant Professor in Public Administration and Management, teach public administration, research oriented, and marketing courses at the undergraduate and postgraduate levels.
- Coordinator, BS Management program
- Student Advisor across all programs at IAS
- Supervise postgraduate theses of MPA, MS-HRM, and PhD students.
- Contribute to curriculum development for undergraduate and postgraduate programs.

Institutional Governance & Committee Membership

- Member, Board of Studies, Institute of Administrative Sciences, University of the Punjab
- Member, Departmental Doctoral Program Coordination Committee (DPCC), Institute of

Administrative Sciences, University of the Punjab, Lahore.

- Member, Admission Committee, and Interview Panelist for postgraduate admissions at the institute of Administrative Sciences, University of the Punjab, Lahore.
- Member, Finance, Planning and Implementation Committee, IAS
- Member, Events and Extra-Curricular Management Committee, IAS
- Member, Internship Evaluation Committee, IAS
- A leading member of IAS Prospectus Development Committee.
- Member, committee for the redesign and content development of IAS website

Editorial & Peer Review

- Member, Paper Reviewing Committee, *Governance & Management Review (GMR)*, IAS (2019–present)
- Reviewer, *Journal of Public Policy Practitioners (JPPP)*, Knowledge and Research Support Services (KRSS), University of Management and Technology (UMT)
- Reviewer, *Public Management Review*, an international journal, and several other national journals.
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Student Engagement & Industry and Third Sector Linkages

- Regularly organize academic and co-curricular events at IAS
- Plan and conduct placement services and recruitment drives to connect BS Management students with internship and job opportunities.
- Coordinate with industry partners to facilitate student participation in events, marketing campaigns, and social entrepreneurship projects, strengthening industry-academia linkages.
- Coordinate with government entities and non-governmental organizations to facilitate student and faculty participation and engagement in academic and social events, marketing campaigns and activities and social entrepreneurship projects.

- **Visiting Faculty, Iqra University, Lahore, Feb 2005- May 2005**

Lecturer in the discipline of Marketing, for an integrated class of Masters and bachelor's in business, and IT.

- **Assistant Product Manager (Consumer Products Division), PACKAGES LTD, 1997-1999**

Major responsibilities included marketing research, planning and management of a portfolio of consumer products under the brand umbrella of "Rose Petal". The challenging task of marketing FMCGs in a diverse consumer market gave me a unique insight into Pakistani Consumer Behavior. This experience enhanced my understanding of downstream activities of a value chain focused on the growth of a major brand. Organized and conducted various training programs for the Rose Petal Distributor Sales Force on selling skills and customer services. One of my major research achievements was designing, documentation and implementation of the ISO standard for the CPD wing of Packages Ltd.

- **Assistant Sales Manager (Industrial), PACKAGES LTD, 1996-1997**

Key responsibilities included customer order management and relationship marketing for a portfolio of 15 industrial customers including Nestle, Unilever, Glaxo Wellcome and many other multinational and local companies. Assisted customers to develop a range of innovative packaging solutions for a

diversified product range, while meeting sales and customer service targets for Packages Ltd.

- **CRECHE (U.K)**

Carried out administrative responsibilities, including discipline and day-to-day operations of the center. Worked as an instructor, for the preschool pupils.

- **Instructor & Program Coordinator, TECH School, 1993**

Apart from teaching primary-level classes, I was responsible for the design, implementation and assessment of the primary school curriculum. I was also responsible to maintain discipline regarding student affairs and administration. To plan activities and conduct seminars for the institute's promotion was another job responsibility.

AWARDS AND HONORS

- *Acquired first position in Master of Public Administration, session 1993-95, awarded a gold medal.*
- *Awarded roll of honour in MPhil for achieving excellent academic performance and attained 3.95 CGPA.*

COURSES TAUGHT

Governance, Policy, and Administration
Governance, Public Administration and Development
Policy-Making Process, Challenges and Outcomes
Research Methods & Techniques
Advanced Qualitative Data Analysis
Social Research Methods
Public Administration and Management
Citizenship and Public Ethics
Principles of Marketing
Managing and Leading Organizations
Marketing Strategy
Integrated Marketing Communications/Advertising
Marketing Management

RESEARCH PUBLICATIONS

- Rizwan, A., & Saleem, Y. (2026). Stakeholders' Role to Combat Climate Change: Initiatives Adopted and Resource Integration in Response to Sustainable Development Goal 13 in Pakistan. In *Disasters, Climate Change and Sustainability in South Asia: Challenges and the Way Forward* (pp. 231-253). Cham: Springer Nature Switzerland
- Rizwan, A., Moazzam, A., Naveed, S. (2024). E-Governance in Pakistan: A Tool for Sustainable Development or Myth. In: Haque, A., Salman, Y. (eds) Perspectives and Practices of Public Administration in South Asia. South Asian Public Administration. Springer, Cham. https://doi.org/10.1007/978-3-031-49841-1_2
- Rizwan, A., Naveed, S., Ahmed, R. (2024). Building Effective Governance, Inclusive Societies, and Strong Institutions: An Assessment of Citizen Participation in Pakistan. In: Azmat. F., Zafarullah, H. (eds) Governance and Sustainable Development in South Asia: Bridging the Gap. Springer, Cham.
- Rizwan, A., Naveed, S., & Salman, Y. (2023). An analysis of policies, challenges and outcomes in Pakistan through co-creation of COVID-19 responses. *Public Administration and Policy*, 26(1), 107-119.

- Ashraf, H., Ata, G., & Rizwan, A. (2023). Training Need Analysis Model for Teachers and Managers: A Case of Trainings at Quaid e Azam Academy for Educational Development, Punjab. *Global Educational Studies Review*, VIII(I), 445-461. [https://doi.org/10.31703/gesr.2023\(VIII-I\).39](https://doi.org/10.31703/gesr.2023(VIII-I).39)
- Rizwan, A., Naveed, S., & Ata, G. (2023). Poverty Eradication for Sustainable Development: Role of the State as a Partner, Catalyst, or Facilitator in Pakistan. *Journal of Development and Social Sciences*, 4(2), 898–908. [https://doi.org/10.47205/jdss.2023\(4-II\)78](https://doi.org/10.47205/jdss.2023(4-II)78)
- Momand, A., Rizwan, A., & Ali, T. (2022). Attributes which Improve the Employer Brand of Private Universities in Afghanistan: An Instrumental-Symbolic Perspective. *Global Economics Review* (IV), 18-32.
- Rizwan, A. (2023). Digital Governance Initiatives in Pakistan to Combat COVID-19: Current Developments and Challenges for a Sustainable Future. *Journal of Development and Social Sciences*, 4(1), 93-101.
- Fatima, M., Ata, G., & Rizwan, A. (2023). Institutional Pressures and Sustainable Business Practices: A Case of Strategic Environmental Management. *Global Economics Review*, VIII(I), 196-212.
- Ul Ain, Q., Ali, T., & Rizwan, A. (2023). Leaders' Strategies for Managing Difficult Emotions During Peak Waves of COVID-19 Pandemic: A Study on Senior Managers of Textile Industry in Pakistan. *Global Social Sciences Review*, VIII(I), 61-78.
- Rizwan, A., & Zahra, A. (2022). Agency Autonomy in Pakistan: Exploring the Role of Agency Task in Public Sector Organizations. *Human Nature Journal of Social Sciences*, 3(4), 167-181.
- Naveed, S., Farooqi, M. R., & Rizwan, A. (2022). Implementation Challenges of Strategic HRM in State-Owned Enterprises of Pakistan: An Institutional Perspective. *Human Nature Journal of Social Sciences*, 3(4), 271-284.
- Khan, M., Khan, M. A., Zubair, S. S., & Rizwan, A. (2022). How Transformational Leaders Are Engaged in Work Settings During Episode of Covid-19? Exploring Mediating Effects of Structural Empowerment and Process Innovation. *Sage Open*, 12(2), 21582440221093354.
- 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), 568-583.
- Irfan, H, Butt M Rizwan A. (2022). Undergraduate Students' Uses of Code Switching (CS) in Pakistani Universities: A Reflective Study. *Journal of Development and Social Sciences*, 3(2), 426-434, doi:10.47205/jdss.2022(3-II)41
- Sheikh, L., & Rizwan, A. (2021). Path Dependency and Implementation of Administrative Reforms: Case of Civil Services of Pakistan.
- Farooq, M., Jabeen, N., Rizwan, A., & Salman, Y. (2018). Autonomy of HR Practices in Pakistan: A Study of Provincial Autonomous Bodies. *Journal of the Research Society of Pakistan*, 55(1).
- Zahra. A., & Rizwan, A. (2018). Task and autonomy of public sector agencies in Pakistan:

Explaining effect of task on autonomy from a cultural dimension. Paper presented at IAS Conference, Lahore, Pakistan.

- Jadoon, Z., Jabeen, N., & Rizwan, A. (2012). Federal agencies in Pakistan. In K.Verhoest, S. Van Thiel, G. Bouckaert & P. Laegreid (Eds.), Government agencies: Practices and lessons from 30 countries (pp. 372-380). London: Palgrave Macmillan.

FORMAL TRAININGS

1. Training workshop on, "Disaster Risk Reduction," supported by U.S. Mission in Pakistan, in partnership with Pakistan-U.S Alumni Network, School of Governance and Society, UMT (20/07/2023)
2. Attended a certified two day course on, "Policy dialogue on internal migration: Issues and Recommendations," organized by the Executive Development Institute, National School of Public Policy. (26/07/2021- 27/07/2021). -
3. A Certified Workshop on, "Mainstreaming the SDGS within Teaching and Students' Learning Experiences", at the Department of Economics, University of the Punjab (15/02/2020).
4. An indigenous 4 day Training, on-campus training programme for management team, at the Institute of Administrative Sciences, PU (15/12/2014- 19/12/2014).
5. Faculty Development program, Institute of Administrative Sciences, PU, (10/10/2012-11/10/2012)
6. A Two-Day Rotterdam Workshop on, "Database Integration for COBRA", a research network of the European Group of Public Administration, at the Training School of COST Action, Erasmus University, Rotterdam, Netherlands. (08/11/2010- 09/11/2010). -

PROFESSIONAL ASSIGNMENTS, TRAININGS & SEMINARS, WORKSHOPS AND CONFERENCES

- Attended a Faculty Development Workshop on, "Teaching and Researching Local Governance", conducted at the Institute of administrative Sciences, University of the Punjab, organized under the Project: 'Cluster on Public Policy and Economic Development' under the Center of Excellence for Public Policy and Economic Development (CEPPED) of Punjab Higher Education Commission in collaboration with Beaconhouse Center for Policy Research, Beaconhouse National University. July 28, 2026
- Served as a Resource Person in a Policy Roundtable Series organised under Work Package 2 (WP-2): Governance Reform through Local Self-Governments, under the Centre of Excellence on Public Policy and Economic Development (CEPPED), a Punjab Higher Education Commission (PHEC)-funded consortium led by Beaconhouse National University (BNU), in collaboration with University of the Punjab. July 1-2, 2026
- Core member of the Logistics and Event Organizing Committee for the international conference hosted by the Institute of Administrative Sciences (IAS) and the South Asian Network for Public Administration (SANPA), at the University of the Punjab (October 30 - November 1, 2025).
- Appointed focal person for Chief Ministers Honhaar Undergraduate Scholarship Program
- Annually organize multiple on-campus recruitment drives at the Institute of Administrative Sciences
- Appointed the focal person to head a delegation of PU students by the directorate of

student affairs to commemorate the birth anniversary of the Quaid-e-Azam workshop conducted at the Governor house, Lahore.

- Appointed as supervisor to conduct Punjab University Undergraduate Admission Test 2023, 2025 at the University of the Punjab.
- Organize various academic and co-curricular events at IAS on a regular basis.
- General member of the South Asian Network for Public Administration (SANPA).
- Member of the Board of Studies at Lahore College for Women University (LCWU), Department of Public Administration.
- Member of the committee formed to redesign, content and development of IAS website.
- Attended and presented a paper at the South Asian Network for Public Administration (SANPA) International Conference in Dhaka on 25-26 October 2024.
- Attended a seminar on, "Lessons from the COVID-19 Pandemic and Building State Capacity for a Transformative Future," conducted in Dhaka, Bangladesh (30/09/2023).
- Participated in a workshop on, "Understanding China's Governance System and Development Model", organized by the Regional Integration Centre, University of the Punjab (02/02/2023).
- Attended a seminar, Chinese Economic Development Model and CPEC, organized by ORIC, Virtual University of Pakistan (25/08/2021).
- Coordinator/ focal person for Character Building Society at IAS in collaboration with the National Accountability Bureau (NAB). (Feb. 2021 – till date).
- Attended a webinar on, The New Neo-Weberian State, jointly organized by South Asian Network for Public Administration (SANPA) and South Asian Institute of Policy and Governance (SIPG), North South University (April 2023).
- Presented a paper titled, "Strategies and Actions to Combat COVID-19 in Pakistan: Public Service Logic Perspective" at a Conference on Governance, Sustainability, and Resilience in a post-covid period, organized by the University of Management and Technology (January 2023).
- Paper presented at an international conference, Next Generation Governance and Young Global public Administration: Mobilizing people, skills, energies for a sustainable new normal, Italy, Rome, (27/06/2022-30/06/2022).
- Attended a SANPA Webinar, "Democratic Backsliding in Asia and Beyond and Its Impact on the Probity of Public Administration (10/12/2022).
- Attended a SANPA Webinar, Advancing Public Sustainable Development Goals- Where do we stand? Administration in South Asia Moving forward- challenges and opportunities, organized by the South Asian Network for Public Administration (SANPA) in October 2022.
- Attended the Public Policy Conference organized by the National School of Public Policy on the

theme "Social Policy Financing" on September 13th, 2022.

- Attended a Webinar on "Civil Service Reforms and Change Management for Effective Service Delivery and Professionalism in Service: Lessons from South Africa and Pakistan" organized by The Executive Development Institute, National School of Public Policy and National School of Government, South Africa in October 2022.
- Attended a webinar on Reducing Cognitive Load: Focusing on What Matters in Online and Hybrid Teaching, organized by Harvard Business Publishing Education.(April 2021).
- Attended a webinar on Teaching in Online and Hybrid Classes: Key Elements for Success organized by Harvard Business Publishing Education. (Oct 2020).
- Attended a webinar on Diversity and Inclusion: Building Connection and Community in Physical, Online and Hybrid Classrooms, organized by Harvard Business Publishing Education. (Sept 2020).
- Attended as a speaker, a seminar on, Pakistan: a Thriving Cauldron of political and social diversity in a world of complexity and opportunity, Institute of Administrative Sciences, University of the Punjab Lahore (21/12/2017).
- Member of the Board of Studies for the Department of Public Administration at Lahore College for Women University (2019).
- Member of selection board at Lahore College for Women University for Department of Public Administration.
- Project coordinator on a research project; Governance and Management of Public Sector Organizations in Pakistan, a study conducted in collaboration with COBRA network of the European Group of Public Administration.
- Rizwan, A., & Jadoon, Z. (2010). Agencification in Pakistan: A comparative study of regulatory and service delivery agencies. Paper presented at the EGPA Conference, Toulouse, France.
- Member of the organizing committee for a two-day international conference on 'Governance, Management & HR: Strategic Directions' organized by the Institute of Administrative Sciences (IAS), University of the Punjab (PU) and Punjab Economic Research Institute (PERI), Planning & Development Department (P&DD), Government of the Punjab (GoPb) (March 2018).
- Attended an indigenous on-campus training programme for management team, organized by Punjab University, in collaboration with Higher Education Commission, at the Institute of Administrative Sciences, PU, December 15-18, 2014.
- Organized a seminar on Social Entrepreneurship & Volunteerism, The Essence for Change and Development on 16 June 2014 at the Institute of Administrative Sciences (IAS) delivered by Dr. Amjad Saqib – Executive Director Akhuwat Foundation and Dr. Shahid Zia.
- Organized a Seminar on Relational Perspective on Diversity Management and its international Transfer- 19th May 2014. This session was conducted by Dr. Jawad Syed, Professor, University of Huddersfield, U. K
- Organized a Seminar on Education in Germany – 15th May 2014 at the Institute of

Administrative Sciences (IAS)

- Organized a Workshop on “Resume writing skills and how to prepare for job interviews” at the Institute of Administrative Sciences (IAS), 2014
- Attended a Seminar on Perspectives of Governance in Pakistan- 7th March 2014
A Seminar on Perspectives of Governance in Pakistan was organized on March 7th, 2014, with the assistance of Alumni serving in senior leadership positions in Pakistani Organizations.
- Participated in Faculty Development Program, organized by the Association of Management Development Institutions in Pakistan (AMDIP), October 10-11, 2012.
- Attended an International Conference on Business Management (ICoBM) at University of Management and Technology (UMT), Main campus, Lahore(28/03/2011).
- Attended a Workshop on, Searching, Recording and Reviewing Literature for Research writing at the Institute of Business Administration and Department of Library Sciences, University of the Punjab (05/08/2009).
- “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, 2nd–12th November 2006, Institute of Administrative Sciences, University of the Punjab
- Attended the Executive Training Program on "New Product development", Lahore University of Management Sciences (LUMS), December 1997.
- Attended MARCON 1997 and 2011(Lahore Chapter), in Lahore.
- Participated in Workshop on "Ensuring Customer Satisfaction" and "Selling Skills", Packages LTD, 1997
- Attended Executive Training Program on "Industrial Marketing", Lahore University of Management Sciences (LUMS), November 1996.

MPA/MPHIL THESES SUPERVISED

1. Muhammad Mehboob, MPhil/2023-25, Public Service Delivery Through E-Government Initiative: A Study of Land Record Management and Information System in Punjab
2. Neha Alamgir, MSHRM 2023-25, The Influence of Work-Family Conflict on Employees’ Performance with the Moderating Role of Perceived Organizational Support: Evidence from the Information Technology Sector in Punjab, Pakistan.
3. Aqsa Pervaiz, MPA/2022-24, Effect of Human Resource Environment on Public Sector Employee Well-Being, and the Mediating Role of Perceived Organizational Support – A Case of Lahore Development Authority
4. Fatima Khalid, MPA/2022-24, Assessing the Relationship Between Quality of E-Service Delivery and Satisfaction with the Mediating Role of Trust among Users: A Case of National Database and Registration Authority, Pakistan (NADRA).
5. Hafiza Wafa Irshad, MSHRM/2021-23, Relationship of Public Service Motivation and Organization Performance: A Mediating Role of Job Satisfaction

6. Muhammad Ismaeel Ali, MSHRM/2018-20, Effect of ERP Implementation on User's Work-Life Quality A Study on a Furniture Manufacturing Firm in Pakistan
7. Bilal Hafeez, MSHRM/2018-20, Effect of Technostress Creators on teaching performance of permanent faculty of the university of the Punjab
8. Barka Khan, MPA/2017-19, Juvenile Justice System in Pakistan in the perspective of Juvenile Justice System Act 2018; A Part of Rehabilitation Program or a Part of Punishment; Stakeholders' Perception
9. Tashan Fatima, MPA/2016-18, Politicized Police Culture: A Study of Problems Related to the Policing Mechanism during Criminal Investigation Process in Punjab Province
10. Ahsan Younas, MPA/2018-20, An Analysis of Counter-Terrorism Measures Taken in Pakistan: A Comparative Study of Military Rule and Democratic Governments during the period 1999-2018
11. Maira Khan, MPA/2018-20, Effect of Transformational Leadership on Work Engagement: Mediating role of Structural Empowerment and Innovation
12. Sundas Tahir, MPhil/2017-19, Consequences of Sexual Harassment on Females Nurses and their Coping Strategies against Sexual Harassment at Health Care Centers and Hospitals in Pakistan
13. Mohad Nadeem, MPhil/2017-19, Perceived Role of HRM Practices and Supervisory Support in Relationship with Employee Motivation and Commitment in the Professional Development of Employees of Public Banking Sector of Pakistan: A Case Study of the National Bank of Pakistan (NBP), Lahore.
14. Anum Khaliq MPA/2016-18, Civic Engagement among Students of Higher Education: A Socio-Economics Perspective
15. Iqra Aziz, MPA/2013-15, New Public Management in Public Sector: A Case Study of Lahore Development Authority
16. Hina Ali, MPA/2010-12, Role of Governing Board in Governance of Third Sector Organizations: Case Study: Shaukat Khanum Memorial Cancer Hospital and Research Centre
17. Sana Rauf, MPA/2010-12, Effects of Red Tape in Public Sector Organizations of Pakistan
18. Mahnoor Farooq, MPA/2010-12, Human Resource Autonomy in Provincial Autonomous Bodies