

Pir Mehr Ali Shah
Arid Agriculture University, Rawalpindi



University Institute of Management Sciences
Self Assessment Report for MDM Program (2012-14)

Program Team

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Introduction

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR), a public sector university. UIMS was established in 1996 with the inception of MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the current (accumulated) enrollment of about 1300 students in BBA, MBA, MBA (Executive), MBA (Agribusiness), MDM and Internship and research based projects are key factors that transform MBA (Urban Management). Thousands of the graduates of UIMS are already serving the nation and making a great impact both socially and economically.

The institute, in spite of its lowest fees in the region, is working on self-sustained basis and has not required, to this day, any funding from HEC, Government of Punjab or any other body of the federal or provincial governments. Instead, it contributes significant amounts every year to the overall income of the university helping support other functions and programs of the university.

UIMS, for being a part of an agriculture university and having low fees, typically attracts students from the middle and lower-middle class communities of the rural and suburban areas, who possess bigger potential of bringing greater change in the overall outlook of the society. We boast that our graduates do not only change their own lives as individuals rather they become catalyst of change in their extended families and in many cases even in the communities they belong.

**CRITERION-1: PROGRAM MISSION, OBJECTIVES
AND OUTCOMES**

CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

The self assessment is based on a number of criteria. To meet each criterion several standards must be satisfied. This section describes how the standards of the Criterion 1 are met.

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

Mission statement (UIMS)

Our mission is to contribute to society, specifically to corporate sector, by producing innovative and creative individuals through quality education and research regarding management sciences. We also believe in developing entrepreneurial insights in students by emphasizing on social responsibility and ethical values.

Mission statement (MDM)

The mission of MDM programme is to gives students the theoretical grounding and practical experience required to address developing world issues. Also to refine career-relevant skills in critical analysis, communication, research methods, project design, project management and teamwork.

Documented measurable objectives

The Strategic objectives of the programme are as under:

1. to prepare participants for work in development in a community, local government, youth/adult education, or NGO setting
2. to explore contemporary theories of social change and development and to analyse development policies and practices

3. to build skills, especially in relation to research, leadership and working with groups and in the planning, management and evaluation of development projects

Main elements of strategic plan to achieve mission and objectives

- We follow Differentiation Strategy by nurturing distinctive competence of quality education.
- We achieve differentiation by hiring visiting faculty from industry having strong theoretical background, practical expertise and reputation and also by development of permanent faculty.
- We differentiate ourselves by introducing modern disciplines (subjects).
- We conduct Research Projects at small scale in order to develop deep theoretical understanding.
- We introduce modern technology and infrastructure not to be competent but to differentiate from others.
- We orientate all the employees that how his or her job can affect the learning process of students and quality of education.

Table 1: Program Objectives Assessment

Objectives	How Measured	When Measured	Improvement Needs Identified	Improvement Made
1.Preparing students for work in NGO and govt setting	Through Internship attended at an NGO, or Govt Organization	at the end of Degree	Practical work	
2.To explore contemporary theories of social change and development and to analyse development policies and practices	Through case analysis, articles and text book	During the semester	Real exposure to development sector.	Introduction of different dimensions of economics and Real Case studies
3.To build skills, especially in relation to research, leadership and working with groups and in the planning, management	Through assignments in different courses. Report writing and presentation in groups	During the semester	Lack of confidence and language problems	Practicing language and presentations in class

and evaluation of development projects				
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Standard 1-2: The program must have documented outcomes for graduating students. It must be documented that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

Program Learning Outcomes

All the students in MDM program should be able to:

1. deal effectively with the complexity, conflict and uncertainty that characterise development and development management
2. develop theoretically-informed, evidence-based arguments with respect to development management theory, policy and practice
3. communicate theoretically-informed, evidence-based arguments with respect to development management theory, policy and practice
4. build and engage in working relationships that make for effective development management
5. make ethical and political judgments with respect to development interventions
6. use sound methodological principles and practices to investigate a development management problem.

Standard 1-2: The program must have documented outcomes for graduating students. It must be documented that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

Table 2: Program outcomes and their relationship with objectives

	Objectives			
Outcomes		1	2	3
	1	++	++	+++
	2	++	+++	+++
	3	+	++	+++
	4	+++	++	+++
	5	++	++	++
	6	++	+++	++

+ = Moderately Satisfactory

++ = Satisfactory

+++ = Highly Satisfactory

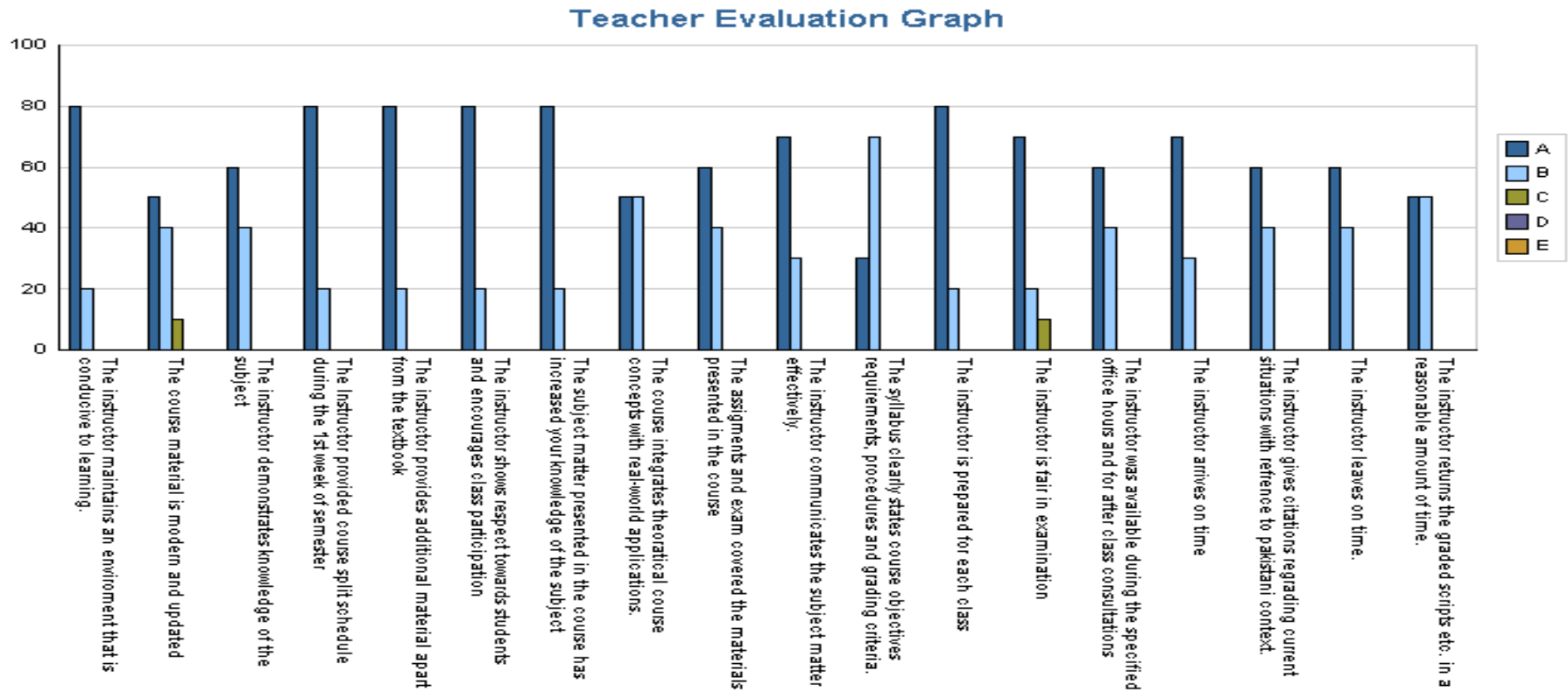
Standard 1-3: The Results of program's assessment

Teacher evaluation

University Institute of Management Sciences offers various degrees in management sciences. The department consists of 17 full time and more than fifty visiting faculty members. All of the faculty holds relevant academic degrees and are qualified in teaching at the level. The courses are carefully formulated and appropriate teaching methodology is hired. Majority of the full time faculty holds higher degrees and rest are in the process. However, the current strength of the teaching faculty is far less than what is actually needed and the institute has to rely on the visiting faculty. If more faculty members are hired then the teaching quality may be improved.

Many faculty members of the institute teach MDM program. All of these teachers were evaluated by the students at the end of the semester in accordance with Proforma-10. The results are graphically presented on the following pages.

Teacher-1 Mr. Osman Zulfiqar Alvi (MGT-703 Principles of Management)



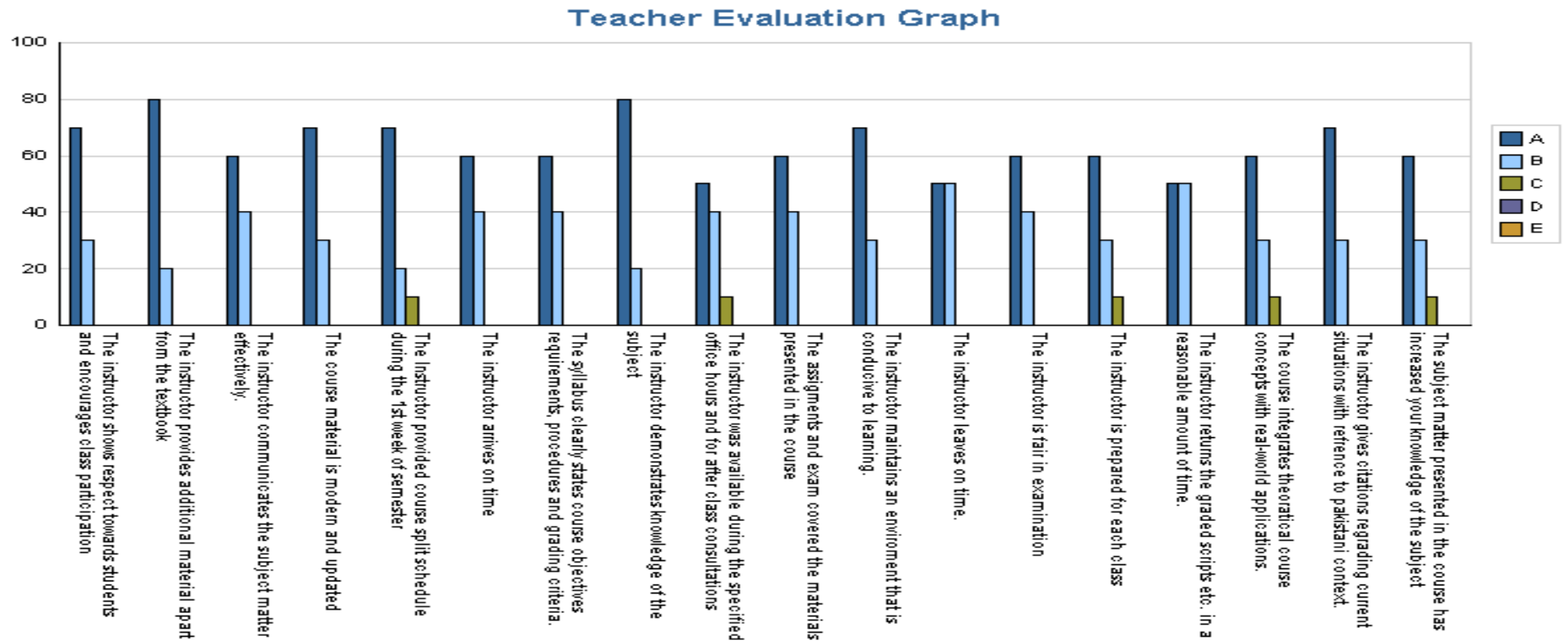
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher-2 Mr. Imran Ibrahim (DTM-701 Introduction to Sociology)



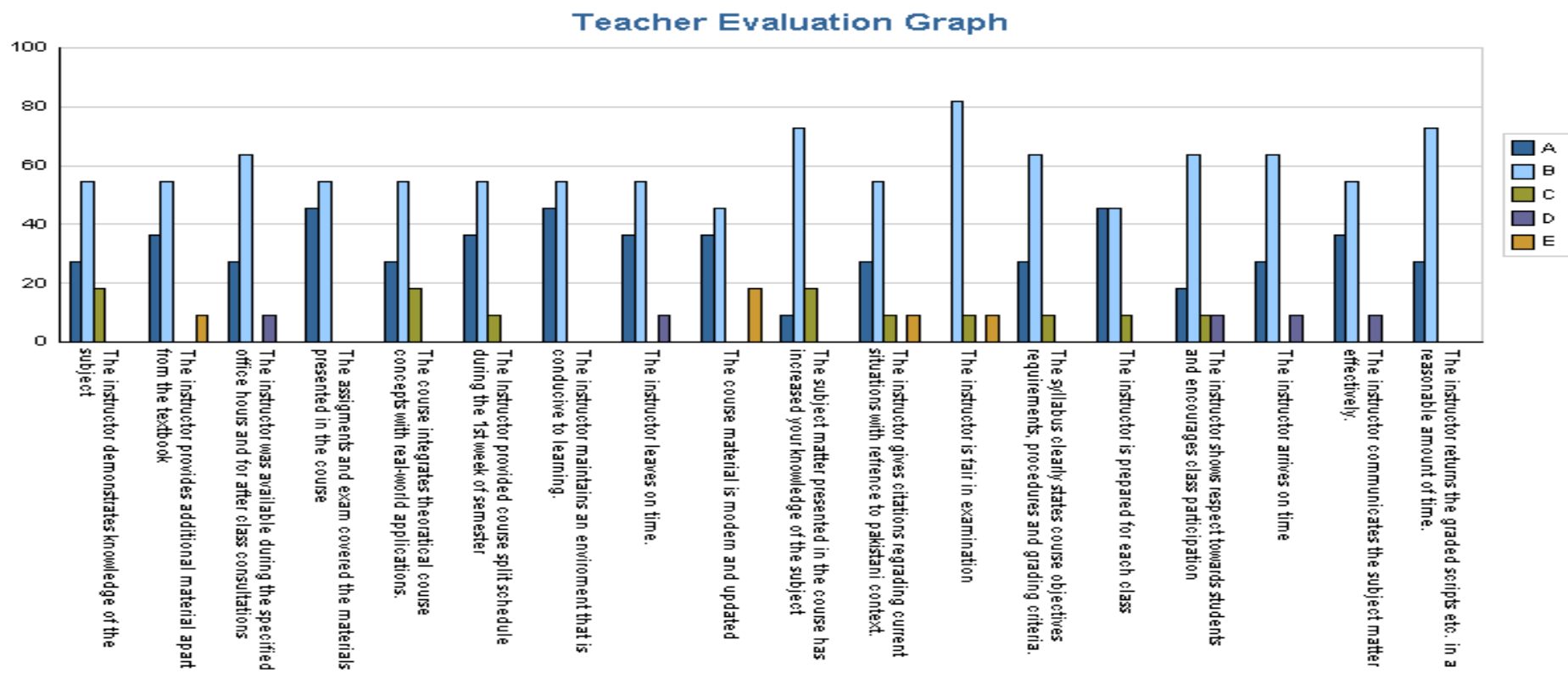
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, knowledgeable, updated on current issues, with good communication skills and creates good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-3 Mr. Razzaq Athar (MGT-700 Principles of Economics)



GENERAL COMMENTS:

The teacher always prepared the course, had knowledge about the subject, encourages students to participate, creates learning environment, is fair in exams and increases students knowledge.

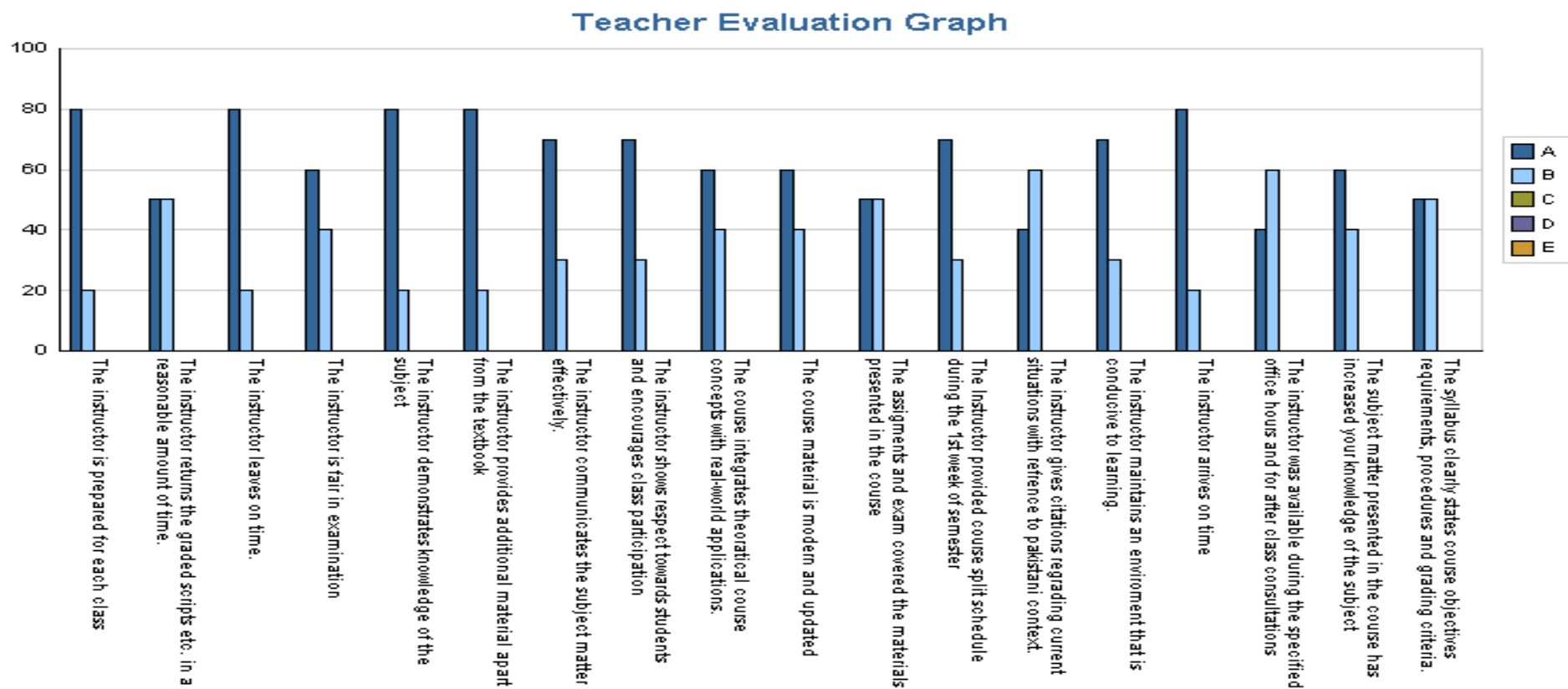
Following strengths of the instructor were also found:

- Clear course objectives, Comes and leaves on time, Increases student knowledge

The instructor had following weaknesses also

- Not much successful in integrating theory with real world application, Unable to provide additional reading materials

Teacher-4 Mr. Shakeel Daniel (ENG-702 Communication Skills)



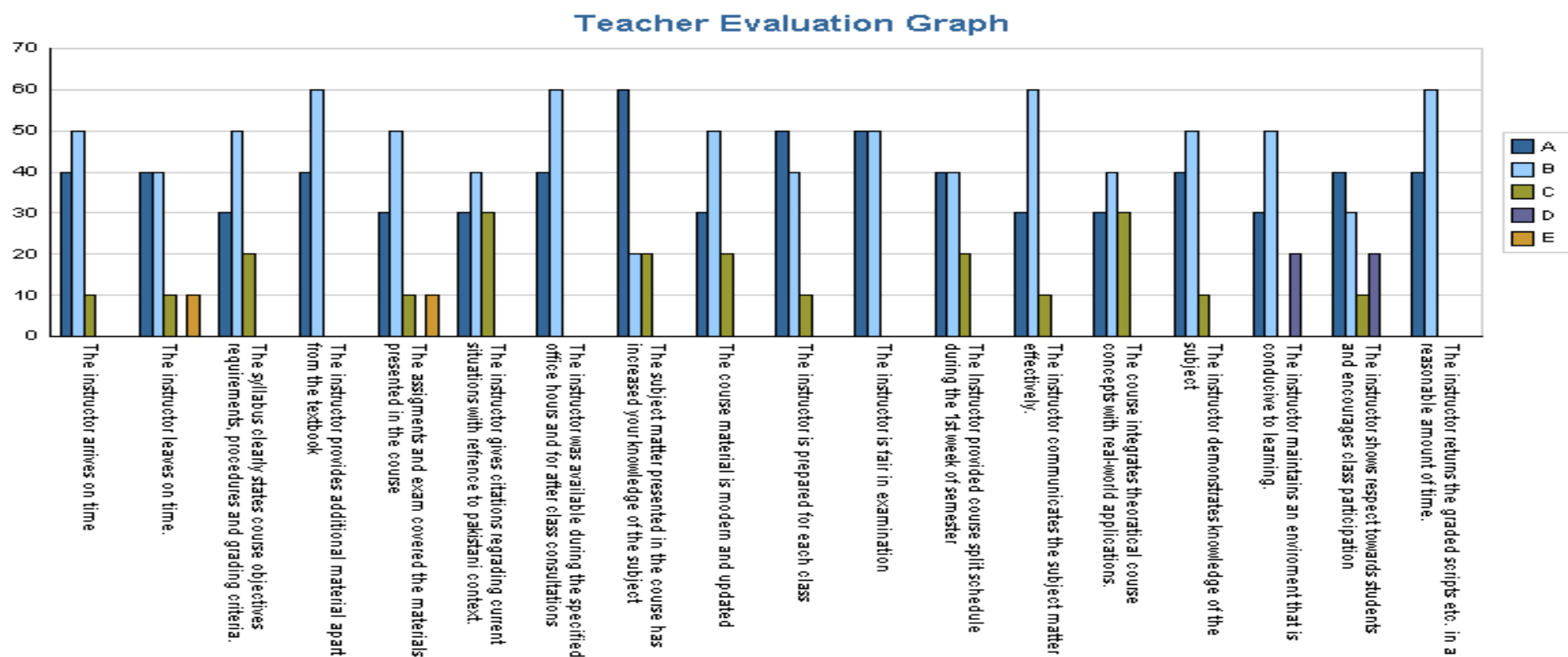
GENERAL COMMENTS:

The teacher came fully prepared, had knowledge about the subject, provided additional material, creates a learning environment and integrated theory and practice.

Following strengths of the instructor were also found:

- Course completion on time, Comes and leaves on time, Creates learning environment, Increases student knowledge

Teacher-5 Mr. Kashif Saeed (DTM-709 Statistical Method in Social Sciences)



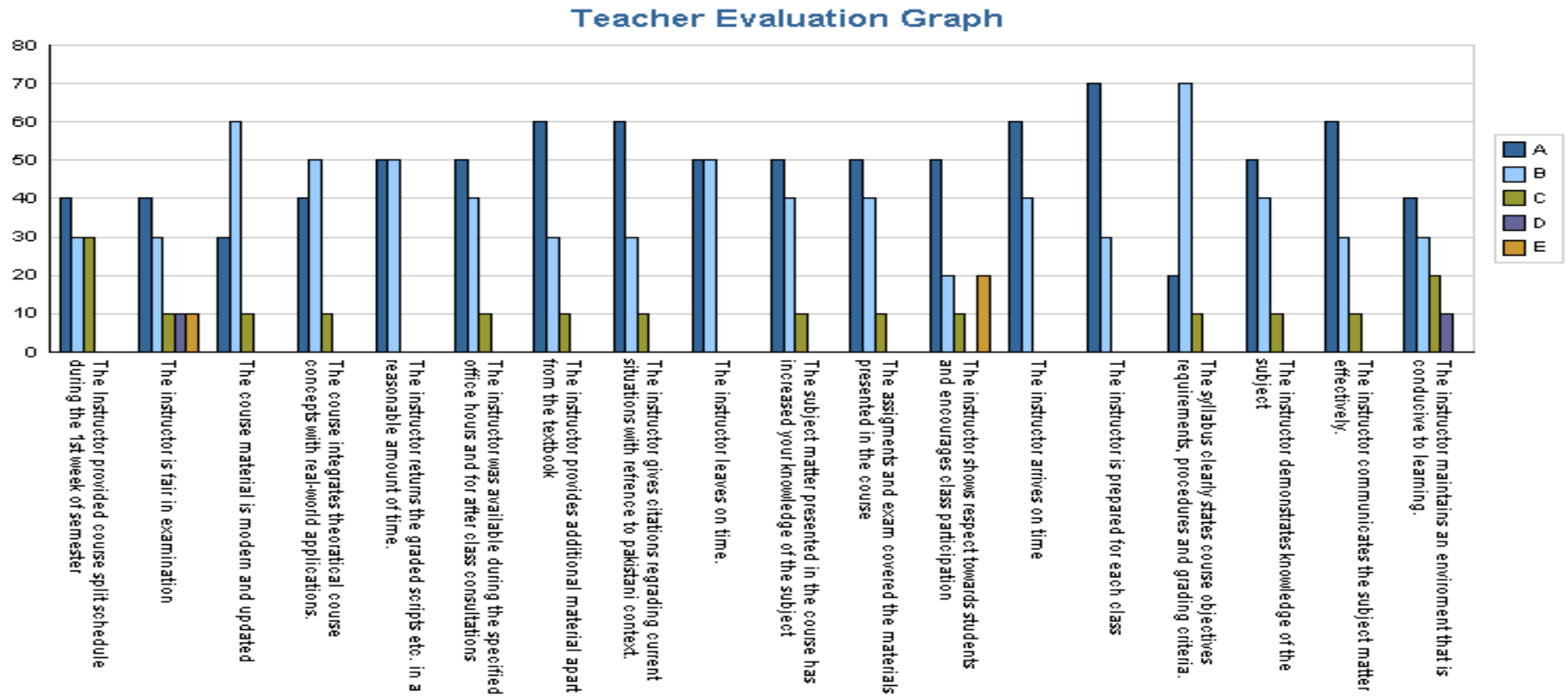
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Available for consultation
- Increases student knowledge
- Fair in examination

Teacher-6 Mr. Ikram Ali Mallik (DTM-732 Theories and Model of Development)



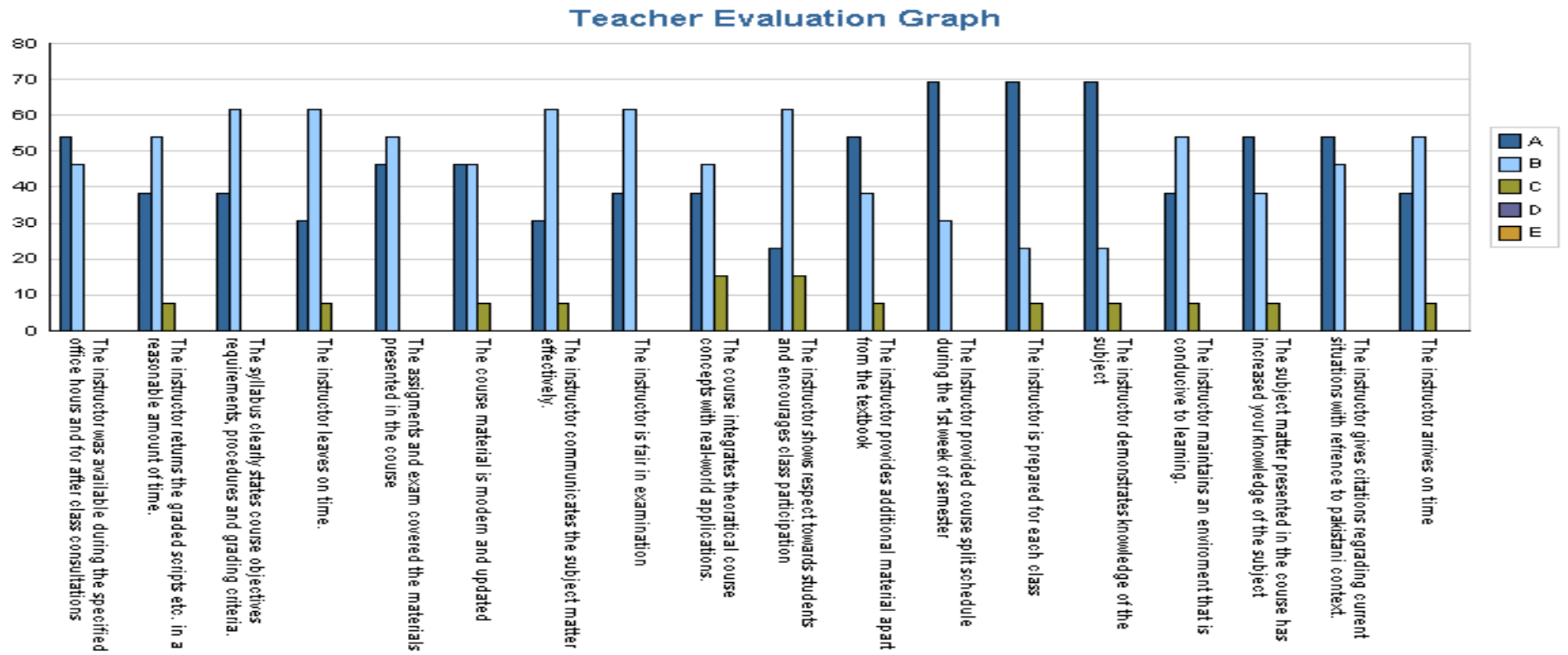
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- leaves on time, Available for consultation, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-7 Mr. Fiaz Hussain (DTM-721 Governance and Development)



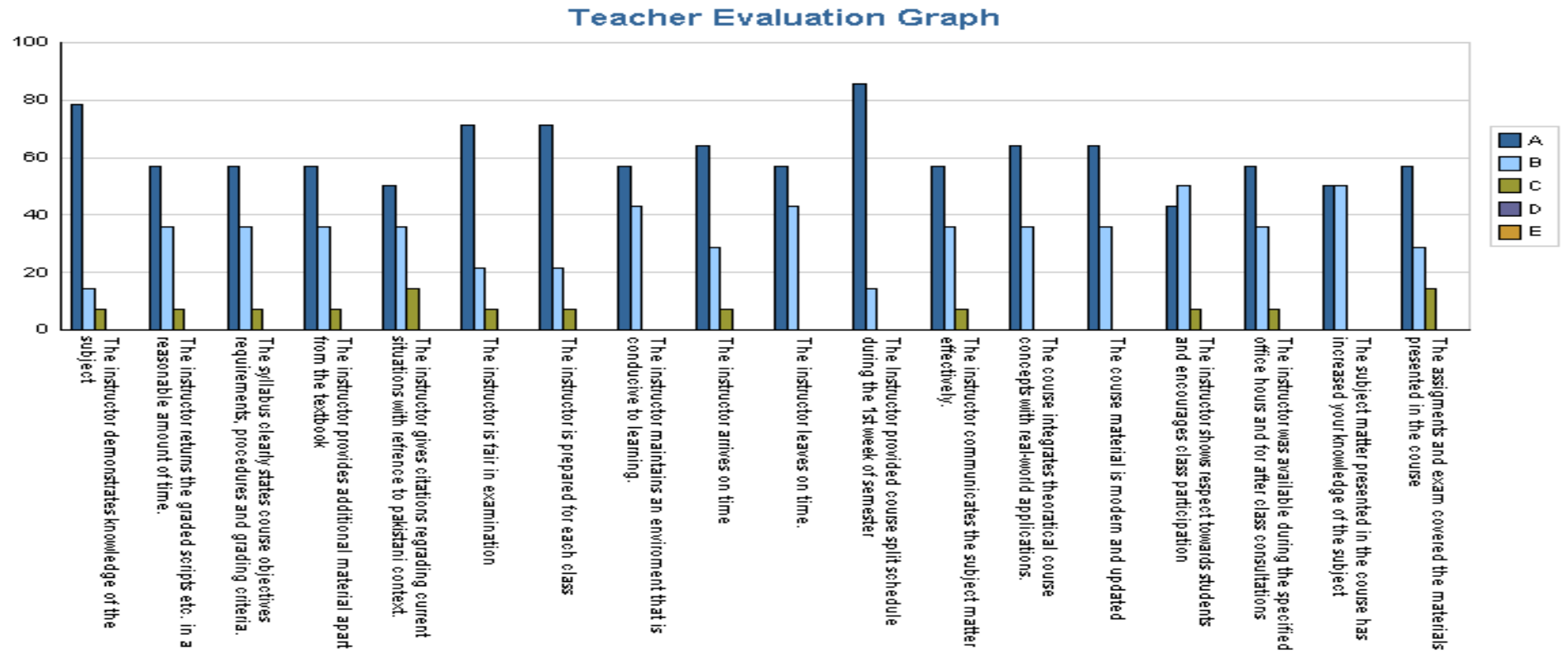
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time
- Updated knowledge
- Arrival and departure on time

Teacher-8 Mr. Shuja Ilyas (DTM-742 Strategic Management for Development)



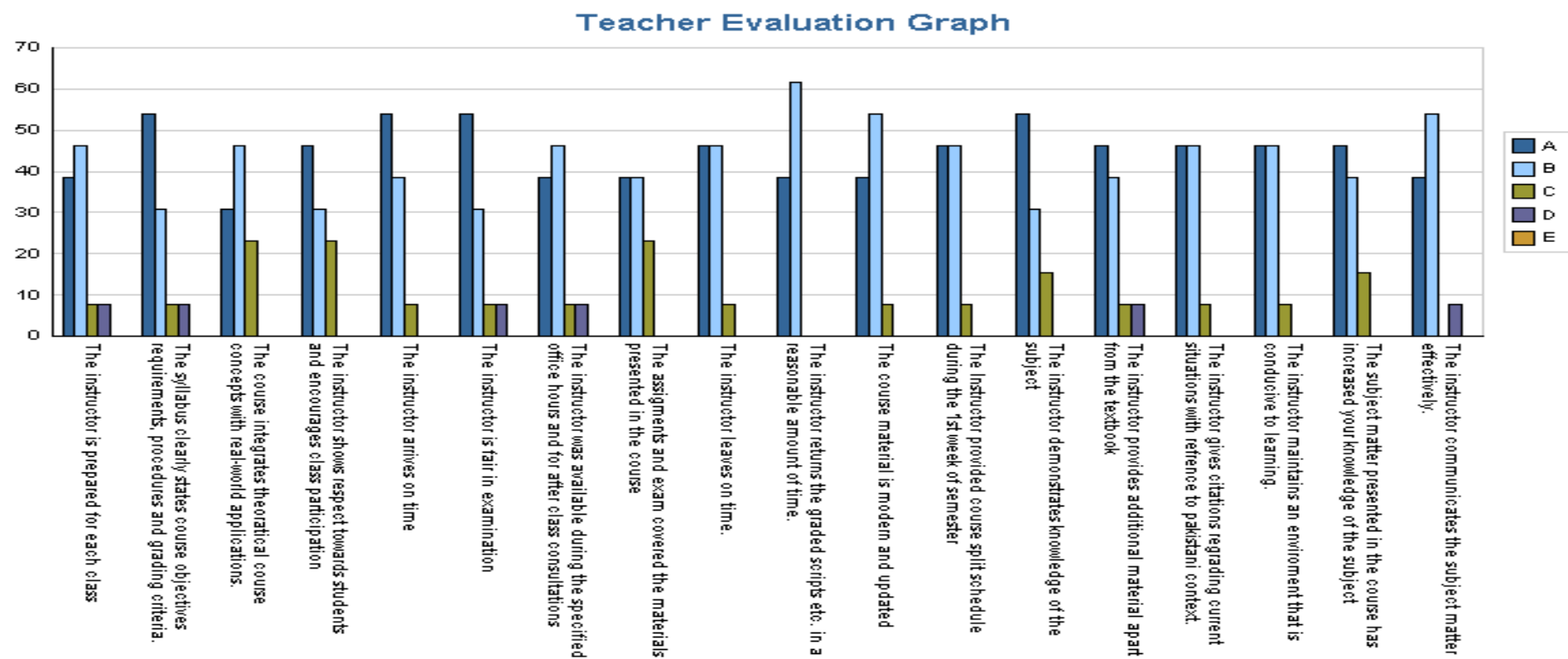
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-9 Mr. Fahad Liaquat (DTM-741 Social impact Assessment)



GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

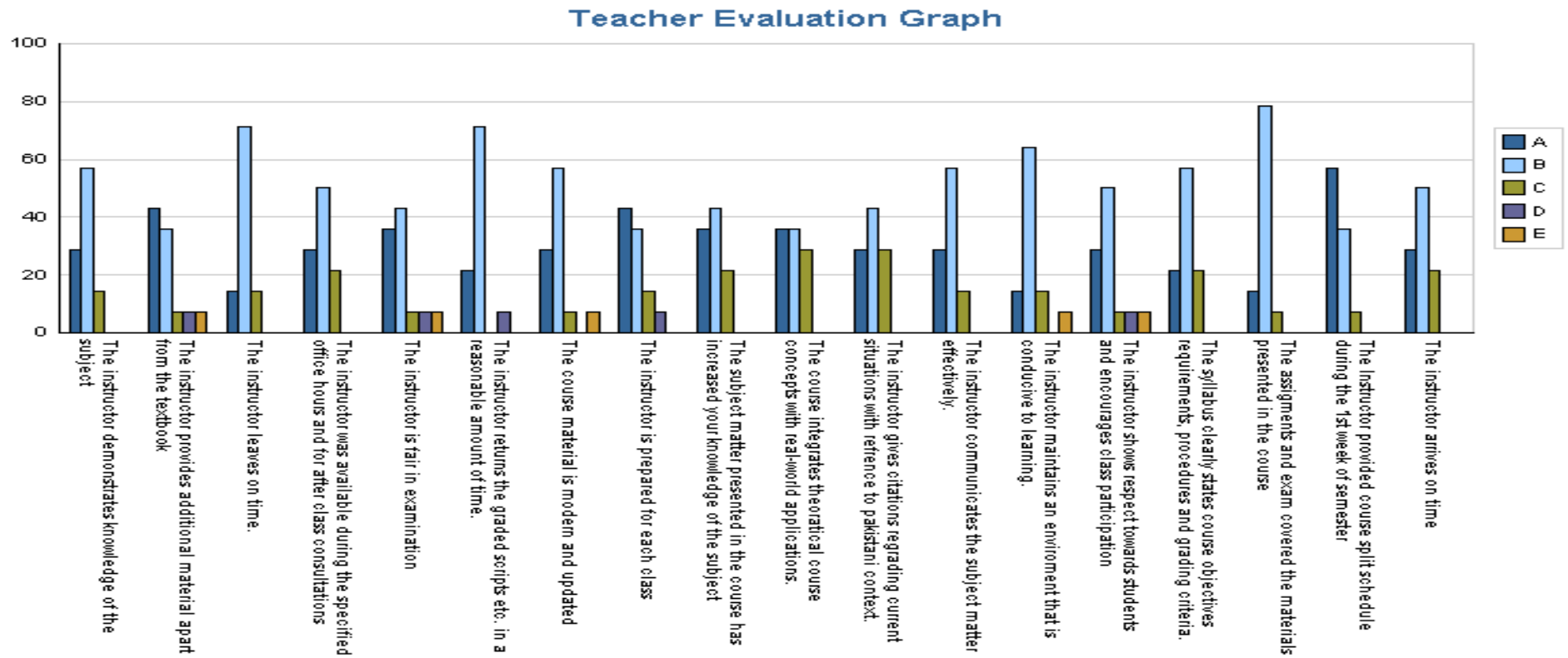
Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Fair in examination

The instructor had weakness as well

- Unsuccessful in increasing student's knowledge

Teacher-10 Mr. Malik Muhammad Faisal (DTM-757 Project Management)



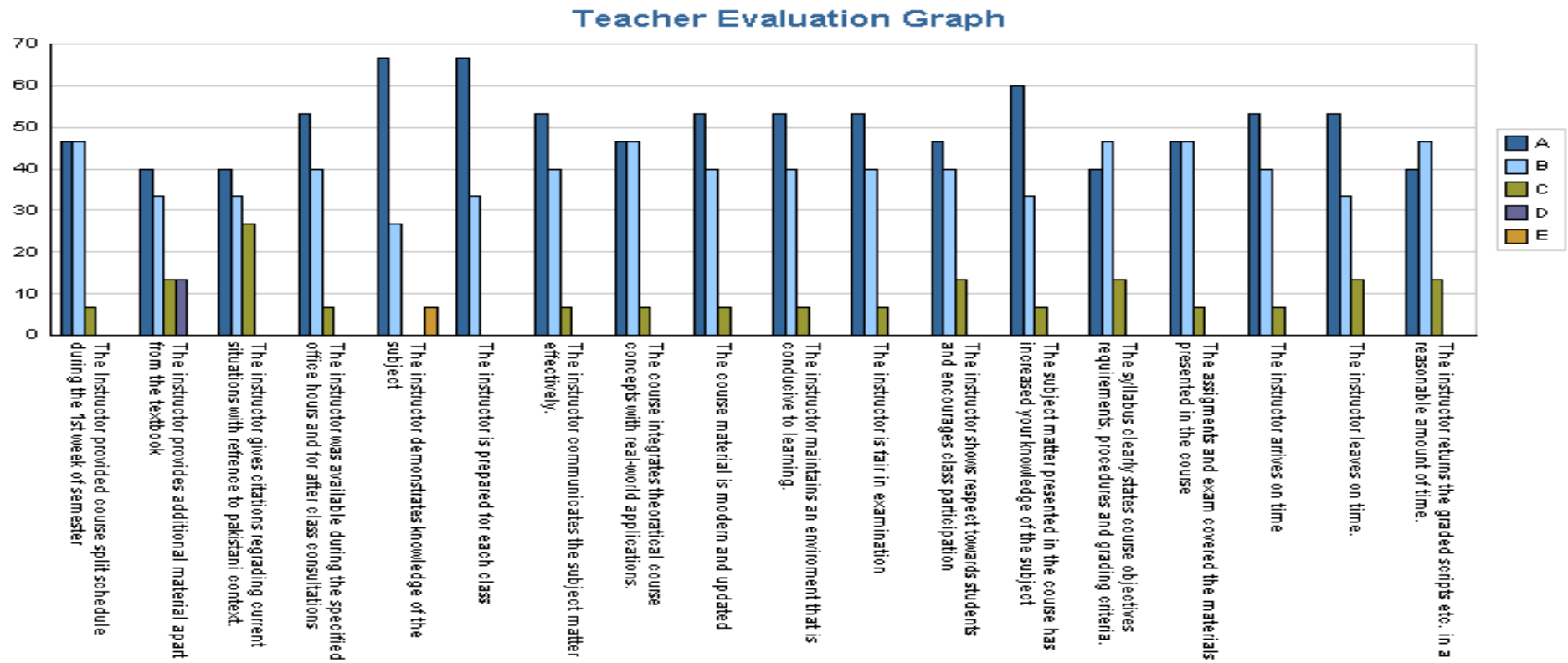
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher-11 Ms. Shumaila Mazhar Awan (MGT-713 Human Resource Management)



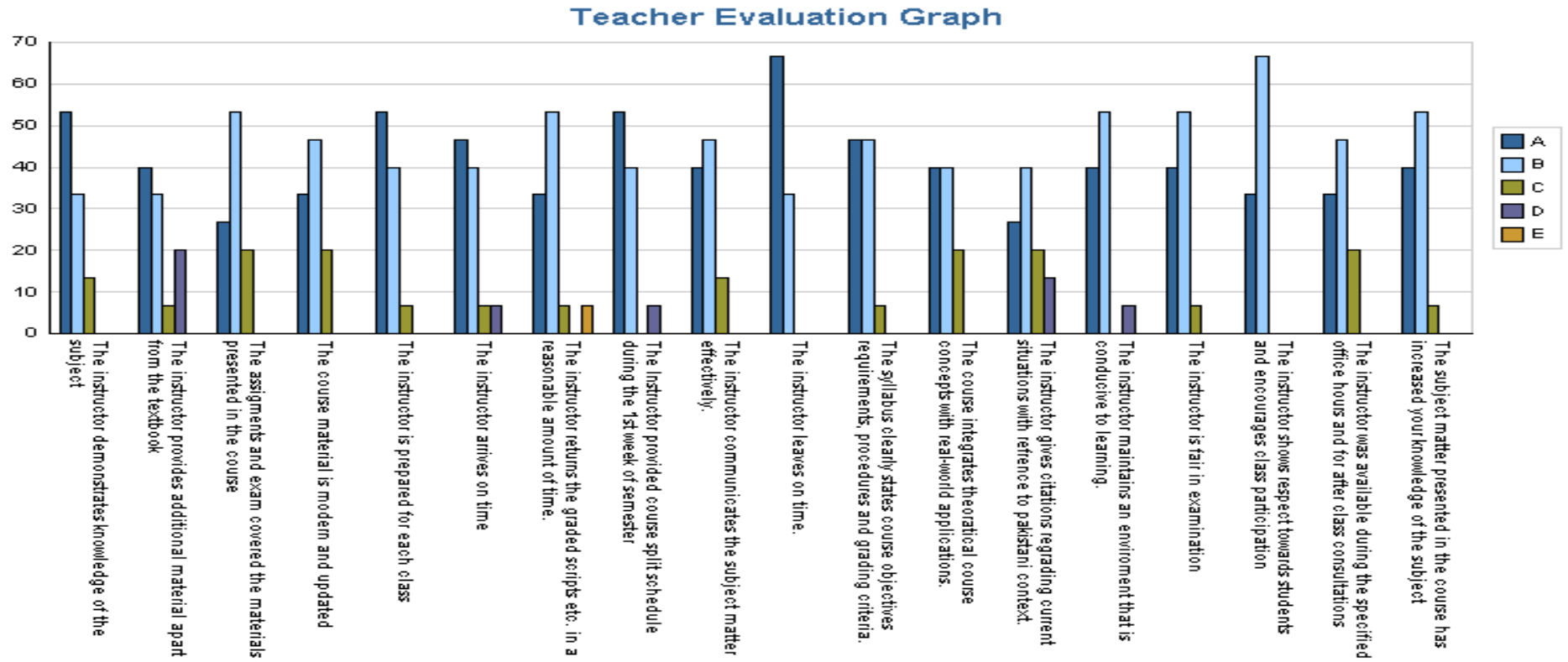
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher-12 Mr. Abdul Rehman (MGT-712 Financial Management)



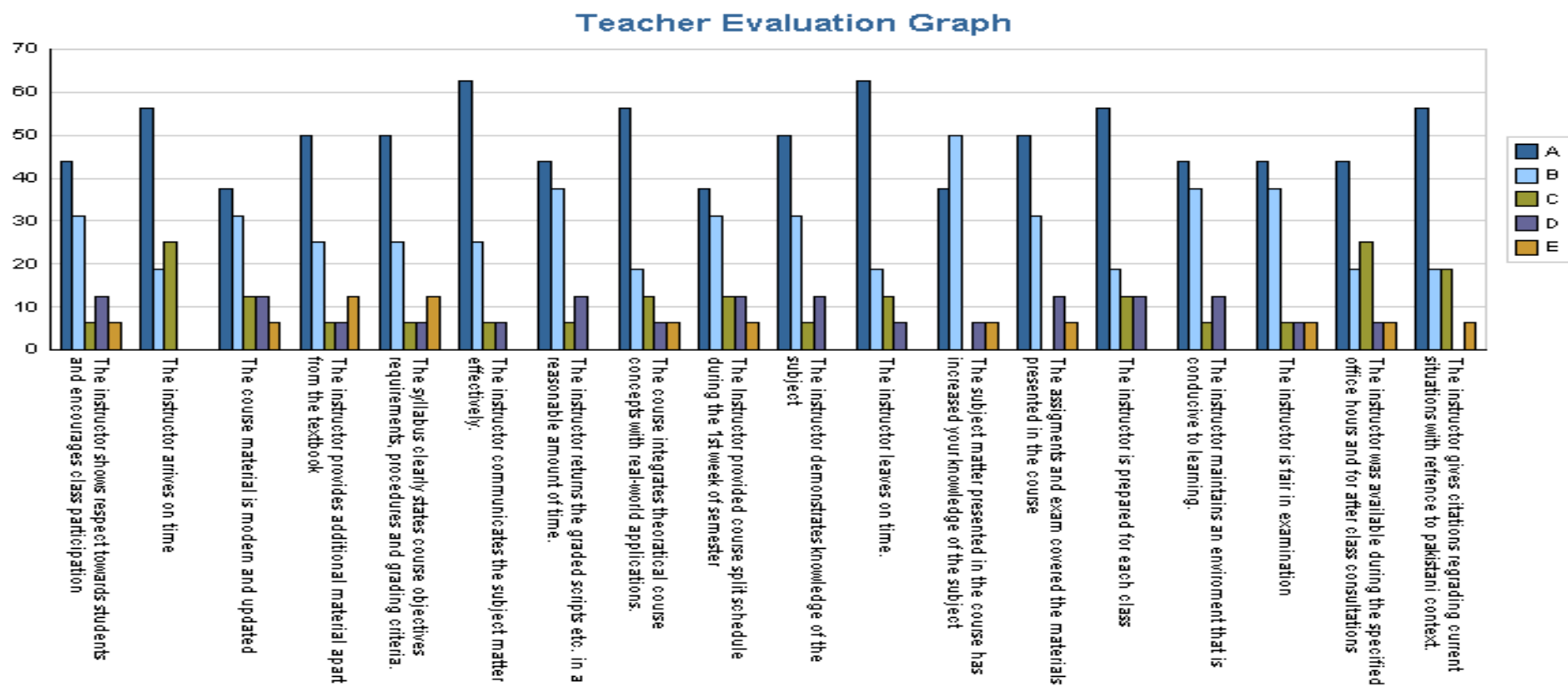
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher 13- Dr. Ikram Ali Malik (DTM-714 Development Economics)



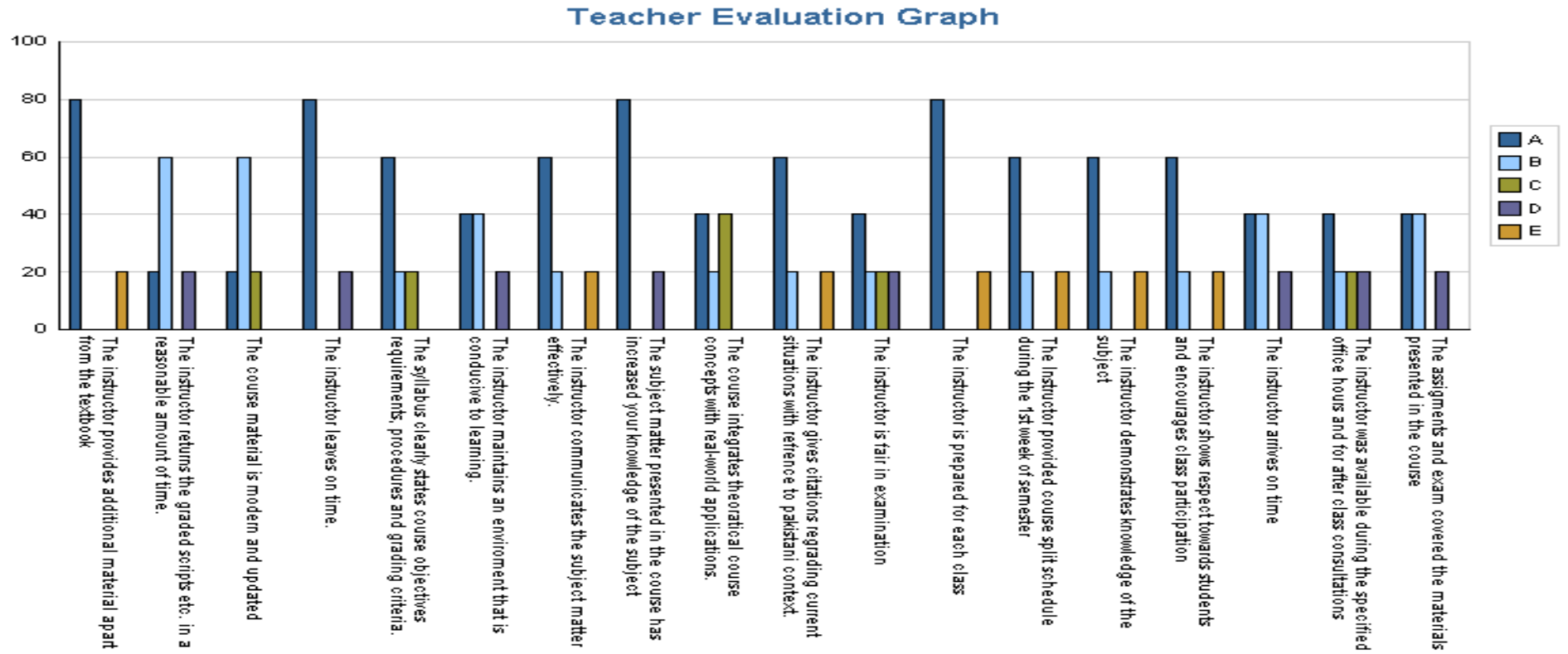
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Available for consultation
- Increases student knowledge
- Fair in examination

Teacher-14 Mr. Faisal Azeem Malik (MGT-777 Research Method)



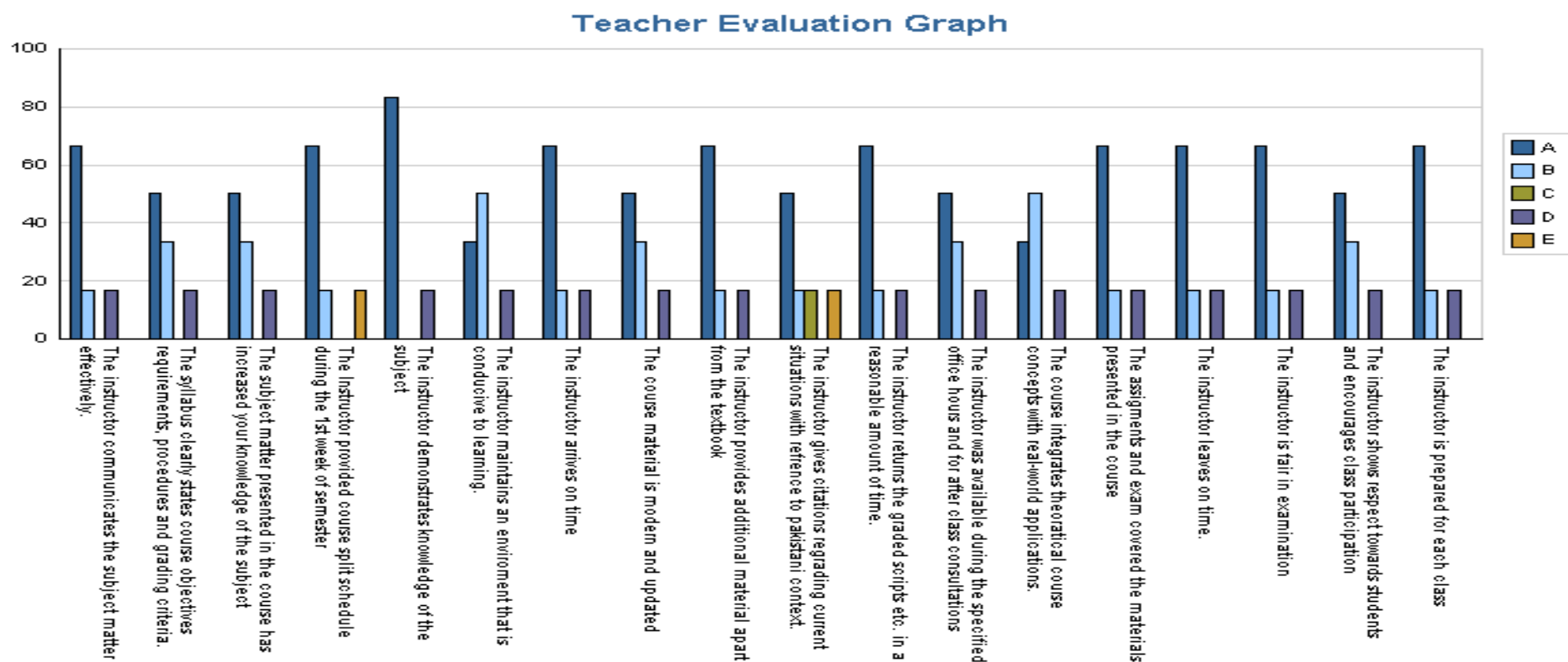
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Fair in examination

Teacher-15 Ms. Bushra Zulfiqar (MGT-702 Principles of Accounting)



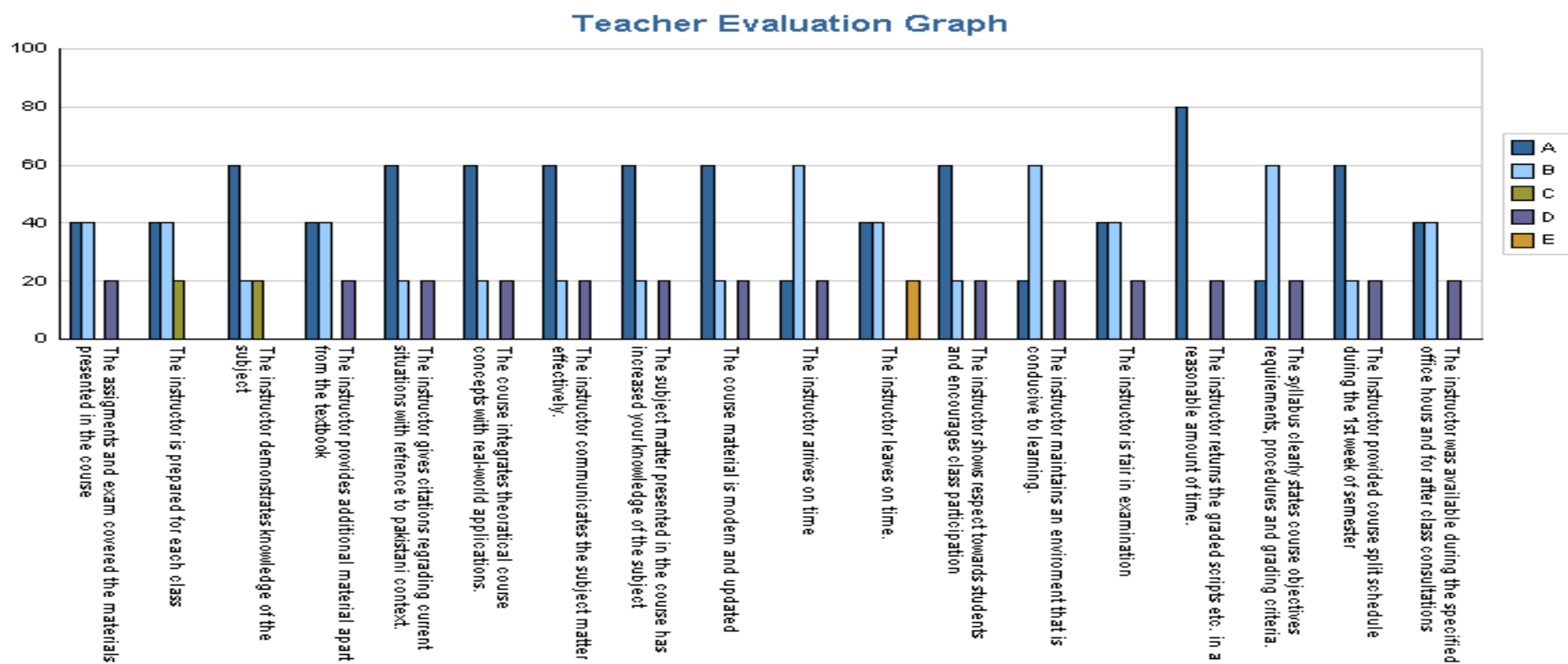
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time
- Updated knowledge
- Arrival and departure on time

Teacher-16 Dr. Sarwar Zahid (DTM-713 Sustainable Development)



GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

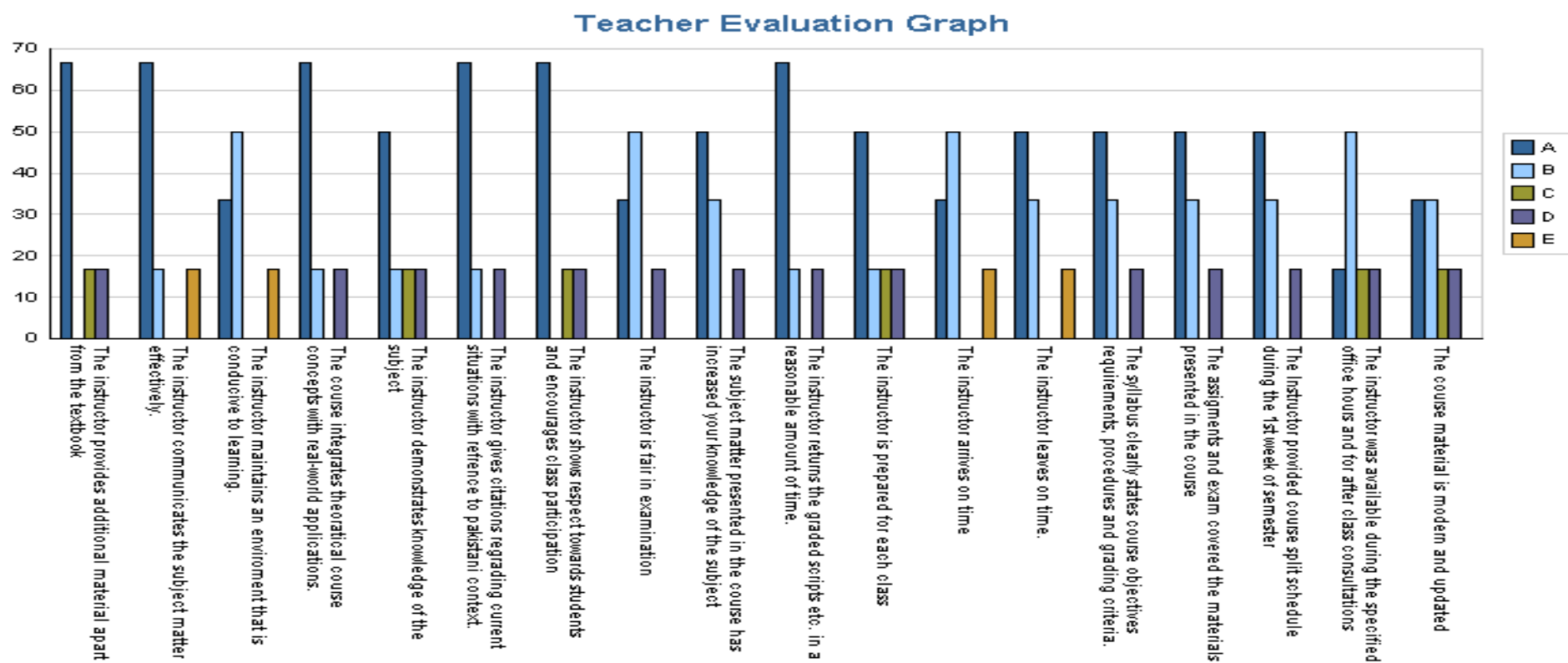
Following strengths of the instructor were also found:

- Available for consultation, Increases student knowledge, Fair in examination

Following weaknesses were also found:

- Unable to use modern and updated course material

Teacher-17 Mr. Zia ur Rehman (MGT-701 Principles of Marketing)



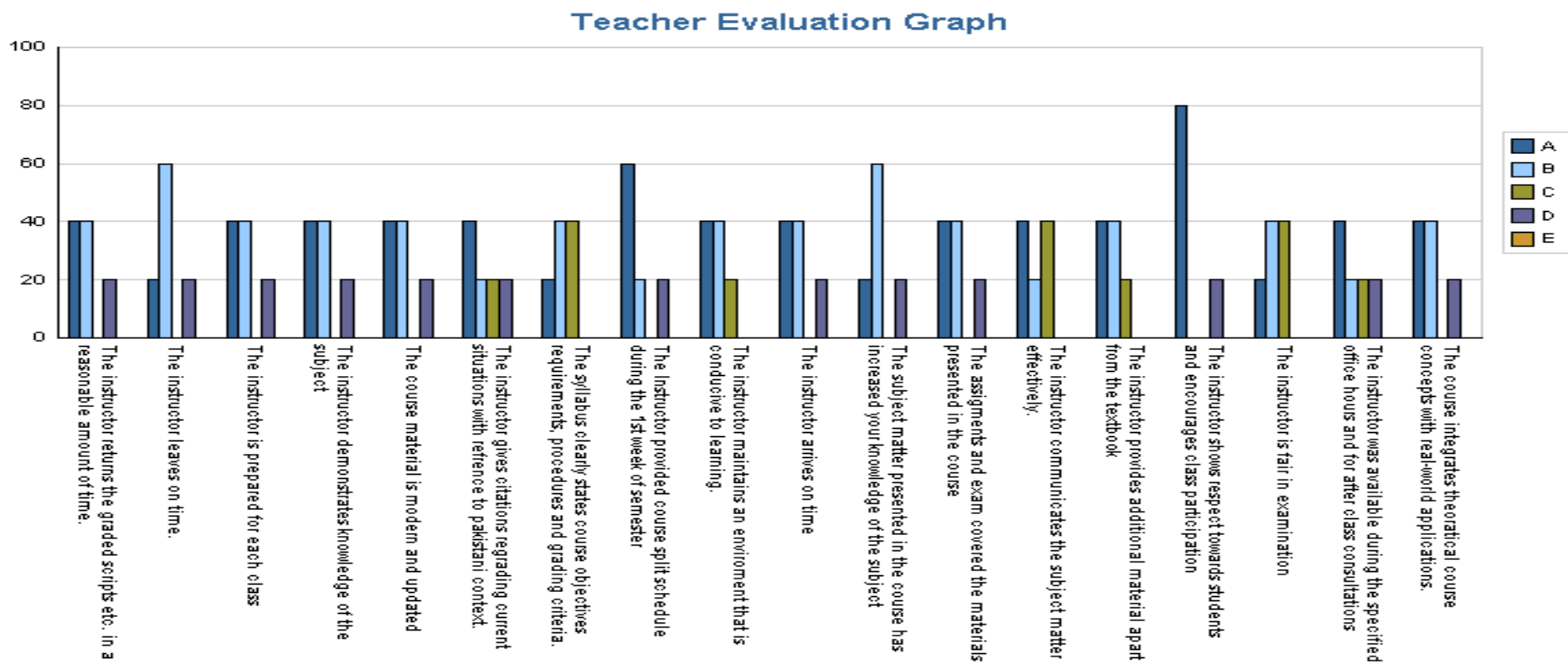
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher-18 Mr. Fiaz Hussain (DTM-752 Public Policy Issues and Analysis)



GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

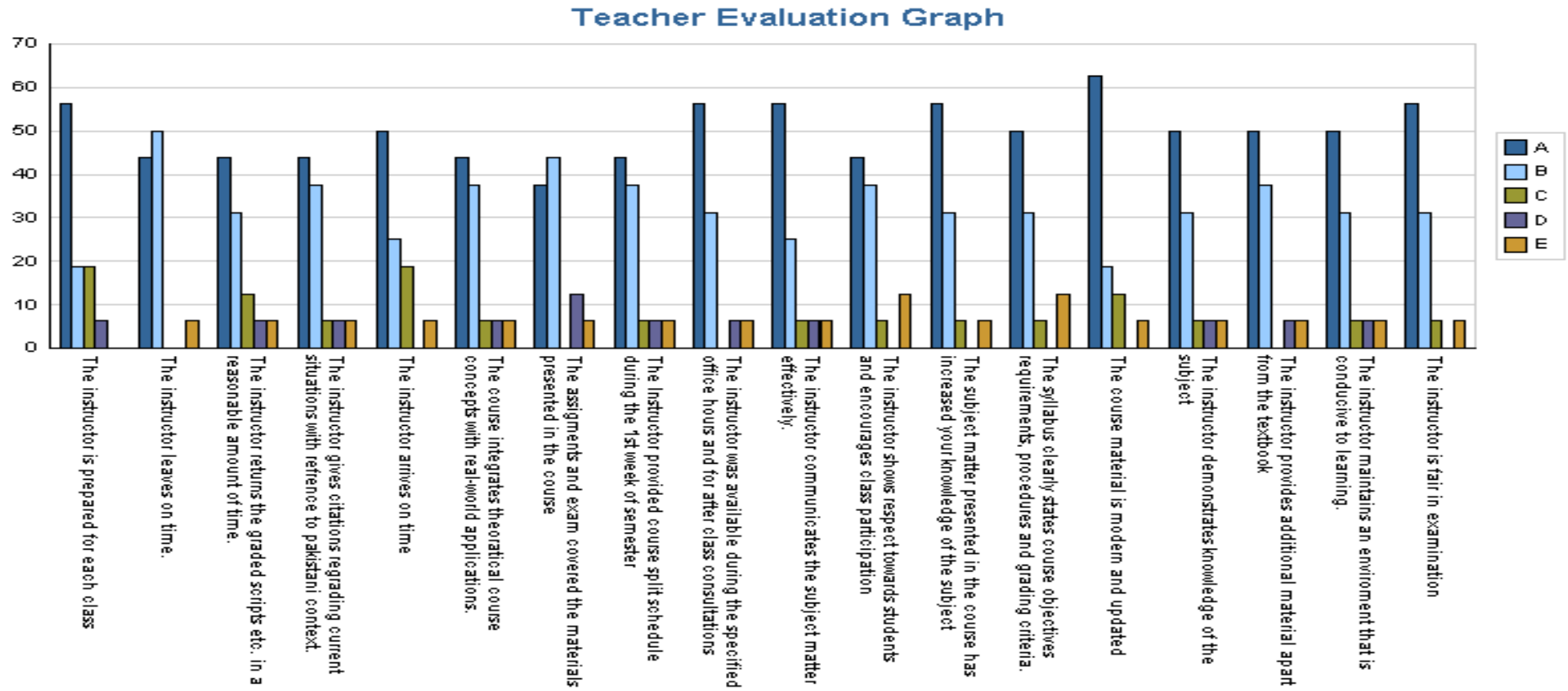
Following strengths of the instructor were also found:

- Available for consultation, Increases student knowledge, Fair in examination

Following weaknesses were also found:

- Unable to use modern and updated course material, Unable to create learning Environment, Unable to encourage students

Teacher-19 Dr. Ikram Ali (DTM-733 Poverty Alleviation & Role of International Financial Institution in Development)



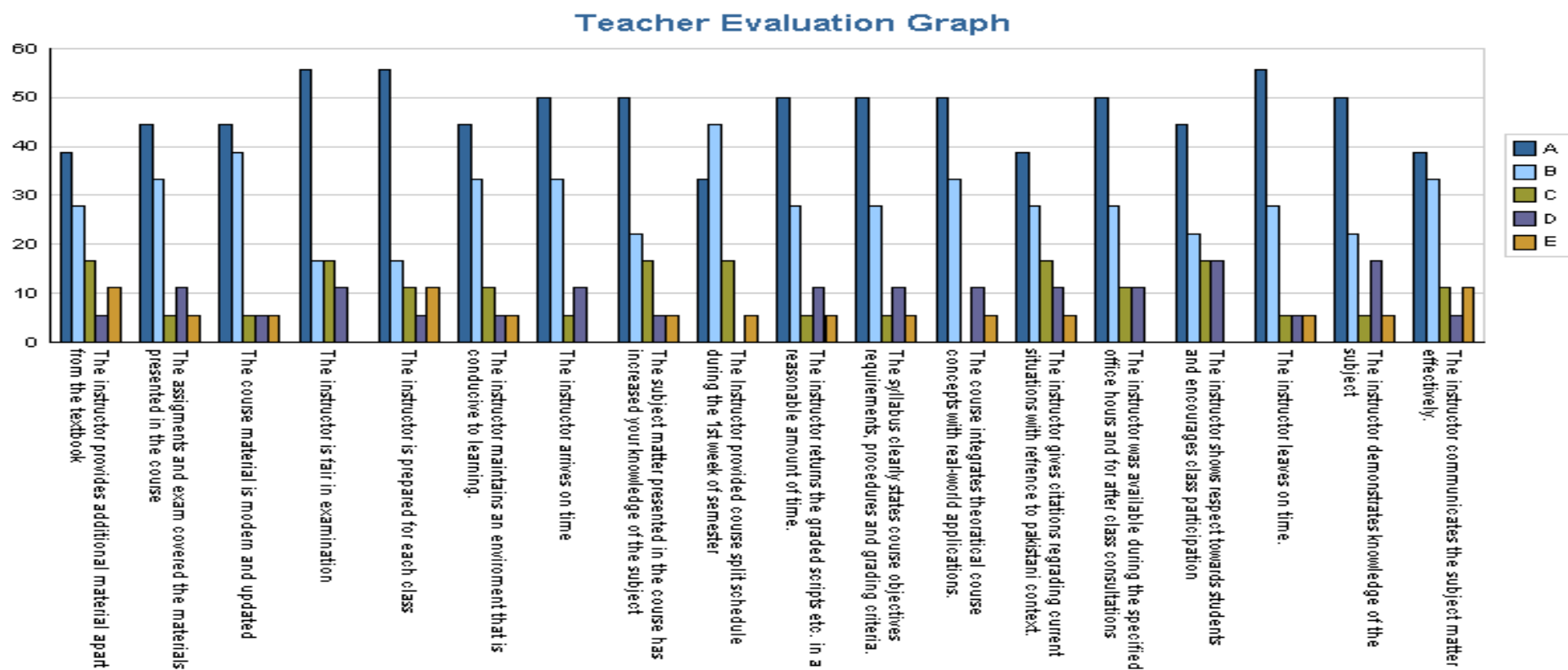
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-20 Muhammad Razzaq Athar (MGT-794 Training & Development)



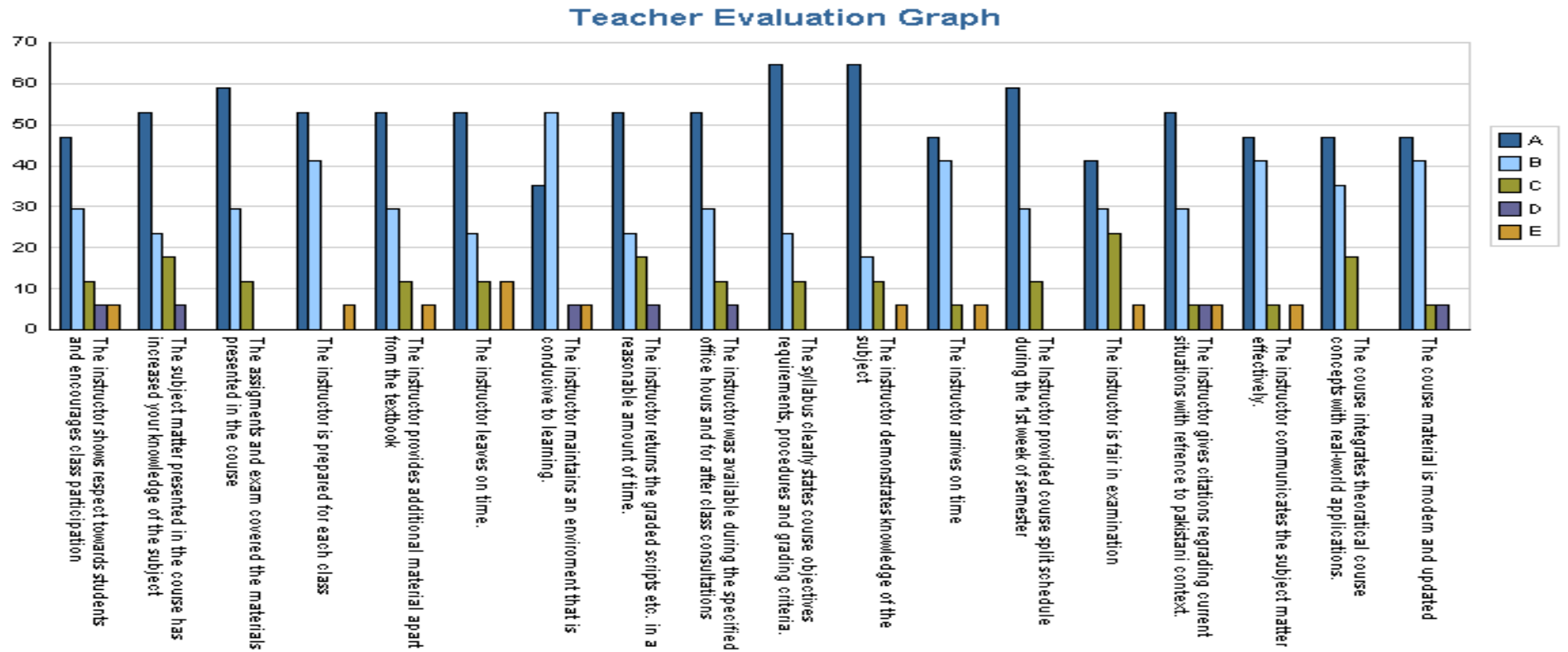
GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

- Completion of course on time, Updated knowledge, Arrival and departure on time, On time result

Teacher-21 Mr. Mustaneer Mughal (DTM-731 Development Finance)



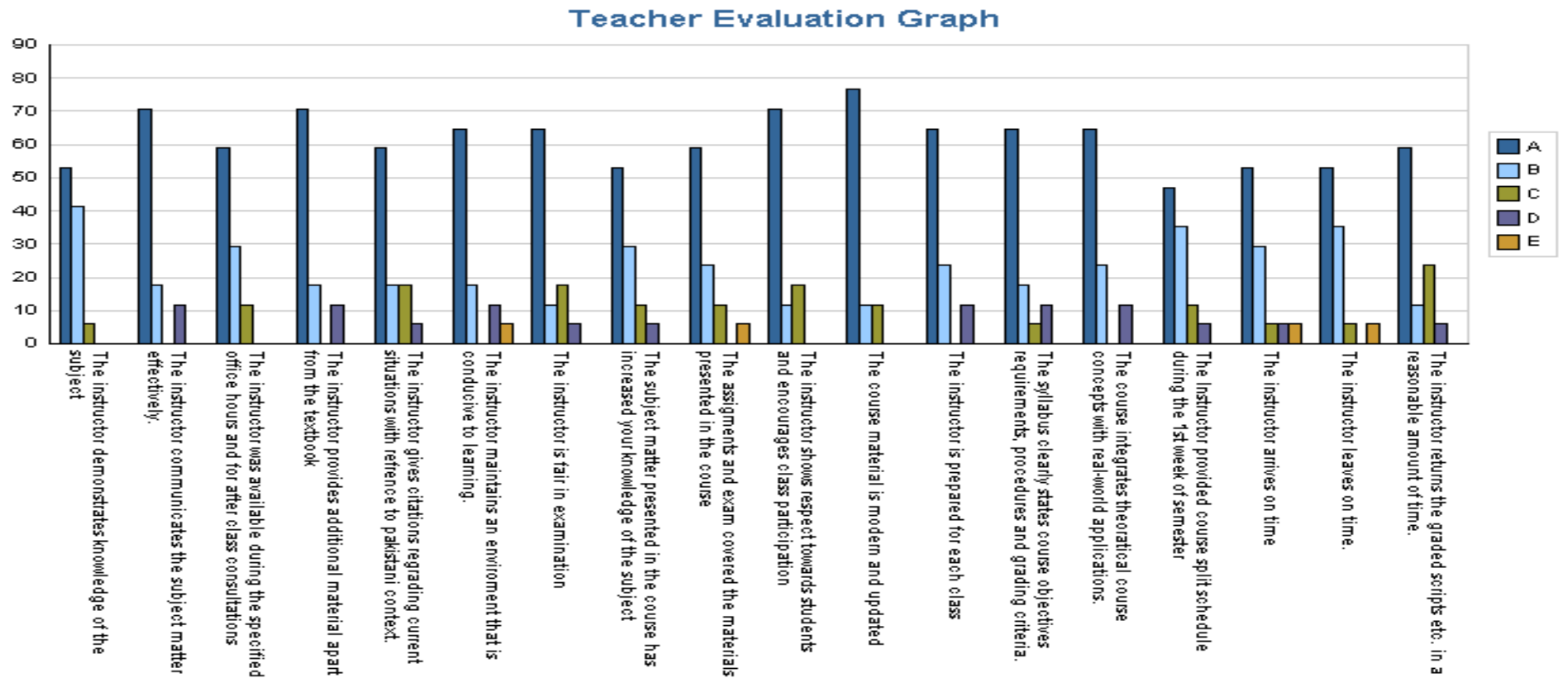
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-22 Mr. Ayaz Elahi (MGT-781 Leadership)



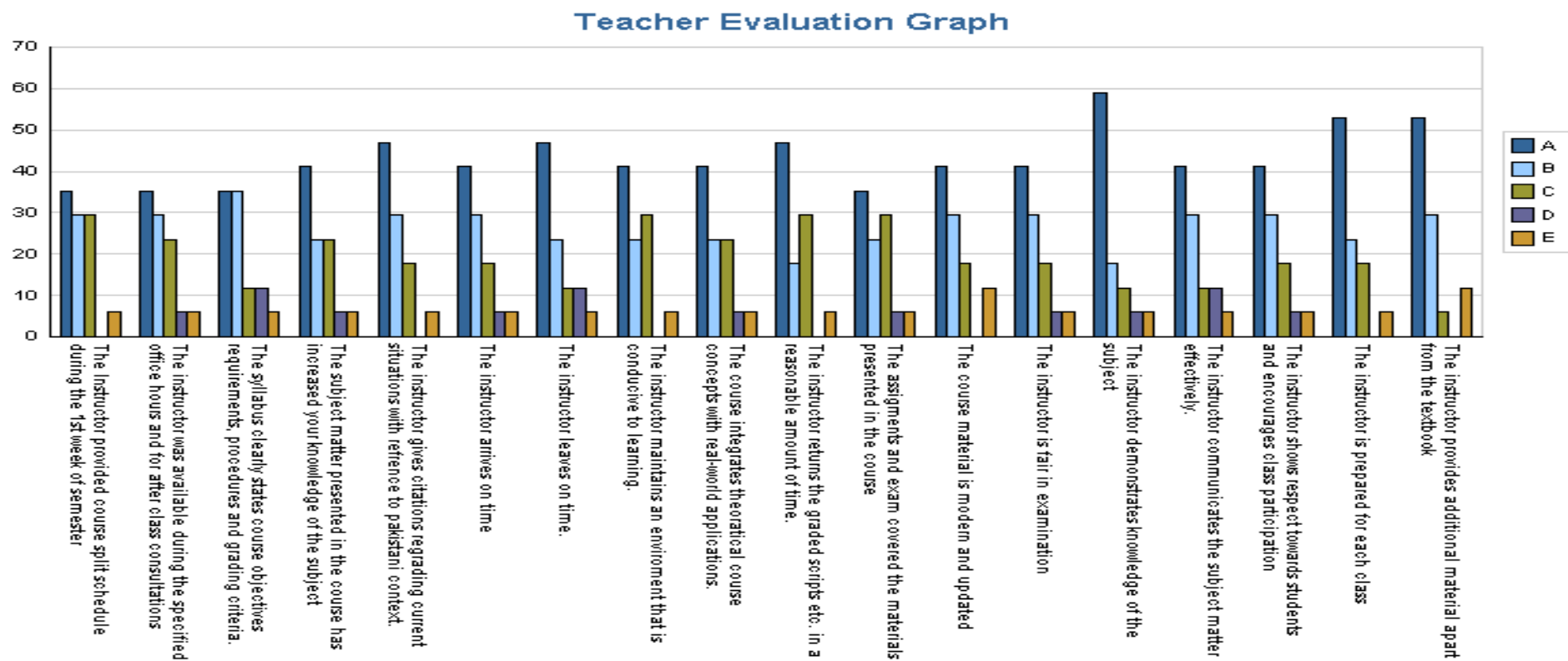
GENERAL COMMENTS:

The evaluation depicts that the teacher came fully prepared, had updated knowledge on current issues, could communicate well, encouraged participation and created good environment.

Following strengths of the instructor were also found:

- Comes and leaves on time, Available for consultation, Creates learning environment, Increases student knowledge, Fair in examination

Teacher-23 Mr.Fahad Liaqat (DTM- 712 Participatory Development)



GENERAL COMMENTS:

The teacher always came fully prepared, has knowledge about the subject, creates a learning environment and encourages students to gain practical knowledge.

Following strengths of the instructor were also found:

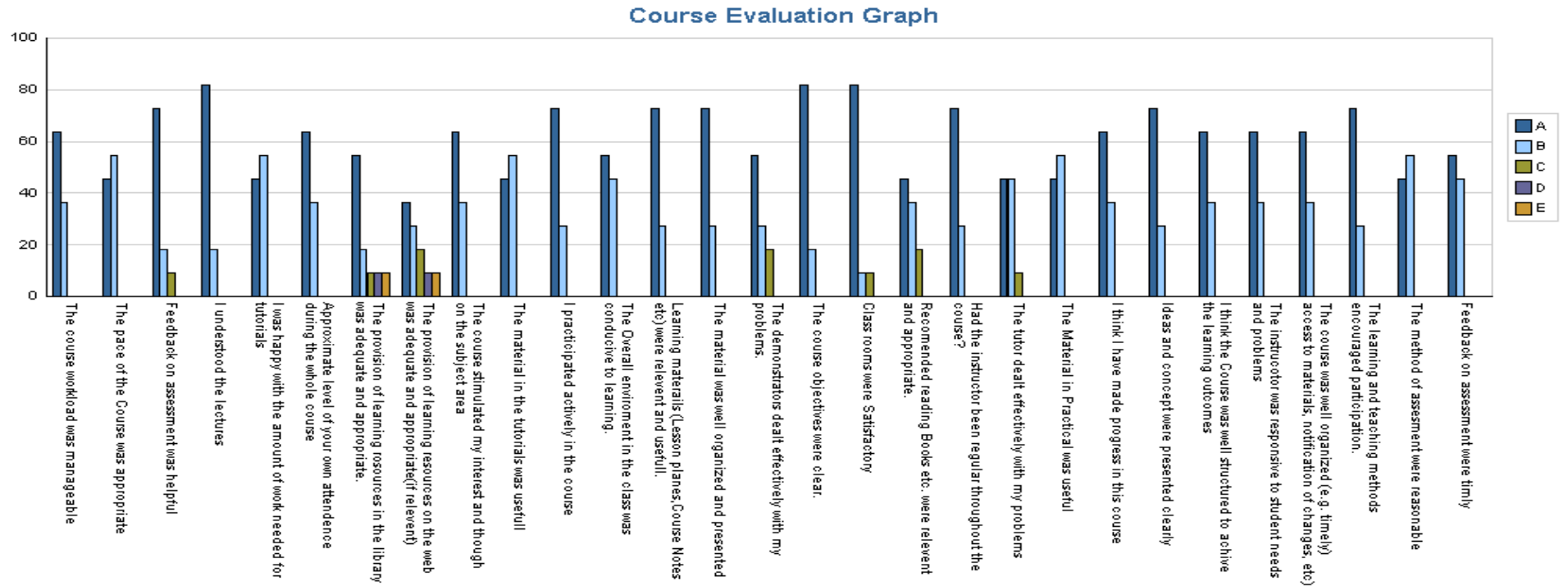
- Completion of course on time
- Updated knowledge
- Arrival and departure on time
- On time result

Course Evaluation

The courses of the respective teachers were also evaluated as per Proforma 1 and the results are shown below.

Detailed evaluation of individual course is given below.

MGT 703 – Principles of Management
Instructor: Mr. Osman Zulfiqar Alvi



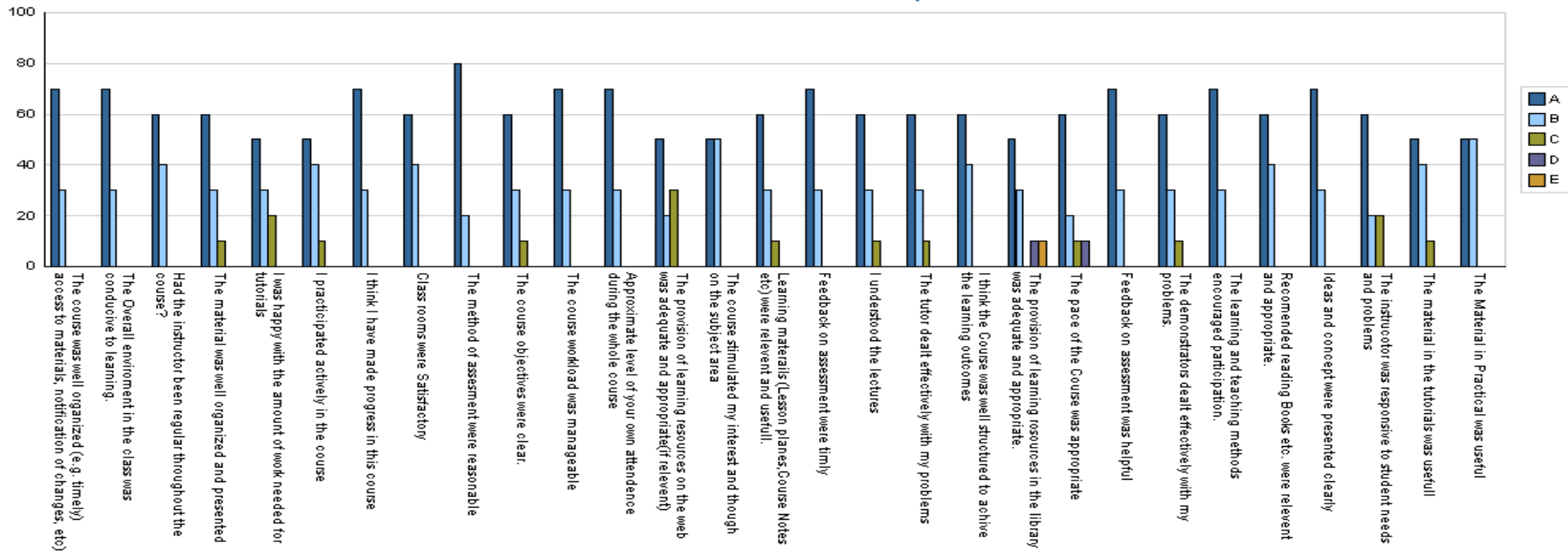
GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM-701 Introduction to Sociology

Instructor: Mr.Imran Ibrahim

Course Evaluation Graph

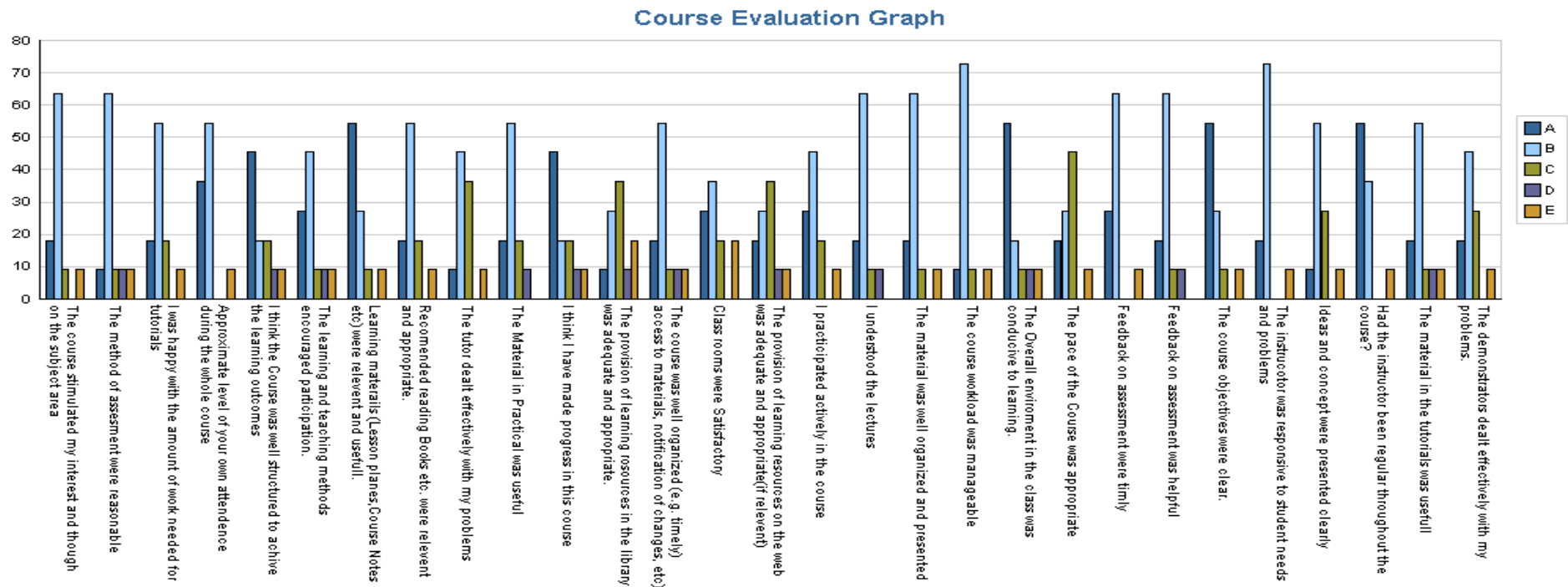


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

MGT-700 Principles of Economics

Instructor: Mr. Muhammad Razzaq Athar

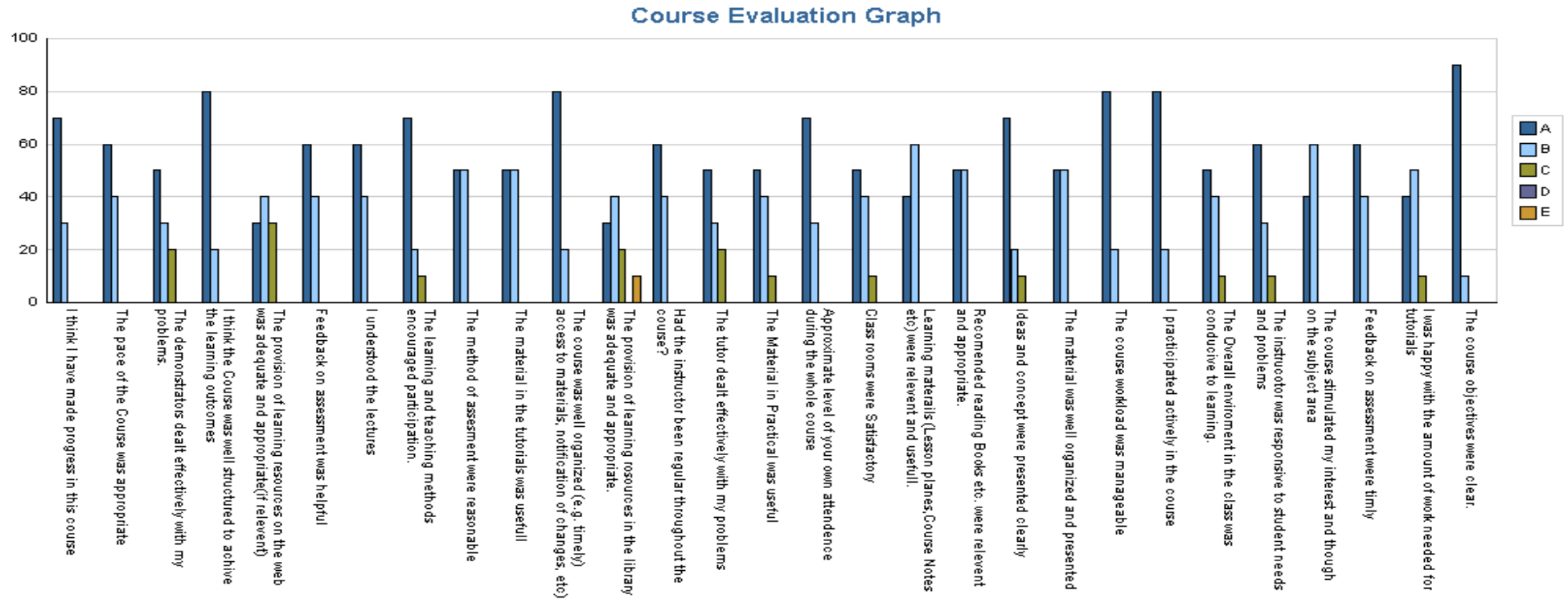


GENERAL COMMENTS:

The course objectives were clear. It was organized and structured well and had a manageable workload. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

ENG-702 Communication Skills

Instructor: Mr. Shakeel Daniel

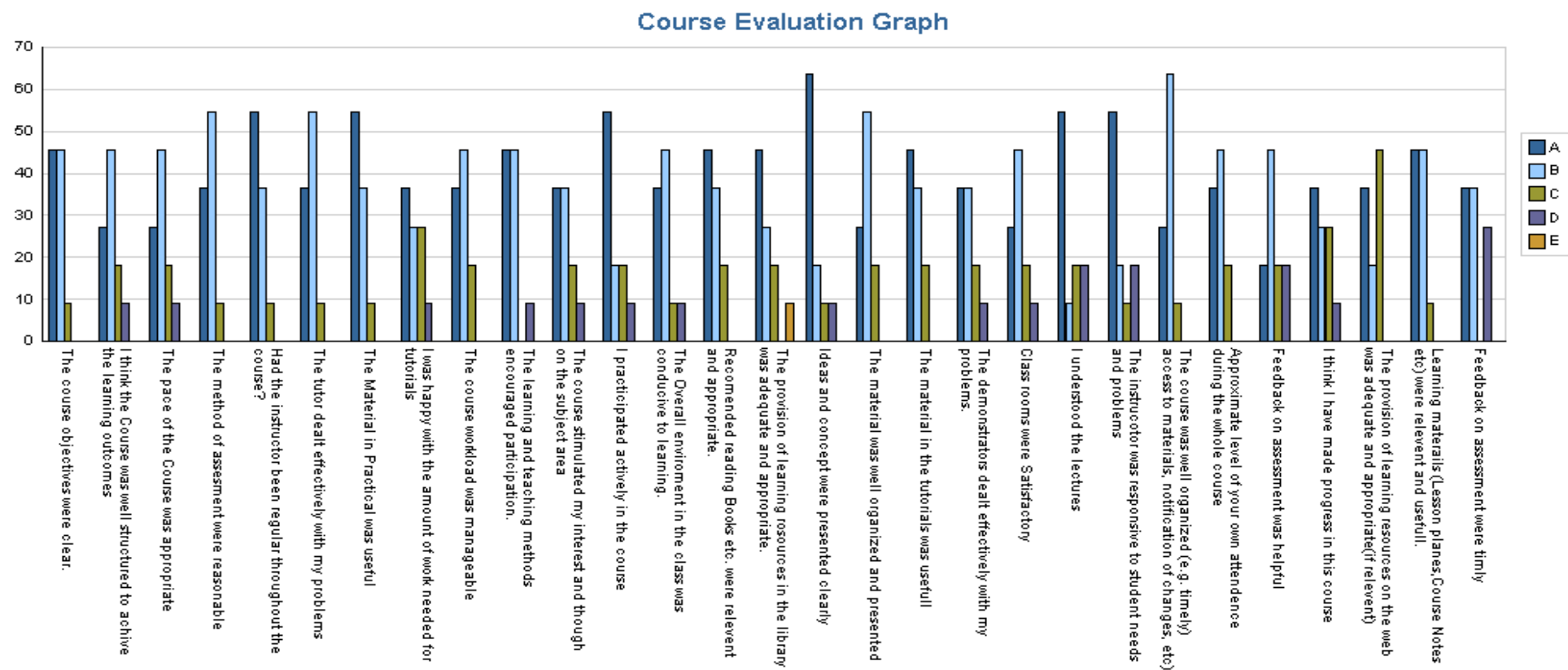


GENERAL COMMENTS:

The course objectives were clear. It was organized and structured well and had a manageable workload. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an appropriate pace.

DTM-709 Statistical Methods in Social Sciences

Instructor: Mr. Kashif Saeed

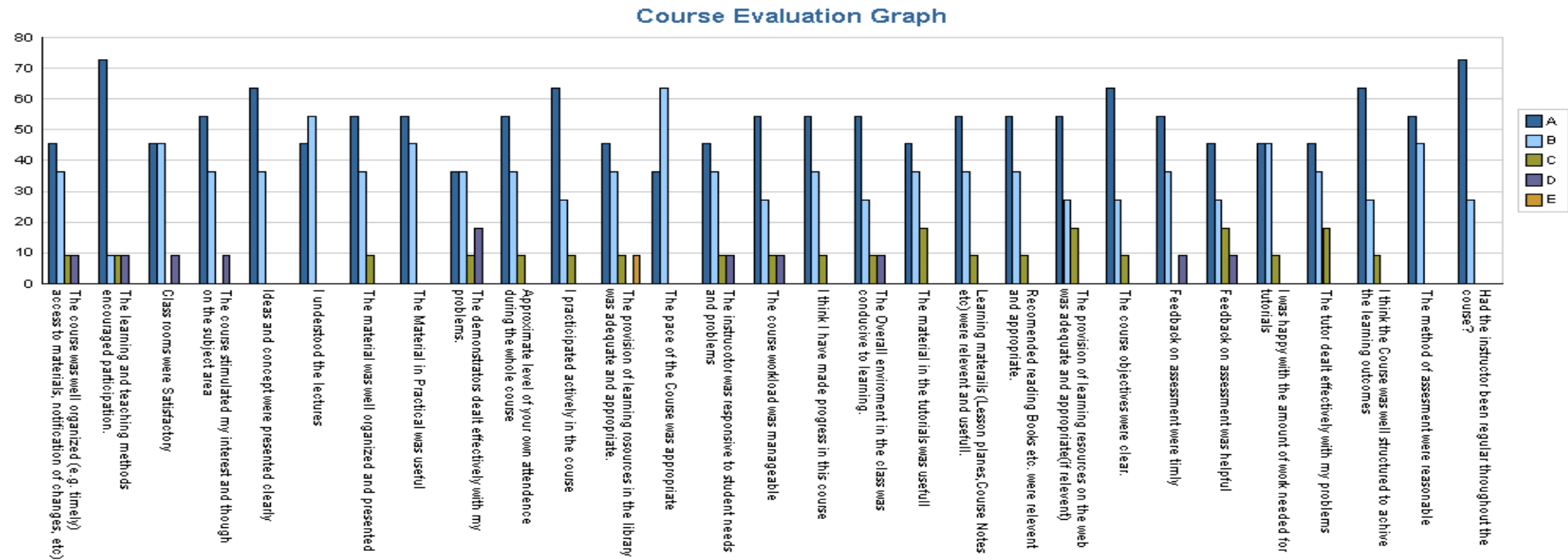


GENERAL COMMENTS:

The course objectives were clear. It was organized and structured well and had a manageable workload. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an appropriate pace.

DTM-732 Theories and Model OF Development

Instructor: Mr. Ikram Ali Malik

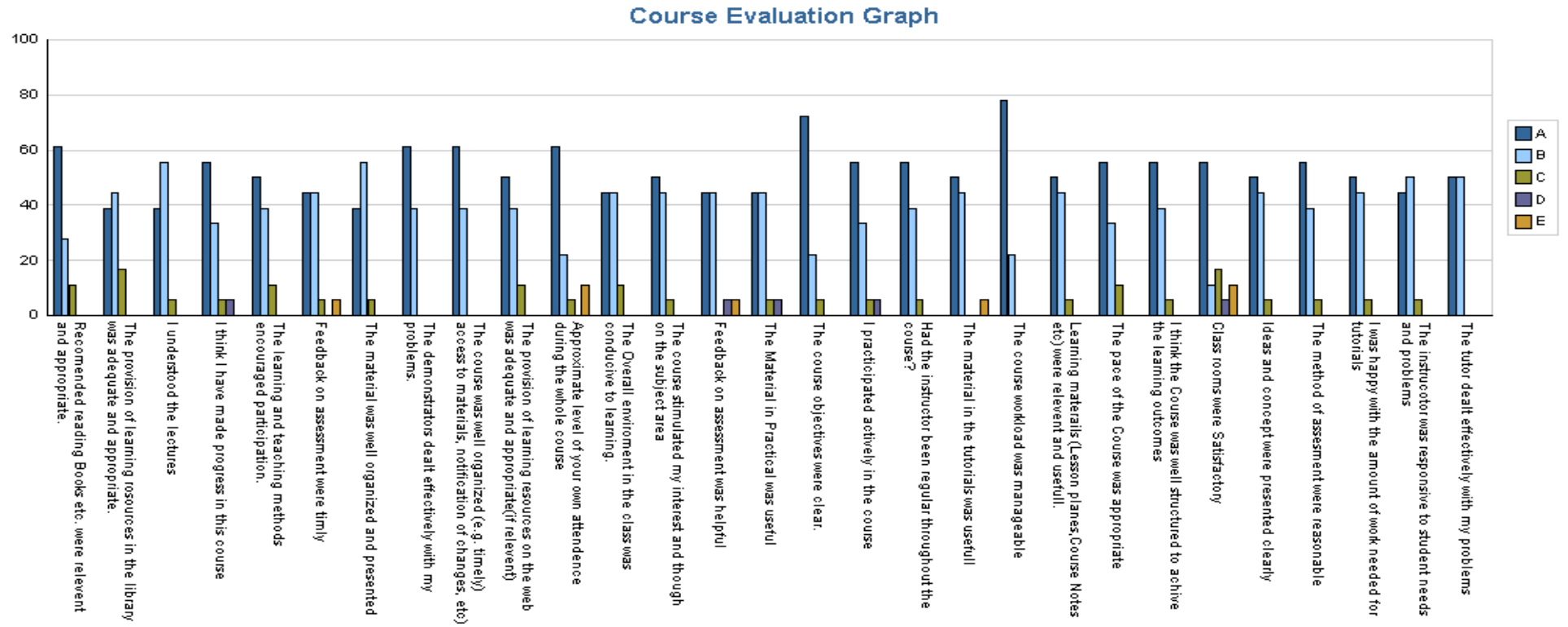


GENERAL COMMENTS:

According to the evaluation, the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on at interesting and appropriate pace.

DTM-721 Governance and Development

Instructor: Mr.Fiaz Hussain

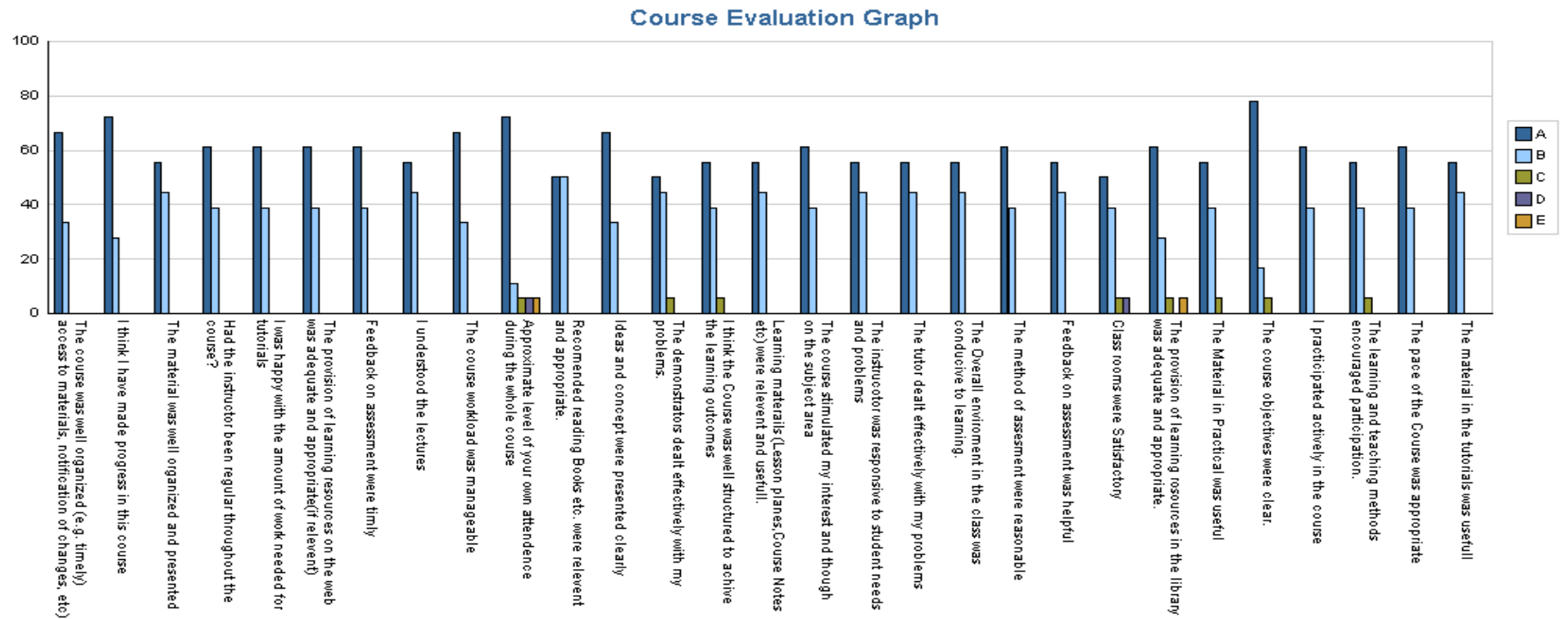


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM-742 Strategic Management for Development

Instructor: Mr. Shuja Illyas

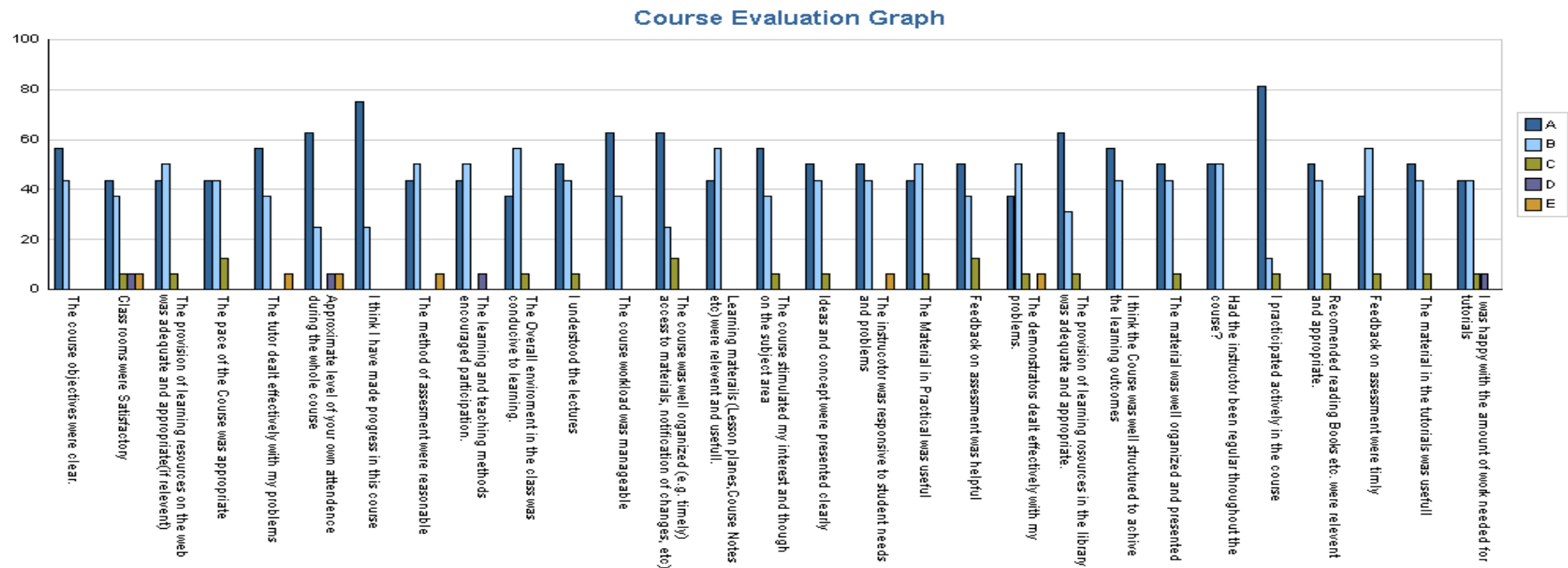


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM-757 Project Management

Instructor: Mr. Malik Muhammad Faisal

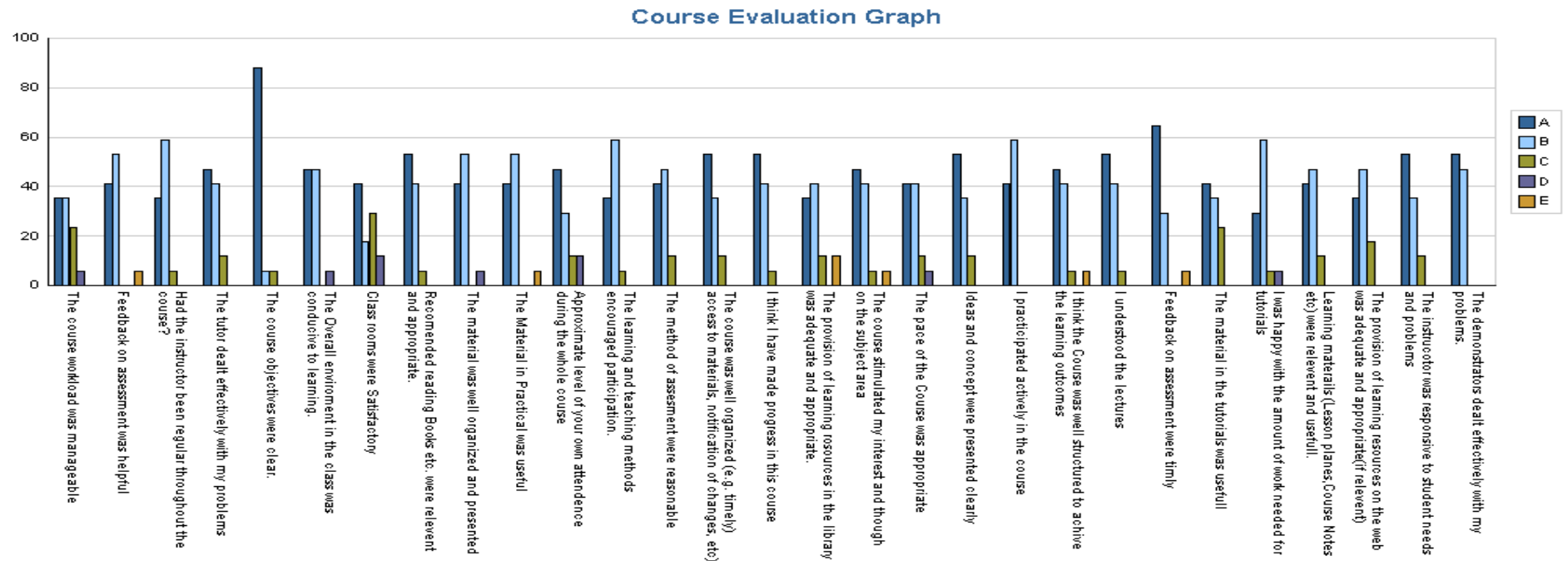


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM-713 Human Resource Management

Instructor: Ms. Shumaila Mazhar Awan

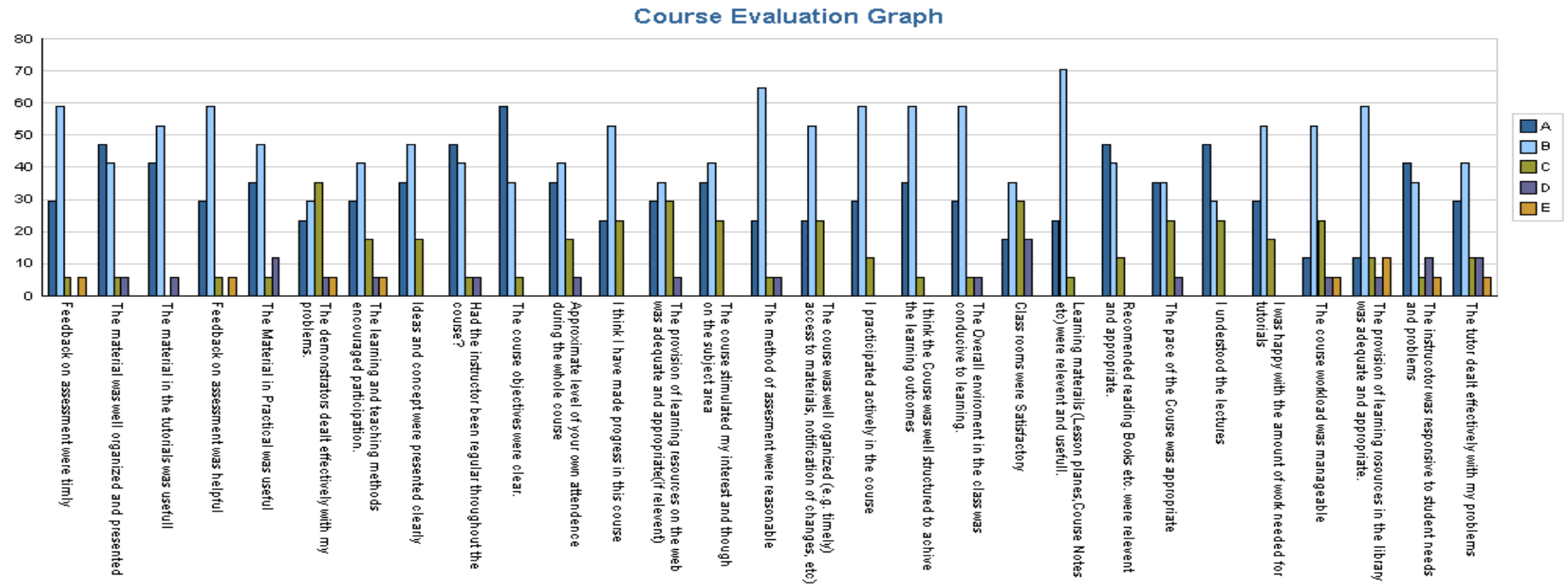


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

MGT-712 Financial Management

Instructor: Dr. Abdul Rehman

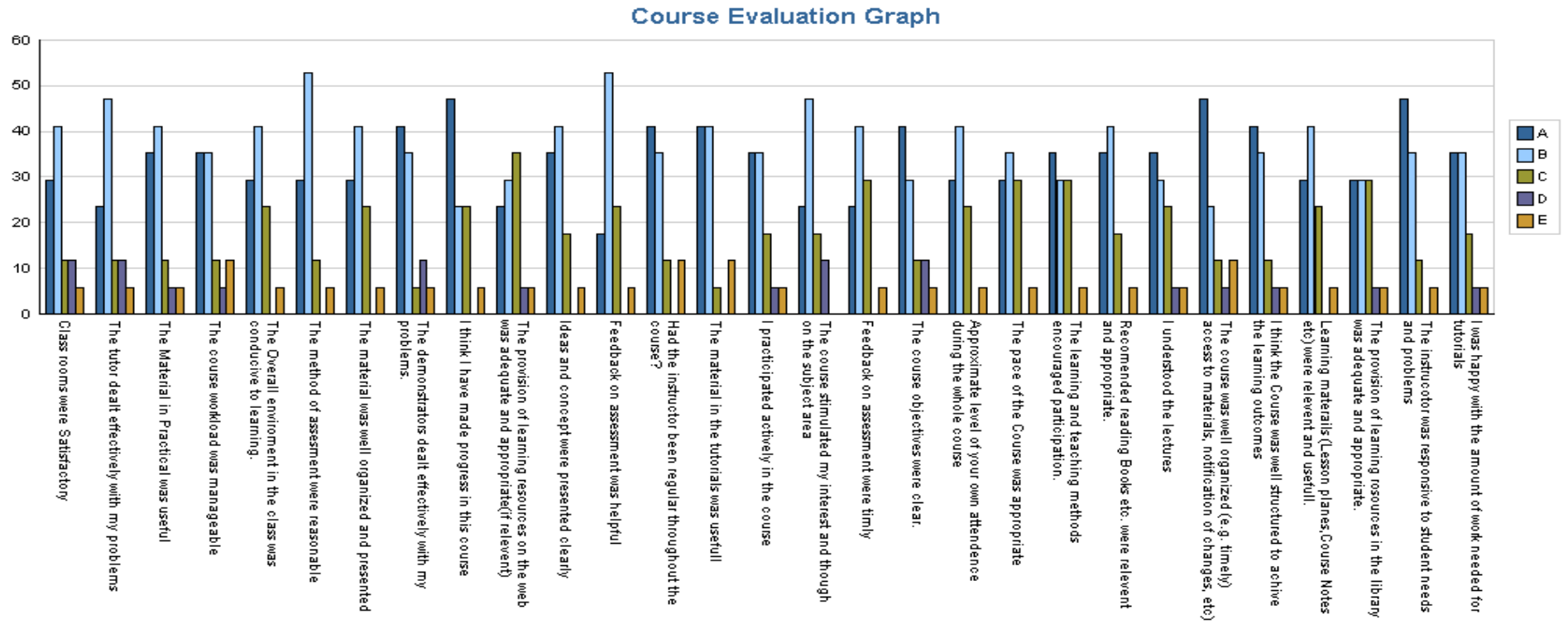


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM-714 Development Economics

Instructor: Dr. Ikram Ali Malik

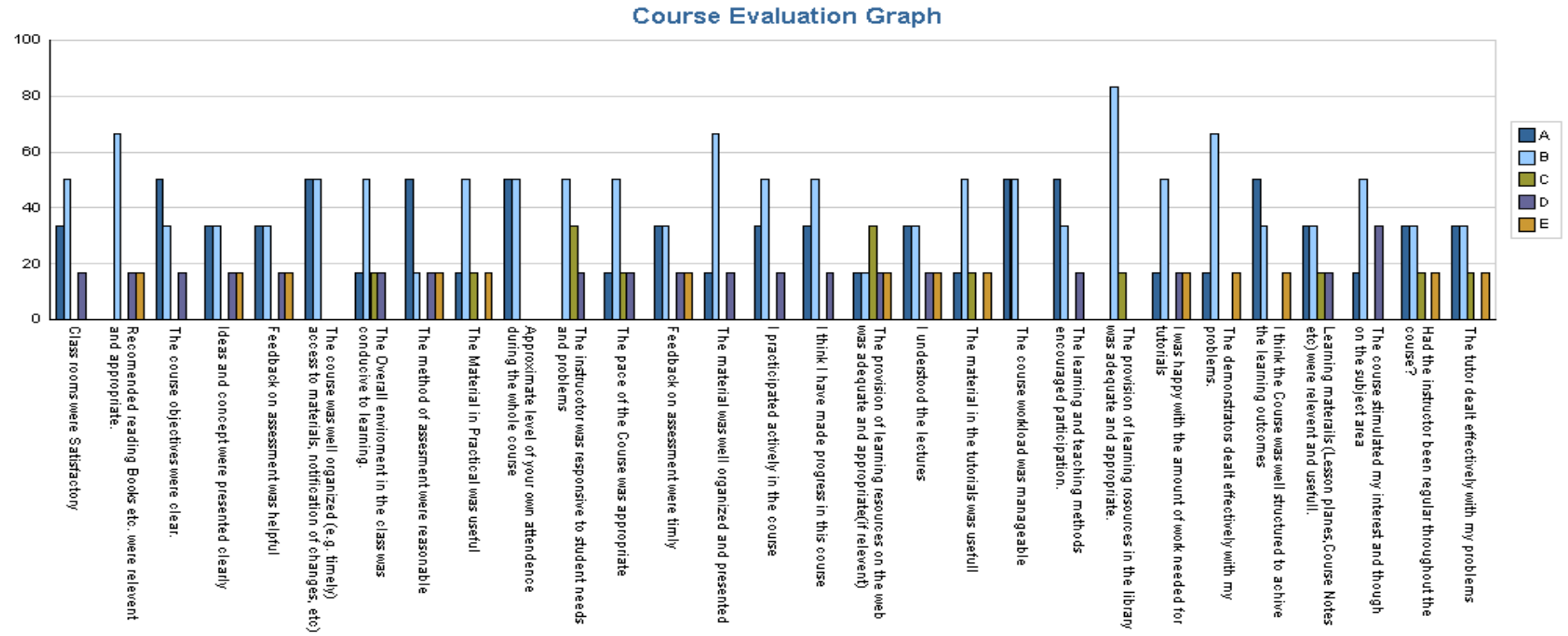


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

MGT-702 Principles of Accounting

Instructor: Ms. Bushra Zulfiqar

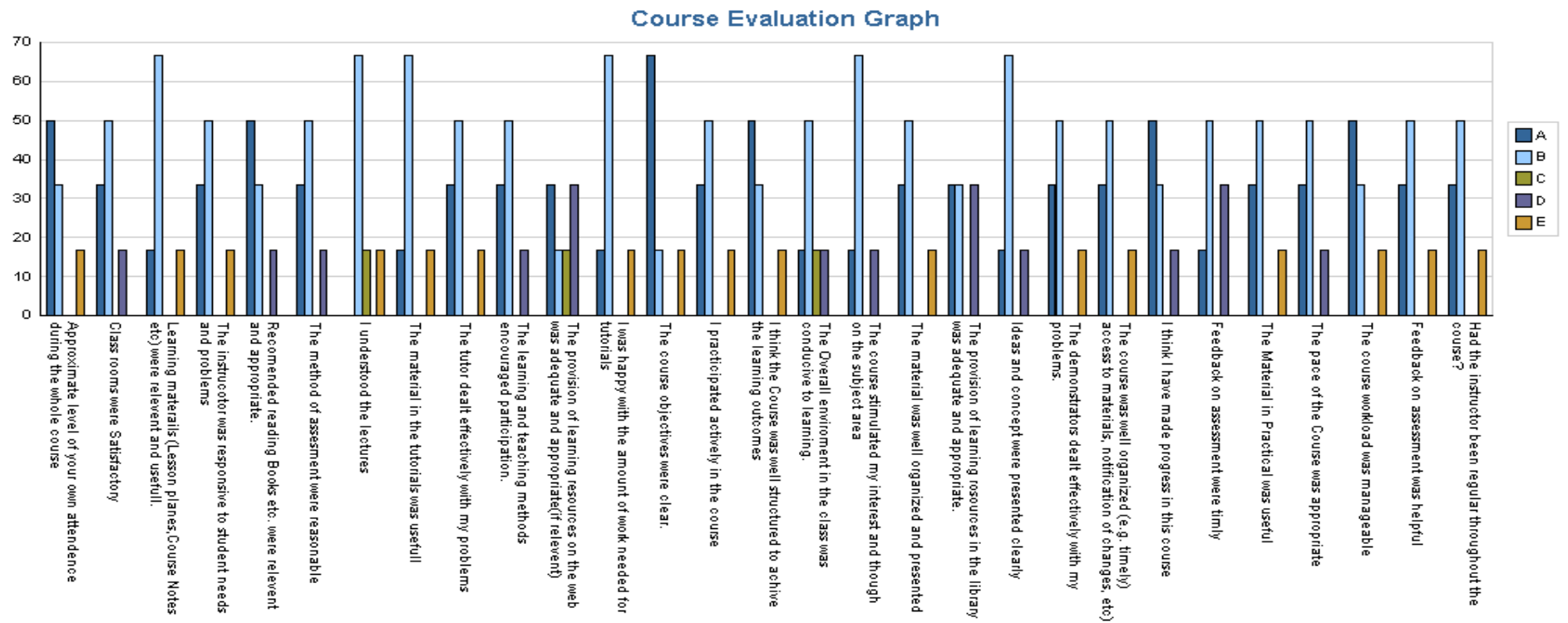


GENERAL COMMENTS:

According to the evaluation, the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on at interesting and appropriate pace. However, provision of learning material on the web and library were not appropriate.

DTM-713 Sustainable Development

Instructor: Dr. Sarwar Zahid

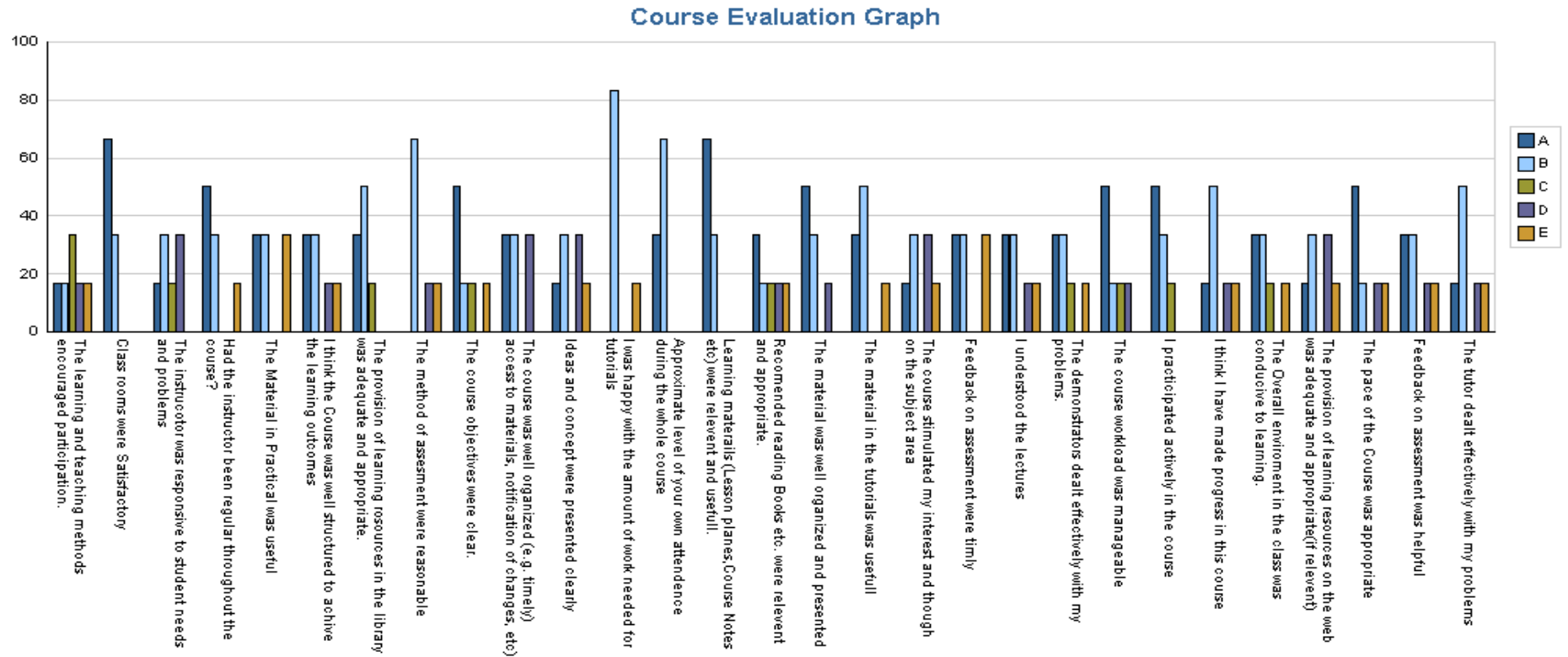


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

MGT-701 Principles of Marketing

Instructor: Mr. Zia ur Rehman

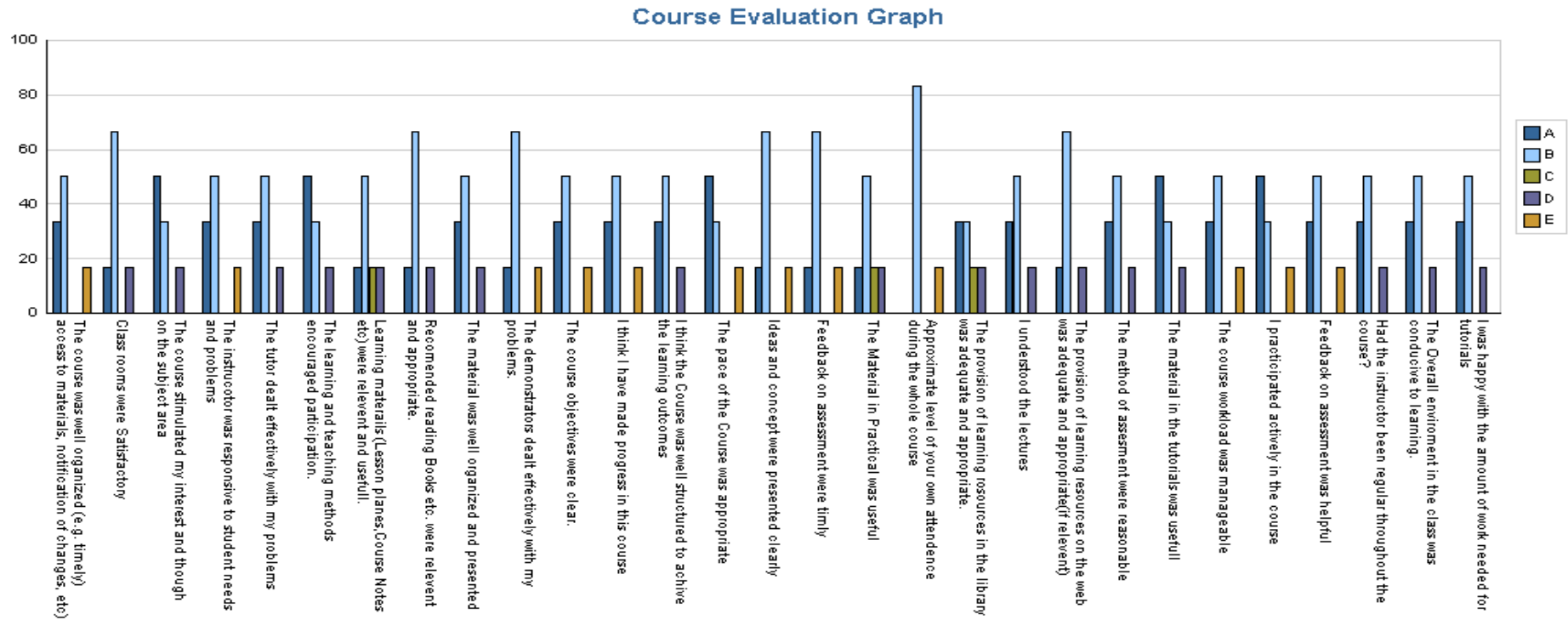


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

MGT-777 Research Methods

Instructor: Mr. Faisal Azeem Malik

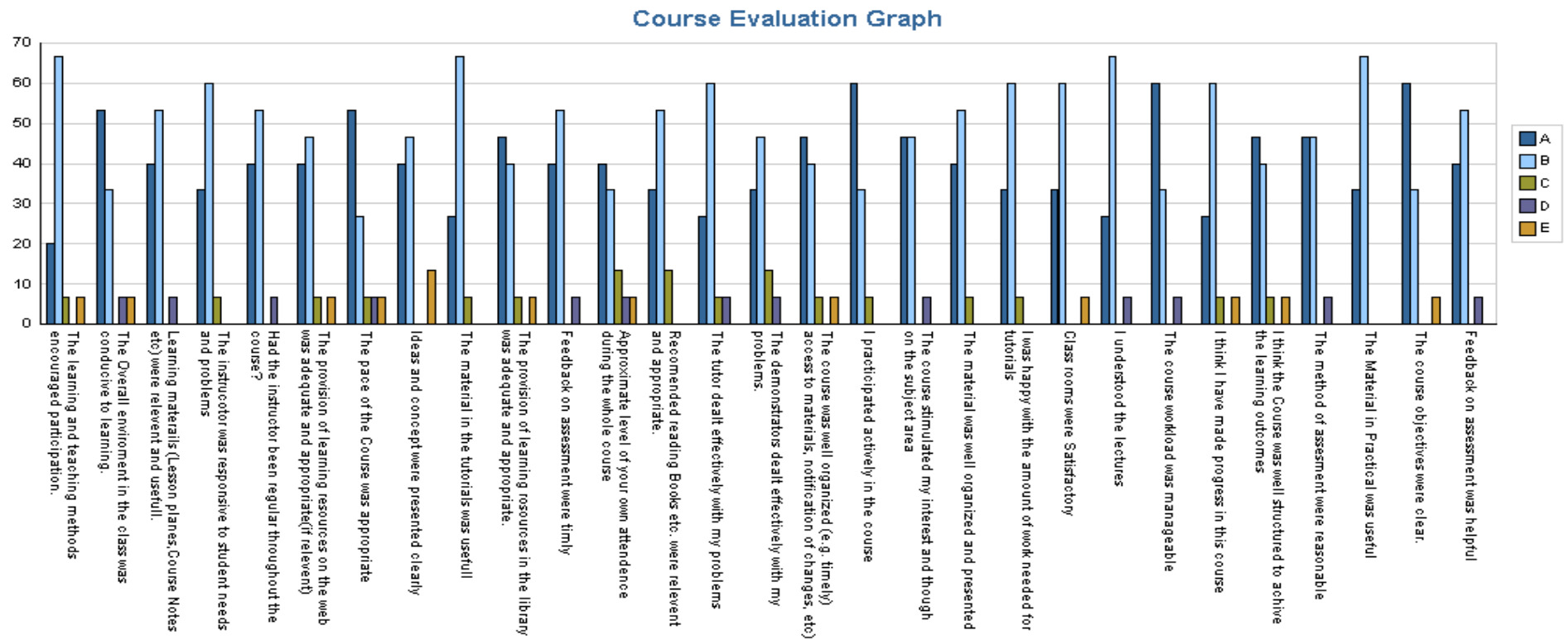


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

DTM-741 Social Impact Assessment

Instructor: Mr. Fahad Liaqat

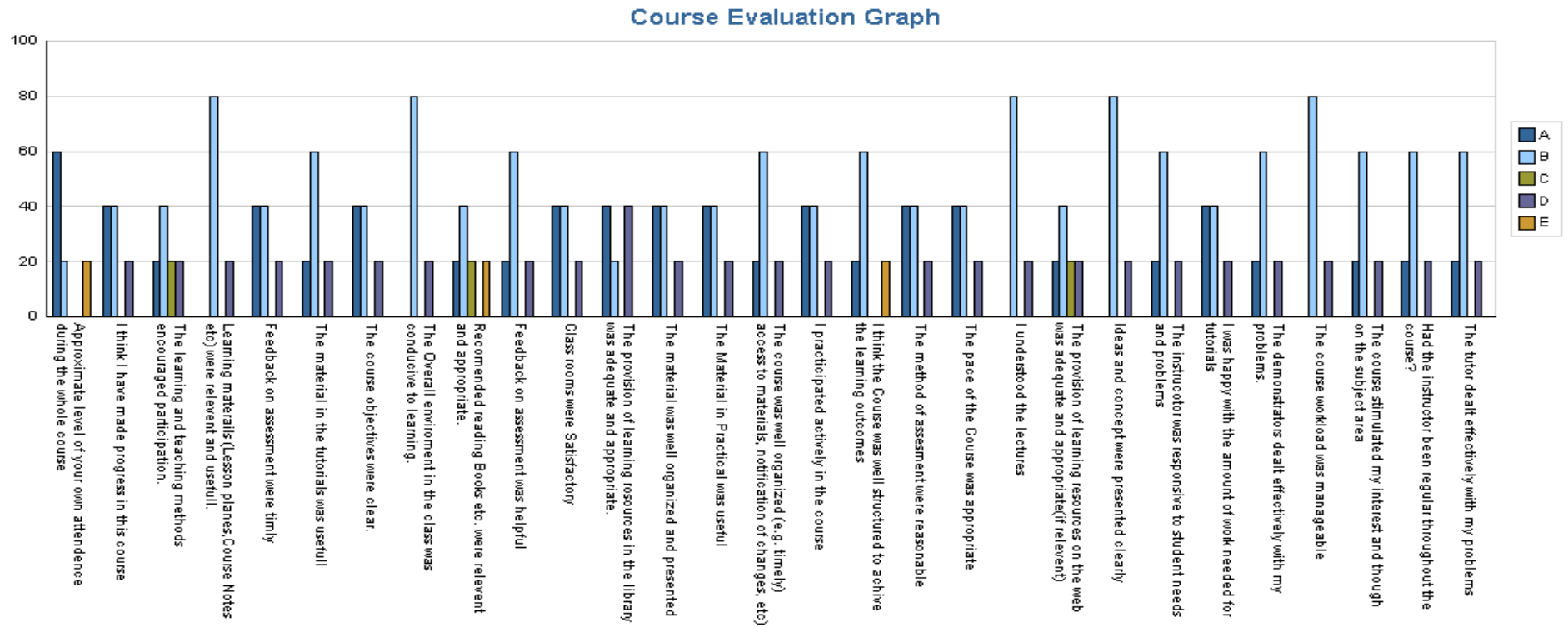


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

(DTM-752 Public Policy Issues and Analysis)

Teacher-18 Mr. Fiaz Hussain

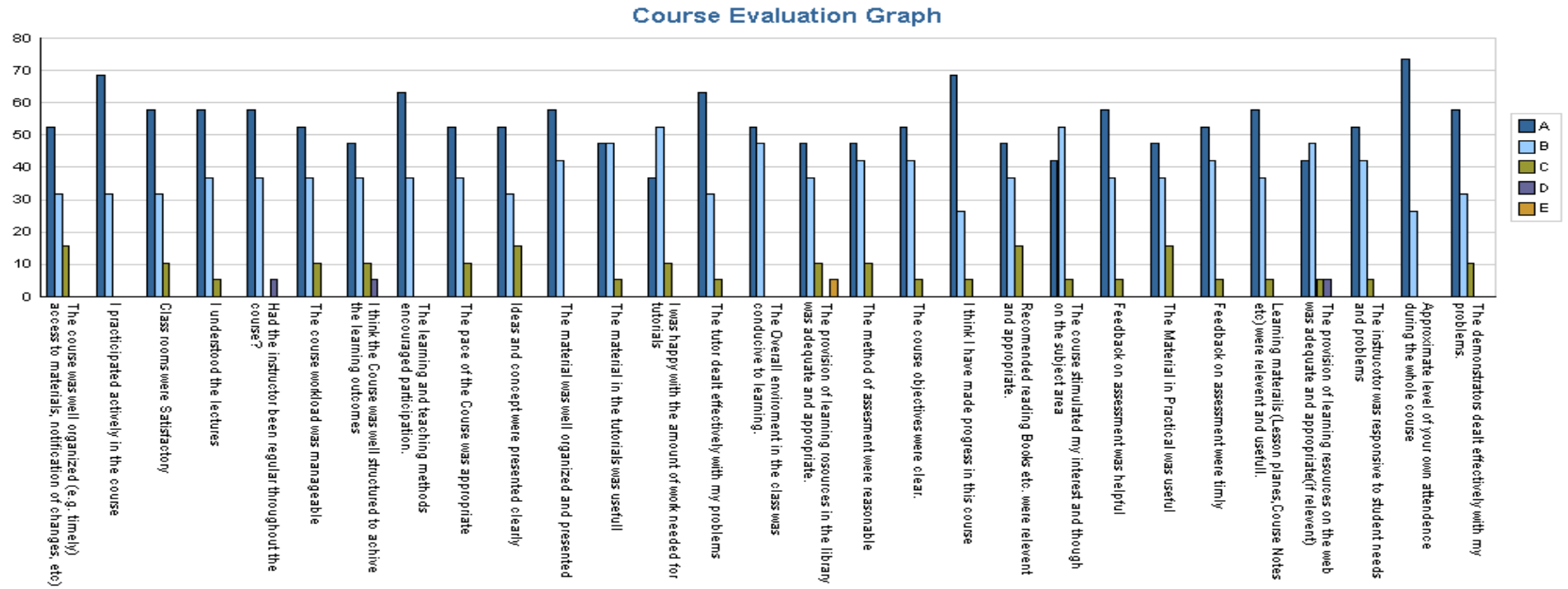


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

DTM-733 Poverty Alleviation & Role of International Financial Institution in Development

Instructor: Dr. Ikram Ali

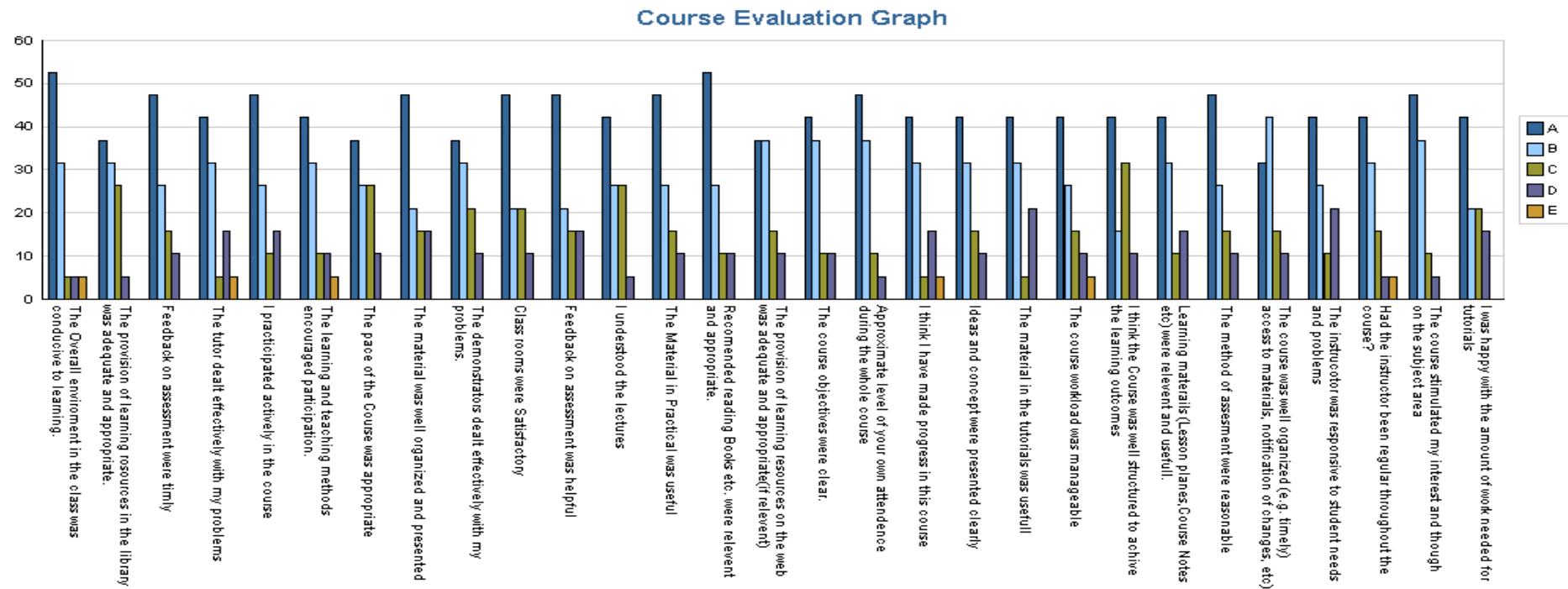


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace. However, the teacher was ineffective in assessing students appropriately, providing prompt feedback, properly communicating the lecture, resolving students problems and provide additional and practical learning resources.

(MGT-794 Training & Development)

Instructor: Muhammad Razzaq Athar



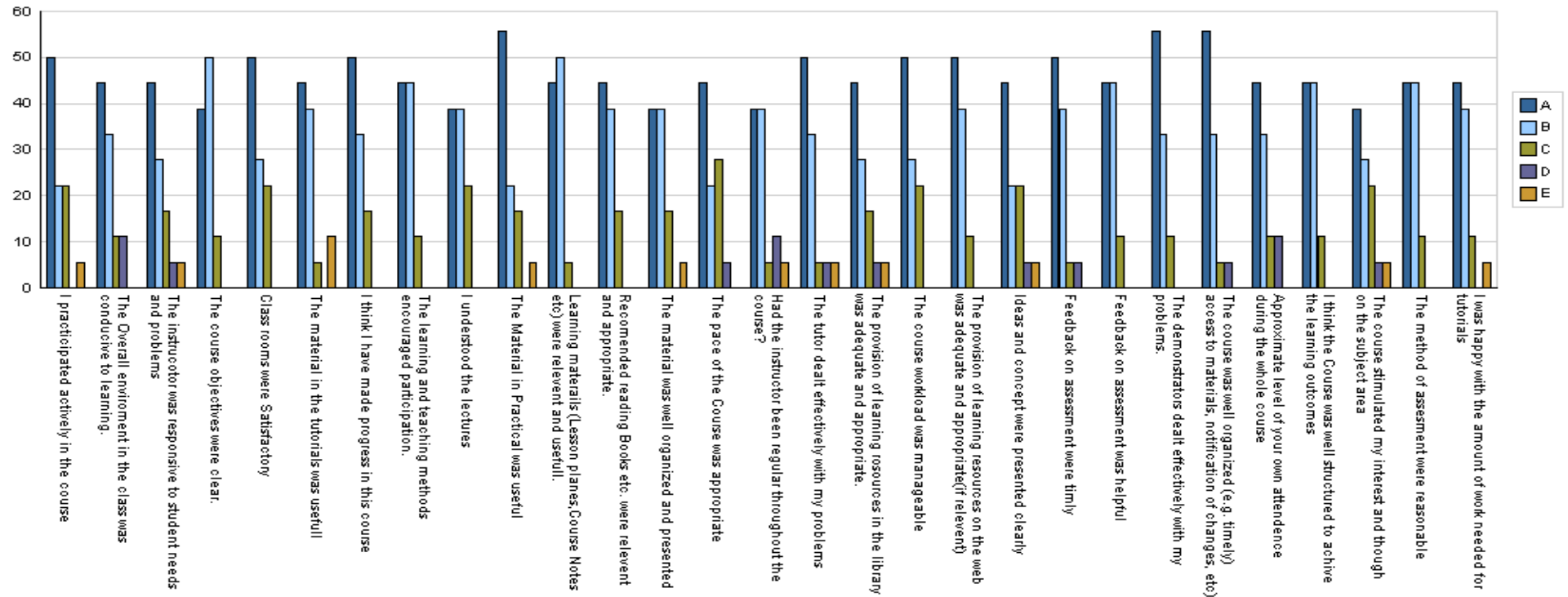
GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

(DTM-731 Development Finance)

Instructor: Mustaneer Haider Mughal

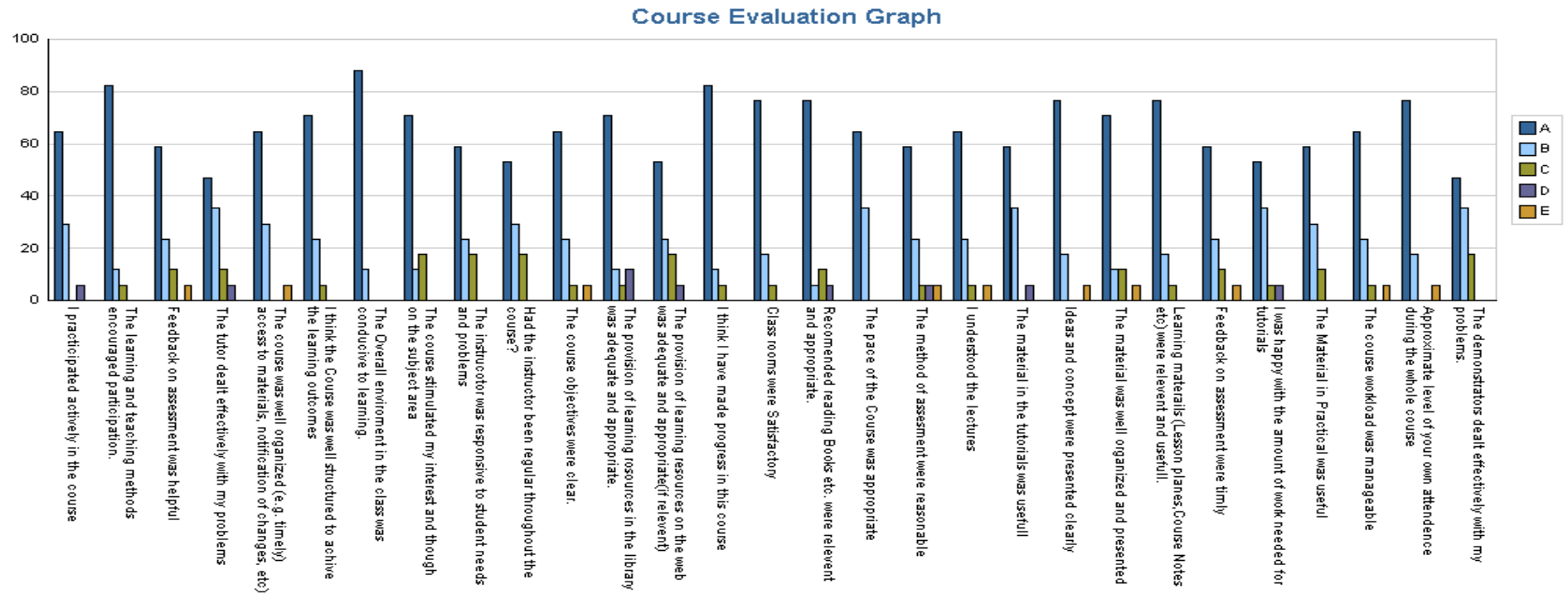
Course Evaluation Graph



GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

(MGT-781 Leadership)
Instructor: Mr. Ayaz Elahi

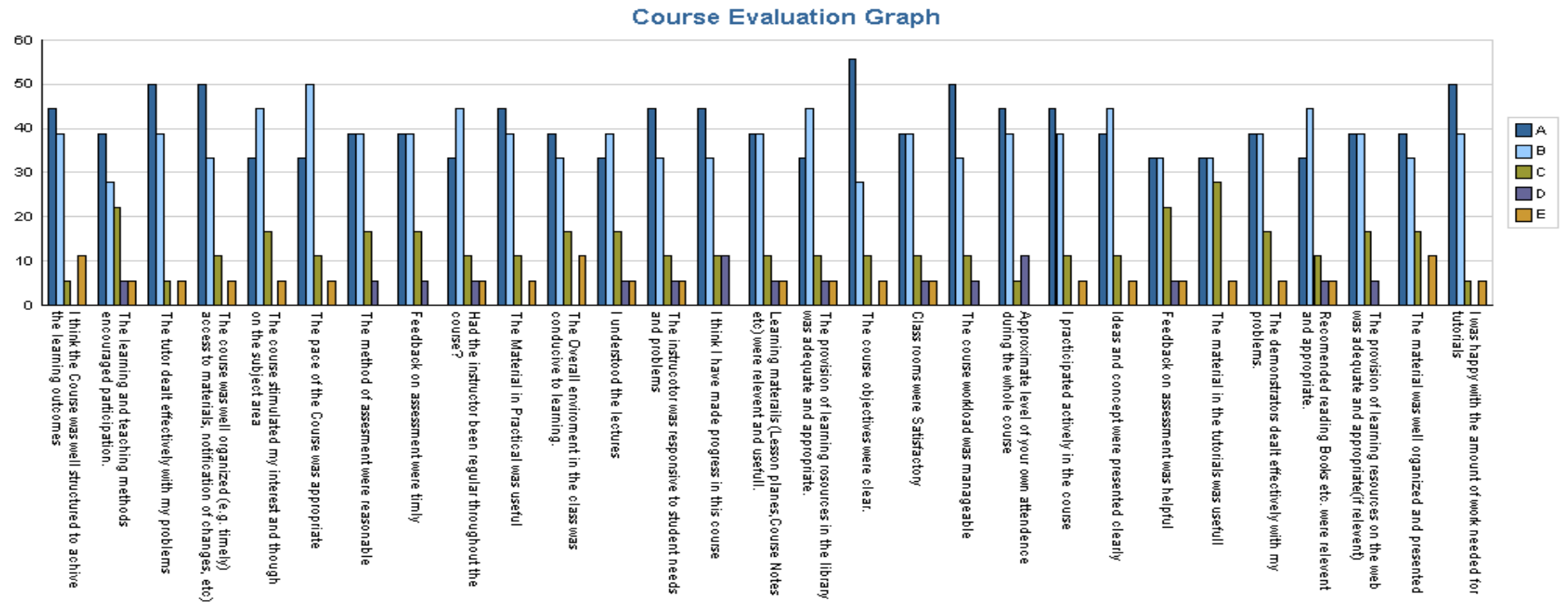


GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

DTM- 712 Participatory Development

Instructor: Mr. Fahad Liaqat



GENERAL COMMENTS:

The evaluation depicts that the course had clear objectives, was organized and structured well and the workload was manageable. Recommended books and learning materials were also provided. The method of assessment was also appropriate with timely feedback. The course went on an interesting and appropriate pace.

Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.

Faculty members' research activities indicate that there are 83 research publications on the credit of faculty in **fall-12 to spring-14**(Detail is given in Annexure 1).

We also have research project of 3 credit hours compulsory for each student which reflects that research culture is being inculcated among faculty and students at the institute.

Table 3: Present performance measures for research activities (Oct. 1st 2012 – Jun30, 2014)

Faculty	Publication	Others (Conference proceedings)	Projects
Dr. Rauf-i-Azam	5	Nil	nil
Dr. Abdul Rehman	6	Nil	Nil
Ms. Bushra Nasreen	--	Nil	Nil
Mr. Kashif Saeed	-	Nil	nil
Dr. Rabia Imran	-		Nil
Dr Abdur Razzak	-	Nil	Nil
Dr Farida Faisal	-	Nil	Nil
Mr. Ahmed Imran Hunjra	7	7	Nil
Mr. Shuja Ilyas	-	-	Nil
Ms Afsheen Fatima	-	-	nil
Mr Zia ur Rehman			Nil
Total	18	7	

Major Future Improvement Plans

- To impart quality education using audio visual aids along with provision of latest literature, cases, journals, books, reviews and access to digital library.
- To develop business graduates who meet future challenges.
- To emphasize research on specific industrial problems of national as well as international importance.
- Overall enhancement of knowledge and skills of faculty members in relation to the latest global advancements in this discipline through exchange programs, short training and collaborative research projects within and outside Pakistan.

Employer Survey (Proforma – 8)

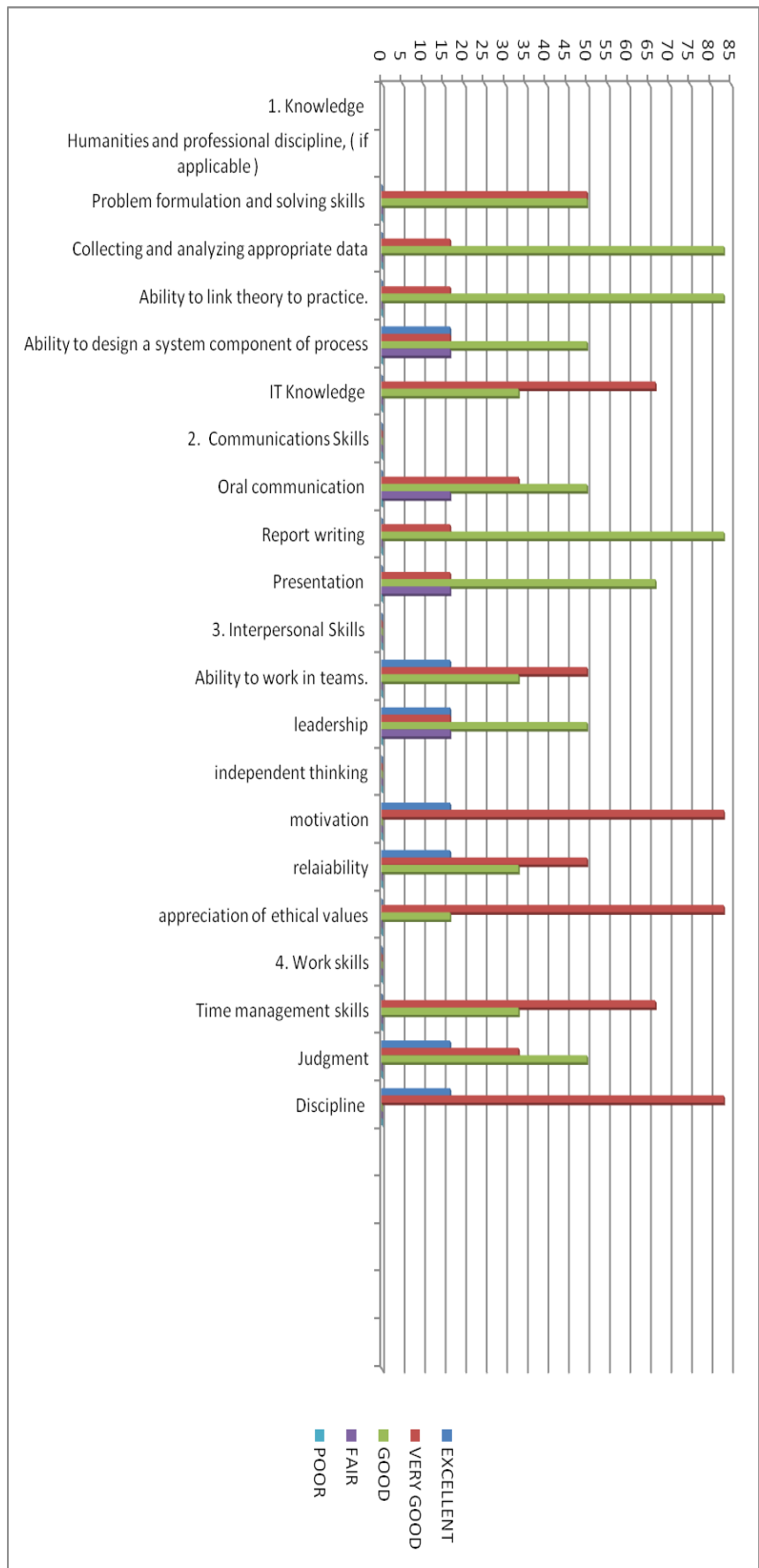
The employer survey was sent to many organizations but only six replied. They include **university of Gujra, University of education Lahore, ZTBL, Ufone, Max foster PVT ltd. and one other.** These organizations employ more than 25 UIMS graduates. The feedback is very encouraging. The employers found the graduates very reliable, good team players and excellent in communication skills. Detailed results of the survey are shown on following page. The analysis is done on a scale of 5 where;

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair and 1 = Poor

The illustration below summarizes views of the employers about the UIMS graduates employed with them. Purpose of the survey was to know the employers' comments on the quality of education regarding: knowledge, communication skill, work skills and interpersonal skill possessed by our graduates.

Survey reflects that our graduates have scored high on all the criteria mentioned. This indicates that our graduates are adequately prepared in various knowledge, skill and attitude areas and show good potential in any given environment. The employers suggested the following regarding the MDM students that can further enhance their progress at work

- The scheme of studies of this Programme should have atleast one course to enable students to do a research on a problem related to development sectors. A lot of schemes in economic studies at other universities have a similar course with title “special studies”
- The graduates seem to lack in research and quantitative technique area which are very essential for any population census research



CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Degree Title: MDM

Purpose: All the courses for degree program were developed by a committee of experts and learned professors, subject-matter specialists from other universities and research organizations from Pakistan. When and if needed, curriculum for MDM program is revised or updated. At department level, Board of Faculty, which comprises of senior faculty members, is responsible for updating the curriculum. This body is authorized to formulate syllabus and course content. The director of the Institute chairs the meetings of this body. The curriculum is then submitted then to the University Academic Council for approval. All the changes, modifications, additions and deletions with respect of the curriculum are given final approval by this body.

Credit Hour Requirements:

- a. Ordinarily a whole time student shall not be enrolled for more than 21 or less than 12 credit hours in a full semester except for the last semester. In the last semester a student may enroll 3 extra credits from a failed course with permission from the Director of UIMS and another 3 credits if allowed by the Vice Chancellor on recommendations of the Director.
- b. A part-time student shall not take more than 9 credits in a course.

A minimum of four semesters duration program after Bachelor degree (14 years of education) or equivalent. (minimum length of a semester is 14 teaching weeks).

Degree Plan:

The duration of the course for the degree of Masters in Development Management in full residence shall not be

- a. Less than 4 semesters and more than 6 semesters for a whole-time student.
- b. Less than 6 semesters and more than 8 semesters for a part-time student.

Pre-requisites: minimum academic requirements

A candidate seeking admission to the course for the degree of Masters in Development Management, in full or partial residence, must meet all the requirements for admission as below:

- a. Must hold a bachelors degree (BA/B.Sc./B.Com. or equivalent) from a recognized institution with a minimum of 2nd Division.
- b. Success for admission will be determined on the basis of open merit based on marks obtained in the Bachelors Degree.

Degree requirements

On the whole a student has to study 75 credit hours. In first four semesters, students study core courses. Students are also required to undergo an internship at some organizations of good repute and size to have a practical exposure. Degrees are awarded after successful completion of the required number of credit hours (courses) followed by internship report, research project and oral presentations.

Minimum Grade Point Average (GPA) for obtaining the degree is 2.50. To remain on the roll of the university a student is required to maintain the following minimum Cumulative Grade Point Average (CGPA) in each semester.

Semester CGPA

First	1.5
Second	1.75
Third	2.0
Fourth	2.50

Examination and Weightage

a) Theory

In theory paper, students' evaluation is done by mid-term examination, assignments/quizzes and final examination. The final examination is compulsory. A student who misses the mid-term examination is not allowed any make-up examination and is awarded zero marks in that examination. In case a student does not appear in the final examination of a course, he/she is deemed to have failed in that course. In theory, weightage to each component of examination is as prescribed here under:

Mid Examination	30%
Assignments/Quizzes	20%
Final Examination	50%

b) Practical

For practical examination (if applicable) 100% weightage (for the practical part) is given to the practical examination in the final.

Eligibility for Examination

A student is eligible to sit in the final examination provided that he/she has attended not less than 75 % of the classes in theory and practical, separately. The minimum pass marks for each course are 40% for MDM.

Scheme of Studies and Course Contents of MDM

Scheme of studies MDM is given in the table below. Detailed course contents of Graduate scheme of studies is given in Annexure 2.

Table 4: Scheme of studies for MDM

SEMESTER-I

S. No	Course No.	Course Title	Credit Hours
1.	DTM-701	Introduction to Sociology	2(2-0)
2.	ENG-702	Communication Skills	3(3-0)
3.	DTM -732	Theories & Model of Development	3(3-0)
4.	MGT-700	Principles of Economics	3(3-0)
5.	MGT-703	Principles of Management	3(3-0)
6.	DTM -709	Statistical Method in Social Sciences	3(3-0)

SEMESTER-II

S. No	Course No.	Course Title	Credit Hours
1.	MGT-702	Principles of Accounting	2(2-0)
2.	MGT-701	Principles of Marketing	3(3-0)
3.	MGT-777	Research Method	3(3-0)
4.	DTM -713	Sustainable Development	3(3-0)
5.	DTM -714	Development Economics	3(3-0)
+6.	DTM -752	Public Policy Issues & Analysis	3(3-0)

SEMESTER-III

S. No	Course No.	Course Title	Credit Hours
1.	MGT-712	Financial Management	3(3-0)
2.	DTM -721	Governance and Development	3(3-0)
3.	MGT-713	Human Resource Management	3(3-0)
4.	DTM -742	Strategic Management for Development	3(3-0)
5.	DTM -741	Social Impact Assessment	3(3-0)
6.	DTM -757	Project Management	3(3-0)

SEMESTER-IV

S. No	Course No.	Course Title	Credit Hours
1.	MGT-794	Training & Development	3(3-0)
2.	DTM -731	Development Finance	3(3-0)
3.	DTM -712	Participatory Development	3(3-0)
4.	MGT -781	leadership	3(3-0)
5.	DTM -743	Social Entrepreneurship & Enterprise Development	3(3-0)
6.	DTM -733	Poverty Alleviation & role of IFIS	3(3-0)
7.	DTM-737	Internship	

Standard 2-1: The curriculum must be consistent and support the program's documented objectives.

The following table shows that the curriculum of the MDM program is consistent with its objectives.

Table 5: Program Objectives Assessment

Subjects	Outcomes		
	1	2	3
DTM-731, DTM-721,DTM-737, DTM-757, DTM-743 .	+++	++	+++
DTM-701, ENG-702, MGT-794, DTM-732, DTM-714, MGT-713, MGT-733, DTM-712, MGT-700, MGT-703, MGT-701, DTM-713, DTM-742.	++	+++	++
DTM-731, DTM-721,DTM-737, DTM-757, DTM-743 .	++	++	+++

- + = Moderately Satisfactory
- ++ = Satisfactory
- +++ = Highly Satisfactory

Standard 2-2: Theoretical backgrounds, problem analysis and solution design must be stressed within the program's core material.

Table 6: Detail of courses representing theoretical background, problem analysis and solution design.

Elements	Courses (Codes)
Theoretical Background	DTM-701, ENG-702, MGT-794, DTM-732, DTM-714, MGT-713, MGT-733, DTM-712, MGT-700, MGT-703, MGT-701, DTM-713, DTM-742.
Problem Analysis	MGT-712, MGT-781, MGT-702, DTM-752, MGT-777, DTM-741, DTM-709 .
Solution Design	DTM-731, DTM-721,DTM-737, DTM-757, DTM-743 .

Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body

The curriculum does satisfy the core requirements of the program and efforts are made to add value to the program through revisions and modifications from time to time.

Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body/councils.

The curriculum satisfies the basic requirements of HEC by following the structure and outlines of courses provided by HEC and with the academic council. However efforts are being made to add value from time to time.

Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body/ council.

Information provided against slandered 2-1 reflected our curriculum satisfy

Standard 2-6: Information Technology Component of the Curriculum Must Be Integrated Throughout The Program

While the curriculum was prepared, all aspects of business and development are considered but not any single course of Information Technology is added in the program, However efforts are undertaken to add value from time to time.

Standard 2-7: Enhancing Oral and Written Communication Skills of the students

1 course aimed at enhancing communication skills have been integrated in the curriculum of MDM.

- Assignments are given to MDM students on specific titles (part of the course) which are presented orally and are submitted as written report, to increase their oral and written communication skills.
- As it is important to note that in every course students have to present at least one topic of their interest or on current topic in the form of presentation with the help of multimedia and or A. V. aids.

CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Information regarding laboratory would be covered in this section

Lab Title:	Computer Lab 1 & 2
Location and area:	University Institute of Management Science
Objectives:	It aids in teaching computer courses and supports the students in developing their IT skills.
Courses Taught:	Computer App. In Business, SPSS, MS Project Management, Peachtree Accounting.
Major Apparatus/Equipment:	Computers
Safety regulations:	No specific safety regulations are there.

Standard-3.1: Laboratory manuals/documentation/instructions for experiments

No specific lab manual is available however some manuals for individual computers are available whose record is not properly kept. The laboratories are not specious and inadequate. The computers and air conditioners are out of order.

Standard-3.2: There must be support personal for instruction and maintaining the

Currently two lab attendant are available to maintain the computers and to ensure the availability of internet. Both of them do not possess technical education relating to computers. There is a need for at least one person who has some technical know how of networking, database administration and trouble shooting.

Standard-3.3: The University computing infrastructure and facilities must be adequate to support program's objectives.

Computing facilities support: Available to all faculty members but not to students pursuing their MS programme.

Computing infrastructure: Two computing labs each 24 computers strong. Out these total 48 computers, 50% have Intel core 2 duo processors and rest 50% has Intel core i-3 processors. These computing facilities are sufficient for students admitted in a business education programme.

CRITERION 4: STUDENT SUPPORT AND ADVISING

CRITERION 4: STUDENT SUPPORT AND ADVISING

The support programs for students are organized by the University which provides information about admissions, scholarship schemes, seminars and conferences. The Institute in its own capacity arranges orientation and guided tours of the institute. The Directorate Student Affairs (now DSA) also conducts various cultural activities and takes care of students' problems. The institute provides adequate support to students in order to complete their degrees in timely manner and advises on choice of majors as well as possible employment opportunities.

Standard-4.1: Courses must be offered with sufficient frequency and number for

Courses are taught as per HEC criteria. At MDM level subjects/courses are offered as per scheme of study provided by the HEC and approved by Academic Council. Elective courses are offered as per policy of HEC and the University.

Standard-4.2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.

Both theoretical and practical aspects are focused to prepare the students for upcoming challenges. Theoretical problems are explained and assignments are also given to the students whereas, for practical exposures internship program is run, study tours are organized and distinguished guest speakers are invited from the industry to keep them update on the latest developments in the area.

- Courses are structured and decided in the board of studies meeting.

- At commencement of each semester, faculty members interact frequently among themselves and with students. Students are welcome to ask question in class and even after the class.
- Emphasis is always given for an effective interaction between each section of MDM classes.

Standard-4.3: Guidance on how to complete the program must be available to all students and access to qualified advising must be available to make course decisions and career choices.

Several steps have been taken to provide guidance to students by different ways such as:

- Students are informed about the program requirement through the administration office.
- Through the personal communication of the teachers with the students.
- Students can also contact with the relevant teachers whenever they face any problem.
- Tutorial System in all departments has also been introduced. Two periods on Thursday are reserved for extracurricular activities. Due to great significance, students are being motivated to participate in such activities. However, there is no such counseling Cell in the department.
- Realizing the need for exploring job opportunities for the university graduates, Directorate of Placement Bureau has been established.

CRITERION 5: PROCESS CONTROL

CRITERION 5: PROCESS CONTROL

This section deals with the process of admission, registration, faculty recruitment and other such activities.

Standard-5.1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

The process of admission is well established and is followed as per rules and criteria set by HEC. For this purpose an advertisement is published in the national news papers by the Registrar office.

- Admission criteria for MDM is Graduation with minimum of second division.
- Admission criteria are reviewed every year before the announcement of admissions

Standard-5.2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

- The student name, after completion of the admission process, is forwarded to the Registrar office for proper registration in the specific program and the registration number is issued to the student.
- Students are evaluated through Mid, Final and Practical exams and through Assignments.
- Registration is done for one time for each degree but evaluation is done on the basis of semester results and enrollment is done each semester.
- Only those students, who fulfill the criteria of the University, are promoted to the next semester.
- In general, the students are registered on competition bases keeping in view the academic and research standards.

Standard-5.3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

Recruitment policy followed by the University is the same as recommended by the HEC. Induction of all posts is done as per rule.

- Vacant and newly created positions are advertised in the national newspapers, applications are received by the Registrar office, scrutinized by the scrutiny committee, and call letters are issued to the short-listed candidates on the basis of experience, qualification, publications and other qualities/activities as determined by the University.
- The candidates are interviewed by the University Selection Board, and principal and alternate candidates are selected.
- Selection of candidates is approved by the Syndicate for issuing orders to join within a specified period.
- Induction of new candidates depends upon the number of approved vacancies.
- Standard set by HEC are followed.
- At present, no procedure exists for retaining highly qualified faculty members. However, the revised pay scales structure is quite attractive.
- HEC also supports appointment of highly qualified members as foreign faculty Professors, National Professors and deputs them to the concerned universities.

Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.

To provide high quality teaching, department periodically revises the curriculum in view of field requirements, innovations and new technology.

- With the emergence of new fields, new courses are introduced and included in the curriculum.
- Students usually buy pirated editions of technology books. These are also available in the University library, where documentation, copying and internet facilities are available.
- Most of the lectures are supplemented by overheads, Multimedia, slides and handouts.
- All efforts are made that the courses and knowledge imparted meet the objectives and outcome. The progress is regularly reviewed in the staff meetings.

Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.

The controller of examinations announces the date regarding commencement of examination. After each semester, the controller office notifies results of the students. The evaluation procedure consists of quizzes, mid and final examinations, practical, assignments, reports, oral and technical presentations. The minimum pass marks for each course is 40%. The weightage to each component of examination is as prescribed here under:

Mid Examination	30%
Assignments	20%
Final Examination	50%

Grade points are as follows

Marks Obtained	Grade	Grade point	Remarks
80-100%	A	4	Excellent
65-79%	B	3	Good
50-64%	C	2	Satisfactory
40-49%	D	1	Pass
Below 40%	F	0	Fail

- Gold medals are awarded to the students who secure highest marks.
- Degrees are awarded to the students on the convocation that is held every year.

CRITERION 6: FACULTY

CRITERION 6: FACULTY

Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The majority of the faculty must hold a Ph.D. in the discipline.

Currently there are eighteen full time faculty members including the director of the institute, one of them is on study leave. This faculty is not sufficient to run such a big institute that is why we have to go for a large number of visiting faculties.

Table 7: Faculty distribution by program areas

Program/Area of specialization	Courses in the area and average number of sections	Number of faculty members in each area	Number of faculty with PhD degree
Finance	courses sections (Evening)	8	1
Human Resource Management	Courses sections (Evening)	5	3
Marketing	Courses sections (Evening)	1	-

Besides the data shown in table-7, the Director of institute also holds PhD degrees in Operations Management. PhD degree of one faculty member and MS degrees of three faculty members are in progress.

Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place. Effective Programs for Faculty Development

- Professional training and availability of adequate research and academic facilities are provided to the faculty members according to the available resources.
- Currently one faculty member is abroad on study leave for doctoral degree as sponsored by the HEC whereas, two members are doing their Ph.D. degrees from local universities.
- Existing facilities include mainly internet access, which is available through local area network. In addition library facility with latest books is also available.
- Support for attending conferences can lead to enhancement of research initiatives at the university.

Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.

FACULTY SURVEY

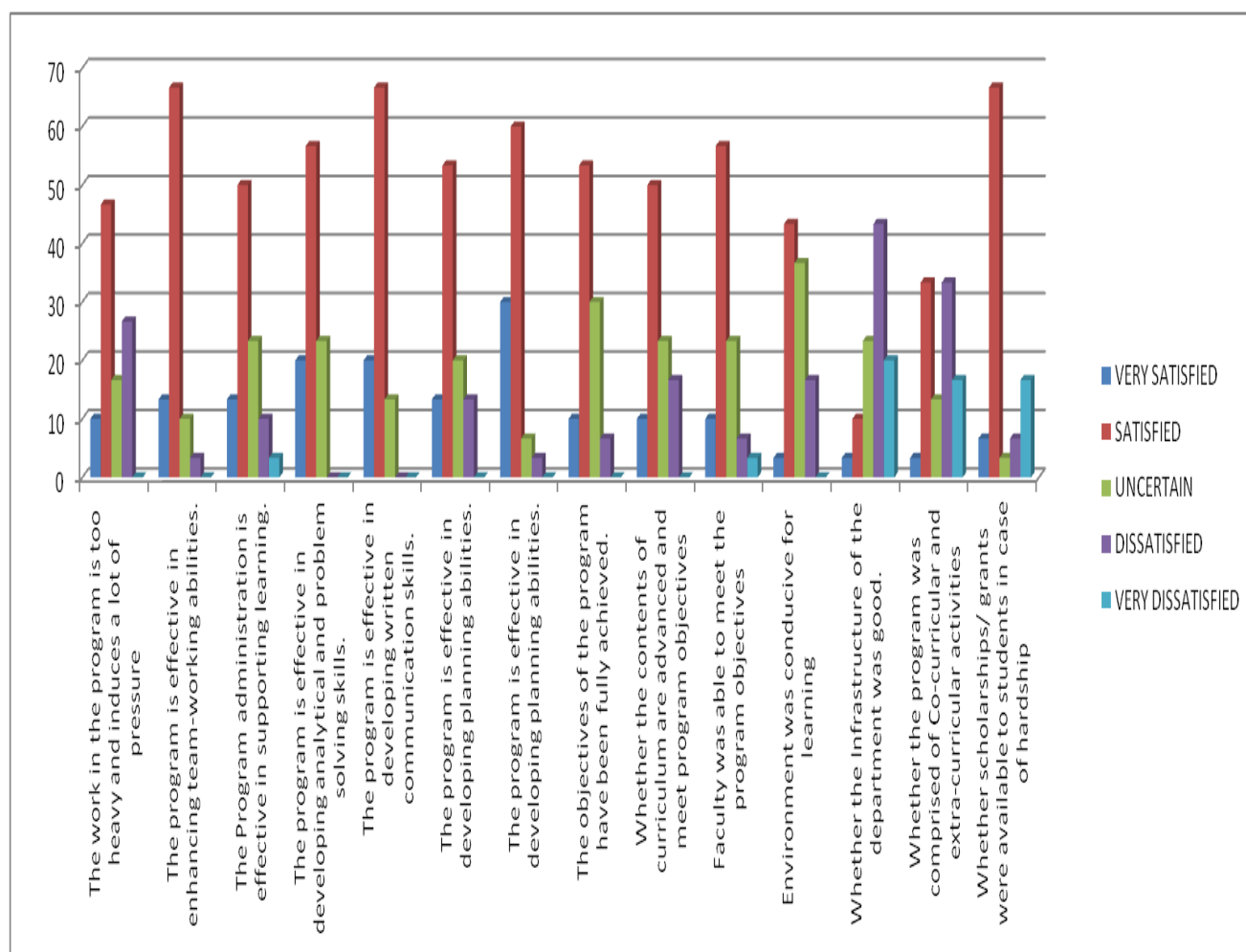
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's further education, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well equipped computing lab and library

The detailed results of the survey (**proforma-5**) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, Very Dissatisfied.



CRITERION 7: INSTITUTIONAL FACILITIES

Standard- 7.1: The institution must have the infrastructure to support new trends in learning such as e-learning.

The faculty has access to internet and HEC digital library which is very helpful for the high quality education and producing research of international standard. The institute has also developed its own digital library that provides 500-600 on line books.

However the department has the following shortcomings/problems:

- The basic infrastructure for e-learning like computers and multimedia are in insufficient quantity. The lab has only 25 computers which facilitate the whole institute.
- The University policy of not providing computers and printers to faculty, especially lecturers and assistant professors hampers the quality of teaching and other allied tasks.
- Due to low internet speed, the use of web based applications and resources become very difficult and time consuming. The internet services are not up to the mark and often do not work. The intercom is connected with the internet and the services are often breached.
- Computer lab equipments (CPU, Mouse, Keyboard etc.) are either out of order or outdated.
- There is not sufficient trained supporting staff for IT based systems.
- For day to day working the fans, tube lights and air-conditions are out of order and are not properly and timely repaired.

Standard- 7.2: The library must possess an up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.

The Institute's Library is technically equipped however there are limited numbers of books that can only meet basic requirements. It has 3500 books of various disciplines gradually growing but at a slow pace of about 200 to 300 books a year. The library also has a limited number of periodicals that include The Time, Pakistan and Gulf Economist, Aurora and Spider. It has no collection of scholarly Journals of development management and also lacks in Handbooks on any developmental topic.

It's a small library in term of space and facilities with no catalogue systems. The library has one attendant and a computer assistant. Both work on alternate hours as attendants. The library staff needs to be enhanced along with catalogue system implementation and more space allocation to the library.

Standard- 7.3: Class-rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibilities.

Currently the class rooms are not enough and the space is not only limited but also some basic facilities are lacking. Some of the classrooms are equipped with multimedia which helps the learning process. But we need more multimedia to perform efficiently. Moreover, the technical support is not enough to sustainably maintain whatever technical capability is possessed. Computer labs are less in number and with minimal supporting staff, which effect practical training and research activities. Similarly faculty offices are equipped but are in need of up-gradation.

CRITERION 8: INSTITUTIONAL SUPPORT

CRITERION 8: INSTITUTIONAL SUPPORT

The university administration has been struggling hard to strengthen all the departments, upgrade them and establish new faculties and Institutes. The university is also trying to attract highly qualified faculty.

Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.

Although the contribution in terms of revenues is considerable on part of the institute yet there are insufficient financial resources to maintain the present needs of the department. Keeping in view the programs run by the department as well as the number of student, there is a need for enhancing the building/area capacity of the institute. This enhancement shall overcome the limitations faced by the faculty for their private spacious rooms (to manage the study materials, students' meetings and research work) as well as library needs (spacious, with silence and faculty zones) and computer labs. To maintain and enhance the competences of the faculty members, opportunities for improvement in qualification and foreign trainings may be provided.

Standard 8-2: There must be an adequate number of high quality graduate students, research assistants and Ph.D. students.

To cater for the further educational needs of MDM graduates we have recently started MS program in Management sciences and efforts are being made to put in place necessary academic and other resources to initiate PhD program in near future.

The intake of MDM students is once in a year. A strict merit policy is applied during admission.

Standard- 8.3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

Library Budget: The institute is provided with Rs. 200,000 to 300,000 per annum as library budget.

Computer Lab: No specific budget for computer Lab is available however the institute gets about Rs.150,000 to Rs.300,000 for the purchase of Machinery & Equipment and an overall budget of Rs. 50,000 to 75,000 for Repair and Maintenance of the Machinery and Equipment.

Currently two computer labs of about 100+ systems are available which are networked and internet connectivity is also available. Each program offered at UIMS has courses in IT applications and additionally there are assignments, presentations and projects for which students require to work on computers.

Summary and conclusions

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR). UIMS was established in 1996 with the inception of BBA, MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the new enrollment of approximately 15 students in MDM every year.

UIMS has been short on resources throughout its life but despite all these hardships it has been growing qualitatively and quantitatively. However, now it has reached a stage where if not strengthened it may fail to sustain its achievements and start deteriorating.

UIMS is severely deficient in the following areas and needs to be strengthened.

a) **Faculty:** The UIMS fulltime faculty consists of only 18 people that include 9 lecturers, 8 Assistant Professors and 1 Associate Professor. The fulltime faculty handles approximately 50% of the overall academic load and to take care of the rest of the load UIMS relies on the visiting faculty. In order to improve the quality of education imparted by the institute it is imperative that an extensive faculty development program be undertaken. Moreover, the incompatible remuneration packages also hamper the efforts to attract senior faculty especially in the discipline of management sciences to which some solution needs to be figured out.

b) **Infrastructure:** The infrastructural requirements of the institute need a big boost. Right now UIMS is operating in the building which was originally built as agricultural-research-labs and although renovated and restructured it is neither enough nor suited for the needs of a modern business school. Therefore, it is required that a larger customized building be constructed for

the institute which has enough lecture halls equipped with modern multimedia facilities, computer labs, library, a seminar hall, space to conduct corporate trainings, a small business incubation center, office space for the faculty and staff, common area for male/female students and amenities.

c) **Equipment:** Currently UIMS has two Computer Labs that house 24 core i-3 computer each but most of the sections of the classes at UIMS have 50 students and if a course needs lab support it is never possible to provide it to the whole of the class at a time. In all such classes 2 - 3 students share one computer for their work. Some of the courses that require active usage of computers are IT Applications for Business – I, IT Applications for Business - II (taught to all the classes), e-Commerce. This Comp-Lab support falls far short of the needs of the large student body and needs to be enhanced. There should be at least two more such labs.

The survey of graduating students (proforma – 3) was conducted from students graduating in spring 2013 and spring 2014. There were 4 respondents. The survey reveals that the MDM programme enhanced the graduates' team working ability, developed the analytical and problem solving skills, improved the graduates' planning ability and the content of curriculum and faculty met the programme objectives. However the graduates believe that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars, workshops etc and the infrastructure, including campus administration, was not sufficient to fulfill all the objectives of the programme. Also the financial aid and scholarships were not enough to fulfill the needs of all needy students Graduates identified that the courses are very general and needs to be revised. The management sciences courses may be replaced by development economic course so that the students could specialize in at least one subject.

The Alumni survey (proforma – 7) was sent to more than 30 ex-students through google forms. There were only 5 respondents to the survey. Almost

all are jobless and pursuing M-Phil studies at private institutes. The alumni survey reveals that the programme does not seem to impress the alumni in most of the quality dimensions especially in IT and report writing skills. Alumni felt deficiencies in campus infrastructure and showed a concern about the reputation of the institution at national and international level. As per survey the schemes of study include courses that have nothing to do with development economics like accounting, Human Resource Management, Financial Management etc. These courses should be replaced by few more development economic courses. Alumni also suggested that some efforts should be done to link NGO sector with this programme as the sector has no intimation with this programme and right now employees MSC economics graduated for the job.

The feedback from employer survey (Proforma – 8) is very encouraging. The employer found the graduates very reliable and good team players. The teacher evaluation (proforma 1) and course evaluation (proforma-10) showed mixed results for the faculty and will serve admin in better course allocation in next semesters to come.

Annexure 1

List of Publications by Faculty

Dr. Rauf I Azam

1. Saad Mahmood, Saman Attiq and Rauf I Azam "Motivational Needs, Core-Self-Evaluations and their link with Job Satisfaction: Evidence from Telecom Sector of Pakistan", Pakistan Journal of Commerce and Social Sciences, Vol. 8, No. 1, pp. 149-169, 2014.
2. Muhammad Shahzad Ijaz, Ahmed Imran Hunjra, Zahid Hameed, Adnan Maqbool and Rauf I Azam, "Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of Karachi Stock Exchange", World Applied Sciences Journal, Vol. 23, No. 6, pp. 863-870, 2013.
3. Lubna Riaz, Ahmed Imran Hunjra and Rauf I Azam, "Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception: A Conceptual Study", Middle-East Journal of Scientific Research, No. 12 (6), pp 789 – 795, 2012.
4. Javed Mahmood Jasra, Rauf I Azam and Muhammad Asif Khan "Impact of Macroeconomic Variables on Stock Prices: Industry Level Analysis", Actual Problems of Economics, No. 8 (134), pp. 403 – 412, 2012
5. Saman Attiq and Rauf I Azam "How Individual Social Values Stimulate Consumer's Purchase Decision Involvement and Compulsive Buying Behavior", Actual Problems of Economics, No. 7 (133), pp. 300 – 308, 2012.

Dr. Farida Faisal

Dr. Rabia Imran

1. ---

Dr. Abdul Raheman

1. **Abdul Raheman**, Khalid SHoail, Bushra Zulfiqar etc (2014), "Short run and Long run performance of Initial Public Oferings in Pakistan" *Pakistan Business Review(PBR)*. Vol.16, No. 3, pp. 613-645
2. **Abdul Raheman**, M. Khalid Sohail, Bushra Zulfiqar, Akbar, Imran & Tanzeel ur Rehman (2012) 'Foreign Exchange Risk Exposure in Firms Listed at Karachi Stock Exchange' *International Research Journal of Finance and Economics*, Issue 91, pp. 29-38
3. M. Khalid Sohail, **Abdul Raheman**, Bashir Ahmed Fida and Azhar, (2012) " Effects of Index Reconstitution under Different States of Market" *Journal of Basic and Applied Scientific Research*, Issue 2 (7), pp. 7128-7141.
4. Ammara Mubashir, **Abdul Raheman** and Bushra Zulfiqar, (2012) " Co-Alignment among Corporate Strategy, Financial Structure and Firm Performance in Non-Financial Sector of Pakistan" *Journal of Basic and Applied Scientific Research*, Issue 2 (7), pp. 7107-7114.
5. M. Khalid Sohail, **Abdul Raheman**, Ummara Noreen, Bashir Ahmed Fida and Bushra Zulfiqar, (2012) " Index Re-composition Effects: Comparison of Different Models" *Journal of Basic and Applied Scientific Research*, Issue 2(4), pp.3294-3301.

Mr. Ahmed Imran Hunjra

1. S. A. Khan, S. A. Qureshi, and **A. I. Hunjra**, “CRM Implementation: A Descriptive Study of the Service Industry in Pakistan. *World Applied Sciences Journal (ISI-Journal)*, Vol.30 (03), p, 355-361: February 2014. ISSN: 1818-4952.
2. M. S. Ijaz, **A. I. Hunjra**, Z. Hameed, A. Maqbool and R. I. Azam. Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of KSE. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (06), p, 863-870: June 2013. ISSN: 1818-4952.
3. E. U Hassan, F. Shahzeb, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**. Impact of Affect Heuristic, Fear and Anger on Decision Making of Individual Investor: A Conceptual Study. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (04), p, 510-514: April 2013. ISSN: 1818-4952.
4. L. Riaz, **A. I. Hunjra**, and R. I. Azam, “Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study”. *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (6), p, 789-795: June 2012. ISSN: 1990-9233.
5. S. Iqbal, K.U. Rehman, **A. I. Hunjra**, “Consumer Intention to Shop Online: B2C E-Commerce in Developing Countries”. *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (4), p, 424-432: November 2012. ISSN: 1990-9233.
6. S. A. Qureshi, K.U. Rehman and **A. I. Hunjra**, “Factors Affecting Investment Decision Making of Equity Fund Managers”. *Wulfenia Journal (ISI-Journal Impact factor 0.269)*. Vol.19 (10), p, 280-291: October 2012. ISSN: 1561-882X.

Annexure 2

Detailed course contents of MDM Degree Program

DTM 701

INTRODUCTION TO SOCIOLOGY

3(3-0)

Introduction: sociology as the science of society, scope and significance, fields and application of sociology, Quranic sociology, society and community, social structure; social interaction processes: cooperation, competition, conflict, accommodation, acculturation, assimilation; culture: meaning and nature of culture, elements of culture: norms, values, beliefs, sanctions, customs, transmission of culture, cultural lag, cultural variation, cultural integration, cultural evolution, cultural pluralism; deviance and conformity, mechanisms, techniques and agencies of social control; forms of social organization, types and functions of social groups, forms and nature of social institutions, forms of community; nature of social stratification, approaches to the study of social stratification, caste and class, social mobility; features and types of collective behaviour: crowd, mob and public, social movements; media of mass communication, propaganda, globalization of mass media, formation of public opinion; process and dynamics of social change, social change and social problems, impact of globalization on society and culture, resistance to social change.

Books Recommended:

- Williams, C.R., and Arrigo, B.A. (2005), *Theory, Justice and Social Change: Theoretical Integrations and Critical Applications*, New York: Springer.
- Quah, S.R., and Sales, Aa. (eds) (2000), *The International Handbook of Sociology*, Sage Publications Ltd.
- Taga, A.H. (2000), *An Introduction to Sociology*, Lahore.
- Newman, D.M. (2004), *Sociology: Exploring the Architecture of Everyday Life*, 5th edition, Pine Forge Press.
- Hafeez, S. (1991), *The Changing Pakistani Society*, Karachi: Royal Book Company.
- Blau, J.R. (2004), *The Blackwell Companion to Sociology*, Blackwell Publishing.
- Kleinman, D.L. (2005), *Science and Technology in Society: From Biotechnology to the Internet*, Blackwell Publishing.
- Niezen, R. (2004), *A World Beyond Difference: Cultural Identity in the Age of Globalization*, Blackwell Publishing.
- Roberts, J.T., and Hite, A. (1999), *From Modernization to Globalization: Social Perspectives on International Development*, Blackwell Publishing.

Introduction:

This course is an introduction to the fundamentals of a basic accounting system including how to record business transactions, prepare financial statements and use accounting information in accordance with Generally Accepted Accounting Principles (GAAP). The course will be a theoretical and practical problem solving learning experience and will help the students develop their analytical abilities in using financial data. The successful completion of this course will require students to demonstrate an understanding of the basics of accounting and to explain how accounting can be used as a tool to assist in making business decisions. Objectives of this course are

- To introduce accounting concepts which enable students to recognize, understand and maintain different accounts of business according to the Accounting Standards, with a clear understanding of how transactions are recorded in different types of business.
- To make students understand the basic elements of double-entry accounting systems, accounting cycle, entering transactions in journals, posting to ledgers, compiling end-of-period worksheets with adjusting entries and preparation of financial reports.

Course Contents:

What is accounting, its purpose and users of financial data, Assets, Liabilities and Owner's Equity, Recording changes in financial position, Revenue, Expense, Measuring business income, Adjusting entries, Complete an accounting cycle (a sole proprietor service enterprise), Accounting for merchandising companies, Multiple step Income statement, Accounts receivable and notes receivable, Inventories and cost of goods sold, Cost Flow Assumptions, Generally accepted accounting principles

Books Recommended:

1. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, , 12th Edition, Mc Graw Hill Inc.2003
2. Christopher Nobes, The Penguin Dictionary of Accounting, Penguin Books.
3. Frank Wood and Alan Sangster, Business Accounting – 1, , 11th Edition, Pearson Education, 2008

Introduction:

This course will help students to understand the basic marketing concepts and apply these concepts to complex and realistic business environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues such as, What business should we be in? What is our competitive advantage? What opportunities and threats do we face? What are our marketing strategic alternatives? How should our marketing resources be allocated? What are our marketing strengths and weaknesses? What are our long term objectives and alternatives?

Course Contents

Marketing in a changing world, creating customer value and satisfaction, what is marketing, and marketing challenges in the new “connected” millennium. The marketing environment, the company’s microenvironment, macro-environment, responding to the macro environment. Consumer markets & consumer buyer behavior, the buyer decision process, market segmentation, targeting and positioning for competitive advantage, market segmentation, market targeting, product line decisions, product mix decisions. Product & services strategy, product classifications, new-product development and product life cycle strategies. Pricing products: pricing considerations and approaches, pricing strategies, new-product pricing strategies, and product mix pricing strategies. Distribution channels and logistics management, the nature of distribution channels, channel design decision and channel management decisions. Integrated marketing communication strategy, the marketing communication mix, setting the total promotion budget and mix, advertising, sales promotion and public relations, advertising, sales promotion and public relations, personal selling and sales management.

Books Recommended:

1. Philip Kotler & Gary Armstrong, Principles of Marketing, 12th Edition, Publisher: Prentice Hall. 2006
2. [David Meerman Scott](#) ,The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing, and Online Media to Reach Buyers, Wiley, John & Sons, Incorporated ,2007 .
3. Solomon, Greg, Elnora Stuart, Marketing Real People, Real Choices: International, 6th Edition, Prentice Hall.

Introduction

The purpose of this course is to introduce students to the field of public policy and to analytic applications in that field. There is an emphasis on determining what public policy is and on the variations in policy settings and appropriate analytic approaches suited to different public policy arenas. There is also an emphasis on the importance of the political context of public policy and the influence of political factors has on analytic approaches to policymaking and policy analysis. Several policy analysis tools will be examined and their strengths and weaknesses considered.

Course Contents:

This course will introduce you to some of the ideas that emerge from the tradition, given that it is concerned with the policy process in different political, economic and social contexts, it will also have to cover the policy process in circumstances different from those prevailing in the country. Ideas about the role of the state have moved on. The institutional arrangements for policy, especially the division of labour between politicians and bureaucrats, assumed in this tradition only apply in a limited sample of countries.

The core of the course is a 'rational' approach to policy making and implementation, an approach that includes problem analysis, stakeholder analysis, an evaluation of options, the allocation of resources and construction of programmes, and then some form of monitoring and evaluation. That is not to say that the policy process always occurs in this linear, rational and logical way, and you will be asked to think critically about how policy is made in the real world in different social, economic, cultural and political contexts.

The policy analysis model and alternatives, stakeholders, data collection and analysis Implementation – policy instruments and service provision, policy evaluation, strategic planning and policy making, policy networks and policy transfer – policy in a globalised world

Recommended Books

1. Weimer and Vining. 2005. *Policy Analysis: Concepts and Practices*. 4th Ed. Pearson/Prentice Hall.
2. Quade, E. S., *Analysis for Public Decisions*. 2nd Ed.
3. Leslie A. Pal, *Beyond Policy Analysis* (3rd edition 2006).
4. Stillman, R.J. (2004). *Public administration cases and concepts* (8th ed.). Boston, MA: Houghton Mifflin. ISBN 9780618310456.
5. Radin, B.A. (2000). *Beyond Machiavelli: Policy analysis comes of age*. Washington, DC: Georgetown University Press.
6. Diana M. Dinnito, Linda K Cummins, *Social Welfare, Politics and Public Policy*. (6th Edition)

Introduction:

Firms invest in real assets such as plant and equipment (the Investment decision) and raise money via personal funds, stocks, bonds or bank loans (the Financing decision). Financial Management is about how these Investments and financing decisions should be made. This course explores the first part of Financial Management and introduces the framework, tools and techniques for making Investment decisions. . Objectives of this course are

- To give students a comprehensive understanding of financial system that how financial institutions mobilize funds through financial securities
- To equip students with techniques required to evaluate a project financially
- To equip students with skills required to efficiently control working capital

Course Contents:

An Overview of Financial Management: financial management and its goals, The Financial Environment: Markets, Institutions, Interest Rates, Valuation Concepts (Time Value of Money), Valuation Models: capital stock valuation, preferred stock valuation and bond valuation, Capital Budgeting and Estimating Cash flows, Capital Budgeting Techniques: IRR, NPV, payback period, Overview of Working Capital Management: working capital issues and financing current assets , Cash And Marketable Securities Management, Account Receivable and Inventory Management: credit and collection policy, analyzing the credit applicant, Short Term Financing: spontaneous and negotiated financing, factoring accounts receivable

Books Recommended:

1. James C. Van Horne and John M. Wachowicz ,Fundamentals of Financial Management, 13 th Ed, Prentice Hall Inc.2009
2. Shim and Siegel, Schaum's Outline of Financial Management, 2nd Edition, 1997
3. Eugene F. Brigham and Micheal C. Ehrhardt ,Financial Management, Theory and Practice, 11th Edition, Prentice Hall Publisher, 2007

Introduction:

Organizations succeed through the efficient and effective use of resources and the central to the resources is human resource. It is therefore imperative to know how organizations maintain and retain its human resource. The course is designed to give students an insight of the theoretical & practical perspective, concepts, issues and practices in HRM.

Course Contents:

Basic of human resource management (HRM), features of HRM, HRM and personnel management, management and personnel field, the personnel function, job design and analysis, human resource planning, recruitment and selection, testing, interviewing and assessments, performance appraisal and management by objectives, career development, training, people and motivation, quality of working life, leadership, participative management, discipline, union and management, collective bargaining, grievances and arbitration, compensation administration, health and safety, employee rights.

Recommended Books:

1. Michael Armstrong, Armstrong's handbook of Human Resource Management, 11th Edition, Kogan Page, 2009
2. R. Wayne Mondy, Human Resource management, 10th Edition, Pearson India, 2009
3. Mejia, David Balkin, and Robert Cardy, Managing Human Resource, 4th Edition, Pearson India, 2008
4. Gary Dessler, Human Resource Management, 10th Edition, Prentice Hall, 2004

Introduction:

This course has been designed to develop the conceptual framework of the graduate students particularly those who have nil or nominal exposure to economics as a subject. It is aimed to tender students a thorough understanding of the principles of economics that are necessary for optimal decision making within the larger economic system. Besides elementary micro and macro economics, appropriate theory of other allied economic concepts would be taught.

Course Content:

Definition of Economics, Scope of Economics, Positive versus normative economics, Static and dynamic economics, Circular flow model, Economic systems, Consumer Demand and various dimensions, factors affecting demand. Concepts of Elasticity, Utility concepts and laws, Supply and its various dimensions, Laws of return (short run and long run), Cost concepts and curves. Characteristics of various markets. GDP versus GNP, Economics growth and economic development, Aggregate demand and aggregate supply. Money and banking, Interest rate. Unemployment and inflation, exchange rate, international trade, balance of payment and balance of trade, poverty, and inequality.

Recommended Books:

1. McConnell and Brue, Economics: Principles, problems and policies, 17th addition, McGraw Hill Inc New York, 2007.
2. Roger LeRoy Miller, Economics Today, 13th Edition, Addison Wesley, 2007.
3. Richard G. Lipsey, Peter O Steiner, Douglas D. Purvis and Paul N. Courant, Economics 12th Edition, Harper and Row publishers, 2005.
4. Samulson & Nordhus, Economics, 18th Edition, McGrawHill, 2004

Introduction:

The field of Management is an exciting and dynamic one. It is important for the students to become a successful manager in future. Principles of Management is an introduction to the process through which an organization coordinates the activities of people to reach a common objective/goal. These activities include planning, organizing, leading, and controlling, and involve the effective utilization of the tangible and intangible resources like land, labor, capital, information, knowledge, entrepreneurship, and technology. This course will develop the student's basic understanding of the principles of management with emphasis on the practical application of management theory and concepts. The student will examine the major functions in action in an organization and the key decisions which arise at each stage. On completion of this course, the student will be aware of the interactive nature of organizations and the various environmental factors, both internal and external, which affect the operations of the organization and its management.

Contents:

Introducing management and managers, Management levels and skills; and Managerial functions, Managerial roles in organizations, Historical overview of management and organizations, Management yesterday and today: Classical view of management; Scientific and Bureaucratic, Assignment/Activity, Administrative view of management Presentation, External & internal environment of organization., Understanding organization culture, Decision making: The Essence of the Manager's Job Presentation, Foundations of Planning, Strategic Management: Levels of strategy. BCG and Porter's model, Budgeting, scheduling, GANTT charts, PERT network, Key concepts and nature of organizational structure / organization chart, Human Resource Management, Managerial Communication and IT Presentation, Motivating self and other persons around, Maslow's hierarchy of needs theory and its analysis, Motivating knowledge workers. Leadership process and how leaders influence Presentation, Behavioral and Situational Models of Leadership, Transactional, Transformational, and Visionary leadership, Understanding group behavior and type of groups in organization, Group concepts, Stages of group development, Effective teams and its types, Understanding managerial communication and its functions Presentation, Foundations of Control, Controlling for Organizational Performance

Books:

1. [James Arthur Finch Stoner](#), Freeman R., and Daniel R., Jr. Gilbert, Management, 6th Edition, Pearson India, 2009.
2. Stephen P Robbins, Marry Coulter, Management, 9th Ed, Prentice Hall Inc. 2007.
3. Richy W. Griffin, Management, 8th Edition, Wiley India, 2007.
4. Heinz Weihrich, Harold Koontz, Management: A Global Perspective, 11th Edition, McGraw Hill, 2004.

Learning Objectives:

Models of economic growth and structural transformation are introduced. The role of the market versus the state is explored in the context of economic reform and liberalization. The impact of globalization on developing (emerging) economies is scrutinized. Also included are such issues as trade and finance, in so far as they impinge on economic development. Resources from the Internet will be used extensively.

Course Contents:

Introduction: Redistribution, Growth and Welfare; Media and Policy; Property Rights; Economic Growth: The Neo-classical and Endogenous story; Economic Growth: Education and Human Capital; Land Redistribution; Poverty, Undernutrition & Intra-household Allocation; Microfinance; Credit, Saving and Insurance; Social Networks and Social Capital; Decentralisation and Public Good Provisions; Regulation and Development

Text Books and Software:

1. Ray, D. (1998). Development economics. Princeton University Press.

Reference:

- Duflo, E., Glennerster, R & Kremer, M. (2006). *Using Randomization in Development Economics*
- *Research: A Toolkit*. <http://www.aniket.co.uk/teaching/devt2009/duflo2006.pdf>
- Donaldson, D. and Mueller, H. (2005). *Some Notes on the Intuition behind popular econometric*
- *Techniques*. <http://www.aniket.co.uk/teaching/devt2009/Donaldson2005.pdf>
- Angrist and Krueger (Autumn, 2001). *Instrumental Variables and the Search for Identification:*

Course Description

The course introduces the concept of sustainability, the events that have brought about this concept of development and the role of the market, major stakeholders and institutions that drive change toward SD. Students are introduced to current SD jobs to reinforce the notion that SD is a broad concept that must be applied in context to understand the “business case” for sustainability. Students participate in a job fair featuring current positions in SD companies.

Also focuses on firms’ strategies to implement SD, acknowledging that an individual firm has no power to change macroeconomic conditions (e.g. firms are price takers). Students are introduced to environmental and social standard setting bodies, certification and firm-level tools used to implement SD strategies. Students present case studies of SD firms.

Course Contents:

This course addresses the changing boundaries of stakeholders who, in turn, influence SD policies at the “macro” level. This session points out markets’ important but limited role in SD. To compensate, governments might intervene to correct market failures and place value on certain assets not valued in the marketplace. But governments, too, can seem to move too slowly or not as effectively as some would want. Thus the role of NGOs, through single issue advocacy and/or direct service provision, is discussed. Transparency is also introduced as an important SD driver. Students view a film of a public-private water projects.

Books Recommended

1. Forest L. Reinhardt “Sustainable Development: A Business Strategy Perspective.” Harvard Business School, 2004. On line at http://opim.whartonj.upenn.edu/gc/philadelphia/abstract/Abstract_Peinhardt.pdf
2. Simon Dresner, The Principles Of Sustainability, Earthscan Publications Ltd.
3. John Blewitt, Understanding Sustainable Development, Earthscan Publications Ltd.

COURSE OBJECTIVE:

The course is designed to make the students well conversant with the diversity of issues, facing both theorists and practitioners in the area of development economics. By the end of the course, students are hoped to develop working knowledge of various concepts of Growth, Development and the impediments stand responsible for precarious economics conditions of third world nations. In-depth knowledge and critical appraisal of contemporary theories and models of Growth and Development would familiarize the students with practical issues such as area specific development pathways, role of public policies and other major economic and non-economic internal and external factors of development. Critical and analytical thinking about these topics and understanding of their application and effect to everyday lives of the people in developing countries constitute the overall goal of the course.

COURSE CONTENTS:

Basic conceptual framework of economic growth and development. Core values, objectives and measuring approaches of development. Structural diversity and common characteristics of developing countries. Alternative theories of economic growth and development. Leading issues in economic development including economic growth, population growth, employment, labor migration, urbanization, foreign investment, international trade and agricultural transformation & rural development with special reference to developing world.

BOOKS RECOMMENDED:

1. Todaro M.P., 2009. Economic Development, (10th Ed.). Pearson Education, Singapore.
2. Narayana, N. 2005. Economic Development: Issues and Policies. Serial Publications, Dehli
3. Thirlwall, A.P. 2010. Growth and Development With Special Reference to Developing Economies (8th Ed.), Plgrave, MacMillan Publisher, England.

Introduction:

The research methods course introduces students to the principles of research and the relationship between theory and methods. Particular attention will be placed on qualitative and quantitative research methodologies. The course will furthermore, enable participants to distinguish between scientific method and common sense knowledge.

Contents:

The Scientific Method; Research and Scientific Progress; What is Research?; The Research Process: An Overview; Research in Economics and Social Sciences; Introduction to Qualitative and Quantitative Research Methods, Types of Research, Qualitative Empirical Research; Quantitative Empirical Research; Experimental Research, Research Design The Research Problem; Sub problems; The Literature Review; Research Hypotheses, Research Design General Criteria for Research Design; Choosing an Approach; Choosing a Data Collection Strategy; Assumptions, The Research Proposal, The Problem and its Setting; The Review of the Literature; The Data and the Treatment of the Data; The Qualifications of the Researcher; Outline of the Proposed Study; Data Collection Strategies, Types of Data; Using Secondary Data; Sampling Methods for Primary Data; Choosing a Sample Size, Survey Design, The Steps of Survey Design; Elements of a Good Survey; The Codebook; The Pilot Questionnaire; Conducting the Interviews, Data Preparation, Coding Primary Data; Inputting Secondary Data; Re-Coding Data; Selecting Observations, Data Analysis, Summary Statistics and Means Tests; Scatter plots; Some Common Regression Problems, Writing the Research Report, The Format of the Report; Notes on Writing; Presenting the Report

Books:

1. Alan Bryman, Social Research Methods, 3rd Edition, Oxford University Press, 2008
2. George M. Hall, How to Write a paper, 4th Edition, Wiley, 2008
3. Sharon Lawner Weinberg and Sarah Knapp Abramowitz, Statistics using SPSS – an Integrated Approach, 2nd Edition, Cambridge, 2008
4. Roger Gomm, Social Research Methodology – a Critical Introduction, 2nd Edition, McMillan, 2008
5. Uma Sekaran, Research Methods for Business – a Skill Building Approach, 4th Edition, Wiley India, 2008
6. C. William Emory and Donald R. Cooper, Business Research Methods, revised edition, R.D Irwin, 1980

Course Description

The objectives of the course are to, develop a working knowledge of several subfields of the discipline, create strong research skills for subsequent study in this field, be able to critically analyze international events and issues, enable an understanding of the history of global governance ideas and of the institutions that make the practice of global governance possible.

The Governance and Development Course provides students with a theoretically informed understanding of debates on governance, enhancing their capacity to develop and implement policies in NGOs and public organizations. Good governance emerged in the 1990s, as one of the most important and enduring new areas of policy and practice in development studies. Since then, a critical policy issue has been how to reform and rebuild states in the developing world, focusing on two key areas: the creation of more effective and legitimate legal, administrative, financial and policymaking institutions; and the promotion of social justice and empowerment for poor people by harnessing an active civil society.

Course objectives:

- Critically assess competing theories of the role of the public sector and public finance in social and economic development
- Understand the significance of current globalization processes for international and national institutions
- Develop policies for improving the effectiveness, accountability and legitimacy of governance in specific settings

Course Contents:

- 1) Ideas in Development and Policy, Evidence and Practice in Development
- 2) Governance, Politics and Development
Introduction to Economics
- 3) Public Management and Organizational Development
- 4) Democracy and Development
- 5) Global Governance

Books Recommended

1. Joseph A. McCahery, "Corporate Governance Regimes - Convergence and Diversity", March 2002 by Oxford University Press.
2. Roy culpeper and caroline pestieau, "Development and Global Governance", IDRC 1996.
3. George Mavrotas and Machiko Nissanke, "Commodities, Governance and Economic Development under Globalization", Books by UNU-CRIS.

DTM-742 STRATEGIC MANAGEMENT FOR DEVELOPMENT
3(3-0)

Introduction:

This course introduces students regarding strategic management decision including industry, internal and situation analysis.

Contents:

Study of Strategic management, Decision makers: strategic managers and the strategic audit, Environmental Scanning and Industry Analysis, Internal Analysis, Situation Analysis and Corporate Strategy, Business and Functional Strategy, Organizing, Staffing and Directing, Implementing Strategic Change, Evaluation and Control, Strategic Issues in MNCs.

Books:

1. Kazmi, Strategic Management and Business policy, 3rd Edition, Tata McGraw-Hill, 2008
2. Tom L. Wheelen and David Hunger, Strategic Management and Business Policy, 11th Edition, Prentice Hall, 2007
3. Charles Hill and Gareth Jones, Strategic Management: An Integrated Approach, 7th Edition, South-Western college Publisher, 2006
4. Jeffrey S. Harrison and Caron H. St. John, Foundations in Strategic Management, 2nd Edition, Thomson India, 2002

DTM 743 SOCIAL ENTREPRENEURSHIP & ENTERPRISE DEVELOPMENT 3(3-0)

Course Description

Becoming sustainable or profitable is often the top concern for social entrepreneurs. Management teams of start-ups spend an exorbitant amount of time focused on furthering their business models. However, the social capital markets lack the efficiency of the traditional capital markets, making the process of capital raising a challenge for both nonprofit and for profit social ventures. Concurrently, scarce philanthropic, government and investment dollars have caused nonprofits to innovate new revenue generating businesses to augment their budgets. Nonprofits, struggling to survive in an increasingly competitive landscape, are working to become more efficient by adapting business models to their organizational needs. Trends in philanthropy have also forced the social sector to adapt.

Course objectives is to introduce you to the best practices, successes and failures, opportunities and constraints in developing new social enterprises, to provide you with the tools and conceptual framework to launch a new social enterprise or make funding decisions related to the field, to provide new perspectives on the opportunities for leveraging an mba to impact the social sector.

Course Contents:

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there is a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs who are creating initiatives that are attempting to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. These individuals realize that we don't have time for incremental change – we need urgent and systemic change to solve global problems. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, which are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope for our world today

Books recommended

1. Required Kelvin Shawn Sealey, Jerr Boschee, Jed Emerson, Wendy Sealey, A Reader in Social Enterprise, Pearson Custom Publishing, 2000.
2. Required Community Wealth Ventures, Powering Social Change: Lessons on Community Wealth Generation for Nonprofit Sustainability, CWV, 2003.
3. Highly Recommended J. Gregory Dees, Jed Emerson, & Peter Economy, Strategic Tools for Social Entrepreneur: Enhancing the Performance of Your Enterprising Nonprofit, Wiley, 2002.

Course Description

This course provides an opportunity for practitioners and students to focus on leadership in the information professions from both theoretical and practical perspectives. The course employs theoretical concepts and models, coupled with case studies based on the experiences of leaders within the profession to understand how to develop leadership potential in oneself and others. relationship between leadership and management theories, leadership theories, overview, and challenges for leadership in the information services professions Self-assessment tools and approaches, Leadership traits and styles (theory and application), Emotional intelligence, Gender and leadership, Understanding and leading individuals, Coaching, mentoring and facilitating, Creating and leading teams Strategic focus and direction, Shaping values and cultures, Change leadership, Models and theories of leadership development, Leadership development for yourself and Leadership development for others.

Course Contents

1. Context and challenges in leadership
2. Knowing yourself as a leader
3. Leading people
4. Direction and strategy
5. Developing leaders
6. Influential leadership

Books recommended

1. Roberts, S. and Rowley, J. Leadership: The challenge for the information profession. London: Facet Publishing, 2008.
2. Marshall Goldsmith, John Baldoni, Sarah McArthur, The AMA Handbook of Leadership, January 2010.
3. Diane Downey, Tom March, "Assimilating New Leaders, The Key to Executive Retention". Adena Berkman, July 2001.

Introduction:

To provide thorough knowledge, about the nature of verbal and non verbal communication and to make the students able to use their communication skills effectively, in oral and written presentations. Business proposals, business letters, writing a report all present problems to people, when they confront them for the first time. Effective communication is a skill, and hence it can be learned. Students will also be able to improve reading, writing and speaking skills at the end of the course.

Contents:

Introduction to Course, Benefits & Methods and Basics of Effective Communication, Review of the requirements, Speaking, Listening and Non Verbal Communication: How to improve speaking, listening and non-verbal skills of communication, The Seven C's of Effective Communication, Fundamentals of English Grammar and Usage (parts of speech, tenses, punctuation and vocabulary), Report Writing, basic types, purpose and fundamentals of effective report writing, Skills required and reasons to write effective reports, Designing and Using Visual aids in presentations, their appeal and methods of presentation, Writing Memorandums and Informal Reports, Proposals: Planning and writing external and internal proposals, Business Letters: Organization, basic formats, planning and types of business letters, Communicating through Internet and other technologies, Designing Forms and Questionnaires, Reading for Main Idea, Skimming and Scanning details in different texts, Listening Comprehension, Listening for details, strategies for improving listening skills, Defining Audiences: Strategies of Successful Speaking: Preparing Oral Presentations, Ways of delivering oral message, strategies of oral and non verbal delivery, Oral Presentations: Evaluation and comments by the instructor.

Books:

1. John.V. Thill, Courtland L. Bovee, Excellence in Business Communication, 7th Edition Mc Graw Hill 7th Edition, 2010.
2. Bovee, Thill, Schatzman, Business Communication Today, 10th Edition, Prentice Hall, 2009.
3. James S. O'Rourke, Management Communication – a Case/Analysis Approach, 2nd Edition, Pearson India, 2008
4. Shirley Taylor, Communication for Business-A Practical Approach, 4th Edition, Financial Times Management, 2005
5. Herta A Murphy, Herbert, Jane P Thomas, Effective Business Communication 7th Edition, Mc-Graw Hill / Irwin, 1997

Course Description

This course Background on Financing for Development Issues, International Investment: Capital Market Liberalization, Developing Country Debt, Debt Burden, Debt Forgiveness & Bankruptcy procedures, Credit in Times of Crisis, Policy Mechanisms to Respond to Disruptions and Prevent Crises, Capital Controls, Circuit Breakers and Transaction Taxes, Capital Controls, Developing Country Financial Market Regulation, Prudential regulation for stability and growth, Inclusive Credit Policies for Developing Economies, Microfinance, Inclusive Credit Policies for Developing Economies, National Development Banks and other “inclusive” credit policies and New Sources of Development Finance.

Course Contents:

- A comprehensive knowledge of the main concepts and analytical skills on development finance, financial management and accounting in developing and emerging market economies
- Critical understanding of contemporary issues related to development finance at the macro, sectoral and enterprise level
- An understanding of the design, implementation, and evaluation of specific problems of development finance such as micro finance
- An infrastructure for postgraduate research in the fields of development finance in developing and transitional economies

Books Recommended

1. [Tony Addison](#), [George Mavrotas](#), Development Finance in the Global Economy: The Road Ahead, UNU-WIDER, 17 Apr 2008
2. Atkinson, A. B. New Sources of Development Finance, Published to Oxford Scholarship Online: January 2005.
3. [Jose Antonio Ocampo](#) & [Jan Kregel](#) & [Stephany Griffith-Jones](#), International Finance and Development.

Course Description

This course provides the foundational knowledge, skills, attitudes and inter-personal relations that community and international development planners need to develop when doing participatory research and action in various contexts. It introduces the most common and innovative tools and methods used in participatory planning in both community and international development work. It explores the major conceptual, methodological, institutional, political, social, and policy issues that need to be addressed to enrich our understanding and practice of participatory development and capacity-building. The tools and methods covered in the course are associated with community development planning, participatory rural/urban appraisal (PRA/PUA), participatory monitoring and evaluation (PME), participatory learning and action (PLA) and organizational capacity building.

Course Objective

1. To explain and apply the principles, philosophy and methodology of participatory action research (PAR) for community/international development and organizational capacity- building;
2. To apply the principles and mechanics of the methods and tools used in participatory rural/urban appraisal (PRA/PUA), participatory monitoring and evaluation (PME), participatory learning and action (PLA) and organizational capacity building;
3. To apply the knowledge, skills, attitudes and inter-personal relation skills in employing participatory community development planning methods, and in adapting these methods and tools to their respective theses or projects.

Course Contents:

Over the last decade, participatory modelling has attracted a growing number of practitioners and researchers working on environmental management and sustainable development. Participatory modelling uses 'models' as mediating tools to facilitate discussion and negotiations amongst stakeholders. Depending on the context, types of model in use range from role-playing games to interactive computer simulations. The objective of the course is to provide a clear understanding of the possibilities (and limits) offered by participatory modelling to enhance consensual and collective action. The course is structured around actual case studies and is equally divided between academic lectures and hands-on tutorials. A/Prof Pascal Perez is a leading international expert in participatory modelling with more than 10 years experience in the field.

Books Recommended/References

1. Hartmut Sciender, "Participatory development From Advocacy to Action" OECD-Paris
2. Mohan, Giles (2001). Participatory development. In: Desai, Vandana and Potter, Rob eds. The Arnold companion to development studies. London, UK: Hodder
3. Edward T. Jackson & Yousuf Kassam. Knowledge shared Participatory evaluation in development cooperation. Kumerian Press.

Introduction:

Virtually every functional area of business makes use of data. As a businessperson you must understand the language of statistics because statistics will help you collect, organize, analyze and obtain information from data so that you can make informed decisions. This course is designed so that all of the important business-related topics in applied statistics can be introduced in a one semester. Do not however, expect to be fluent in statistics in just one semester – there are hundreds of highly specialized methodologies in statistics, and they cannot all be studied in such a short period of time.

Contents:

Basic calculus, methods of solving equations, functions and equations, linear and quadratic equations, polymers and turning points, ratio of linear functions, differentiation and integration uses statistics and statistical data, table and chart construction, methods of data presentation, computing averages of ungrouped data, computing averages of grouped data, measures of variance, standard distribution, probability, probability distribution, frequency, statistical inference, estimation and testing of hypothesis, decision making by the use of statistics, time series, correlation, index numbers.

Books:

1. Sher M. Ch., Introduction to Statistical Theory, Ilmi Kitab Khana, 2009.
2. Alan Agresti, Barbara Finlay, Statistical Methods for the Social Sciences, 4th Edition, Allyn & Bacon, 2008.
3. Michael Sullivan, Statistics: Informed Decisions Using Data, 2nd Edition, Prentice-Hall Inc., 2006.
4. Richard A. Johnson, Statistics: Principles and Methods, 5th Edition, Wiley, 2005.
5. William L. Carlson, Betty Thorne, Applied Statistical Methods for Business, Economics, and the Social Sciences, 1st Edition, Prentice-Hall Inc., 1997.

DTM 733 POVERTY ALLEVIATION & ROLE OF INTERNATIONAL FINANCIAL INSTITUTIONS IN DEVELOPMENT 3(3-0)

Course Description

This course aims to provide students with an understanding of how policy analysis can be applied to challenges of economic growth and poverty alleviation in Southeast Asia. The course discusses about the history of economic growth, and examines several theories of growth process. It will examine how government policy affects the pace and pattern of economic growth and levels of poverty. Students will develop a better understanding of how economic principles can be applied to a wide range of policy issues, and will practise applying those principles in class exercises and presentations.

Course Contents:

The concepts of well-being, poverty and inequality; causes of poverty like cultural, institutional, economic; impact of poverty on development; the dynamics of poverty; economic development, urbanization and poverty; globalization and poverty, gender aspect of poverty; poverty measurement and assessment, defining poverty lines: relative and absolute poverty lines, approaches of international donor agencies to determine poverty lines; describing poverty, poverty profiles; introduction to concepts of poverty mapping, techniques and methods to produce spatially disaggregated estimates of poverty and poverty maps, application of poverty maps; poverty monitoring; poverty alleviation and reduction strategies and programs, the role of education, skill development and microcredit in poverty alleviation, practice and good examples; role of local government, civil society, NGOs, and private sector in poverty alleviation; Islamic economic and welfare systems and poverty alleviation; poverty and technology; poverty research; measuring the impact of poverty alleviation programmes and projects.

Books Recommended:

- Klugman, J. (ed), (2002), A Sourcebook for Poverty Reduction Strategies (2-volume set), Washington: World Bank.
- Deaton, A. (2003), "How to Monitor Poverty for the Millennium Development Goals," in Journal of Human Development, 2003, 4(3): 353-378.
- Jones, S., and Nelson, N. (eds) (2005), Practitioners and Poverty Alleviation: Influencing Urban Policy from the Ground Up, ITDG Publishing.
- Baker, J. (2000), Evaluating the Impact of Development Projects on Poverty: A Handbook for Practitioners, Washington: World Bank.
- Henninger, N., and Snel, M. (2002), Where are the Poors?: Experiences with the Development and Use of Poverty Maps, Washington: World Resources Institute.
- World Resources Institute (2005), Introduction to Poverty Analysis, Poverty Manual of World Resources Institute, Washington, D.C, USA.
- Booth, D., and Lucas, H. (2002), Good Practice in the Development of PRSP Indicators and Monitoring Systems, Working Paper 172, Overseas Development Institute, London.

- Devas, N. (2004), Urban Governance, Voice and Poverty in the Developing World, Earthscan Publications Ltd.
- World Bank (2000) World Development Report 2000/01 on Attacking Poverty, Washington: World Bank.
- Rakodi, C., and Lloyd, T. (Urban Livelihoods: A People-Centered Approach to Reducing Poverty, Earthscan Publications Ltd eds, 2002,

Introduction:

The use of projects and project management is becoming more and more important for all kinds of organizations. Businesses regularly use project management to accomplish unique outcomes under the constrained resources, and project management turns to be one of the essential ways of achieving an organization's strategy. This course addresses the basic nature of managing general projects, not specially focusing on any one type of project. The course uses the project life cycle as the organizational guideline, and contents cover the whole process of project management, including project initiation, project planning, project implementation and project termination. The study includes characteristics of project and project management, looking at how to define a project, how to organize a project, how to plan a project, how to implement, trace and control a project, and how to terminate and post-evaluate a project.

Course Contents:

Introduction to project and project management, The project management system, Criteria for project selection, Types of project selection models, Project portfolio management, Project organization, Project goals & scope management, Management by objectives, Project proposal, Project charter, Project work breakdown structure, Factors influencing the quality of estimates, Project time estimation, Project cost estimation, Project scheduling—PERT and GANNT Chart, Resource loading & leveling, Earned value management, Introduction to Microsoft Project, Project implementation, Project control process, Project monitoring, Change control management, Project leadership, Managing versus leading a project, Qualities of an effective project manager, Managing project stakeholders, The project interface, Communication and conflict management, Project termination, Project review, Performance measurement, Project audit, Project success criteria and critical success factors

Books Recommended:

1. Jack R. Meredith and Samuel J. Mantel Jr., John Wiley and Sons, Project Management: A Managerial Approach, 7th Edition, (2008).
2. A Manager's Guide to Project Management (PMBOK Guide), 4th Edition, Project Management Institute, (2009).
3. Clifford Gray, Erik Larson , Project Management: The Managerial Process, McGraw-Hill, (Management & Organization Series), (2003).
4. Harold Kerzner, John Wiley and Sons Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 9th Edition, (2006).
5. Svein Arne Jessen , Business by Projects, , Universitetsforlaget AS, (2002).

Introduction:

This course is meant to be an applied graduate research oriented with a lot of emphasis on students creativity and professional development in the field of Human Resource Training and Development. A wide variety of issues and activities have been incorporated to make it an extremely diverse and thought provoking course. Occasionally, HR professionals might be invited to share their thoughts and experiences pertaining to current HRM issues and/ or specialized HRD areas. All of the presentations and discussion through out the semester will be covered in examinations.

After successfully completing this course, the students are able to:-

- Assess training requirements and implement a successful orientation and training program.
- List the benefits of a systematic approach to lesson planning.
- Select and implement the most suitable training mechanism for the organization.

Course Contents:

Human Resource Training and Development provides an understanding of the supervisor's, Manager's role in promoting the effective use of Human Resources within the work unit.

In this course the students will have the opportunity to study the most important aspects of HR Training and Development from supervisory/managerial perspectives.

The students will look at methods of providing orientations and training experiences. They will explore the many potential benefits of a well thought out training techniques, tools. They will consider the important responsibilities a supervisor/manager has in dealing with training requirements in the work place.

The students will be asked to reflect on their experiences as they progress through the course and they will have many opportunities to apply what they are learning in a meaningful manner.

Books Recommended:

1. Robertr L. Craig, The ASTD Training and Developmnt Handbook: Aguide to human resource development, MacGrawHill, 1996.
2. Dana Gaines Robinson and James C. Robinson, Training for Impact: How to link training to business needs and measure the results, Josey-Bass Inc., 1989.
3. Raymond Noe, Employee Training & Development, MacGraw-Hill, 2006.

Course Description

Introduction: concept, objectives and scope of Environmental Impact Assessment (EIA) and social impact assessment (SIA); relationship of SIA with EIA; principles of SIA good practice, considerations for implementing the principles of SIA; causes and types of social impacts of development initiatives; benefits of undertaking a systematic SIA; the SIA process: public involvement, identification of alternatives, profile of baseline conditions, scoping, projection of estimated effects, prediction and evaluation of responses to impacts, estimation of indirect and cumulative impacts, changes to alternatives, mitigation, monitoring and management of social impacts; review of methodological frameworks, sources of information and tools that are used in the SIA process; stakeholder analysis, participatory appraisal, beneficiary assessment, participatory monitoring and evaluation; case studies in SIA.

Content Contents:

1. Public policy and due diligence contexts for SIA
2. Triggers for SIA and what the guidelines say
3. Key definitions and concepts
4. Data and research sources for SIA
5. Methodologies and their appropriate uses
6. Methodological traps
7. Role of consultation in SIA
8. Using an integrated cost benefit matrix
9. Writing it up
10. Key issues in reviewing an SIA
11. Writing up a review

Books Recommended:

- Burdge, R.J. (2004), *The Concepts, Process and Methods of Social Impact Assessment*, Wisconsin: Social Ecology Press.
- Burdge, R.J. (2004), *A Community Guide to Social Impact Assessment*, 3rd edition, Wisconsin: Social Ecology Press.
- Rietbergen-McCracken, J., and Narayan, D. (1998), *Participatory and Social Assessment: Tools and Techniques*, Washington D.C.: The World Bank.
- Petts, J. (ed) (1999), *Handbook of Environmental Impact Assessment*, Oxford: Blackwell Science Ltd.
- Taylor, C.N., Bryan, C.H., and Goodrich, C.G. (2004), 3rd edition, *Social Assessment: Theory, Process and Techniques*, Wisconsin: Social Ecology Press.
- Vanclay, F., and Bronstein, D. (ed) (1995), *Environmental and Social Impact Assessment*, Chichester: John Wiley and Sons.

Annexure 3

SURVEY OF GRADUATING STUDENT

The survey was conducted from students graduating in spring 2013 and spring 2014. There were 4 respondents. The survey reveals that the MDM programme had following good aspects:

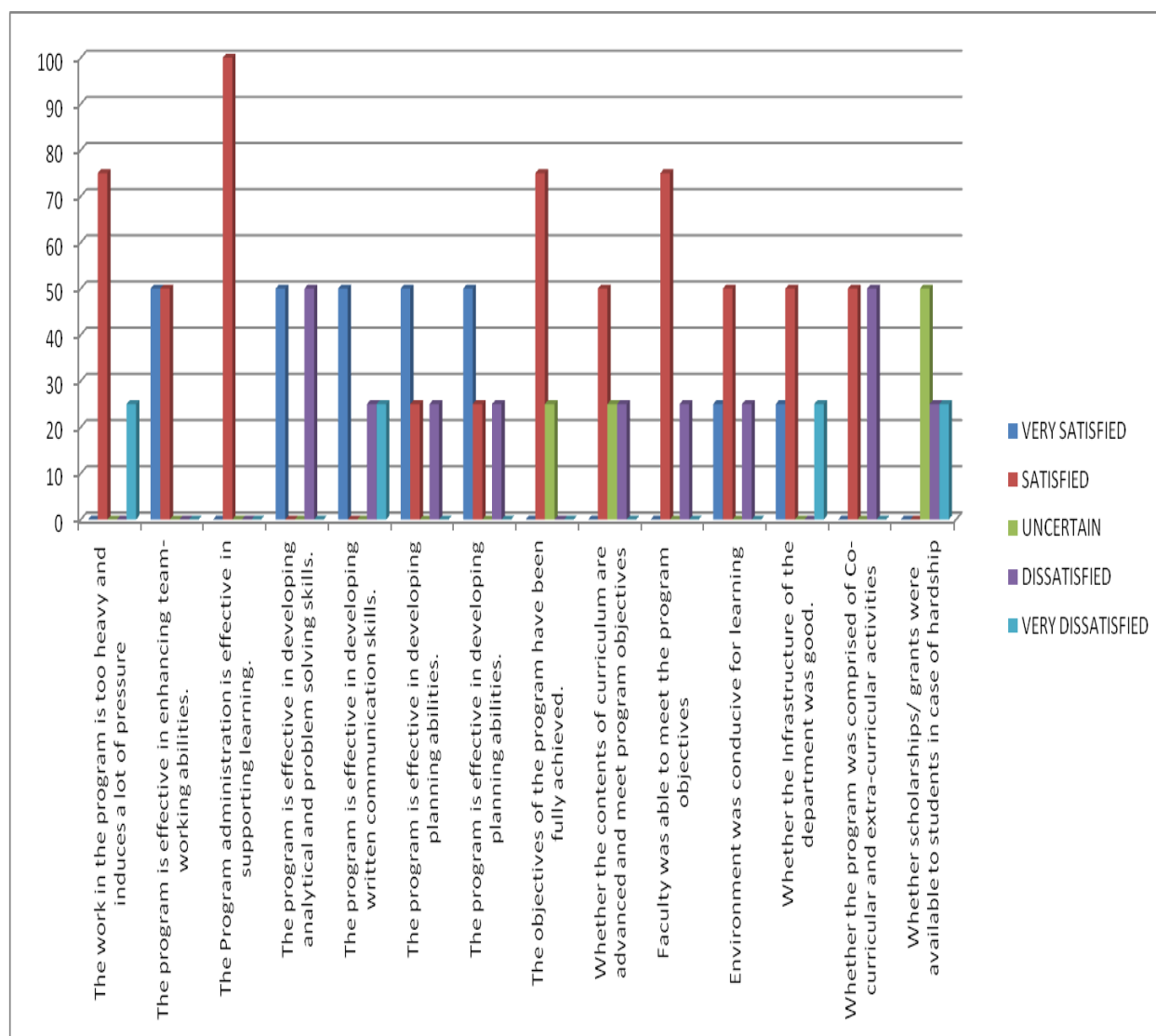
- The programme enhanced the graduates' team working ability
- The programme developed the analytical and problem solving skills
- The programme improved the graduates' planning ability
- The content of curriculum and faculty met the programme objectives

However the graduates believed that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars, workshops etc and the infrastructure, including campus administration, was not sufficient to fulfill all the objectives of the programme. Also the financial aid and scholarships were not enough to fulfill the needs of all needy students

Graduates identified the aspect that needs to be improved like:

- The courses are very general and needs to be revised. The management sciences courses may be replaced by development economic course so that the students could specialize in atleast one subject.

The detailed analysis of the survey (Proforma – 3) is on the following page.



Annexure 4

FACULTY SURVEY

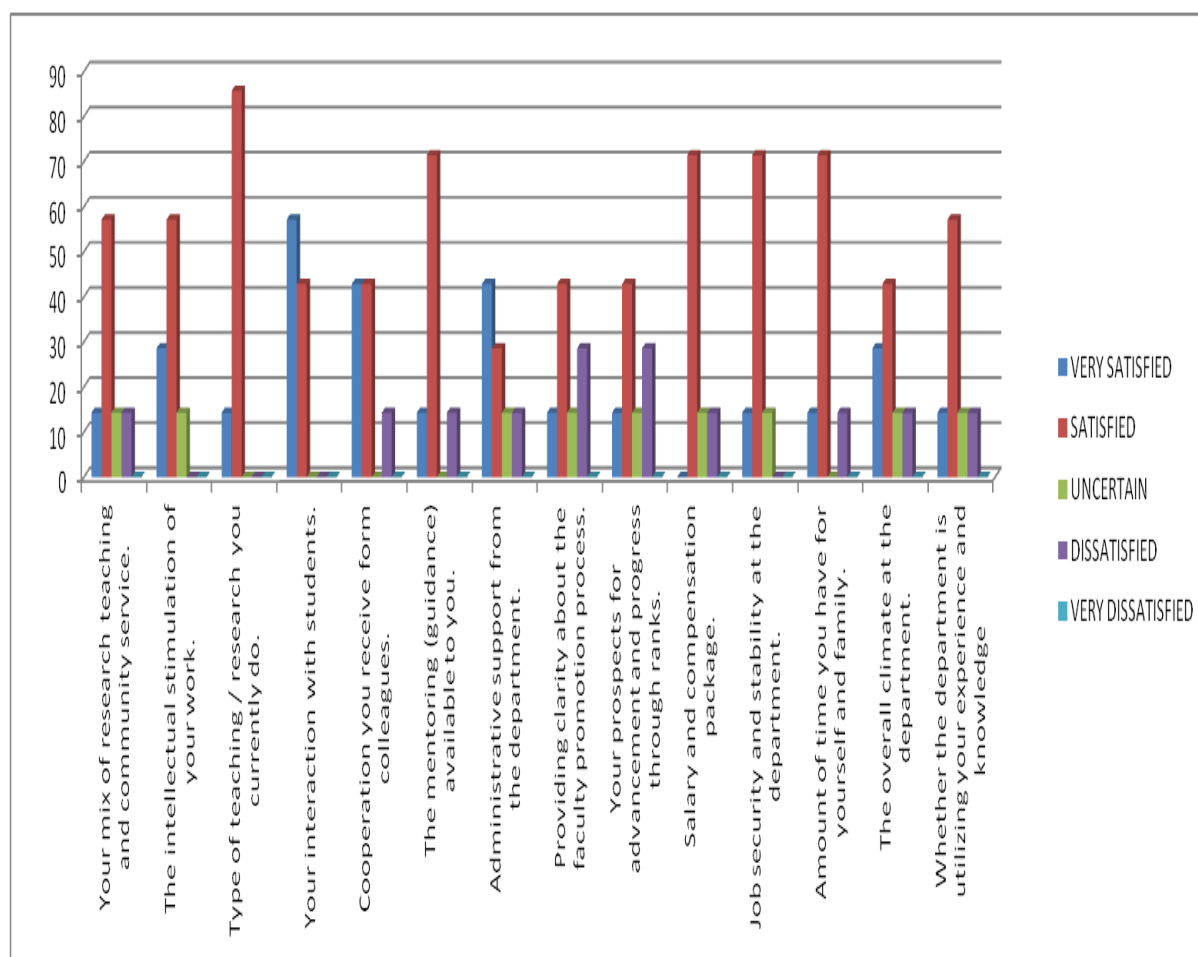
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's further education, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well equipped computing lab and library

The detailed results of the survey (**proforma-5**) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, Very Dissatisfied.

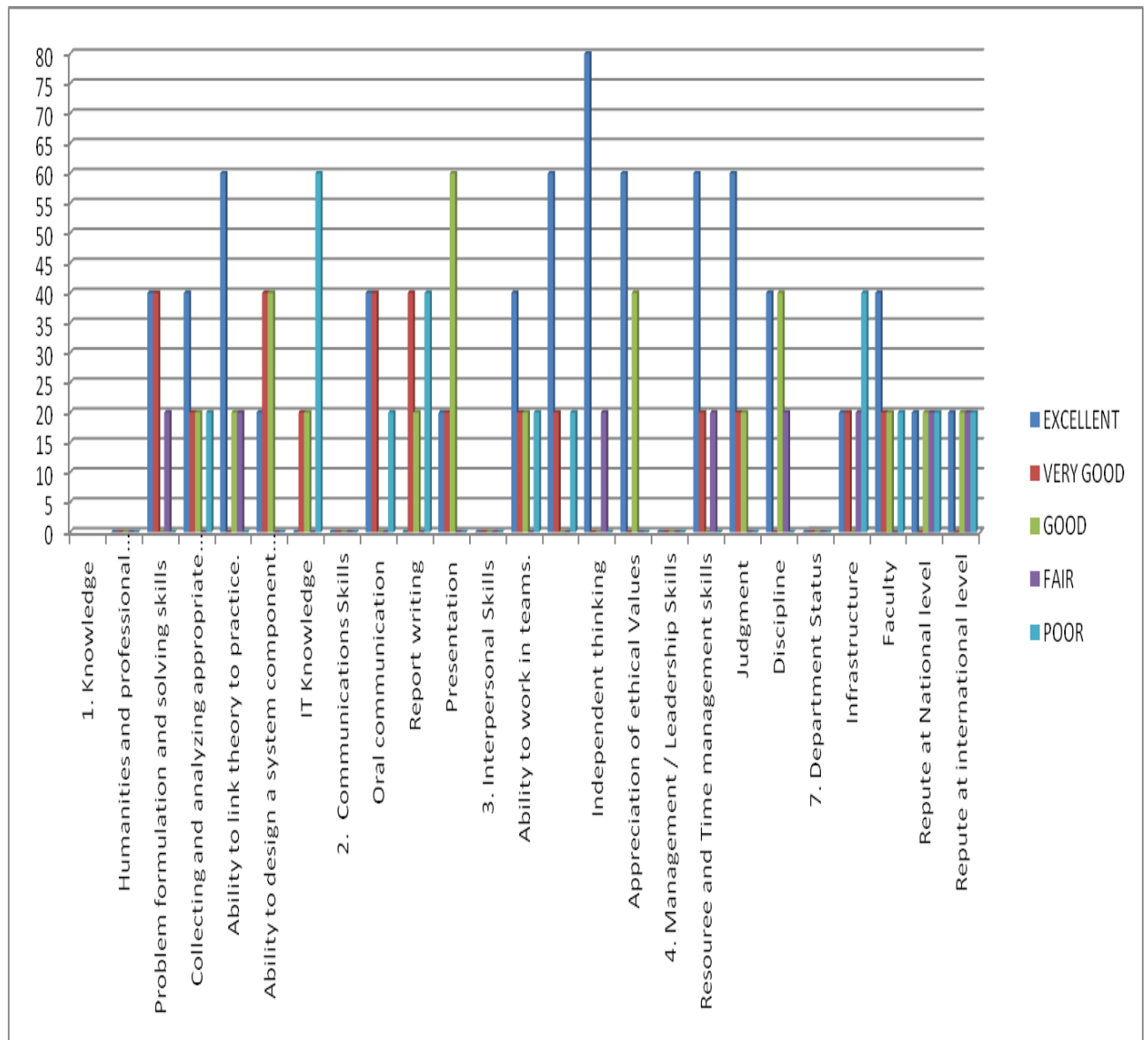


Annexure 5

ALUMNI SURVEY

The Alumni survey (proforma – 7) was sent to more than 30 ex-students through google forms. There were only 5 respondents to the survey. Almost all are jobless and pursuing M-Phill studies at private institutes. The results of the survey are summarized in the graph that follows. The alumni survey reveals that the programme does not seem to impress the alumni in most of the quality dimensions especially in IT and report writing skills. Alumni felt deficiencies in campus infrastructure and showed a concern about the repute of the institution at national and international level. The survey also received the following comments/suggestions:

- The schemes of study include course that have nothing to do with development economics like accounting, Human Resource Management, Financial Management etc. Rather these courses should be replaced by few more development economic courses.
- Some efforts should be done to link NGO sector with this programme as the sector has no intimation with this programme and right now employees MSC economics graduated for the job.



Annexure 6

FACULTY RESUME



Proforma - 9

Faculty Resume

Name	Dr. Rauf-i-Azam		
Personal	House No. 496, Street No. 24, Phase-3, Bahria Town, Islamabad Ph.: +92 (321) 5177496 e-mail: rauf@uaar.edu.pk		
Experience	Oct 2005 to Date	Director	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Jan 2003 to Sep 2005	Associate Dean	Iqra University, Islamabad Campus
	Sep 2000 to Dec 2002	Assistant Professor	COMSATS Institute of Information Technology, Islamabad.
	Apr 1998 to Sep 2000	Assistant Professor	Hamdard University, Islamabad Campus
	Jan 1991 to Mar 1994	Mathematics Teacher	Beonhouse School System, Rawalpindi
Honors and Awards	S&T Scholarship for PhD from abroad (Japan)		
Membership	Academy of Strategic Management Human Resource Development Network, Pakistan		
Graduate Students Post Docs Undergraduate Students <i>Honour Students</i>	Research Students (Management Sciences) produced and currently under supervision: PhDs Produced = 01, PhDs in Process = 02, MS Produced = 05, MS in Process = 03		
Service Activity	• Member Academic Council (PMAS-AAUR) • Member Advanced Studies and Research Board (PMAS-AAUR) • Member University Discipline Committee (PMAS-AAUR) • Member University Unfair Means Control Committee (PMAS-AAUR) • Member Selection Board (Subject Specialist Management		

	Sciences) International Islamic University, Islamabad
Brief Statement of Research Interest	• Linear Programming • Management • Operations Management • Education
Publications	Refereed Journals 1. Saad Mahmood, Saman Attiq and Rauf I Azam "Motivational Needs, Core-Self-Evaluations and their link with Job Satisfaction: Evidence from Telecom Sector of Pakistan", Pakistan Journal of Commerce and Social Sciences, Vol. 8, No. 1, pp. 149-169, 2014. 2. Muhammad Shahzad Ijaz, Ahmed Imran Hunjra, Zahid Hameed, Adnan Maqbool and Rauf I Azam, "Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of Karachi Stock Exchange", World Applied Sciences Journal, Vol. 23, No. 6, pp. 863-870, 2013. 3. Lubna Riaz, Ahmed Imran Hunjra and Rauf I Azam, "Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception: A Conceptual Study", Middle-East Journal of Scientific Research, No. 12 (6), pp 789 - 795, 2012. 4. Javed Mahmood Jasra, Rauf I Azam and Muhammad Asif Khan "Impact of Macroeconomic Variables on Stock Prices: Industry Level Analysis", Actual Problems of Economics, No. 8 (134), pp. 403 - 412, 2012 5. Saman Attiq and Rauf I Azam "How Individual Social Values Stimulate Consumer's Purchase Decision Involvement and Compulsive Buying Behavior", Actual Problems of Economics, No. 7 (133), pp. 300 - 308, 2012. 6. I. Hunjra, Rauf I Azam, A. A. Humayoun, "Cause Related Marketing and its Impact on Sales: Mediating

	by Brand Loyalty and Consumer Purchase Intention". Actual Problems of Economics (ISI-Journal Impact factor 0.003). Vol.131 (05), p, 468-476: May, 2012. ISSN: 1933-6788. 7. Rauf I Azam, Iram Batool, Rabia Imran, Muhammad Irfan Chani, Ahmed Imran Hunjra and Javed Mahmood Jasra "Financial Crises and Economic Growth in Pakistan: A Time Series Analysis", Middle-East Journal of Scientific Research, 9(3), pp. 425 – 430, 2011. 8. H. Ahmad Mushtaq, Ahmed Imran Hunjra, Ghulam Shabbir Khan Niazi, Kashif-Ur-Rehman and Rauf I Azam, "Planned Behaviour Entrepreneurship and Intention to Create a New Venture Among Young Graduates", Management & Marketing: Challenges for the Knowledge Society, Vol. 6, No. 3, pp. 437 – 456, 2011. 9. J. M. Jasra, M.A. Khan, A. I. Hunjra, R. Aziz, R.I. Azam, (2011) "Determinants of Business Success of Small and Medium Enterprises", International Journal of Business and Social Science, Vol. 2, No. 20, pp. 274 – 280, 2011. 10. Ahmed Imran Hunjra, Muhammad Azam, Ghulam Shabbir Khan Niazi, Babar Zaheer Butt, Kashif-Ur-Rehman and Rauf I Azam, "Risk and Return Relationship in Stock Market and Commodity Prices: A Comprehensive Study of Pakistani Markets", World Applied Sciences Journal, Vol. 13, No. 3, pp. 470-481, 2011. 11. Rasool, A. H., Bashir, A. F. and Rauf I Azam, "Pre-Training Motivation and the Effectiveness of Transformational Leadership Training: An Experiment", Academy of Strategic Management Journal, Volume 9, Number 2, pp. 1-8, 2010. 12. Rauf I Azam and Masao Fukushima, "A globally convergent BFGS method for nonsmooth convex optimization", Journal of Optimization Theory and Application 104 (3), pp. 539 – 558, 2000. Refereed Conferences
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	1. Younas, I., Rauf I Azam, and Hashmi, W. <i>Toward traffic delay estimation using fuzzy logic</i>, International Business Information Management Conference, Brescia, Italy, (2006). 2. Rauf I Azam and Fukushima, M., “<i>A quasi-Newton method for nondifferentiable minimization</i>”, The Institute of Statistical Mathematics Cooperative Research Report 104, Optimization: Modeling and Algorithms, Vol. 11, pp. 210 – 228, 1997 Other Conferences • Rauf, A. I., and Younas, I., <i>Higher Education in Pakistan: The missing link</i> International Symposium on Issues in Higher Education in Pakistan, UAAR, 2006. Press • Rauf, A. I., <i>Investing in Future</i>. The News
Research Grants and Contracts	Nil
Other Research or Creative Accomplishment	• Virtual Teachers for Secondary Schools in NWFP (now Khyber Pakhtunkhwa) Supervised the team comprising of subject specialists, software developers, graphic designers, narrators and recording engineers (audio). The objective was to deliver fully interactive multimedia for the use of a teacher and/or a student to teach/understand the concepts of the Mathematics, Physics and Chemistry at the 9th and 10th class level. As team leader my responsibility was to guide the team members through all the stages in the development of Virtual Teachers right from inception till the delivery of high quality teaching software and monitor the processes. A product was successfully delivered to the client.
Selected Professional Presentations	• Curriculum Design FDA, - COMSATS • Effective Classroom Management FDA, - COMSATS • Critical Thinking and its Importance HBL • Preparing Projects for Effective Management PIDE • Generalists vs Specialists COMSATS • Civic Activism Rule, of Law and Good Governance CCEP

Name	<i>Dr. Farida Faisal</i>
<i>Personal</i>	University Institute of Management Science (UIMS), Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. Ph: +92-51-9290155 E-mail: farida.faisal@uaar.edu.pk
<i>Experience</i>	16 / 01/ 2012 - to date ; Associate Professor ; UIMS Arid Agriculture University, Rawalpindi 1996 to 17 / 01/ 2012; Assistant Professor ; Hailey College of Commerce, University of the Punjab,
<i>Honor and Awards</i>	N/A
<i>Memberships</i>	N/A
Graduate Students Postdocs Undergraduate Students	N/A
Service Activity	*Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, Organisation Development; *Developed course outlines and new teaching methodologies. *Supervised internship reports prepared by outgoing M.Com students and projects of BBA honrs Students *Administration and Research. *In charge Female Student Activities.

<i>Publications</i>	1. Faisal, F. & Rizavi, S.S. (2011). Sustaining Gender Equity and Work Performance: Employment of Educated Women in the Public Sector of Pakistan. <i>European Journal of Social Sciences</i>, 20(2), 357-368. 2. Faisal, F. & Rizavi, S.S. (2011). Wanting to Work or Working for Wants: Intrinsic Work Preference among Educated Female Public Servants in Pakistan. <i>International Journal of Business and Social Science</i>, 2 (10), 112-118. 3. Faisal, F. (2010). Measuring Perceptions of Work Environment among Educated Female Public Servants in Pakistan. <i>Pakistan Economic and Social Review</i>, 48(1), 1-31. 4. Faisal, F. (2011). . Public Policy and Gender Mainstreaming Strategy: Redressing Gender Inequality. <i>Interdisciplinary Journal of Research in Business</i>, 1(7), 8-16. 5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature: Towards Gender-responsive Economic Scholarship. <i>Interdisciplinary Journal Of Contemporary Research In Business</i>, 3(3), 683-692. 6. Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 89-98. 7. Faisal, F. (2011). Individual and Structural Determinants of Intrinsic Work Preference among Female Public Servants in Pakistan. Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 63-74. 8. Khan, M.M., Yaqub, M. Z. & Faisal, F. (2011). Privatization in Emerging Markets: Pakistan's Perspective. <i>Interdisciplinary Journal of Research in Business</i>, 1 (4), 101-106. 9. Rizavi, S.S. & Faisal, F. (2011). Children as Partners in Household. <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 2(12), 836-850. 10. Rizavi, S.S. & Faisal, F. (2011). Time Use Surveys: Methods, Uses and Limitations. <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 2(12), 925-935.
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Name	Dr. Rabia Imran		
Personal	House #384, Street # 14, G-10/2, Islamabad, Pakistan. Mobile: 0333-5177709, Email: rabiaimran@yahoo.com		
Experience	April 2010 to Date	Assistant professor	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	April 2007 to March 2010	Lecturer	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Sep 2003 to March 2007	Career Planning Officer	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Sep 2001 to May 2003	Visa officer	Embassy of Syrian Arab Republic, Islamabad
Honors and Awards	HEC Approved supervisor		
Membership	NIL		
Graduate Students	Years	Degree	Name
Post Docs	2012	MS(MS)	Faiza Zahoor
Undergraduate Students	2012	MS(MS)	Muhammad Yasir
<i>Honour Students</i>	2012	MS(MS)	Kashif Irshad
Service Activity	Member academic board National Defense University. Reviewer for World Applied science Journal (WASJ) Reviewer for African Journal of Business Management (AJBM) Reviewer for International Journal of Vocational and Technical Education (IJVTE)		
Publications	1. Imran, R., and Anis-ul-Haque, M., (2011). Mediating effect of Organizational Climate between Transformational Leadership and Innovative Work Behaviour. Vol. 26, No. 2, 183-199. <i>Pakistan Journal of Psychological Research</i>. HEC recognized X category journal. 2. Sial, A. M, Jilani, A., M., Imran, R., & Zaheer, A., (2011). Effect of Human Resource Practices on Organizational Commitment in Pakistani Universities. <i>World Applied Sciences Journal</i>. Vol. 15, No. 6, pp.793-798. ISSN: 1818-4952. ISI Master List journal. 3. Sial, A. M., Imran, R., & Zaheer, A., (2011). Job related stress and role performance: An empirical evidence from call centres of Pakistan. <i>International Journal of Academic Research</i>. Vol. 3, No. 5, pp. 459-463, September, 2011. ISSN: 1990-9233. ISI Master List journal. 4. Imran, R., Zaheer, A., and Noreen, U., (2011). Transformational Leadership as a predictor of Innovative Work Behaviour: Moderated by Gender. <i>World Applied Sciences Journal</i>. Vol. 14, No. 5, pp. 750-759, ISSN: 1818-4952. ISI Master List journal. 5. Noreen, U., Imran, R., Zaheer, A., & Saif, M. I., (2011). Impact of Microfinance on Poverty: A Case of Pakistan. <i>World Applied Sciences Journal</i>. Vol.12, No.6, pp. 877-883, 2011. ISSN 1818-		

	4952. ISI Master List journal. 6. Azam, R. I., Batool, I., Imran, R., Chani, M.I., Imran, A., and Jasra, J.M., "Financial Crises and Economic Growth in Pakistan: A Time Series Analysis", <i>Middle-East Journal of Scientific Research</i>, 9(3), pp. 425 – 430, 2011. 7. Imran, R., Saeed, T., Haque, A., M. and Fatima, A. (2010). Organizational climate: predictor of innovative work behaviour. <i>African Journal of Business Management</i>. Vol. 4(15), pp. 3337-3343, 4 November, 2010 , ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105 8. Fatima, A., Imran, R. and Zaheer, A. (2010). Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. <i>World Applied Science Journal</i>. Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list journal. Khan, R., Rehman, A. and Fatima, A. (2009) Transformational leadership and organizational innovation: Moderated by organizational size. <i>African Journal of Business Management</i> Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal (Impact factor: 1.105) Khan, R., Rehman, A. and Yousuf, I. (2009) Influence of Transformational leadership on employee performance: A Pakistani perspective. <i>International Journal of Accounting Information Science and Leadership – IJAISL</i>, Volume 2, Issue 3, July 2009, ISSN: 1940-9540 9. Khan, R., & Khattak, K. A., (2007). Effect of Television Advertisements on Children susceptibility towards advertised brands. <i>Journal of Business and Policy Research</i>. Volume 3, Number 2, November-December 2007, ISSN: 1449-387X 10. Rehman, K., Bashir, T., & Khan, R., (2007). Tourism Industry: a case of PTDC. <i>PCTE, Journal of Business Management</i>. Volume 4, Issue 2, pp. 116-127, July-December 2007, ISSN: 0973-4066 Ahmed, A., Rehman, K., & Khan, R., (2006). Performance Appraisal: a tool for determining training & development. <i>Advances in Business and Management: Theory and Application</i>. Volume 3, 2006. ISBN: 975-6339-09-8.
Conference Publication	1. Imran, Rabia & Rehman Abroo, (2012). Psychological contract: The impact of HR practices. <i>Proceedings of International Symposium on Business, Economics and Financial Applications</i>. (Kefalonia, Greece) ISSN: 2241-2727

ns	2. Imran, Rabia, & Fatima, Afsheen, (2012). Predicting job satisfaction through rewards: stress as a mediator. Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan. 3. Imran, Rabia, Fatima, Afsheen, Noreen, Umara, & Awan, Sadia, (2011) work environment as a predictor of employee performance: gender as a moderator. Programme & book of abstracts, International Management Conference (IMaC 2011). 16-17 April, 2011, Kuala Terengganu, Malaysia. ISBN: 978-983-9842-47-0. 4. Noreen, Umara, & Imran, Rabia, (2011). Group loans repayment problems of women borrowers. Programme & book of abstracts, International Management Conference (IMaC 2011). 16-17 April, 2011, Kuala Terengganu, Malaysia. ISBN: 978-983-9842-47-0.
Book	Imran, Rabia (2011). Innovative Work Behavior: The Impact of Organizational Climate and Transformational Leadership on Innovative Work Behavior. LAP Lambert Academic Publishing (October 26, 2011), ISBN 978-3-8465-3115-0.
Research Grants and Contracts	NIL
Other Research or Creative Accomplishment	Participated in International conferences held in Greece (1-2 June 2012), Malaysia (14-15 April 2010), Bangladesh (14 and 15 January 2007) and Turkey (15-18 June 2006).
Selected Professional Presentations	NIL

Name	Dr. Abdul Raheman
Personal	House No. 310, Street No. 4, Rawal Town, Islamabad, Pakistan Post Code(44000) Mob. +92 333 5320320 Off. +92 51 9290155 E-mail abdulrehman@uaar.edu.pk ab_rehman1976@yahoo.com
Experience	Feb 2005-to date Assistant Professor, University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi Dec 1998-Jan 2005 Lecturer, University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi
HonorandAwards	• Distinction in MBA • Highest CGPA and %age in MS during session 2004-2006 • HEC Indigenous Scholarship holder for MS leading to PhD program Batch-II
Memberships	• Member Society for the Study of Emerging Markets • Member Pakistan Society for Development Economist • Evaluator National Business Education Accreditation Council(NBEAC) • Secretary, Board of Faculty, University Institute of Management Sciences

Graduate Students Postdocs Undergraduate Students <i>Honour Students</i>	<i>Lists supervision of graduate students, postdocs and undergraduate honors theses showing:</i> <table><tr><th>Years</th><th>Degree</th><th>Name</th></tr><tr><td>2012</td><td>MS(MS)</td><td>Ammara Mubashir</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Saira Saeed</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Anum Maqsood</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Habiba Mustafa</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Huma Batool</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Umna Tahir</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Samina Niaz</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Muhammad Ahsan</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Sohail Sheeraz</td></tr><tr><td>2012</td><td>BBA-Hons</td><td>Aamir Ahmed</td></tr></table>	Years	Degree	Name	2012	MS(MS)	Ammara Mubashir	2012	BBA-Hons	Saira Saeed	2012	BBA-Hons	Anum Maqsood	2012	BBA-Hons	Habiba Mustafa	2012	BBA-Hons	Huma Batool	2012	BBA-Hons	Umna Tahir	2012	BBA-Hons	Samina Niaz	2012	BBA-Hons	Muhammad Ahsan	2012	BBA-Hons	Sohail Sheeraz	2012	BBA-Hons	Aamir Ahmed
Years	Degree	Name																																
2012	MS(MS)	Ammara Mubashir																																
2012	BBA-Hons	Saira Saeed																																
2012	BBA-Hons	Anum Maqsood																																
2012	BBA-Hons	Habiba Mustafa																																
2012	BBA-Hons	Huma Batool																																
2012	BBA-Hons	Umna Tahir																																
2012	BBA-Hons	Samina Niaz																																
2012	BBA-Hons	Muhammad Ahsan																																
2012	BBA-Hons	Sohail Sheeraz																																
2012	BBA-Hons	Aamir Ahmed																																
Service Activity																																		
<i>Brief Statement of Research Interest</i>	<i>Corporate Finance, Working Capital Management, Capital Structure, Dividend Policy, Initial Public Offering's, Capital Markets, Efficiency Analysis and Productivity growth</i>																																	

1. **Abdul Raheman**, M. Khalid Sohail, Bushra Zulfiqar, Akbar, Imran & Tanzeelur Rehman (2011) 'Foreign Exchange Risk Exposure in Firms Listed at Karachi Stock Exchange' *International Research Journal of Finance and Economics*, Issue 91, pp. 29-38
2. M. Khalid Sohail, **Abdul Raheman**, Bashir Ahmed Fida and Azhar, (2012) " Effects of Index Reconstitution under Different States of Market" *Journal of Basic and Applied Scientific Research* Issue 2 (7), pp. 7128-7141..
3. Ammara Mubashir, **Abdul Raheman** and Bushra Zulfiqar, (2012) " Co-Alignment among Corporate Strategy, Financial Structure and Firm Performance in Non-Financial Sector of Pakistan" *Journal of Basic and Applied Scientific Research*, Issue 2 (7), pp. 7107-7114.
4. M. Khalid Sohail, **Abdul Raheman**, Ummara Noreen, Bashir Ahmed Fida and Bushra Zulfiqar, (2012) " Index Re-composition Effects: Comparison of Different Models" *Journal of Basic and Applied Scientific Research*, Issue 2(4), pp. 3294-3301.

5. **Abdul Raheman**, M. Khalid Sohail, BushraZulfiqar, Sana-ur-Rehman, FaizaKomeland Adil Bi
(2012) " Impact of Capital Expenditure on Working Capital Management in Selected List
Pakistani Firms" *American Journal of Scientific Research*, Issue 53, pp., March 2012.
6. Faisal Mahmood, **Abdul Raheman** and Nazakat Ali (2012) " Efficiency of Karachi Stock Exchan
in Terms Of Absorbing Company Reports Effect" *American Journal of Scientific Research*, Issue 5
pp.69-75, February 2012.
7. **Abdul Raheman**, M. Khalid Sohail, Umara Noreen, BushraZulfiqar, Mehran, Irfan&Adeel (201
"Oil Prices Fluctuations and Stock Returns-A Study on Asia Pacific Countries" *American Journal
Scientific Research*, Issue 43, pp. 97-106, January 2012.
8. **Abdul Raheman**, Abdul Qayyum, TalatAfza& M.A. Bodla(2011), "Sector-wise Performance
Working Capital Management Measures and Profitability Using Ratio Analys
" *Interdisciplinary Journal of Contemporary Research in Business*. Vol. 3, No. 8. (2011) pp. 285-303
9. BushraZulfiqar, **Abdul Raheman**, M. Khalid Sohail and Dr. Mohamed Nasr "Examining t
Performance of Closed-End Mutual Funds under Different States of Pakistani Stock Marke
International Review of Business Research Papers. VOL. 7 No. 3. May 2011. Pp. 233-249
10. **Abdul Raheman**, Abdul Qayyum, TalatAfza& M.A. Bodla(2010), "Sector-wise Analysis
Working Capital Management and Firm Performance in Manufacturing Sector of Pakista
Interdisciplinary Journal of Contemporary Research in Business. Vol. 2, No. 7. (2010)
11. **Abdul Raheman**, TalatAfza, Abdul Qayyum& M.A. Bodla, (2010) 'Working Capital Manageme
and Corporate Performance of Manufacturing Sector in Pakistan' *International Research Journal
Finance and Economics*, Issue, 47
12. **Abdul Raheman**, Abdul Qayyum and TalatAfza(2009), "Efficiency Dynamics of Sugar Industry
Pakistan" *Pakistan Development Review (PDR)*. Vol. 48, No. 4.
13. M. Khalid Sohail and **Abdul Raheman**(2010) 'Examining the Short run IPOs Performance in sta
of Economy: Normal, Boom and Recession' *International Research Journal of Finance and Economi*

Issue, 35, pp. 173-186

14. M. Khalid Sohail and **Abdul Raheman** (2009) 'Determinants of Under-Pricing of IPOs regarding Financial and Non-Financial Firms in Pakistan' *European Journal of Economics Finance and Administrative Sciences*. Issue, 15, pp. 62-73.
15. **Abdul Raheman**, Talat Afza, Abdul Qayyum and M. Ahmed. Bodla (2008), "Estimating Total Factor Productivity and its Components: Evidence from Major Manufacturing Industries of Pakistan" *Pakistan Development Review (PDR)*. Vol. 47, No. 4. Part II, pp. 677-694.
16. **Abdul Raheman**, Bushar Zulfiqar and Mustafa, (2007) 'Capital Structure And Profitability- Case of Islamabad Stock Exchange' *International Review of Business Research Papers*, Vol. 3, No.5, November 2007 Pp.347-361
17. **Abdul Raheman** and Mohamed Nasr, (2007) "Working Capital Management and Profitability: Case of Pakistani firms" *International Review of Business Research Papers*. Vol.3, No.1, March 2007 Pp.279 – 300

Name			
		<i>Dr Muhammad Razzaq Athar</i>	
<i>Personal</i>		<i>Assistant Professor, UIMS, PMAS-AAUR 0333-5521470 M.razzaq@uaar.edu.pk</i>	
<i>Experience</i>		24 years of Teaching Experience One out of 24 years in Arid University	
<i>Graduate Students</i> <i>Postdocs</i> <i>Undergraduate Students</i> <i>Honour Students</i>	Post Graduate:		
	Years	Degree	Name
	2011	MBA	M. Arslan Hafeez
	2011	MBA	Saba
	2011	MBA	Marriam
	2011	MBA	Noor
	2011	MBA	M. Basit Naseem
	Graduates:		
	Years	Degree	Name
	2012	BBA (hons)	Niaz, Iqbal, Adnan
	2012	BBA (hons)	Arslan, Hassan, Asad
	2012	BBA (hons)	Sami, Adeel, Qasim

*Brief Statement
of
Research
Interest*

*Human Resource, Self perceived
employability attributes, Brain Drain,
Knowledge Management, Diversification,
Unemployment and employment, Inflation,
Poverty Alleviation Balance of Payments,*

<i>Publications</i>	1. M. Razzaq Ather, Ashfaq Ahmad and Kshif ur Rehman (2011) "An investigation of performance of public sector organizations" <i>Interdisciplinary journal of contemporary research in business</i>. Vol. 3 No 3. 2. Ashfaq Ahmad, Mumtaz Ali, M. and Razzaq Ather, Ashfaq (2011) "Performance Assessment of Private Organizations in Pakistan: A case of selected organizations of Rawalpindi/ Islamabad". <i>European Journal of Social Sciences</i>, Vol. 20 No. 3. Pp. 523-529. 3. Rizwan Junaid, Dr. Tahseen Mahmood Aslam, Dr. Muhammad Razzaq Athar, Nazir Ahmad Malik, Rana Zamin Abbas (2012) "Intellectual Death". <i>International Journal of Business and Social Science</i> Vol. 3 No. 11; June 2012, pp.247-259. 4. Akhlaque Ahmed Siyal¹, Umbreen Sharif², Muhammad Razzaq Athar³ (2012) "Individual company related economic and investment behavior". <i>Actual problems of economics</i>. vol. 2, No.4, 2012. 5. Akmal Shahzad¹, Khalid Mahmood Lodhi², Muhammad Razzaq Athar³ (2012) "Determinants of interest rate spread: An empirical explanation". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 6. Akmal Shahzad¹, Arifa Andleeb², Muhammad Razzaq Athar³ (2012) "Impact of technology on interest rate: Evidence from the banking sector of Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 7. Asad Khan¹, Fawad Aslam Khattak², Muhammad Razzaq Athar³ (2012) "Effects of organizational ethics on turnover intentions". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012 8. Atif Anis¹, Muhammad Razzaq Athar² (2012) "Crucial hr practices for employee retention in economic instability". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 9. Imran Anwar Mir¹, Mohsin Zafar², Muhammad Razzaq Athar³ (2012) "comparative impact of different domains of self concept on consumers' brand Selection decision". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 10. Shahzad Zeb¹, Muhammad Razzaq Athar², Imran Anwar Mir³ (2012) "Competitive advantage: the role of organisational intangibles". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012 11. Uzma Khattak¹, Muhammad Aslam Khan², Muhammad Razzaq Athar³ (2012). "Organizational commitment and turnover intentions between public and private sectors in Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012
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Name	<i>Buhra Nasreen</i>
Personal	Girls Suprintendent House ,Colony # 1,University of Arid Agriculture Rawalpindi Cell# 0332-5200391, Off.Ph# 051-9290119 Date of birth: July1, 1973 Marital status: Married
Experience	December 1998 to date Assistant Professor UIMS University of Arid Agriculture, Rawalpindi.
Additional Charge	Warden, Fatima Jinnah Hall PMAS - Arid Agriculture University, Rawalpindi.
Publication	1. Raheman, A., Bushar, Z., and Mustafa, <i>Capital Structure and Profitability-Case of Islamabad Stock Exchange</i>, International Review of Business Research Papers, Vol. 3, No.5, pp.347-361 (2007). 2. Bushra Zulfiqar, Abdul Raheman, M. Khalid Sohail and Dr. Mohamed Nasr “Examining the Performance of Closed-End Mutual Funds under Different States of Pakistani Stock Market”. International Review of Business Research Papers. VOL. 7 No. 3. May 2011. Pp. 233-249

Name	Syed Kashif Saeed
Personal	Date of Birth: May 04 1968 Address: Flat No. 15, Block No. 3-A Gali No. 25, I-8/1, Islamabad Telephone No: 051-4437990 & 0334-5065490
Experience	Date: 01-11-2006 to date Title: Assistant Professor Institution: UIMS- Pir Mehr Ali Arid Agriculture University Rawalpindi. Date: 21-09-1996 to 31-12-2001 Title: Lecturer Institution: Preston University, Islamabad. Date: 01-01-1994 to 20-09-1996 Title: Assistant Works Manager (Admn) Institution: Pakistan Ordnance Factories, Wah Cantonement. Date: 03-12-1992 to 31-12-1993 Title: Statistical Officer Institution: Ministry of States & Frontier Region, Islamabad. Date: 05-08-1990 to 02-12-1992 Title: Statistical Assistant Institution: Population Census Organisation, Statistics Division, Islamabad.
Honor and Awards	Received letter of appreciation from late Dr. Mehboob-ul-Haq
Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA & MBA since 2007, and the number of these students is at least one hundred, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these techniques.
Publications	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.
Research Grants and Contracts	NIL
Other Research or	

Creative Accomplishment	Nil
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Name	<i>Sidra Shahzadi</i>
Personal	H# DD-20D, St# 3, Lane 2, Gulshan Dadan Khan, Murree Road, Rawalpindi. Mobile# 03335401480, Off.Ph# 051-9290155 Date of birth: July2, 1983 Marital status: Married
Experience	January 2006 to date Lecturer UIMS University of Arid Agriculture University, Rawalpindi.
Honours and Awards	Silver Medal and scholarship in MBA. Received shield for good performance as a coordinator of literary society of University of Arid Agriculture, Rawalpindi.
Service Activity	Member of literary society of University of Arid Agriculture, Rawalpindi.

Name	<i>Zia ur Rehman</i>
Personal	Address: B-86 Gulistan colony Wah cantt Cell # 03015052520
Experience	2007-date Lecturer Management Sciences at University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi 2004-2007 MIS & Marketing officer at Ecopack Ltd.
Education	MS(MS) Marketing SZABIST Islamabad(Waiting for Thesis Defense) M.B.A.(Marketing) COMSATS Institute of Information Technology(2006) B.Com., University of Punjab(2004)
Membership	-
Brief Statement of Research Interest	<i>Relationship quality and customer loyalty</i>
Publications	Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and loyalty: A case study of telecom sector of Pakistan. <i>African Journal of Business Management Vol. 6(14)</i>, 5085-5092.
Other Research or Creative Accomplishment	
Selected Professional Presentations	Presented two research papers on marketing issues in 8th and 9th National Research Conferences on Management & Computer Science held at SZABIST, Islamabad

Name	Ammar Asghar		
Personal	Date of Birth: 8 th May, 1985 Home Address: House # DD-107, Street # 8, Gulshan Dadan Khan, Shamsabad, Murree Road, Rawalpindi. Tel (RES): (051) 4422040 Tel (MOB): (0345) 5181776 Email: ammar5_9@yahoo.com		
Experience	Date, <i>11-sept.2008 to Date</i>	Title, <i>Lecturer</i>	Institution. <i>UIMS/PMAS-AAUR</i>
Honors and Awards	EDUCATION AND QUALIFICATIONS International Islamic University, Islamabad MS Finance (in progress) University of Arid Agriculture, Rawalpindi MBA (Finance), July 2007 (CGPA=3.02/4) University of Arid Agriculture, Rawalpindi BBA (HONS) June 2006 (CGPA=3.58/4)		
Membership			
Graduate Students Post Docs Undergraduate Students <i>Honour Students</i>			
Service Activity	For the last five semesters I have been teaching following courses to students of BBA and MBA programmes in UIMS/PMAS-UAAR • Principles of Accounting (MBA & BBA) • Cost Accounting (MBA & BBA) • Managerial Accounting (MBA) • International Trade (BBA) • Corporate Law (MBA)		
Brief Statement of Research Interest	I am looking forward to pursue my research efforts in the field of Managerial Accounting and Portfolio Management		
Publications	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.		

Research Grants and Contracts	---
Other Research or Creative Accomplishment	----
Selected Professional Presentations	----

Faculty Resume

AHMED IMRAN

University Institute of Management Sciences - PMAS – Arid Agriculture University

Rawalpindi, Pakistan; 051-9290155

Mob: 0345-7162527, E-mail: ahmedhunjra@gmail.com

OBJECTIVE

To utilize my skills with a growing team of professionals, promoting quality of work and seeking learning and growth opportunities for personal and corporate goals

ACADEMIC QUALIFICATION

- **PhD Finance (Working on Thesis)**
Iqra University, Islamabad
- **MS (Finance)**
Iqra University, Islamabad
- **MBA (Finance)**
Iqra University, Islamabad
- **M. Sc (Economics)**
Allama Iqbal Open University, Islamabad
- **BSc. (Mathematics & Economics)**
B. Z. U. Multan

SUBJECTS OF SPCECIAL INTEREST FOR TEACHING AND RESEARCH

- Business Mathematics
- Business Statistics
- Research Methods & Skills
- Advance Quantitative Analysis
- Econometrics
- Thesis Writing Business Economics
- Corporate Finance
- Introduction to Business Finance
- Financial Management
- Portfolio Management

WORKING EXPERIENCE

- Lecturer at **Arid Agriculture University, Rawalpindi** (UIMS) from December 2011 to date.
- Visiting Faculty member at **Arid Agriculture University, Rawalpindi** (UIMS) from March 2011 to December 2011. Following subjects are of special interest at UIMS-PMAS-AAUR:
 - Corporate Finance
 - Business Math & Stats
- Visiting Faculty member at **Quaid-i-Azam University** (QASMS) from October 2010 to December 2011. Following subjects are of special interest at QAU:
 - Business Math & Stats
 - Principle of Accounting
- Visiting faculty member at **Allama Iqbal Open University** (AIOU) from July 2008 to date. Following subjects are of special interest at AIOU:
 - Financial Management
 - Research Methods and Skills
 - Thesis Writing
 - Workshop Expert
 - Sub Examiner
- Visiting faculty member at **Chenab College of Advance Studies, Faisalabad** from December 2013 to date at M-Phil level. Following subjects are of special interest at:
 - Research Method Skills
 - Workshop-1 (Research Paper Writing)
- Visiting faculty member at **Foundation University Institute of Engineering and Management Sciences, Rawalpindi** from February 2011 to Jun 2011. Following subjects are of special interest at:
 - Principle of Accounting
 - Financial Management
 - Corporate Finance
- Research advisor at **Arid Agriculture University Rawalpindi**, from January 2012 to date at BBA, MBA and MS level.
- Research advisor at **Iqra University Islamabad**, from February 2011 to date at MS level.
- Research advisor at **Ripha International University Islamabad**, from January 2013 to date at MS level.
- Research Advisor at **SZABIST Islamabad** from September 2010 to date at MBA level.
- Research advisor at **Allama Iqbal Open University Islamabad** from July 2010 to date at MBA level.
- Engaged as an External Examiner at **Iqra University Islamabad and SZABIST University, Islamabad** at BBA and MBA level.
- Selected as a **Discussant in 2nd International Conference on Emerging Trends in Management (ICETM 2013)** held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**

- Head and Managing Scholar of *Iqra Intellectual Research Forum*, **Iqra University**, Islamabad from September 2010 to 2012.
- Conference Organizer Committee Member for Research/ Editorial/ Contribution in International Conference on Business, Technology and Engineering (ICBTE) **Iqra University**, Islamabad.
- **Reviewer of International Journals: (12)**
 1. *African Journal of Business Management* (ISI listed Journal)
 2. *World Applied Sciences Journal* (ISI listed Journal)
 3. *African Journal of Agricultural Research* (ISI listed Journal)
 4. *Middle East Journal of Scientific Research* (ISI listed Journal)
 5. *International Journal of Educational Administration and Policy Studies*
 6. *International Journal of Peace and Development Studies*
 7. *Elixir Online Journal*
 8. *International Research Journal of Management and Business Studies*
 9. *International Journal of Geography and Regional Planning*
 10. *South Asian Journal of Business Global Research*
 11. *Global Journal of Business, Management and Accounting*
 12. *Journal of Research in International Business and Management*
- **Membership of Research Societies:**
 1. *Global Development Network (GDNET)*
 2. *South Asian Network Development and Environmental Economics (SANDEE)*
 3. *Research Foundation for Humanity*
- **WebPages:**
 1. http://works.bepress.com/ahmed_hunjra/
 2. https://www.researchgate.net/profile/Ahmed_Imran_Hunjra2/
 3. http://www.amazon.ca/Books/s?ie=UTF8&field-author=Ahmed%20Imran%20Hunjra&page=1&rd=1&rh=n%3A916520%2Cp_27%3AAhmed%20Imran%20Hunjra
 4. <http://uaar.academia.edu/AhmedImranHunjra/Papers>
 5. <http://ideas.repec.org/f/phu279.html>

TRAININGS AND WORKSHOPS ATTENDED

- One month workshop on SPSS
- 06 month diploma in English language from NUML
- Workshop of Management by U-fone

RESEARCH CONTRIBUTION _____

Books/Monographs (06)

1. K. Mirza, M. Rashid and **A. I. Hunjra**, *Marketing Ethics and Pharmaceutical Industry*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-659-10324-7. May, 2012.**
2. **A. I. Hunjra**, G.S. K. Niazi, *Cause Related Marketing and its Impact on Sales*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-8454-0222-2. July, 2011.**
3. A. Ahmad, **A. I. Hunjra**, K. U. Rehman, *Product Development in the Perspective of Knowledge Management*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-8443-8905-0. July, 2011.**
4. F. Hussain, **A. I. Hunjra**, and M. Rashid, *Critical Success Factors of Projects*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-8465-1248-7. September, 2011.**
5. A. A. Humayoun, **A. I. Hunjra**, and K. U. Rehman, *Technology Based Employee Training and Organizational Performance*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-8465-1085-8. October, 2011.**
6. **A. I. Hunjra**, B. Z. Butt, K.U. Rehman, *Financial Management Practices In Pakistani Corporate Sector and their Impact on Organization Performance: Theory and Application*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN-978-3-8433-8453-7. December, 2010.**

Published Papers (36)

National (03)

7. **A. I. Hunjra**, M. I. Chani, S. Ijaz, M. Farooq, and K. Khan. The Impact of Macroeconomic Variables on Stock Prices in Pakistan. ***International Journal of Economics and Empirical Research***, Vol.2 (01), p, 13-21: January 2014. **ISSN: 2310-5232.**
8. **A. I. Hunjra**, M. I. Chani, S. Javed, S. Naeem, and M. S. Ijaz, “Impact of Microeconomic Variables on Firm Performance. ***International Journal of Economics and Empirical Research***, Vol.2 (02), p, 65-73: February 2014, **ISSN: 2310-5232.**
9. **A. I. Hunjra**, M. S. Ijaz, M. I. Chani, S. U. Hassan, and U. Mustifa, “Impact of Dividend Policy, Earning per Share, Return on Equity and Profit after Tax on Stock Prices.” ***International Journal of Economics and Empirical Research***, Vol.2 (03), p, 109-115: March 2014, **ISSN: 2310-5232.**

International (33)

10. S. A. Khan, S. A. Qureshi, and **A. I. Hunjra**, "CRM Implementation: A Descriptive Study of the Service Industry in Pakistan. *World Applied Sciences Journal (ISI-Journal)*, Vol.30 (03), p, 355-361: February 2014. ISSN: 1818-4952.
11. M. S. Ijaz, **A. I. Hunjra**, Z. Hameed, A. Maqbool and R. I. Azam. Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of KSE. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (06), p, 863-870: June 2013. ISSN: 1818-4952.
12. E. U Hassan, F. Shahzeb, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**. Impact of Affect Heuristic, Fear and Anger on Decision Making of Individual Investor: A Conceptual Study. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (04), p, 510-514: April 2013. ISSN: 1818-4952.
13. L. Riaz, **A. I. Hunjra**, and R. I. Azam, "Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (6), p, 789-795: June 2012. ISSN: 1990-9233.
14. S. Iqbal, K.U. Rehman, **A. I. Hunjra**, "Consumer Intention to Shop Online: B2C E-Commerce in Developing Countries". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (4), p, 424-432: November 2012. ISSN: 1990-9233.
15. S. A. Qureshi, K.U. Rehman and **A. I. Hunjra**, "Factors Affecting Investment Decision Making of Equity Fund Managers". *Wulfenia Journal (ISI-Journal Impact factor 0.269)*. Vol.19 (10), p, 280-291: October 2012. ISSN: 1561-882X.
16. **A. I. Hunjra**, R. I. Azam, A. A. Humayoun, "Cause Related Marketing and its Impact on Sales: Mediating by Brand Loyalty and Consumer Purchase Intention". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.131 (05), p, 468-476: May, 2012. ISSN: 1933-6788.
17. N. Safwan, **A. I. Hunjra**, M. Ashfaq, S. Q. H. Naqvi, "The Impact of Trust and Cabin Crew Performance on Customers Satisfaction." *OIDA International Journal of Sustainable Development (Canada)*. Vol.4 (02), p, 45-50: May, 2012. ISSN: 1923-6622.
18. **A. I. Hunjra**, I. Batool, G. S. K. Niazi, I. U. Rehman, "Investment Appraisal Techniques and Constraints on Capital Investment". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 27-33: April, 2012. ISSN: 1933-6788.
19. M. N. Akhtar, **A. I. Hunjra**, N. Safwan, A. Ahmad, "Long Run Relationship between Poverty and Macro-Economic Variables in Pakistan". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 186-192: April, 2012. ISSN: 1933-6788.

20. **A. I. Hunjra**, J. Iqbal, I. Batool, G.S.K. Niazi, “*Determinants of Financial Management Practices: A conceptual Study*”. ***Actual Problems of Economics (ISI-Journal Impact factor 0.039)***. Vol.4 (02), p, 34-39: April, 2012. ISSN: 1933-6788.
21. M. Zafar, S. Zafar, A. Asif, **A. I. Hunjra**, H. M. Ahmad, “*Service Quality, Customer Satisfaction, and Loyalty: An Empirical Analysis of Banking Sector in Pakistan*”. ***Information Management and Business Review (UAE)***. Vol.4 (04), p, 159-167: April, 2012. ISSN: 2220-3796.
22. **A. I. Hunjra**, G. S. K. Niazi and H. Khan, “*Relationship between Decision Making Style and Consumer Behaviour*”. ***Actual Problems of Economics (ISI-Journal Impact factor 0.039)***. Vol.4 (02), p, 21-26: April, 2012. ISSN: 1933-6788.
23. M. N. Akhtar, **A. I. Hunjra**, A. Andleeb, B. Z. Butt, “*Individual Investor Perception towards Dividend: Pakistan’ Perspective*.” ***Actual Problems of Economics (ISI-Journal Impact factor 0.039)***. Vol.4 (02), p, 193-199: April, 2012. ISSN: 1933-6788.
24. G. S. K. Niazi, J. Siddiqui, B. A. Shah, **A. I. Hunjra**, “*Effective Advertising and its Influence on Consumer Buying Behaviour*”. ***Information Management and Business Review (UAE)***. Vol.4 (03), p, 114-119: March, 2012. ISSN: 2220-3796.
25. **A. I. Hunjra**, M. Bilal, H. Shafi, I. Ullah, K.U. Rehman, “*Patterns of Capital Structure Decisions and Dividend Policy in Pakistani Corporate Sector and their Impact on organization Performance*. ***African Journal of Business Management (ISI-Journal Impact factor 1.105)***, Vol.5 (27), p, 11060-11067: November 2011. ISSN: 1993-8233.
26. M. N. Akhtar, **A. I. Hunjra**, K.U. Rehman, “*The Determinants of Short Term Investment Decision Making*.” ***Actual Problems of Economics (ISI-Journal Impact factor 0.039)***, Issue.11, p, 356-363: November 2011. ISSN: 1933-6788.
27. R. I. Azam, I. Batool, R. Imran, M.I. Chani , **A. I. Hunjra**, J. M. Jasra, “*Financial Crisis and Economic Growth in Pakistan: A Time Series Analysis*”. ***Middle East Journal of Scientific Research (ISI-Journal)***, Vol.9 (3), p, 425-430: May 2011. ISSN: 1990-9233.
28. **A. I. Hunjra**, G. S. K. Niazi, S. W. Akbar, and K.U. Rehman, “*Application of Finance Techniques: An Empirical Evidence of Pakistani Corporate Sector*”. ***Actual Problems of Economics (ISI-Journal Impact factor 0.039)***, Issue.9, p, 394-404: September 2011. ISSN: 1933-6788.
29. H. M. Ahmad, **A. I. Hunjra**, G. S. K. Niazi, K.U. Rehman, R.I. Azam, “*Planned Behavior among Young Graduates and Intention to Create New Venture*”. ***Management and Marketing Journal (Romania)*** Vol.6 (3), p, 437-456: September 2011. ISSN: 1842-0206.

30. **A. I. Hunjra**, M. Azam, G. S. K. Niazi, B. Z. Butt, K.U. Rehman, R. I. Azam. Risk and Return Relationship in Stock Market and Commodity Prices: A comprehensive study of Pakistani Markets. *World Applied Sciences Journal (ISI-Journal)*, Vol.13 (03), p, 470-481: July 2011. ISSN: 1818-4952.
31. M. N. Akhtar, **A. I. Hunjra**, S. W. Akbar, K.U. Rehman, G. S. K. Niazi, "Relationship between Customer Satisfaction and Service Quality of Islamic Banks." *World Applied Sciences Journal (ISI-Journal)*, Vol.13 (03), p, 453-459: July 2011. ISSN: 1818-4952.
32. G. S. K. Niazi, **A. I. Hunjra**, M. Rashid, S. W. Akbar, and M. N. Akhtar, "Practices of Working Capital Policy and Performance Assessment Financial Ratios and their relationship with Organization Performance". *World Applied Sciences Journal (ISI-Journal)*, Vol.12 (11), p, 67-73: May 2011. ISSN: 1818-4952.
33. J. M. Jasra, M.A. Khan, **A. I. Hunjra**, R. Aziz, R.I. Azam, "Determinants of SMEs Success". *International Journal of Business and Social Sciences (USA)*, Vol.2 (20), p, 274-280: October 2011. ISSN: 2219-6021.
34. S. T. Ahmad, I. Batool, S. A. Qurashi, **A. I. Hunjra**, G. S. K. Niazi, M. A. Khan, "Outcomes of Cause Related Marketing: A Demographic Analysis". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.10 (02), p, 260-269: July, 2011. ISSN: 1990-9233.
35. S. W. Akbar, M. Yausof, N. U. Haq, **A. I. Hunjra**, "Impact on Employee Empowerment on Job Satisfaction: An Empirical Analysis of Pakistani Services sector". *Interdisciplinary Journal of Contemporary Research in Business, (UK)*, Vol.2 (11), p, 680-685: November 2011. ISSN: 2073-7122.
36. M. Azam, H. Khan, **A. I. Hunjra**, H. M. Ahmad, M. I. Chani, "Institutions, Macro-economic policy and Foreign Direct Investment: South Asian Countries Case". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol. 5 (11), p, 4306-4313: June 2011. ISSN: 1993-8233.
37. **A. I. Hunjra**, H. M. Ahmad, K.U. Rehman, N. Safwan "Factors Influencing Intention to Create New Venture among Young Graduates". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol.5 (1), p, 121-127: January 2011. ISSN: 1993-8233
38. **A. I. Hunjra**, M.A. Ali, H. Khan, M.I. Chani, K.U. Rehman, "Employee Voice and Intent to leave: A case of Pakistani Banking Sector". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol.4 (14), p: 3056-3061: October 2010. ISSN: 1993-8233
39. **A. I. Hunjra**, K.U. Rehman, A. Ahmad, N. Safwan, I.U. Rehman, "Factor Explaining the Choice of Finance Major: Students' Perception towards

Finance Profession”. *Interdisciplinary Journal of Contemporary Research in Business*, (UK), Vol.2 (5), p, 439-455: September 2010. ISSN: 2073-7122

40. **A. I. Hunjra**, M.I. Chani, S. Aslam, M. Azam, K.U. Rehman, “Factors Effecting Job Satisfaction of Employees in Pakistani Banking Sector”. *African Journal of Business Management (ISI-Journal Impact factor 1.105)* Vol.4 (10), p: 2157-2163, August 2010. ISSN: 1993-8233
41. B. Zaheer, **A. I. Hunjra**, K.U. Rehman, “Financial Management Practices and their Impact on in Organization Performance: Theory and Application”. *World Applied Sciences Journal (ISI-Journal)*, Vol.9 (9), p: 997-1002, August 2010. ISSN: 1818-4952
42. K.U. Rehman, **A. I. Hunjra**, N. Safwan, A. Ahmad, “Students’ Attitude towards the Uses of Internet.” *International Journal of Business and Management, (Canada)*, Vol.5 (6), p, 46-55, June 2010. ISSN: 1833-3850.

Accepted Papers (03)

National (01)

1. **A. I. Hunjra**, H. Hassan, I. U. Munir, “The Role of Employee Retention and Employee Productivity on the Performance of Oil & Gas Sector of Pakistan.” Paper is accepted for publication in *International Journal of Economics and Empirical Research*, Vol.2 (07), p, ---: July 2014. ISSN: 2310-5232.

International (02)

2. I. Batool, **A. I. Hunjra**, B. Z. Butt, and A. Andleeb, “Exchange Rate Fluctuation: An Experience of Pakistani Manufacturing Sector Return”. Paper is accepted for publication in *Journal of Economics and Behavioral Studies*, ISSN: 2220-6140.
3. Q. Abbas, **A. I. Hunjra**, R. I. Azam, and R. Saeed, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is accepted for publication in *Information Management and Business Review (UAE)*. Vol.5 (05), p, ---: May, 2014. ISSN: 2220-3796.

Under Review Papers (03)

1. M. S. Ijaz, **A. I. Hunjra**, and R. I. Azam. Forecasting Bankruptcy through Multiple Discriminant Analysis in Pakistan”. Paper is under review with *Journal of Multivariate Analysis (ISI-Journal Impact factor 0.879)*. ISSN: 0047-259X.

2. H. M. Ahmad, S. Naimat, **A. I. Hunjra**, “Role of Networking on SME base Transactional Trade: Empirical Evidence from Sialkot”. Paper is accepted for publication in *Entrepreneurship and Regional Development* (ISI-Journal Impact factor 0.73).
3. F. Hussain, **A. I. Hunjra**, M. Rashid, “Factor Affecting the Success of Projects: An Empirical Analysis of Public Sector Projects”. Paper is under review with *International Journal of Project Management*.

CONFERENCE PROCEEDINGS (11):

National (08)

1. Q. Abbas, **A. I. Hunjra**, M. S. Ijaz, and E. U. Hassan, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is presented in “**2nd International Conference on Emerging Trends in Management (ICETM 2013)**” held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
2. M. Ali, S. Naz, M. Durani, and **A. I. Hunjra**, “Impact of Intellectual Capital on Financial Performance”. Paper is presented in “**2nd International Conference on Emerging Trends in Management (ICETM 2013)**” held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
3. E. U. Hassan, F. Shahzab, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**, “Measuring Validity of Determinants of Individual Investor Decision Making Investing in Islamabad Stock Exchange of Pakistan”. Paper is presented in “**2nd International Conference on Emerging Trends in Management (ICETM 2013)**” held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
4. E. U. Hassan, F. Shahzeb, M. Shaheen and **A. I. Hunjra**, “Impact of Affect Heuristic, Fear, and Anger on the Decision Making of Individual Investor: A Conceptual Study”. Paper presented in “**1st Abasyn International Conference on the Technology and Business Management (AiCTM)**” held on the April 2-4, 2013.
5. Q. Abbas, **A. I. Hunjra**, and R. I. Azam “Financial Performance of Banks in Pakistan after mergers and Acquisition”. Paper presented in “**1st Abasyn International Conference on the Technology and Business Management (AiCTM)**” held on the April 2-4, 2013.
6. L. Riaz, **A. I. Hunjra**, and R. I. Azam, “Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study”. Paper presented in “**NUML International Conference on Contemporary Trends in Business & Management (ICBM-2012)**” held in National University of Modern Language (NUML) Islamabad, Pakistan, at 12-13 December, 2012.

7. S. Ijaz, **A. I. Hunjra**, and R. I. Azam, “Accessing the Financial Failure Factor Using Z-Score And Current Ratio: A Case From Sugar Sector Listed Companies Of Karachi Stock Exchange”. Paper presented in “**NUML International Conference on Contemporary Trends in Business & Management (ICBM-2012)**” held in National University of Modern Language (NUML) Islamabad, Pakistan, at 12-13 December, 2012.
8. **A. I. Hunjra**, and G. S. K. Niazi, “Investment Appraisal Techniques and its Constraints on Capital Investment” Paper presented in **8th International Conference of Islamic Countries Society of Statistical Sciences (ISOSS)** held in National College of Business Administration & Economics (NCBA&E) Lahore, Pakistan, at 8-9 Feb, 2011.

International (03)

9. K.U. Rehman, **A. I. Hunjra**, A. Ahmad, S. Q. Haroon “Women Psychology in Career Development”. Paper presented in **International Conference on Advanced in Psychological and Brain Sciences (ICAPBS)** held in Kuala Lumpur, Malaysia December 7-9, 2011.
10. N. Safwan, **A. I. Hunjra**, K.U. Rehman, S. Q. Haroon “Factor effecting the Consumer Psychology”. Paper presented in **International Conference on Advanced in Psychological and Brain Sciences (ICAPBS)** held in Kuala Lumpur, Malaysia December 7-9, 2011.
11. A. Ahmad, K. U. Rehman, **A. I. Hunjra**, S. Q. H. Naqvi, “Impact of Brand Loyalty on Brand Extension Paper presented in **1st International Conference on Information Systems For Business Competitiveness (ICISBC)** held in Diponegoro University, Semarang - Indonesia, on 8-9 December 2011.

STUDENTS SUPERVISED SUCCESSFULLY:

Iqra University Islamabad			
MS Level Degree Completed (04)			
SR#	Student Name	Title of Research	Status
1.	Rizwan Ahmed	Effect of Personalized Financial Material on Expected Returns	Degree Completed (March- 2014)
2.	Salma Hafeez	Roll of Planned Behavior Theory in Personality, and Literacy Knowledge and its Impact on Future Investment	Degree Completed (April-2013)
3.	Syed Faisal Hasan Bukhari	Herding Behavior of Investors in Karachi Stock Exchange: Theory and Application	Degree Completed (Dec-2012)

4.	Abdul Rehman Sajid	Assets- Liability Management Framework in an Islamic Perspective and its Impact on Performance on Performance of Islamic Banking System. A Study of Pakistan	Degree Completed (Dec-2012)
UIMS-PMAS-University of Arid Agriculture University Rawalpindi			
MS Level Degree Completed (04)			
SR#	Student Name	Title of Research	Status
1.	Zeeshan Ahmad Khan	Application of Lintner's Dividend Model in Pakistan: Sector Wise Analysis	Degree Completed (May- 2014)
2.	Hammad Riaz	Impact of Terrorism on Stock Exchange	Degree Completed (May- 2014)
3.	Aqeel Alam	Investment Options and Preferences of Small Investors From Salaried Class	Degree Completed (April- 2014)
4.	Azhar Iftakhar	Determinants of Firm Growth: Empirical Evidence from Pakistan	Degree Completed (Dec- 2013)
5.	Shahzad Ijaz	Predicting Corporate Financial Distress and Bankruptcy in Pakistan	Degree Completed (May-2013)
6.	Lubna Riaz	Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception	Degree Completed (May-2013)
Final Thesis Submitted (03)			
1.			
Proposal Approved (01)			
1.	Muhammad Usman	Determinants of Cash Holding and its Impact on Organizational Performance	Proposal Approved (July- 2013)
MBA Level (17)			
SR#	Student Name	Title of Research	Status
1.	Syed Ali Raza & M. Usman Arif	Impact of Macroeconomic Variable on FDI	Degree Completed (February -2014)
2.	Amber Bashir & Khalil ur Rehman	Comparative Financial Performance Analysis of Conventional and Islamic Banks in Pakistan	Degree Completed (February -2014)
3.	Moqeeet Ahmed & Group	Impact of Foreign Direct Investment, Imports, Exports of Goods and Services on Economic Growth of Pakistan	Degree Completed (February -2014)
4.	Muhammad Shoaib & Group	Impact of Uncertainty on Firm Level Investment: Evidence From Pakistan Textile Sector	Degree Completed (February -2014)
5.	Sultan Mehmood & Group	Development of a Model for the Prediction of Corporate Financial Distress in Textile Sector of Pakistan Using Descriptive Statistics, Factor Analysis, and Logit Analysis	Degree Completed (February -2014)
6.	M. Umar Asghar & Shanza Ashrif Hashmi	Impact Of Psychological And Social Factors On Investment Decisions Of Individual Investor	Degree Completed (February -2014)
7.	Muhammad	Corporate Social Responsibility Enhances	Degree Completed

	Usman & Group	Financial Performance of the Organization	(February -2014)
8.	Saba Nazir	Causal Relationship among Macro Economic Variables and Equity Market Returns	Degree Completed (February -2014)
9.	Afzal Haider & Group	Efficient Market Hypothesis: A case of KSE	Degree Completed (February -2014)
10.	Hafiz Ali Akbar and group	Applications of Accounting Practices in Pakistani Corporate Sector	Degree Completed (July -2013)
11.	Muhammad Farooq and Kamran Khan	The Impact of Macro-Economic Variables on Stock Prices in Pakistan	Degree Completed (July-2013)
12.	Mujeeb ur Rehman and group	Impact of Dividend Yield, Dividend Payout Ratio, ROE on Stock Prices	Degree Completed (July-2013)
13.	Qammar Abbas and group	Impact of the M&A on Performance of the Banking Sector of Pakistan	Degree Completed (Feb-2013)
14.	Muhammad Ehsan and group	Impact of information Asymmetry on the investor Decision Making	Degree Completed (Feb-2013)
15.	Ali Asghar and group	Income Affects on the Performance of the Organization	Degree Completed (Feb-2013)
16.	Kamran Khan and group	Impact of Macroeconomic Variables on Poverty	Degree Completed (Feb-2013)
17.	Haseeb ur Rehman and Naeem Iqbal	Association among the Net Income and Credit of the Poultry Farmer in Rawalpindi, Pakistan	Degree Completed (Feb-2013)
BBA Level (06)			
SR#	Student Name	Title of Research	Status
1.	Sana Naeem and Sehrish Javed	Impact of Micro-Economic Variables on Firm Performance: A case of Cement Industry	Degree Completed (July- 2013)
2.	Aqsa Kiran Latif and Amna Mushtaq	Impact of Anomalies on Stock Returns	Degree Completed (July – 2013)
3.	Mamoona Kanwal and Group	Does Consumption Behavior Motivate the Inflation	Degree Completed (July- 2012)
4.	Misbah Mukhtar and Group	Volatility, and Risk & Return Relationship among Commodity Market and Economic Growth	Degree Completed (July- 2012)
5.	Bilal Raza and Group	Determinants of Dividend Policy: A Case of Banking Sector of Pakistan	Degree Completed (July- 2012)
6.	Hassan Bilal and Group	Determinants of FDI: Pakistani Perspective	Degree Completed (July- 2012)
SZABIST University Islamabad			
MBA Level			
Degree Completed (04)			

SR#	Student Name	Title of Research	Status
1.	Shahzad Ali & Muhammad Subhan	Stock Returns Volatility and Financial Crises of Emerging Economies	Degree Completed (January- 2013)
2.	Shafiqat Hussain	Determinants of Capital Structure in Chemical Sector of Pakistan	Degree Completed (January- 2013)
3.	Syed Tauqeer Ahmad and Group	Cause Related Marketing and its Impact on Sales with Special Reference to Pakistan	Degree Completed (Jun- 2011)
4.	Allah Yar and Group	Merger & Acquisition: Pre and Post Analysis of Pakistani Financial Sector	Degree Completed (Dec- 2011)
Allama Iqbal Open University Islamabad			
MBA Level			
Degree Completed (46)			
SR#	Student Name	Title of Research	Status
1.	Rabina Manzoor	Determinants of Banking Industry Growth In Pakistan	Degree Completed (May-2014)
2.	Ms. Abida	Discrimination and Employees Performance in Banking Sector of Pakistan	Degree Completed (May-2014)
3.	Muhammad Azeem Khan	Relationship between Brand awareness, Brand perception and price on behavioural outcomes of customers in Pakistan	Degree Completed (April-2014)
4.	Karim Jafferli	Determinants of “Ethical Leadership”– A case of Aga Khan Development Network	Degree Completed (April-2014)
5.	Ruqia Qoddus	Impact Of Training On Job Satisfaction	Degree Completed (April-2014)
6.	M. Awais Sherani	Impact of Devolution/Decentralization on improvement in D.I.Khan	Degree Completed (April-2014)
7.	Muhammad Umair Qasim Aziz Khan	Impact of Dividend Policy, Earning per Share, Return on Equity and Profit after Tax on Stock Prices	Degree Completed (April-2014)
8.	Khurram Bashir	Factors Determining Customers Loyalty toward Cellular Companies	Degree Completed (April-2014)
9.	Nauman Baig	Measuring Financial Inclusion in Malakand Agency	Degree Completed (March-2014)
10.	Anwar Hussain	Knowledge Management in Telecom Industry and its Relationship to Strategy and Organizational Learning	Degree Completed (March-2014)
11.	Aamer Saeed	Elements Affecting Implementation of Strategic and Marketing Plans	Degree Completed (March-2014)
12.	Arslan Saeed	Organization Culture and Firm Performance, Role of Employee Attitude as Intervening Variable: Empirical Evidence from Pakistan	Degree Completed (March-2014)
13.	Quratulain Yousaf	The Impact of Training on Employee Performance and Commitment: An Empirical Evidence of Pakistan’s Development Sector	Degree Completed (February-2014)
14.	Zabbih ullah Zabbih	Organizational Performance Under Supportive Working Climate at Retail Pharmacies	Degree Completed (February-2014)

15.	Ali Hashim	Role of HR practices and work place trust in achieving superior performance. Evidence from social sector of Pakistan	Degree Completed (February-2014)
16.	Syeda Shafaq Karim	Design of an Efficient Supply Chain for Stylo Shoes	Degree Completed (January-2014)
17.	Shakeela Nasir	The Impact of Human Resource Management Practice on Employees Performance in PHA Foundation	Degree Completed (January-2014)
18.	Fiaz Hussain Qadri	The Role of Knowledge Management Enablers and Dynamic Capabilities in Product Development	Degree Completed (September-2013)
19.	Muhammad Abid Hussain	The Impact Of Safety Training On The Employees Of Electricity Distribution Companies Of Pakistan	Degree Completed (September-2013)
20.	Syed Ali Haashim	Role of HR Practices and Work Place Trust in Achieving Superior Performance: Evidence From Social Sector of Pakistan	Degree Completed (September-2013)
21.	Nuzhat Shamim	Impact of Strategic Planning on the Financial Performance of Small and Medium Banks in Islamabad	Degree Completed (September-2013)
22.	Sehrish Kiran	Relationship between Country of Origin Image, Product Knowledge, Product Involvement, and Purchase Intention	Degree Completed (September-2013)
23.	Jabar Zaman Khan Khattak	Role of Age on Relationship between Use of Social Networking Websites & Multiple Decisions	Degree Completed (July-2013)
24.	Raja Shafat Ali	Causal Relationship among Economic Variables and Equity Market Returns	Degree Completed (July-2013)
25.	Saad Anwar	The Impact of E-Banking on Customer Satisfaction: A Comparative Analysis on Pakistani Banks	Degree Completed (May-2013)
26.	Arif Rashid	Analysis of Employee Retention Factors in Banking Sector With Specific to Askari Bank Ltd	Degree Completed (May-2013)
27.	Khurram Mirza	Unethical Marketing and Promotion of Pharmaceutical Industry in Pakistan	Degree Completed (April-2013)
28.	Asma Ikhtiar	Quality Perception of the Customers towards Services of Domestic Islamic Banks in Pakistan	Degree Completed (April-2013)
29.	Muhammad Kayfiat	The Role of Employee Retention and Employee Productivity on the Performance of OGDCL	Degree Completed (April-2013)
30.	Fahad Rafiq Malik	Impact and Role of Information Technology System on the Supply Chain Management: A Study of Ericsson Pakistan	Degree Completed (April-2013)
31.	Tariq Rehman	Relationship between Marketing Research and Product Promotion	Degree Completed (April-2013)
32.	Muhammad Jamil	Determinants of Human Resource Development: An Empirical Evidence of	Degree Completed (December -2012)

		Pakistan	
33.	Hammad Ahmad	Impact of performance Appraisal System on Employees Motivation of Oil and Gas Sector of Pakistan	Degree Completed (December -2012)
34.	Muhammad Naeem	Influential Factors for Good Corporate Governance	Degree Completed (December -2012)
35.	Akeel Yousaf	Factor Affecting the Buying Behavior of fast Food Customers in Pakistan	Degree Completed (December -2012)
36.	Bushra Muhammad Ilyas	The Impact of Customer Oriented Employees on Organizational Performance: A Case of Pakistani Banking Sector	Degree Completed (December -2012)
37.	Aamer Shehzad	Work Family Conflict in The Commercial Organizations of Pakistan Army	Degree Completed (December -2012)
38.	Muhammad Zulfiqar	Efficiency of Organizational Trainings	Degree Completed (December -2012)
39.	Basharat Ali	Impact of Electricity Prices and Electricity Crises on Consumption Behavior of SMEs of Pakistan	Degree Completed (June-2012)
40.	Arif Ali	Employee retention in post merger integration process: A case of Pakistani Banking Sector	Degree Completed (June-2012)
41.	Muhammad Irfan Khan	The Relationship between Technology Based Employee Trainings and Organizational Performance	Degree Completed (June-2012)
42.	Sarfraz Ahmad Sirohey	Impact of Business Process automation on Employees Efficiency	Degree Completed (June-2012)
43.	Syed Mukhtar Ahmed Jilani	Relationship of Five Factors Model of Personalities with Knowledge Sharing Willingness	Degree Completed (June-2012)
44.	Fida Hussain	Critical Factors Affecting the Success of Public Sector Infrastructure Development Projects in Pakistan	Degree Completed (November-2011)
45.	Muhammad Imran Saeed	Relationship Between Job Satisfaction and Intention for Future Promotions among Junior Leaders in Artillery Regiment	Degree Completed (November-2011)
46.	Muhammad Bilal	Factor affecting Job Satisfaction of Employees: An Empirical Evidence of Pakistani Banking Sector	Degree Completed (November-2011)
Final Thesis Submitted (00)			
SR#	Student Name	Title of Research	Status
1.			
2.			
Proposal Approved (10)			
SR#	Student Name	Title of Research	Status
1.	Abdul Waheed Khan	Job Satisfaction of Nurses at The College of Nursing, AFPGMI Rawalpindi	Proposal Approved (June-2013)
2.	Muhammad Ahsan Hafeez	Performance Management System at Pakistani Banking Industry	Proposal Approved (June-2013)
3.	Muhammad Asif	A study to determine the Role of marketing strategies on market share	Proposal Approved (Feb-2013)

4.	Tahir Mehmood	Determinants of Job Satisfaction: A Study of Public Sector Universities at Islamabad, Pakistan	Proposal Approved (Feb-2013)
5.	Col. Amir	Effect of work environment, remuneration, relationship with supervisor and work load on employee performance	Proposal Approved (Feb-2013)
6.	Kashif Cheema	Customer's Satisfaction Level of Products, Services, and Processes offered by Allied Bank Limited.	Proposal Approved (Feb-2013)
7.	Ammad Ali Khan Jadoon	Implementation of ERP in NLC	Proposal Approved (Feb-2013)
8.	Muneer Ahmad	Factors those Influence the Sales of the Organization	Proposal Approved (Feb-2013)
9.	Asif Idrees	Analysis Of Sales Promotion Strategies For Dawlance	Proposal Approved (June-2012)
10.	Nadeem Abdullah	Determinants of Employee Satisfaction in International NGOs in Pakistan	Proposal Approved (June-2012)

COMPUTER SKILLS

- **MS Office:** Good at MS Word, Power point & Excel
- **Research/Modeling Software:** Expertise in AMOS, SPSS, and Eviews.

PERSONAL PROFILE

- Fathers' Name Muhammad Ramazan
- Date of Birth December; 15, 1985
- Domicile Muzaffar Garh, Pakistan
- Marital Status Single

REFERENCES

Prof. Dr. Kashif ur Rehman
Professor
Iqra University Islamabad
Tel: 92-51-111-264-264 Ext: 228

Prof. Dr. Rauf I Azam
Professor & Director
UIMS – PAMS - Arid Agriculture
University Rawalpindi; 0519290155

Name	<i>Afsheen Fatima</i>
<i>Personal</i>	UIMS, PMAS-AAUR Off: 051-9290155 Mob: 0333-5473931
<i>Experience</i>	December, 2011 Lecturer at UIMS, PMAS-AAUR February, 2007 Asst. Director at UIMS, PMAS-AAUR
<i>Memberships</i>	Assistant Editor for Journal of Business Management Studies (JBMS)

<i>Brief Statement of contribution Research Interest</i>	Thirst for making significant and original
quality	towards knowledge and practice through
	research.

Conference Publications

1. Imran Rabia and **Fatima, Afsheen** "Predicting job satisfaction through rewards: stress as a mediator" (2012) Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan Vol: pp:- (Conference Publications)
2. Zahoor, Faiza, Imran rabia, and **Fatima, Afsheen** "The impact of transformational leadership on employee commitment: an empirical evidence from banking sector of Rawalpindi and Islamabad" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
3. Mahmood, Khalid; **Fatima, Afsheen** and Zahoor, Faiza "Impact of organizational culture on organizational performance and leadership as a mediator" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)

4. Fatima, Afsheen "Awakening Individual's Change Commitment: The Role of Emotional and Spiritual Intelligences", 3rd International Conference on Business, Economics and Tourism Management - CBETM 2012, 26-28 October, to be held in Hong Kong
5. **Fatima, Afsheen;** Iqbal, Muhammad Zahid and Imran Rabia (2012) "Organizational Commitment and Counterproductive work behavior: Role of employee empowerment" The Sixth International Conference on Management Science and Engineering Management (November), to be held in Islamabad, Pakistan
6. **Fatima, Afsheen** and Iqbal, Muhammad Zahid (2012) "Impact of horizontal interpersonal conflicts on organizational commitment" (2012) Proceedings of International Symposium on Business, Economics and Financial Applications, Kefalonia, Greece. (Conference Publications)
7. **Fatima, Afsheen,** Awan, Sajid Hussain & Imran, Rabia (2011) *Stress and Organizational Rewards: Predictors of Job Satisfaction*, presented in International Management Conference (IMaC 2011) at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
8. Imran, Rabia, **Fatima, Afsheen,** Noreen, Umara and Awan, Sadia (2011) *Work Environment as a Predictor of Employee Performance: Gender as a Moderator*, presented in *International Management Conference (IMaC 2011)* at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
9. **Fatima, Afsheen,** Qureshi, Atif & Iqbal, Muhammad Zahid (2011) Predictors and Outcomes of Organizational Commitment: Moderating Role of Spiritual Leadership, presented in 11th National Research Conference at SZABIST, Islamabad, held from January 19-20, 2011.
10. **Fatima, Afsheen** & Awan, Sajid Hussain (2010) Impact of Emotional Intelligence on Transformational leadership in telecom sector of Pakistan, presented in 10th National Research Conference at SZABIST, Islamabad.

Journal Publications

1. **Fatima, Afsheen,** Imran, Rabia and Awan, Sajid Hussain (2011). Emotional Intelligence and Transformational Leadership: Finding Gender Differences. *World Applied Science Journal*, Vol.14 No.11, pp. 1734-1743., ISSN: 1818:4952. ISI Master list journal.
2. Imran, Rabia, Saeed, Tahir, Haque, Anis, M., & **Fatima, Afsheen** (2010). Organizational climate: predictor of innovative work behaviour. *African Journal of Business Management*. Vol. 4(15), pp. 3337-3343, 4 November, 2010 , ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105

3. **Fatima, Afsheen,** Imran, Rabia & Zaheer, Arshad (2010).Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. *World Applied Science Journal*.Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list journal.
4. Khan, Rabia, Rehman, Abaid & **Fatima, Afsheen** (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management*. Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105

Annexure 7

COURSE REVIEW REPORTS