Pir Mehr Ali Shah

Arid Agriculture University, Rawalpindi

University Institute of Management Sciences

Self Assessment Report for MS Program (2012-14)

Program Team

Director:

Prof. Dr. Rauf-i-Azam (Director UIMS)

Member:

Mr. Shuja Ilyas (Member)

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INSTITUTE INTRODUCTION (UIMS)

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 1200 students in BBA, MBA, MBA (Executive), MBA (Agribusiness) and MDM (Masters in Development Management). The four years BBA program at UIMS is the major strength of this institute. The program comprises of 8 semesters (133 credit hrs). Internship and research based projects are key factors that transform students into appropriate candidates for jobs as well as higher education in business disciplines. Every year 200 students are admitted into these programs, who by going through vigorous training are absorbed in the leading organizations of Pakistan. 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.

VISION STATEMENT (UIMS)

Become the regional reference point for quality education, research and home of entrepreneurs.

MISSION STATEMENT (UIMS)

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

Strategic objectives (UIMS)

- Provide **Quality education** to the graduates with current market knowledge.
- Conduct **research** directly relevant to business practices.
- Develop **Entrepreneurial insight** in graduates by emphasizing on social responsibility and ethical values.

MISSION STATEMENT OF MS PROGRAM

We aim at developing professionals equipped with analytical, managerial, entrepreneurial and problem solving skills by teaching theoretical background and practical insights of corporations and various businesses. We believe in confidence building, personality development and innovation to cope up challenges of work life. Further produces future highly trained and market oriented teachers to support next generation.

OBJECTIVES OF MS PROGRAM

1. To prepare students for middle- to upper-level positions within the management function at leading companies.
2. Prepare students for research both quantitative and qualitative research skills are addressed in the program.
3. Insure that students are able to communicate this information both in a technical way to peers and in a more general way for decision making by upper management.

4. The MS program is essentially a research based degree program intended to investigate into and find solutions to the problems besetting our national economy.
5. Develop well managed, trained, skilled and equipped teachers.

LEARNING OUTCOMES

Following are the learning outcomes of MS (management Sciences)

1. Students will be able to to think broadly and more deeply about the theory, beliefs and values at the root of business activities
2. Students will be able to conduct research independently
3. Students will be able to contribute towards the development of new ideas, theories and business models
4. Students will be able to communicate ideas in a manner that is understandable to a audience that does not know the idea previously
5. Students will be able to conceptualize problems and devise solutions through interpreting and analyzing existing or new data through a variety of tools

Table 1: Program Objectives Assessment

Objectives	How Measured	When Measured	Improvement Needs Identified	Improvement Made
To prepare students for middle- to upper-level positions within the management function at leading companies.	Through exams ,quizzes, and assignments	During and at the end of each semester	Difficulty in connecting theory with practical	Emphasis on case studies
Prepare students for research both quantitative and qualitative research skills are addressed in the program.	Assignments that require the students to actually write a scholarly article. Exam at the end of semester.	During and at the end of the semester	Lack of Stats & Econometrics subject know how	A course added to scheme of studies with the name "data analysis and decision making"
Insure that students are able to communicate this information both in a technical way to peers and in a more general way for decision making by upper	Assignments that require the students to actually write a scholarly article. Exam at the end of semester.	During and at the end of the semester	Lack of innovative thinking	Inclusion of research articles related to different topics in a subject as a part of teaching methodology

management.				
The MS program is essentially a research based degree program intended to investigate into and find solutions to the problems besetting our national economy.	Exams based on case studies	During and at the end of semester	Lack of proper reply from industry	Networking with the industry.
Develop well managed, trained, skilled and equipped teachers.	By networking with other faculty members	During semester	Sometimes students don’t know how to present an idea	Presentations

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.

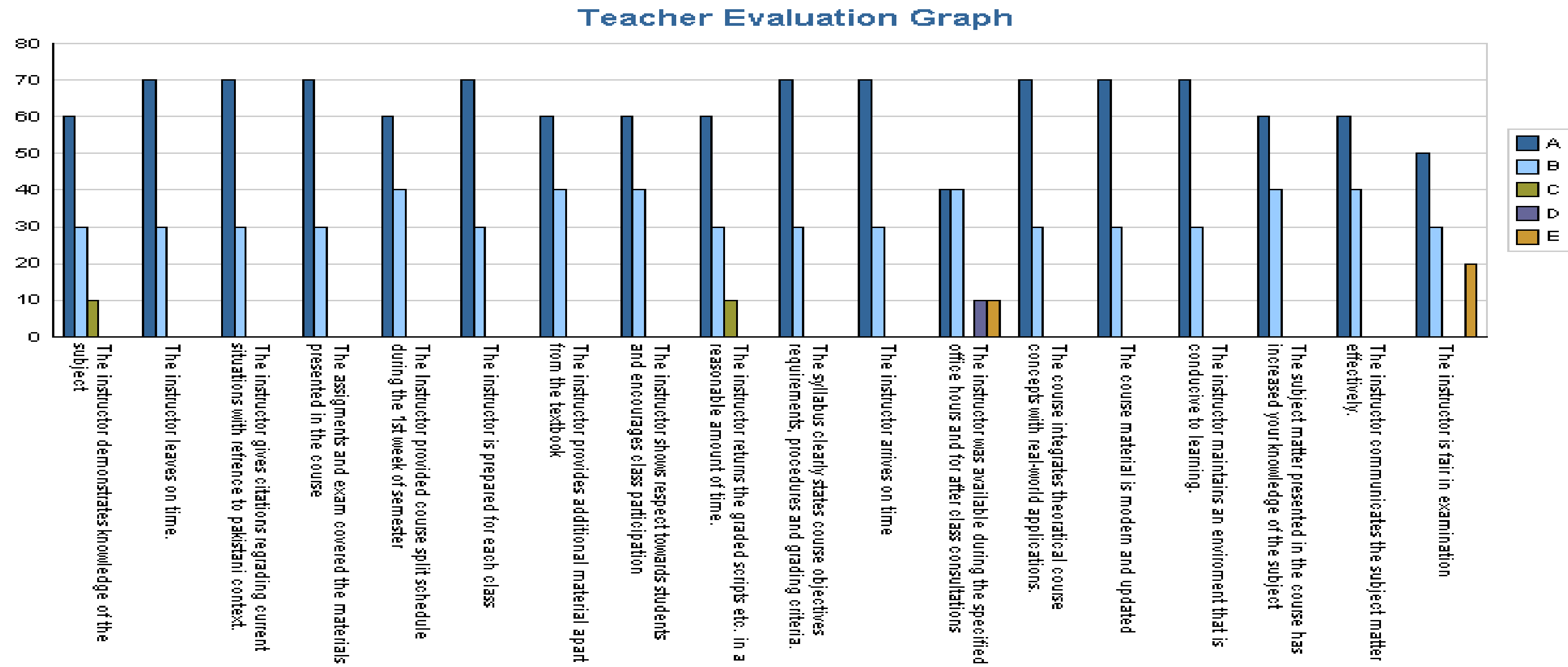
Table 2: Program outcomes and their relationship with objectives

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

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

Teacher Evalutions

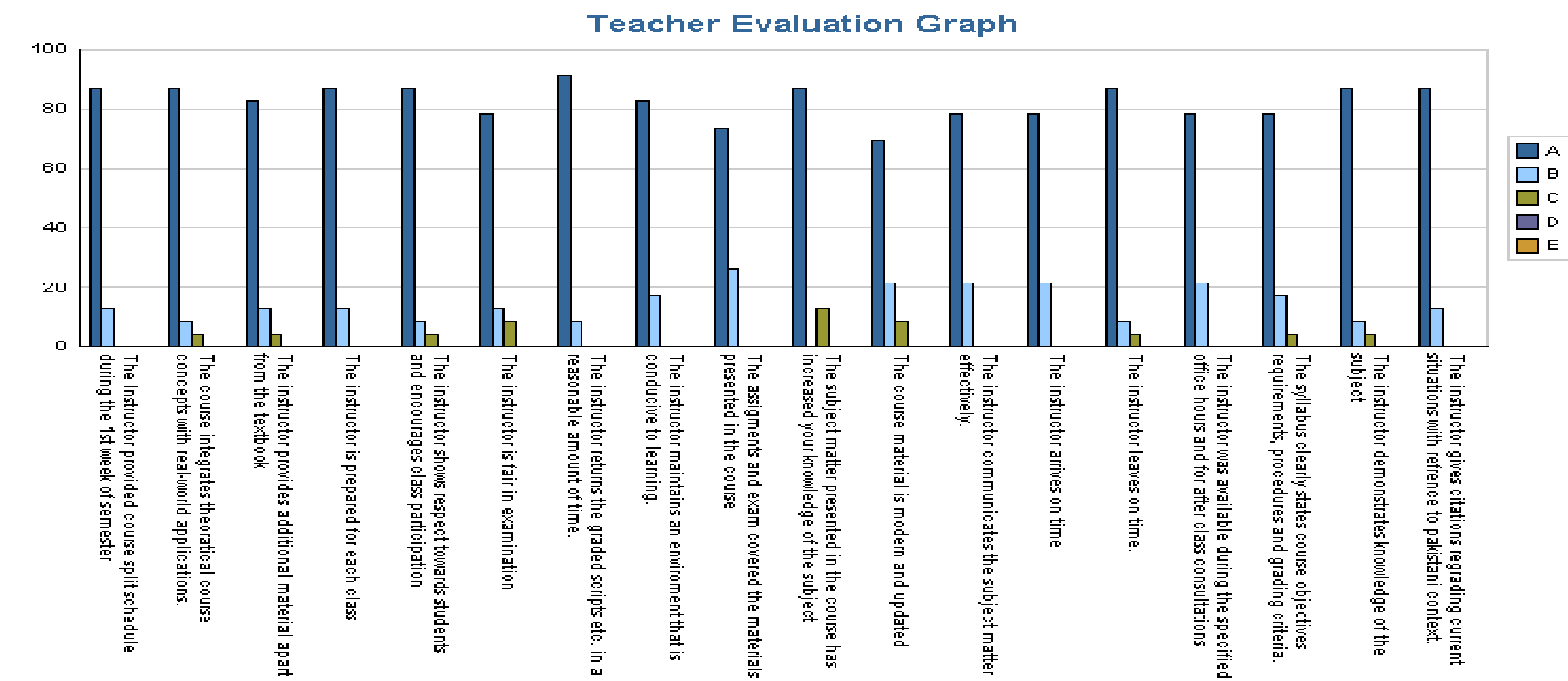
MGT-750 Business Research Methodology Dr. Rauf I Azam



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation is more than satisfactory in all quality aspects.

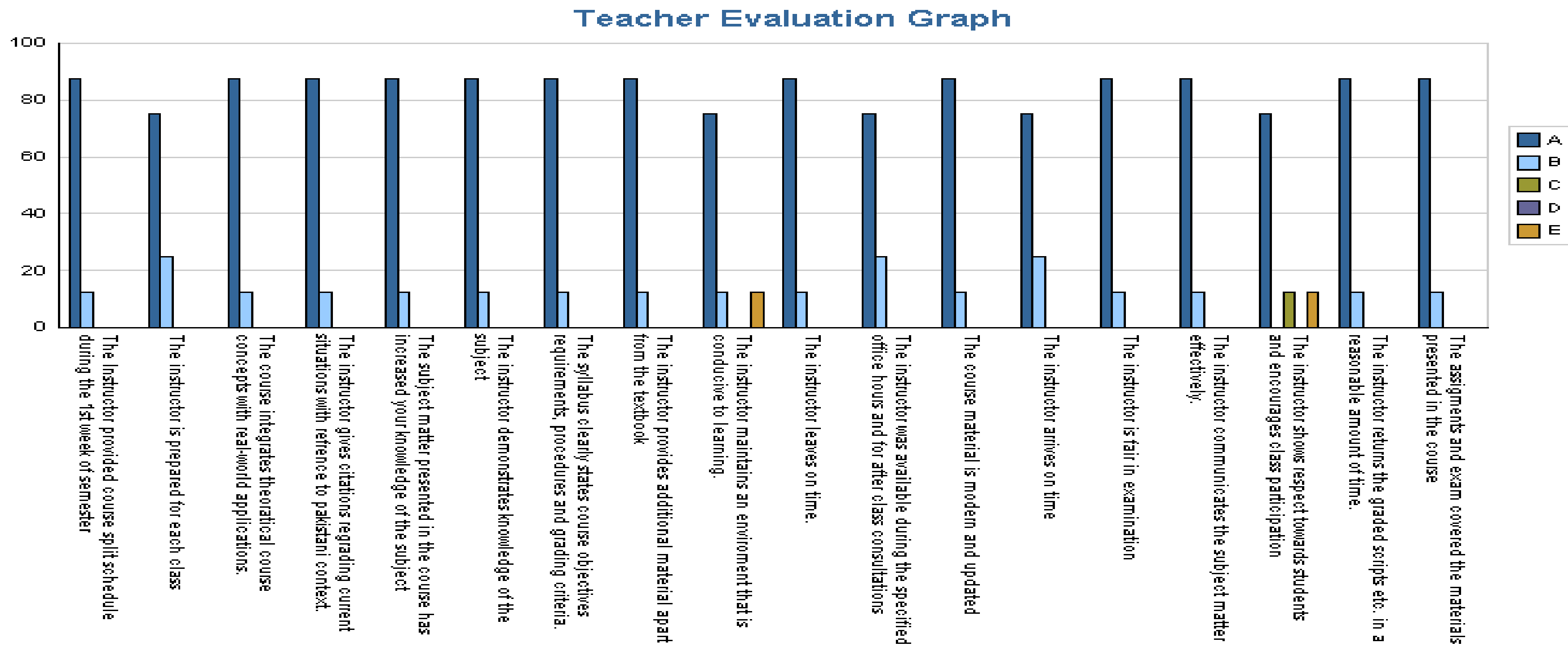
MGT-751 Management ,Organizational Policy and Practices Dr.Farida Faisal



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation is highly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.

FIN-759 Advanced Corporate Finance Dr. Abdul Rehman



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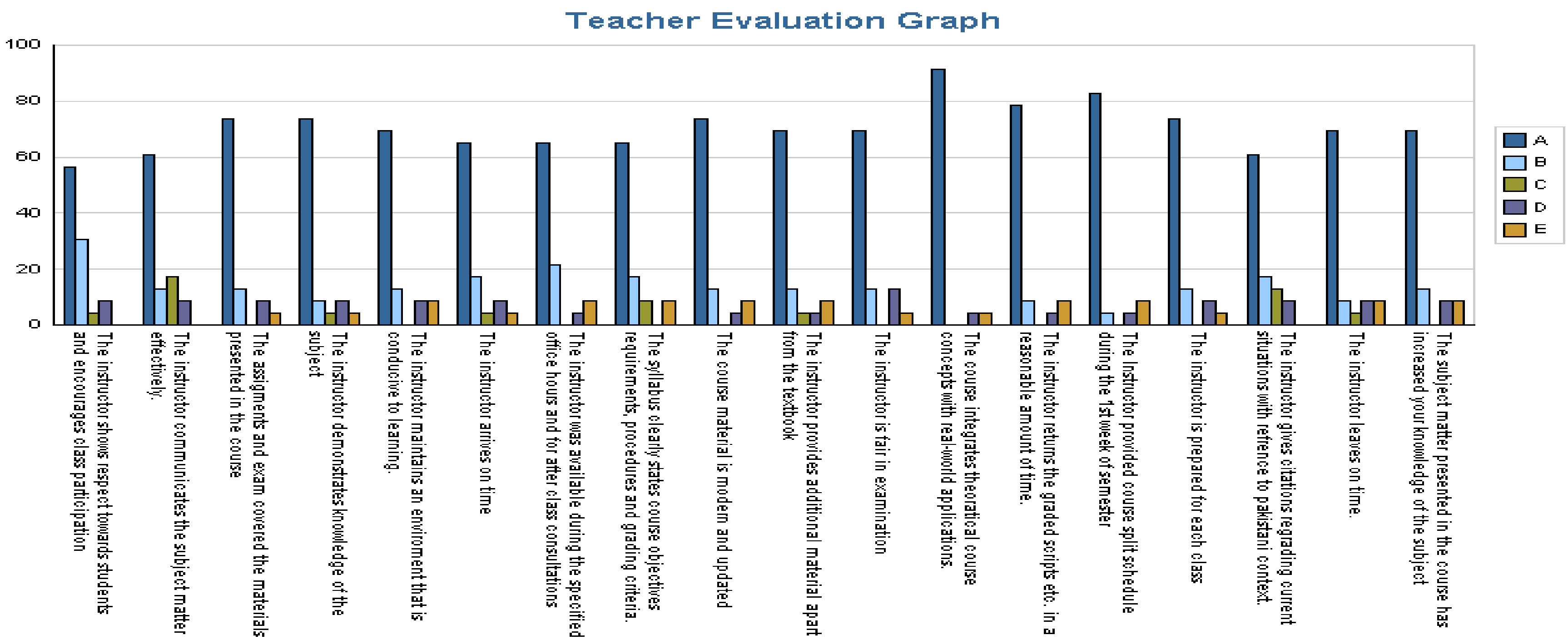
GENERAL COMMENTS: The evaluation is highly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.

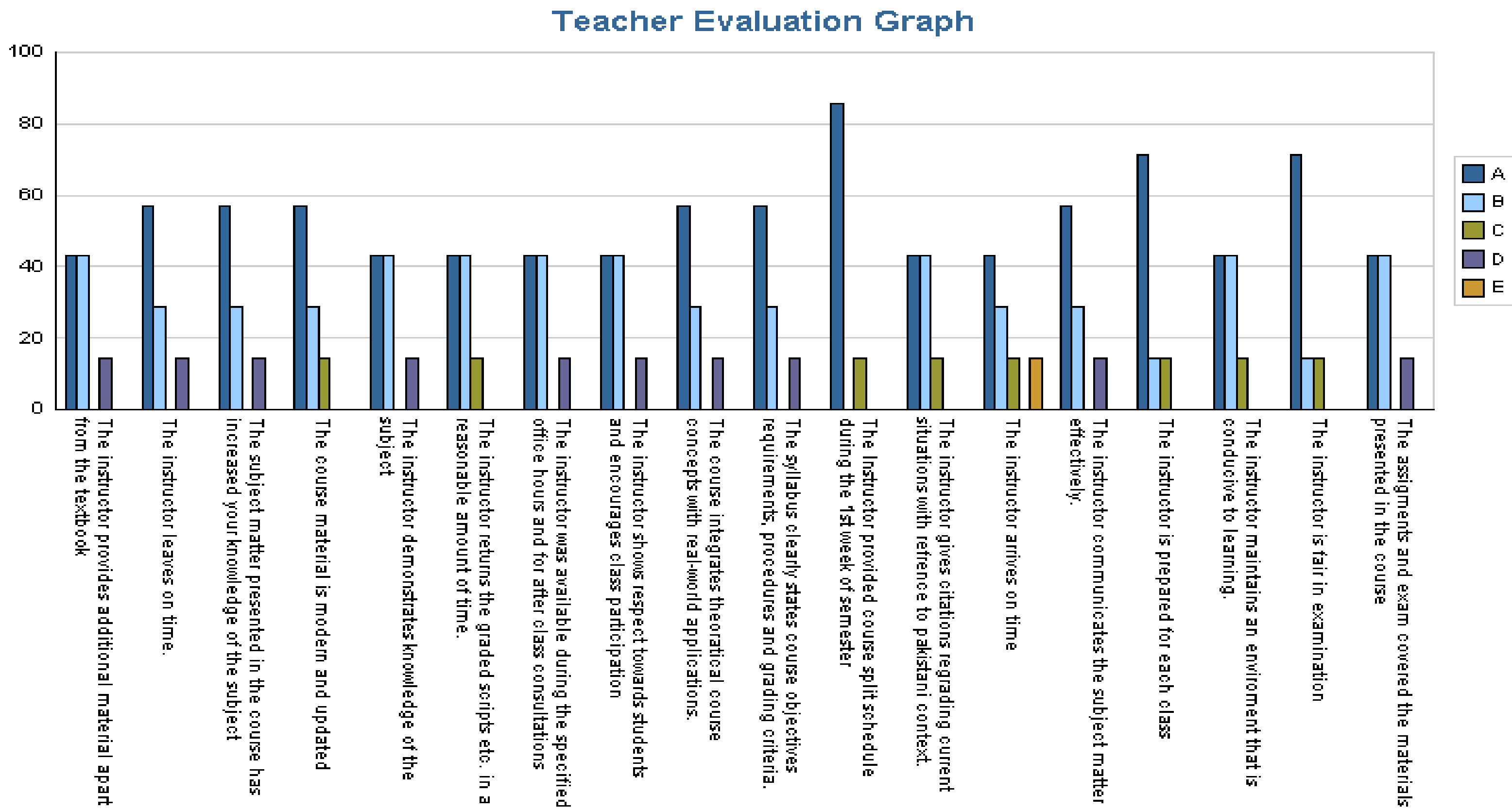
FIN-711 Behavioral Finance Dr. Amir



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation in very favorable and the teacher seemed to do well in all the quality dimensions especially in knowledge demonstration, effective communication of subject matters, keeping a good interactive class room environment and clearly defining the course objectives.

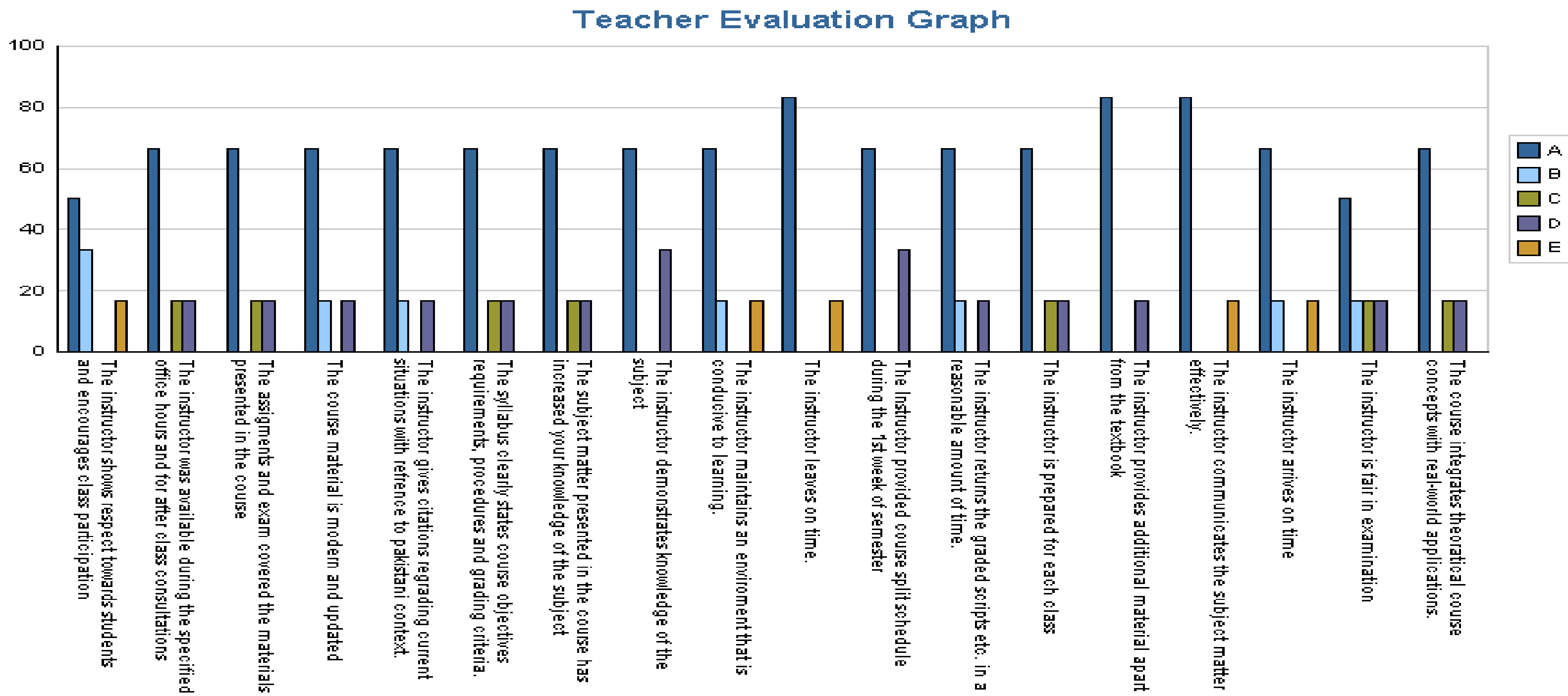
MGT-775 Customer Relationship Management Mr. Amir Khattak



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation in somehow just satisfactory and the teacher seemed to do average in all the quality dimensions .

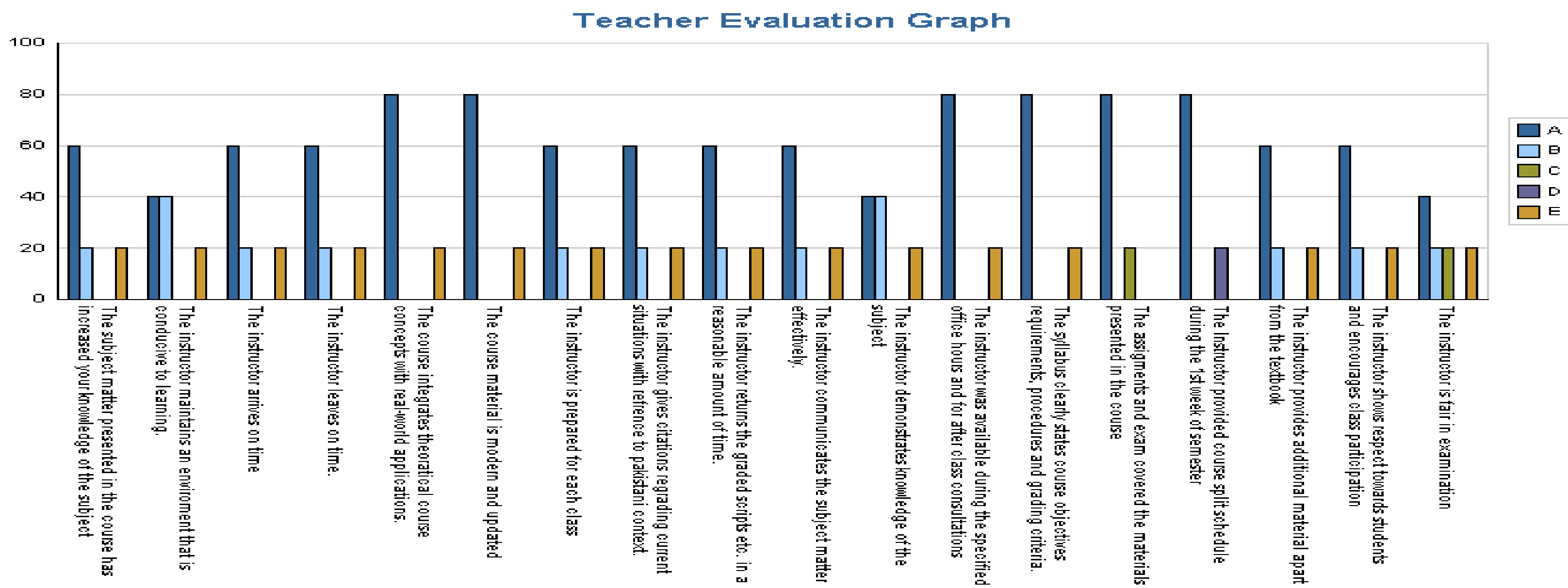
MGT-731 Strategic Marketing Planning Mr.Jamshaid Khattak



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation in just satisfactory .

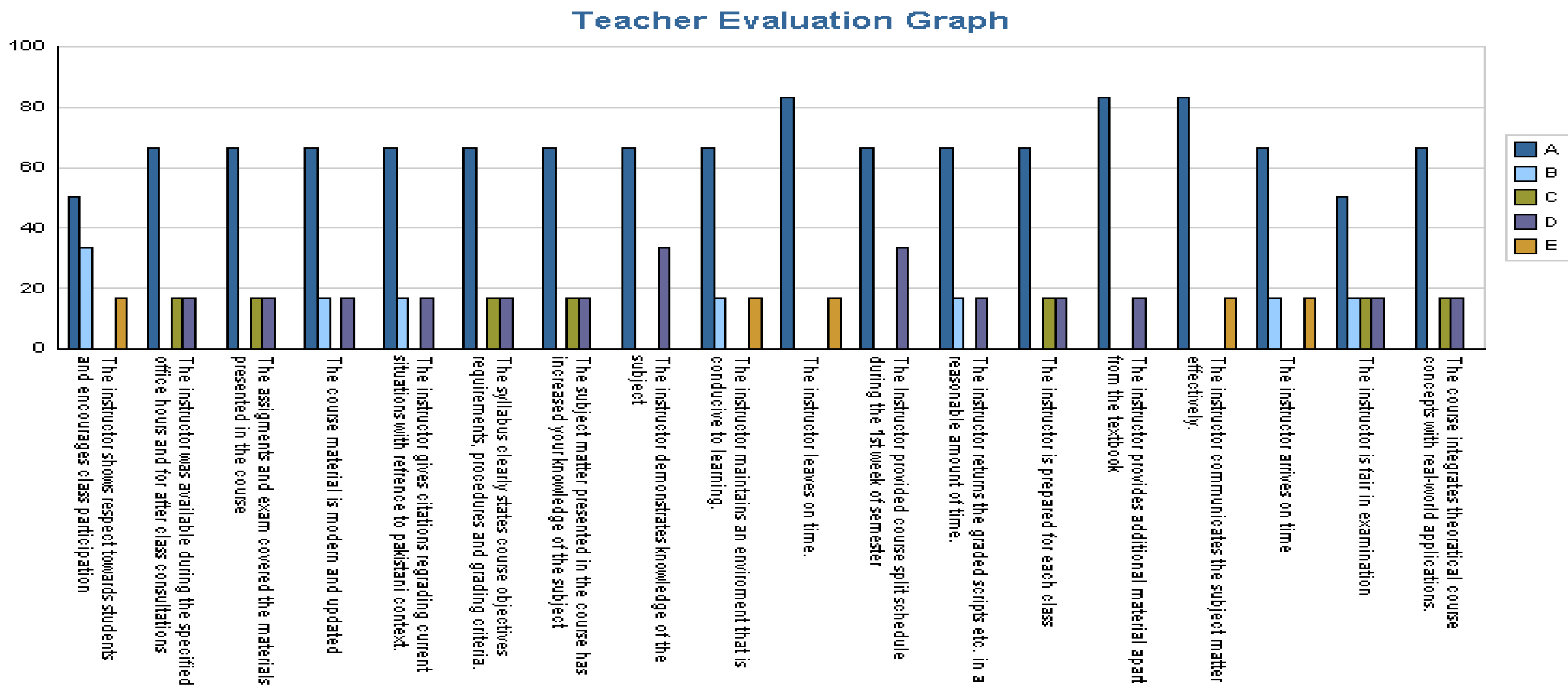
HRM-717 Cross Cultural Management Dr.Ashfaque



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: on average the students did not seem quite content with the teacher's ability to teach. Although the teacher was punctual, encourage class participation and gave citations regarding current situations with reference to Pakistani context but lacked in all other aspects.

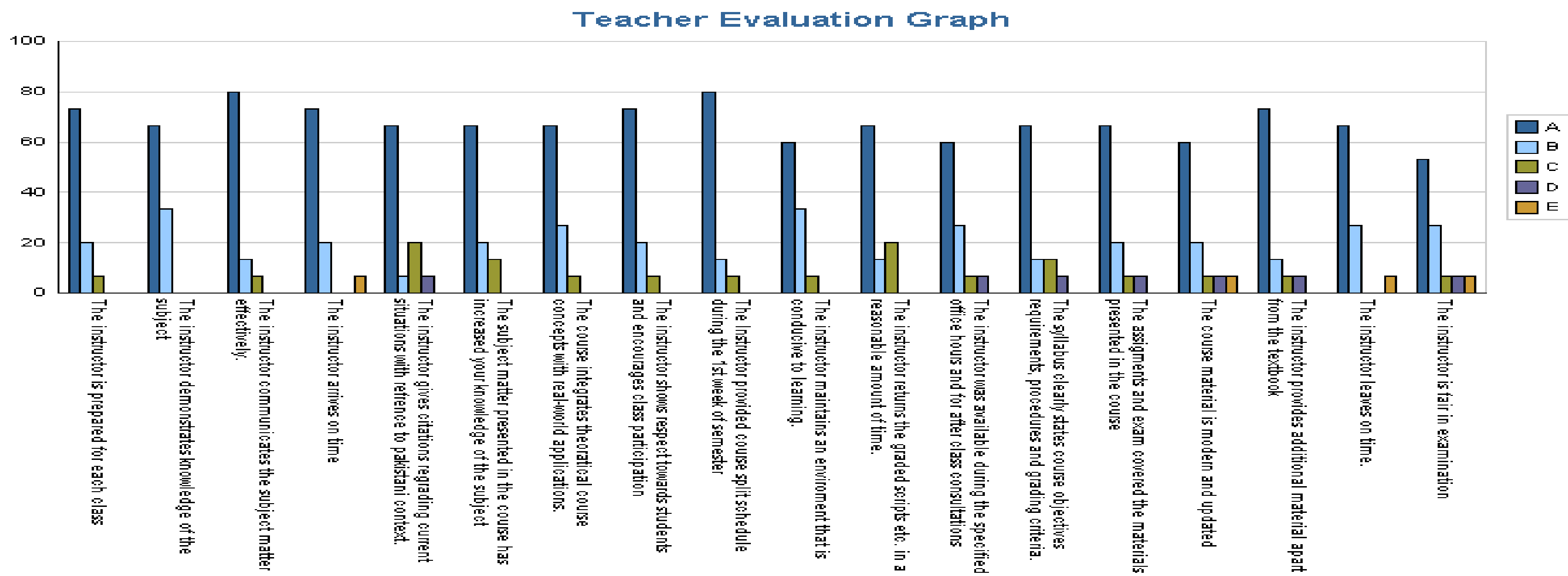
HRM-711 Performance Management Dr. M Razzaq Ather



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: on average the students seem quite content with the teacher in most of the quality dimensions however the evaluation suggests that the course could have been better had the teacher given citations regarding current situations with reference to Pakistani context, been fair in exams and linked theory with practice.

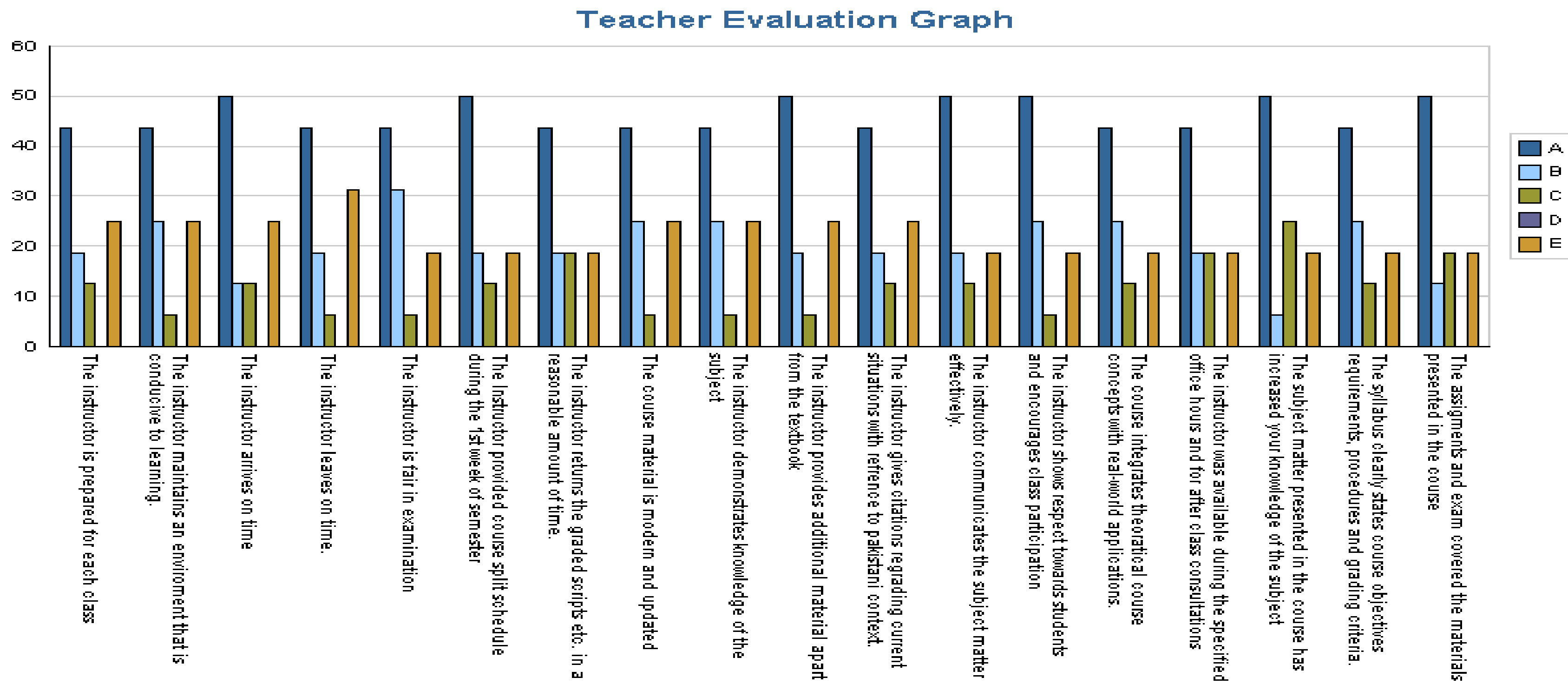
HRM-717 Cross Cultural Management Dr.Ashfaque



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the students positively evaluated the teacher and suggested improvements in all the quality dimensions.

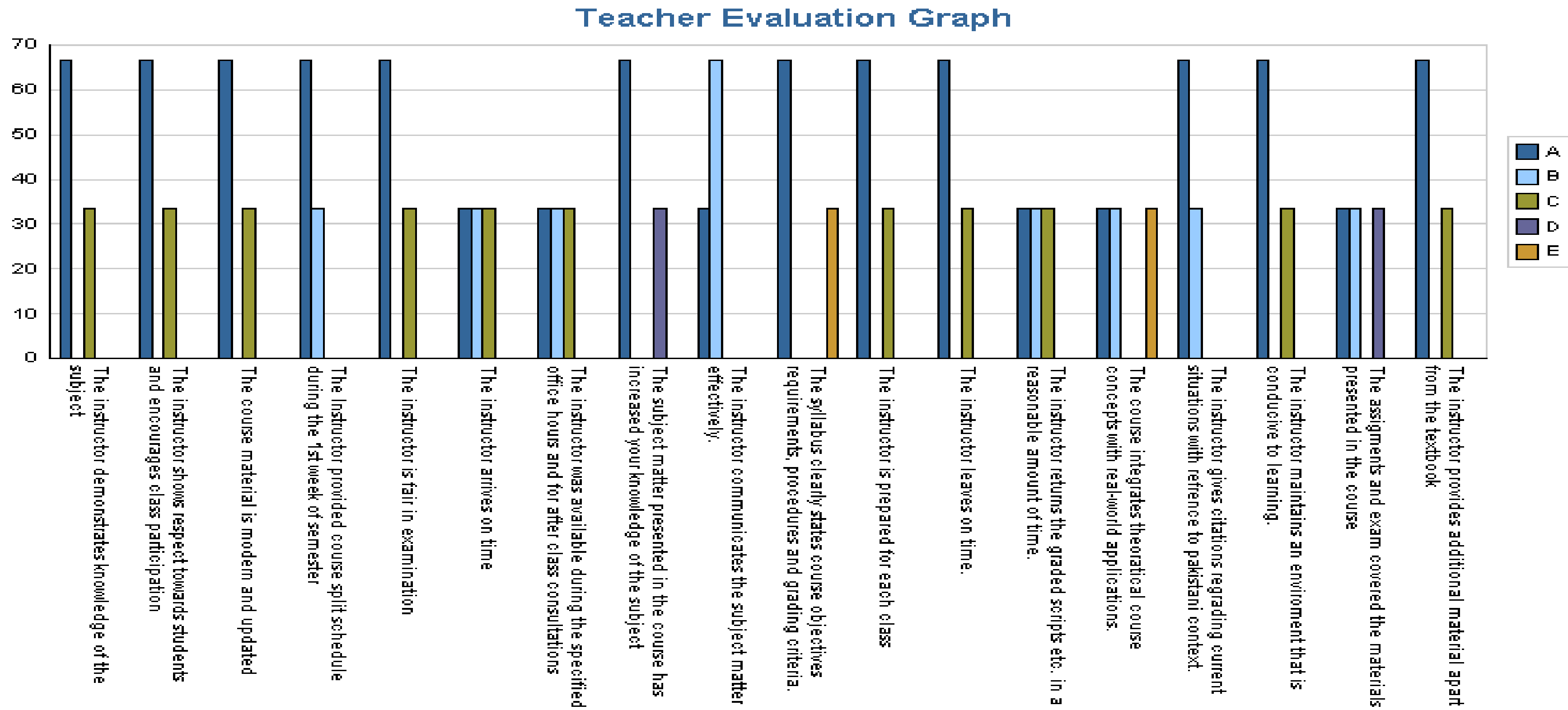
MGT-752 Advanced Analytical Techniques		**Mr. Ahmed imran**



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the students adversely evaluated the teacher and suggested major improvements in all the quality dimensions.

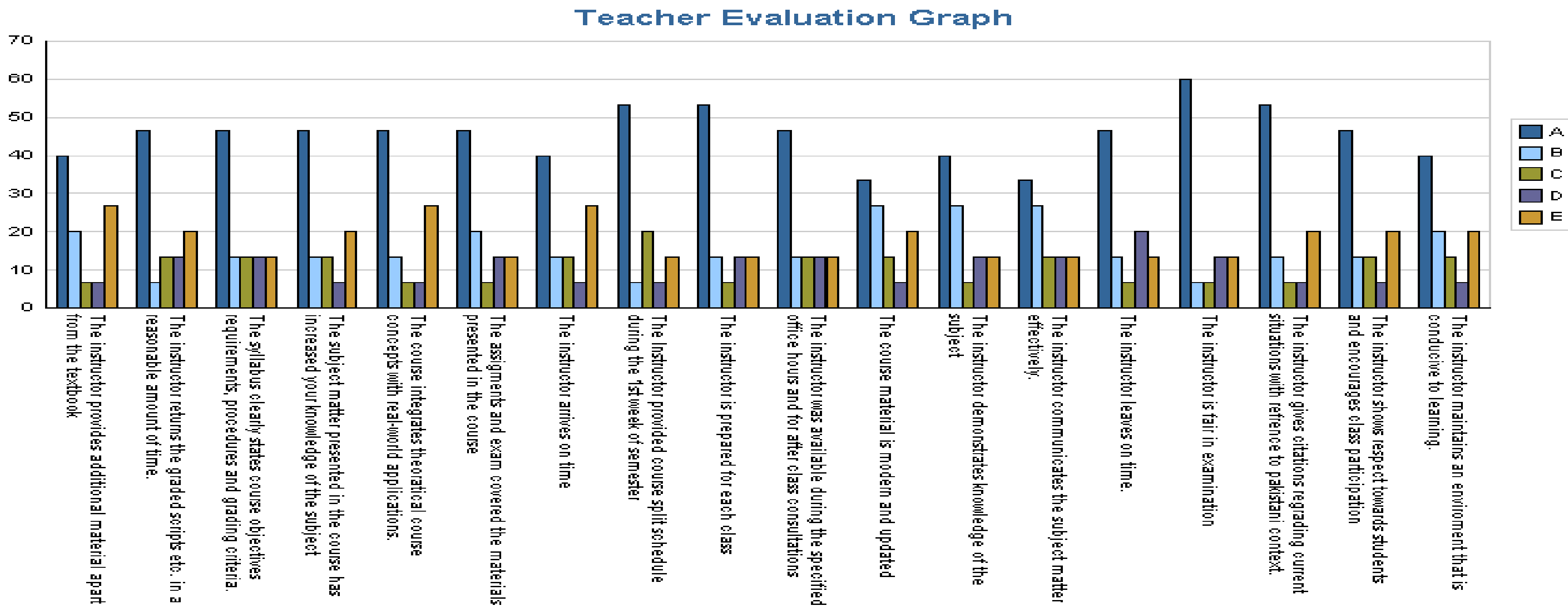
MGT-752 Advanced Analytical Techniques Mr. Ahmed Imran



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation is not favorable and the teacher seemed to do average in all the quality dimensions especially in knowledge demonstration, effective communication of subject matters, keeping a good interactive class room environment and clearly defining the course objectives.

MGT-753 Trends in Global Business Dr.Mudassir



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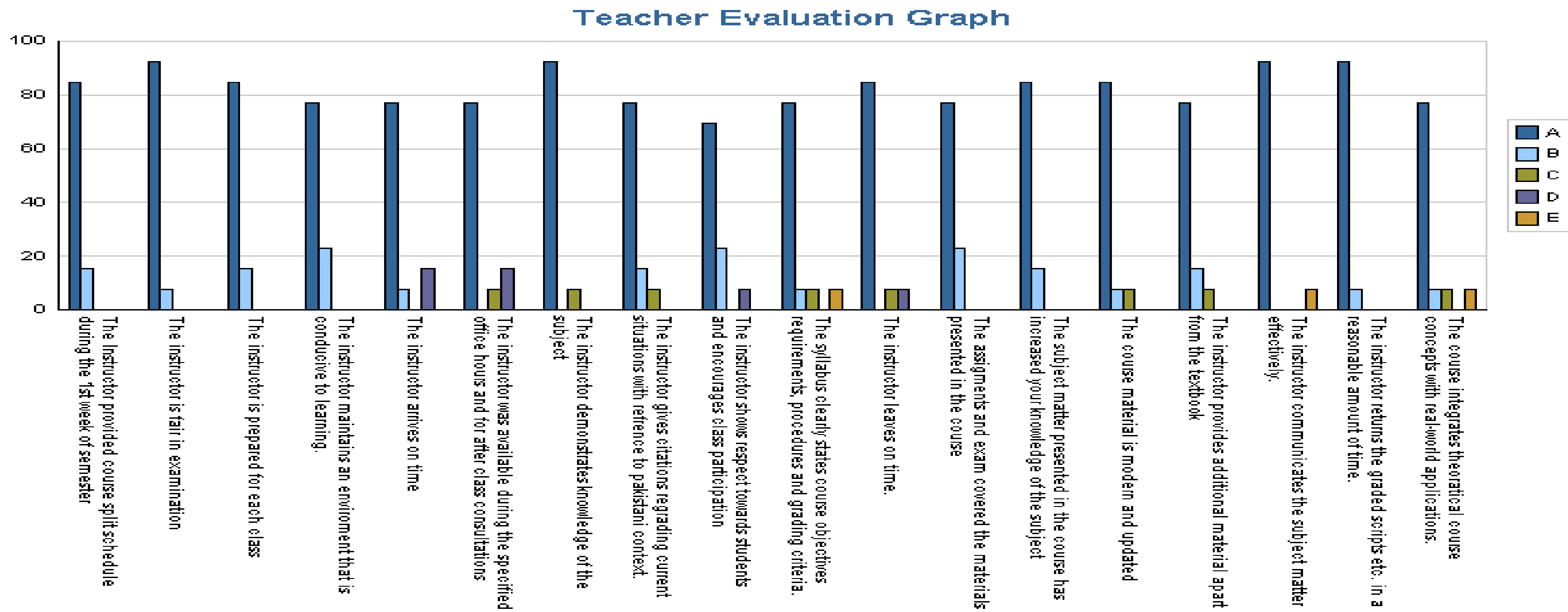
GENERAL COMMENTS: the evaluation in favorable and the teacher seemed to do good in all the quality dimensions especially in knowledge demonstration, effective communication of subject matters, keeping a good interactive class room environment and clearly defining the course objectives.

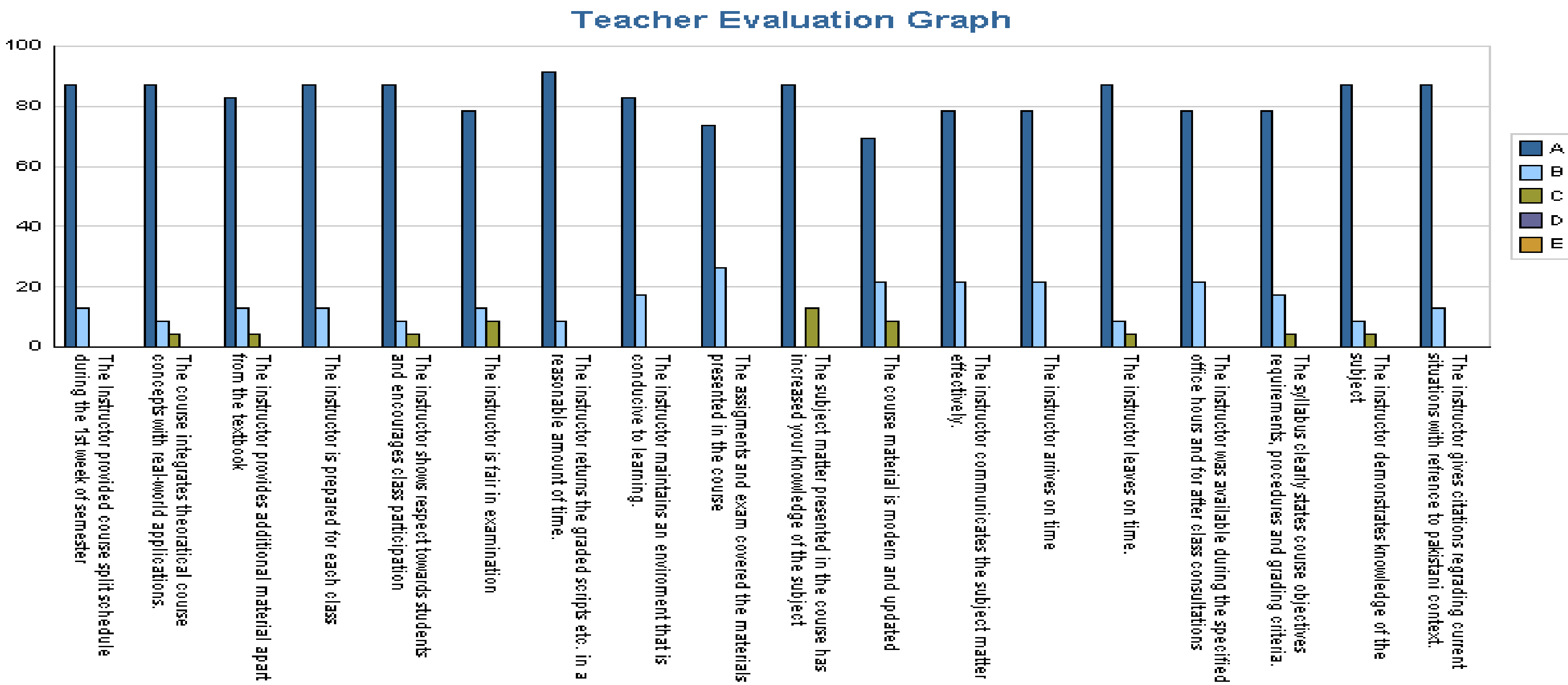
MKT-707 Contemporary issues in Marketing Dr. Ansar Rajput



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation is fairly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.

FIN-714 Research Paradigm in Finance Dr. Abdul Rehman



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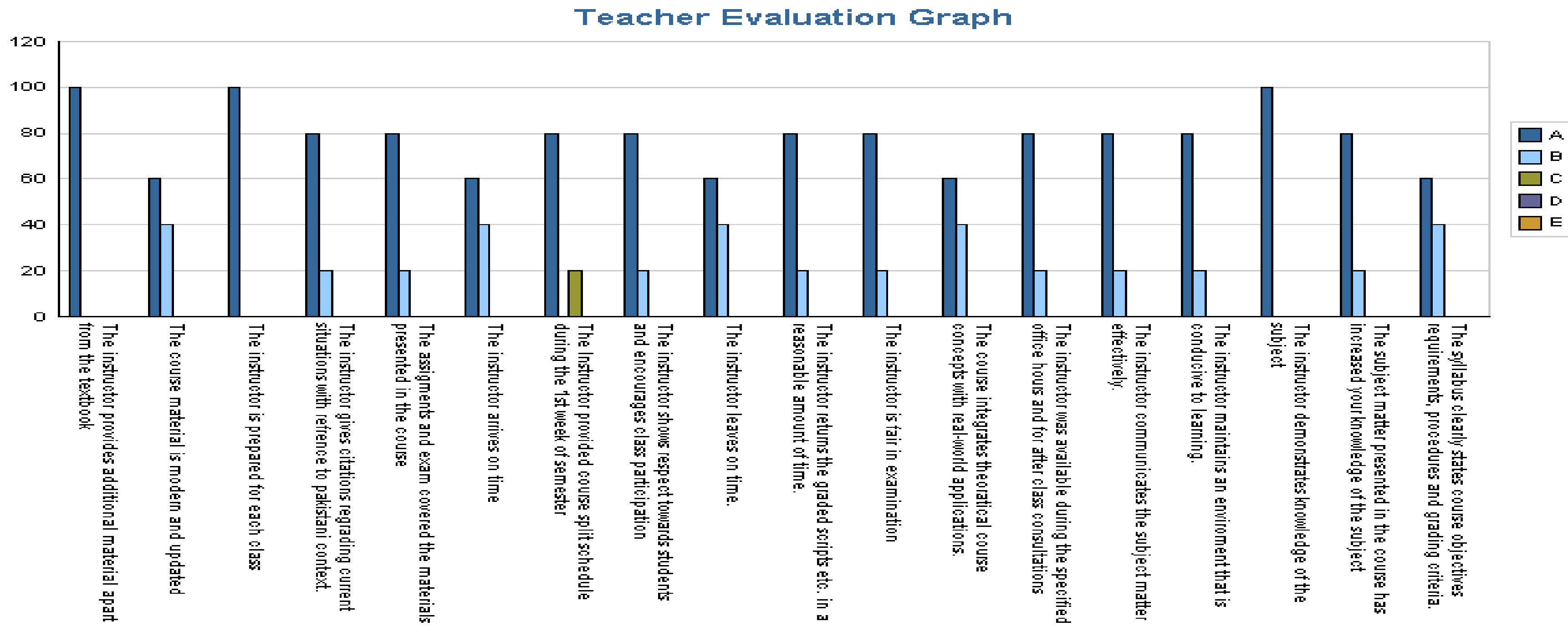
GENERAL COMMENTS: The evaluation is fairly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.

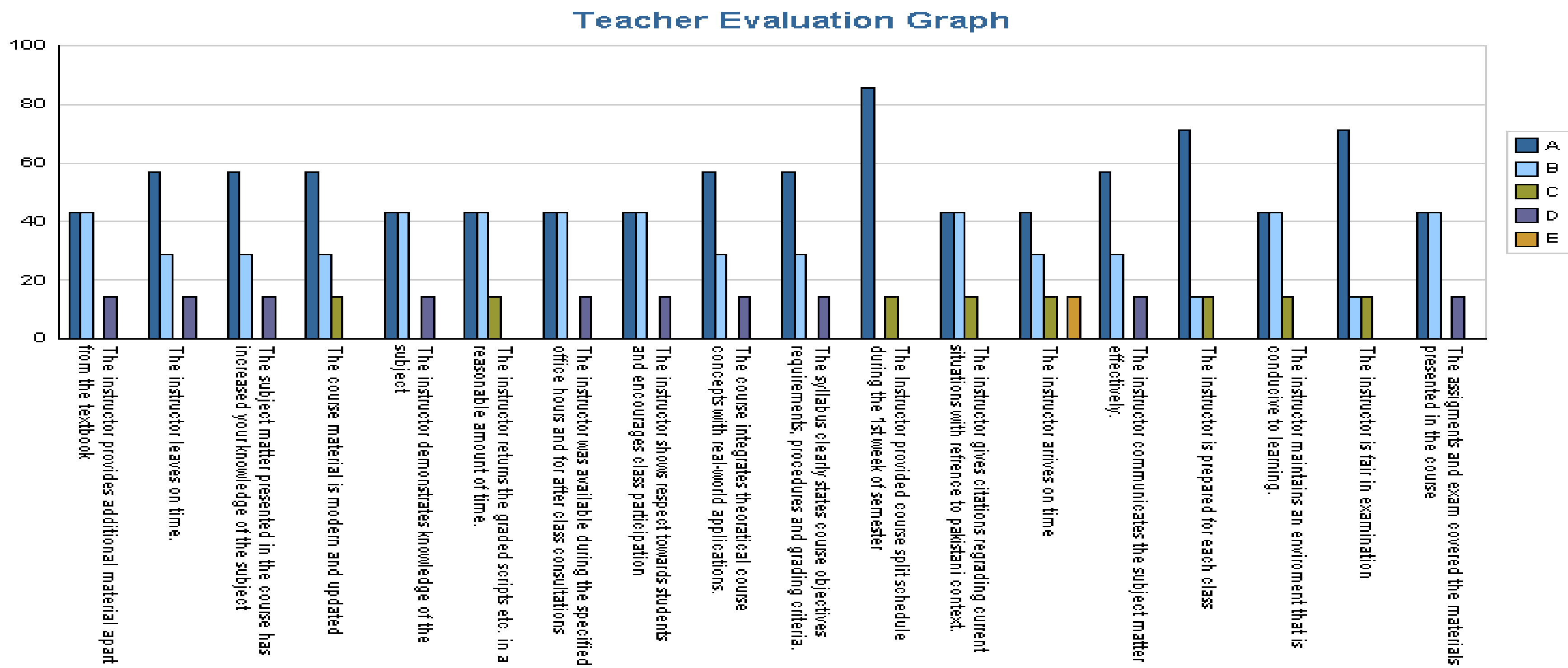
FIN-712 Financial Risk Management Mr.Ahmed Faraz



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the students agreed with the teacher's punctuality and suggested improvement in all other quality aspects.

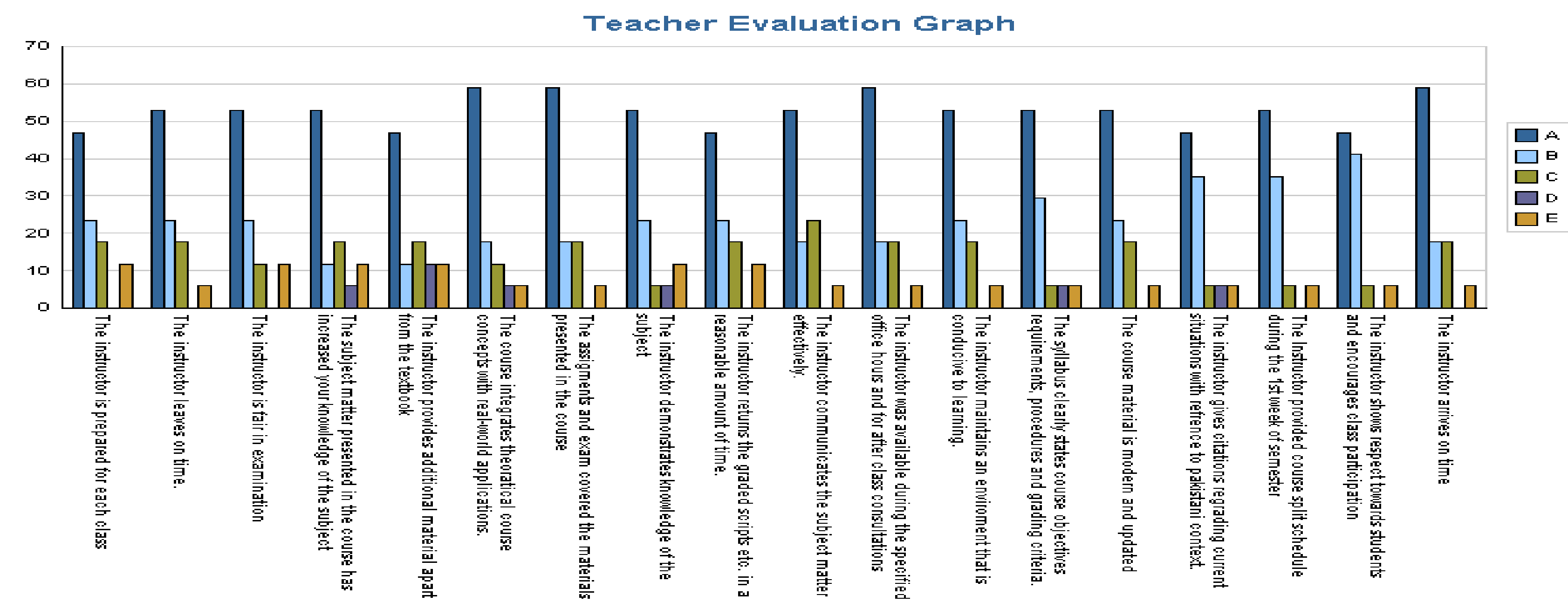
HRM-715 Contemporary Issues in HRM Dr. Hassan Rasool



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation is satisfactory in all quality aspects.

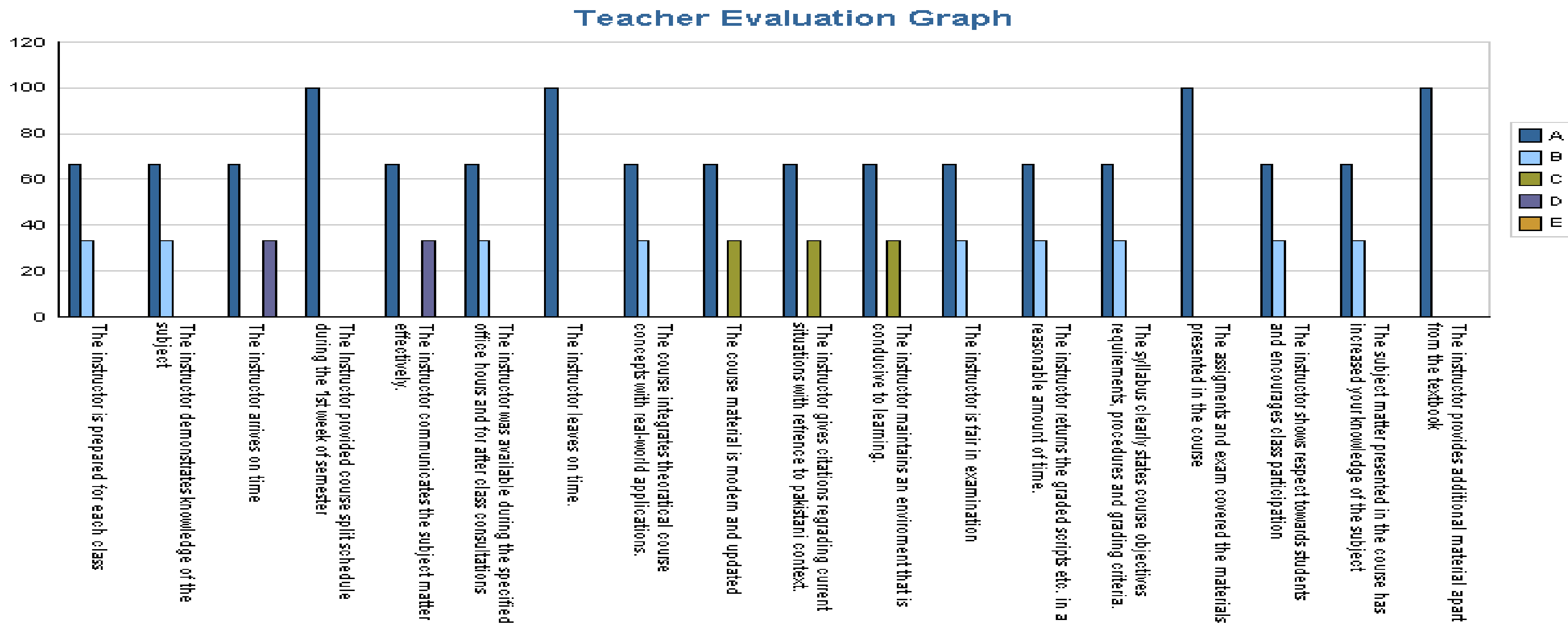
MKT-701 Marketing Research Dr.Kamran Naqi



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation is fairly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.

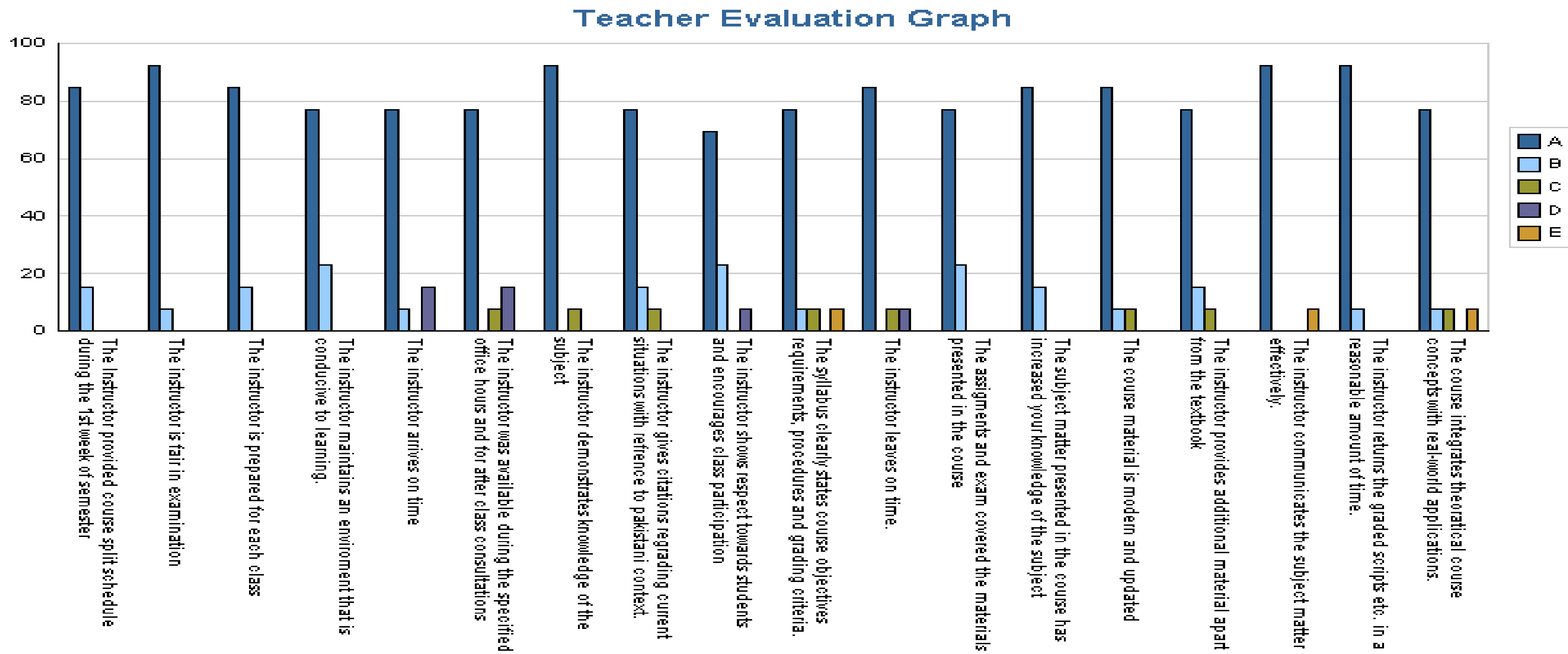
MKT-707 Contemporary Issues in Marketing Dr.Ansar Rajput



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the students adversely evaluated the teacher and suggested improvements in all the quality dimensions.

HRM-715 Contemporary Issues in HRM Dr.Hassan Rasool



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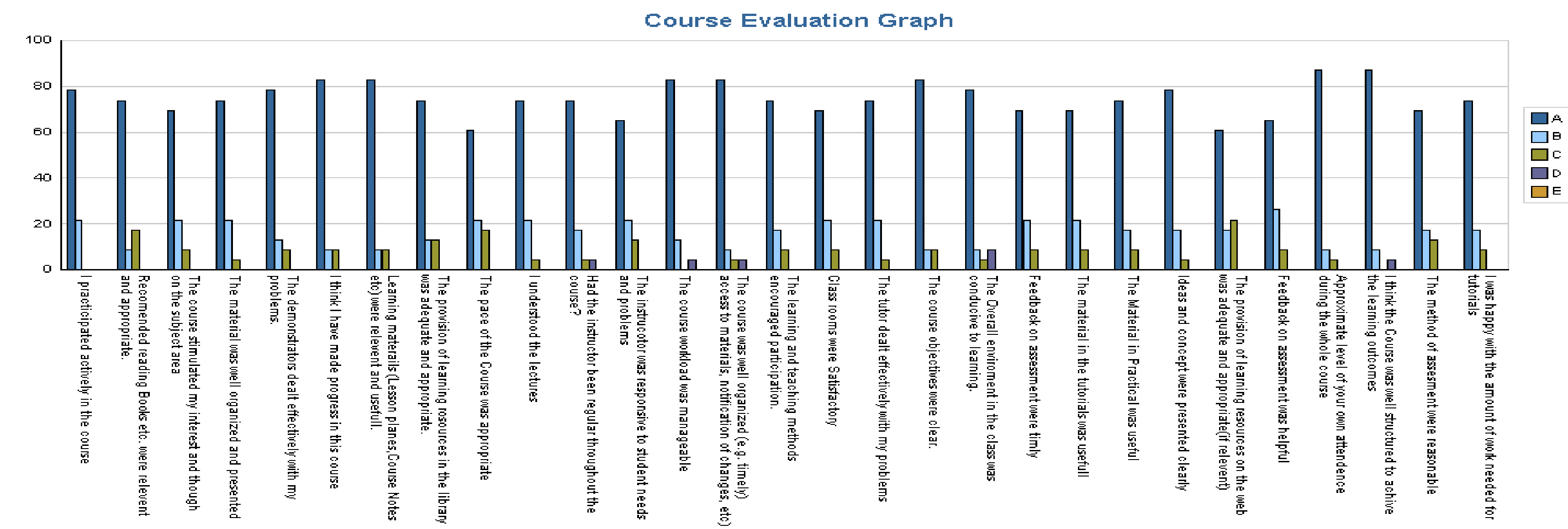
GENERAL COMMENTS: on average the students seem quite content with the teacher in most of the quality dimensions however the evaluation suggests that the course could have been better had the teacher given citations regarding current situations with reference to Pakistani context, been fair in exams and linked theory with practice.

Course Evaluations

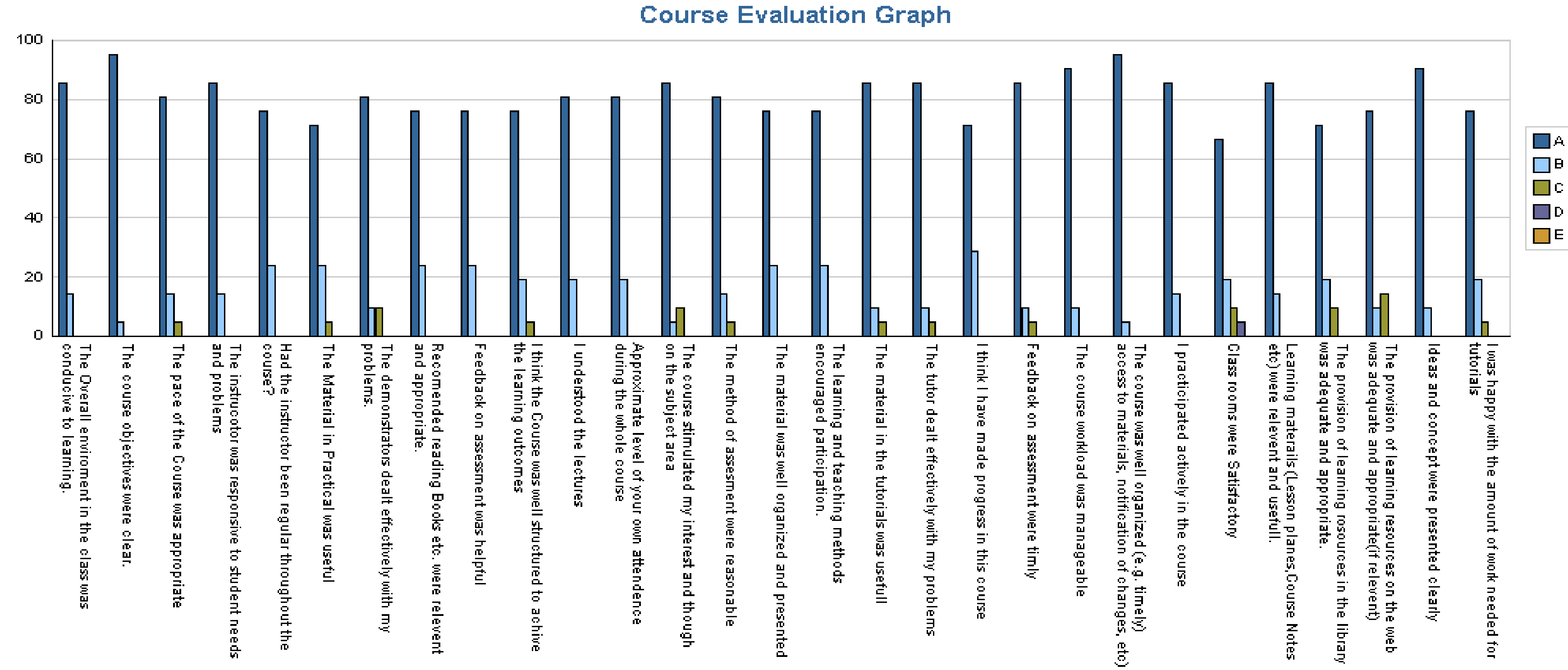
MGT -750 Business Research Methodology Dr. Rauf I Azam



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation is satisfactory. Students seem content in all aspects of course quality. They suggest that quality of delivery, assessment methods, learning and teaching methods and course organization was satisfactory .

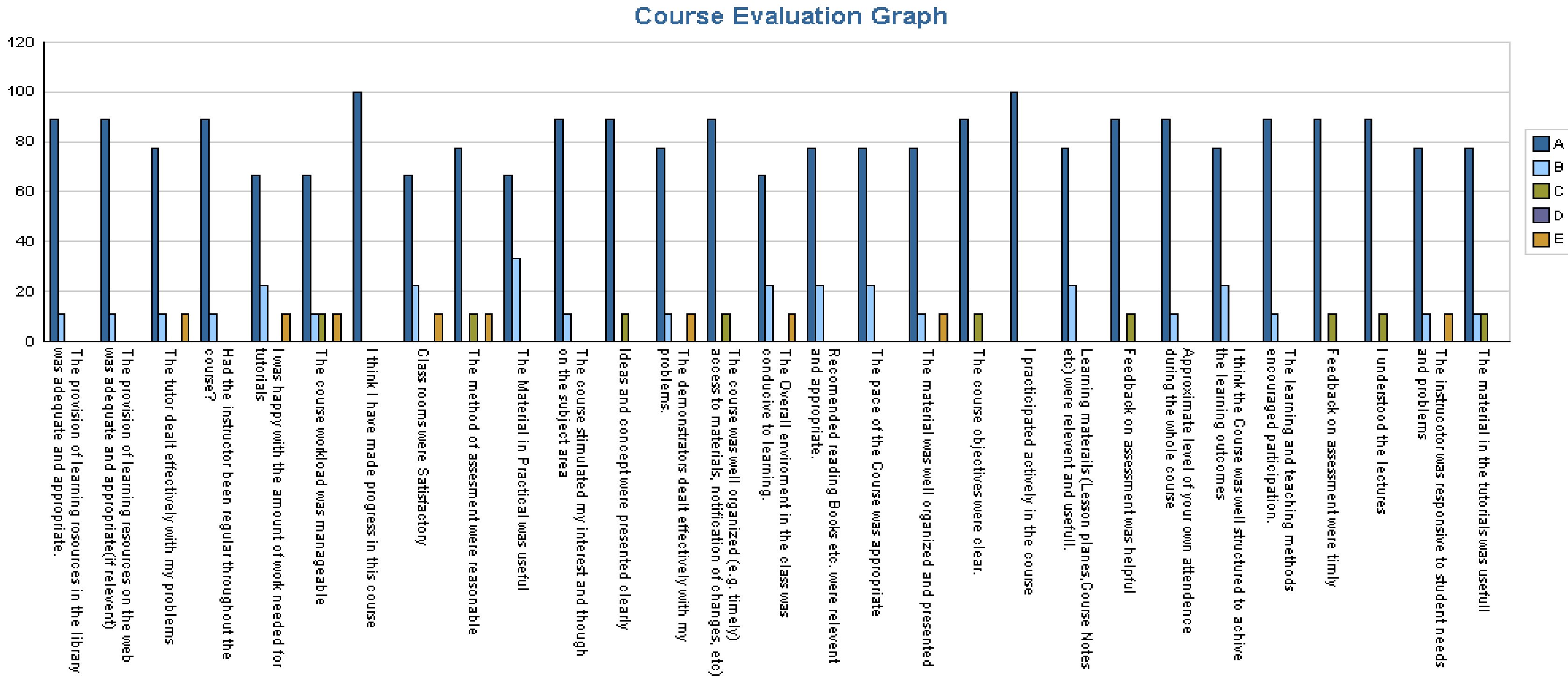
MGT-751 Management ,Organizational Policy and Practices Dr.Farida Faisal



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: on average the course evaluation is quite satisfactory especially the learning resources and assessment methods were quite adequate however the course objectives were not clear to the students.

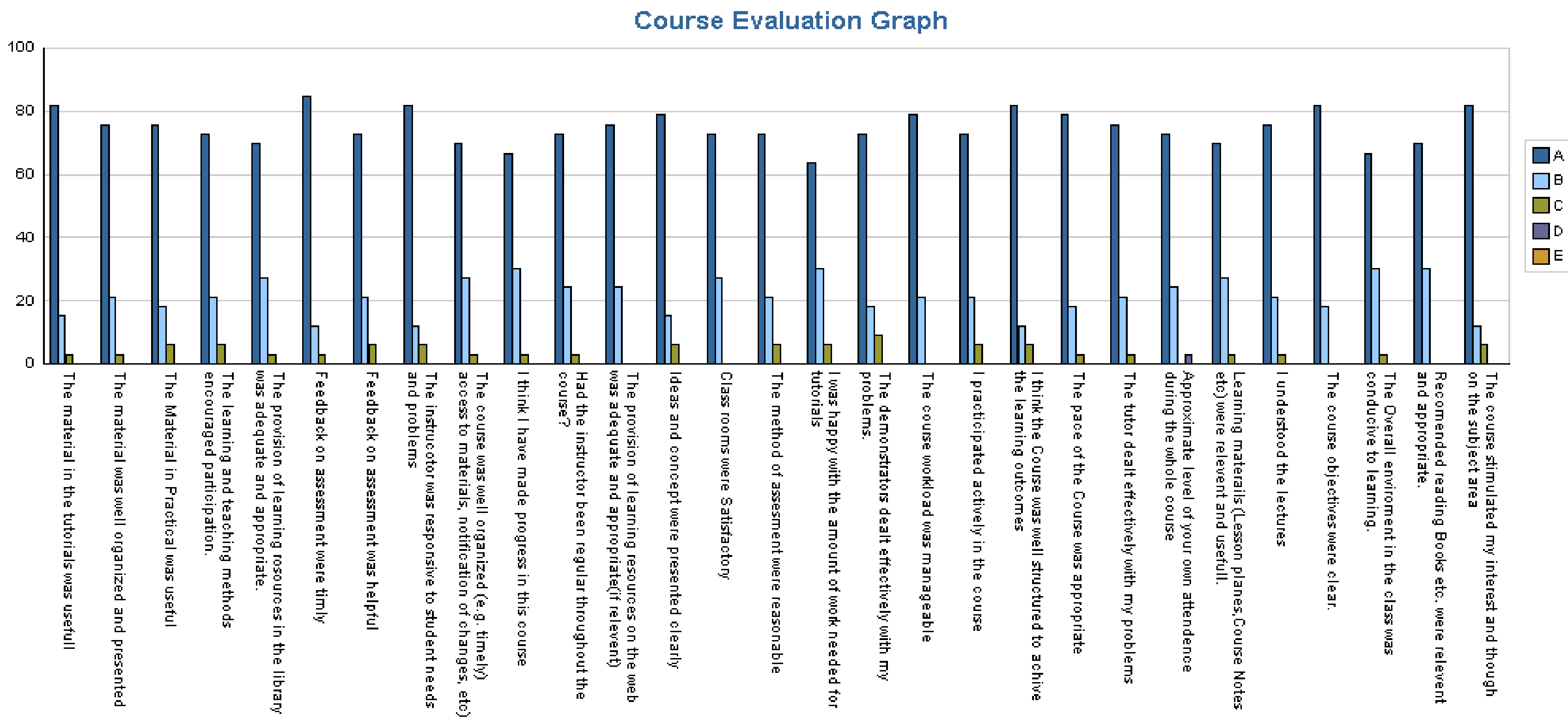
FIN-759 Advanced Corporate Finance Dr. Abdul Rehman



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the course seemed quite well in all aspects i-e assessment methods, availability of learning resources and course content and organization however it could have been better had there been a good class room environment and manageable work load.

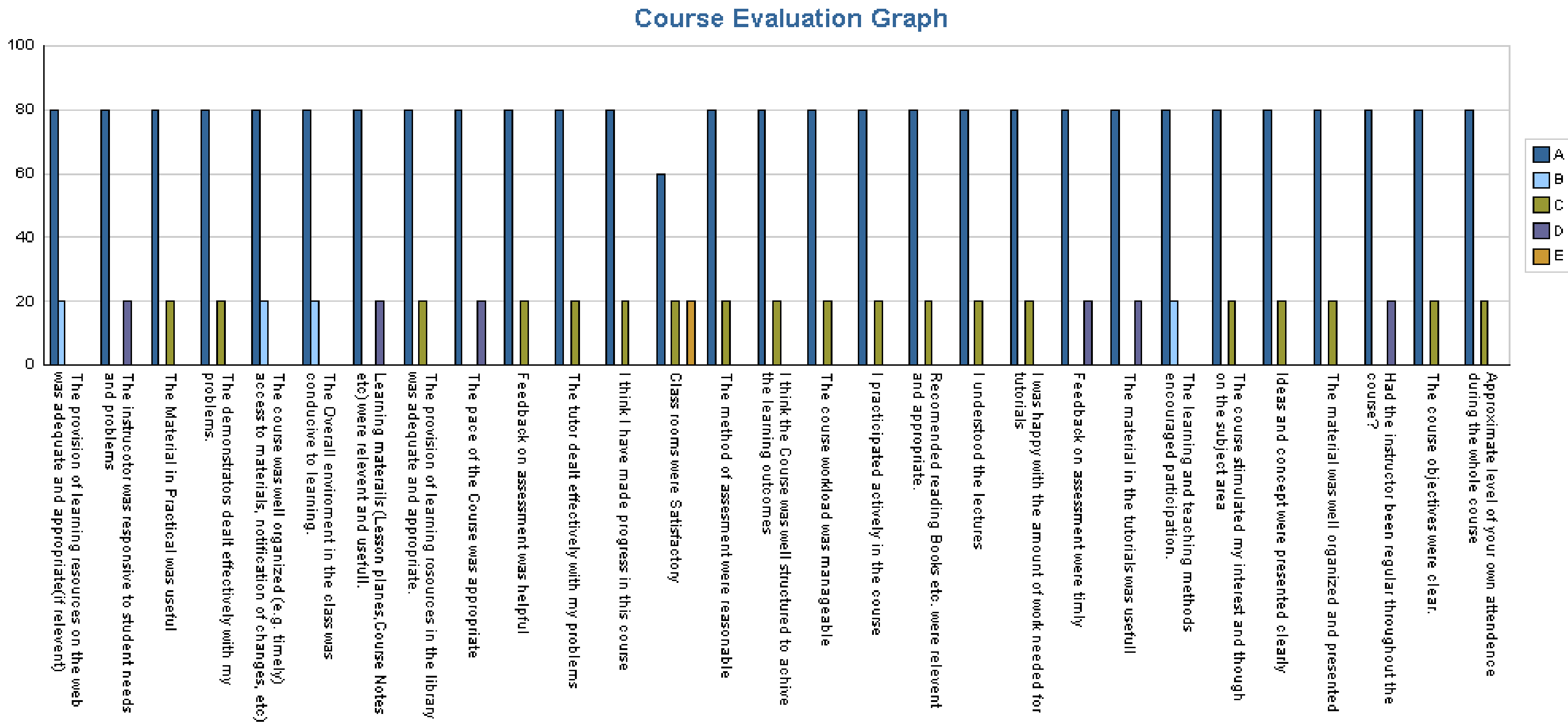
FIN-711 Behavioral Finance Dr. Amir



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: on average the course was satisfactory however few aspects needs improvement. For example the evaluation suggests that workload was not manageable, library resources were not adequate for this course and the assessment was quite reasonable.

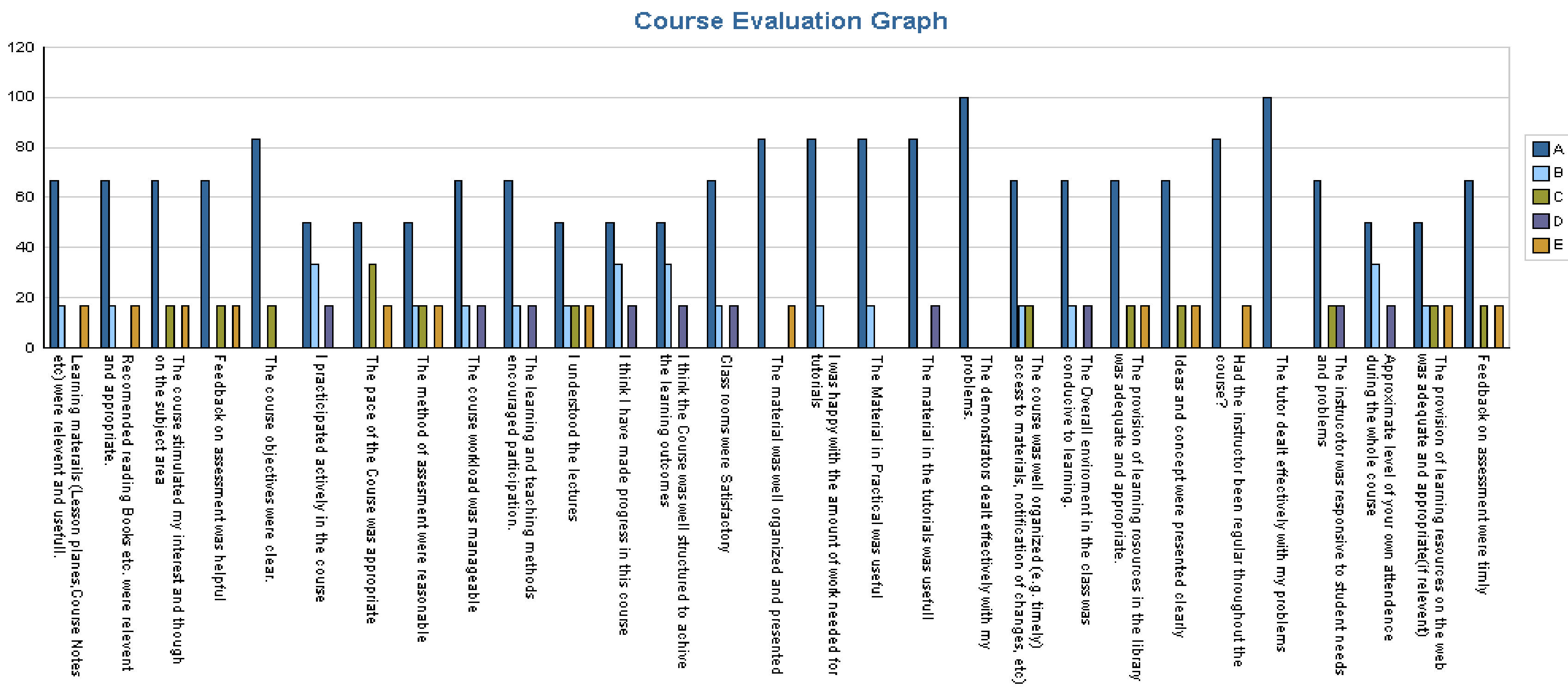
MGT-775 Customer Relationship Management Mr. Amir Khattak



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the students seem content in all the aspects of course quality.

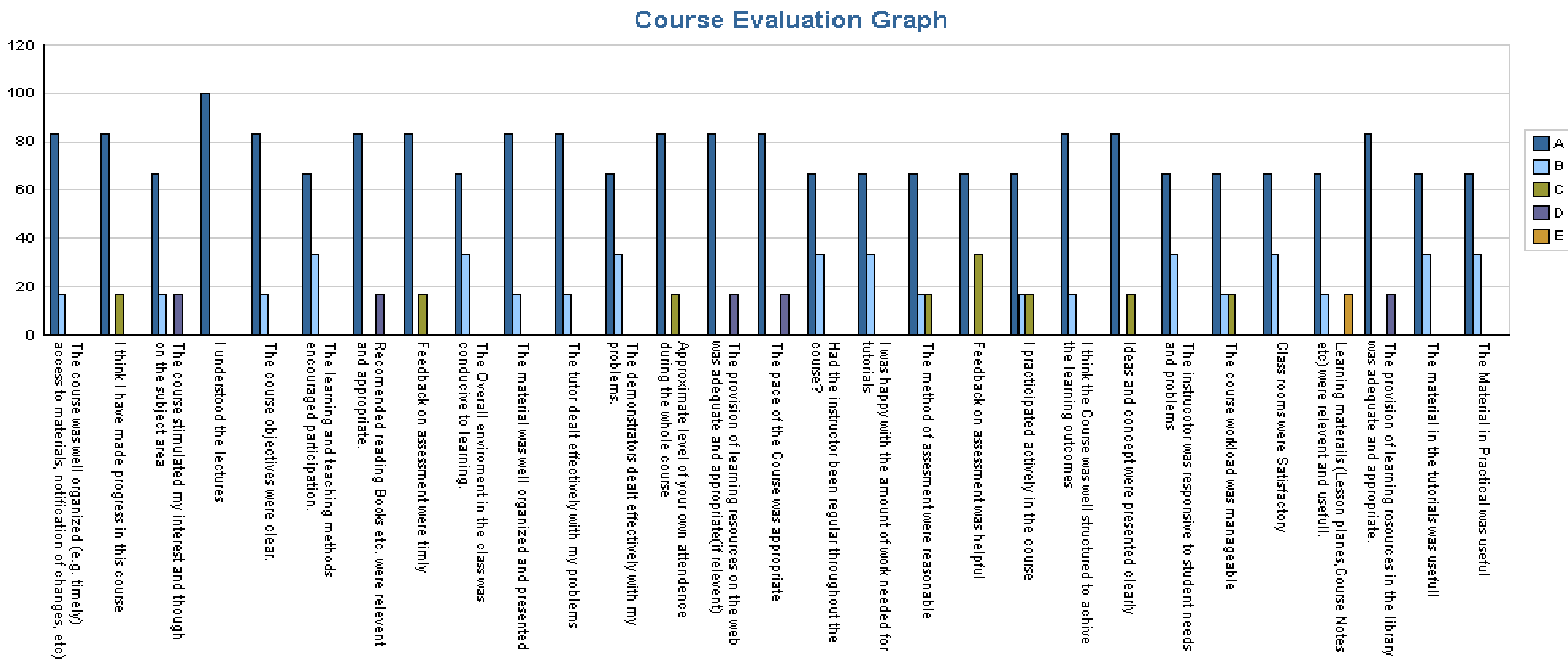
MGT-731 Strategic Marketing Planning Mr.Jamshaid Khattak



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation is satisfactory. Students seem content in all aspects of course quality. They suggest that quality of delivery, assessment methods, learning and teaching methods and course organization was satisfactory .

HRM-717 Cross Cultural Management Dr.Ashfaque



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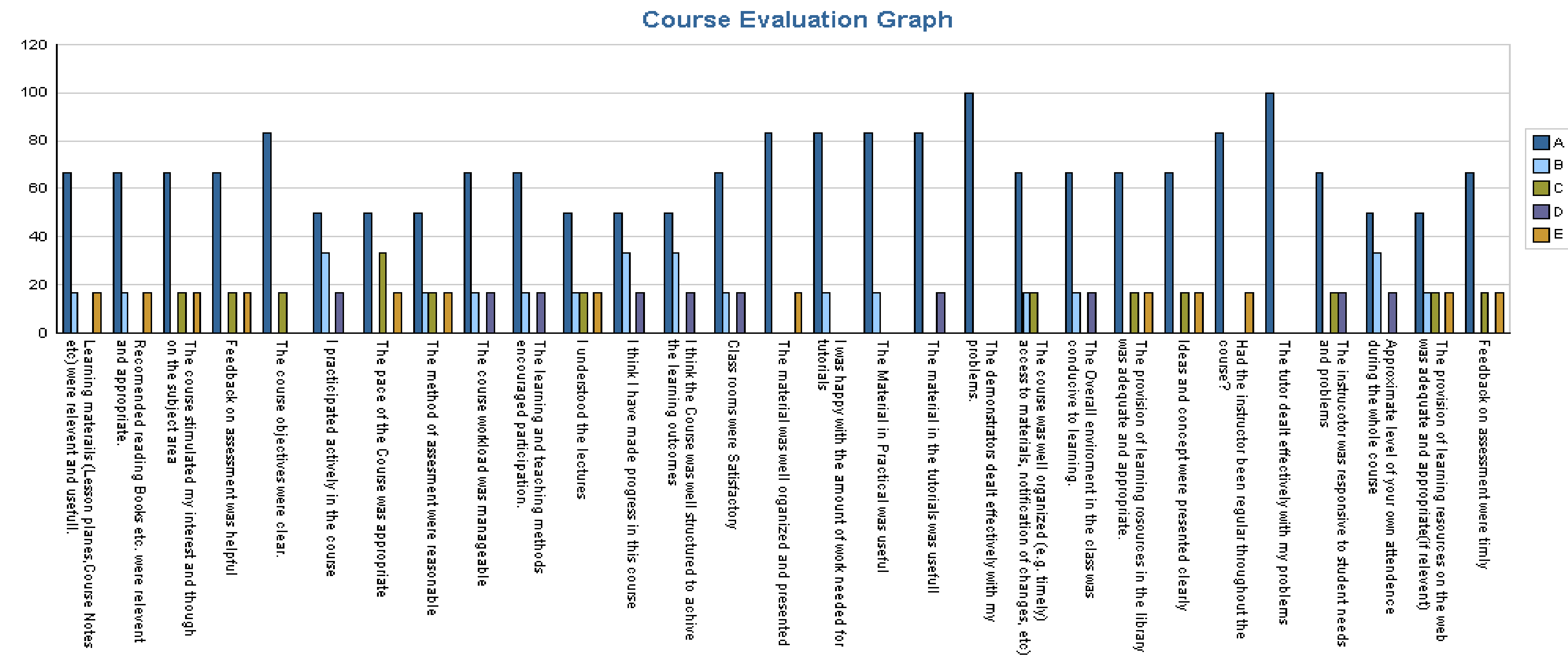
GENERAL COMMENTS: on average the evaluation is quite satisfactory. The students seem content in all quality dimensions of this course. However the course objectives could have been met even better had there been lesser workload and more recommended readings.

HRM-711 Performance Management Dr. M Razzaq Ather



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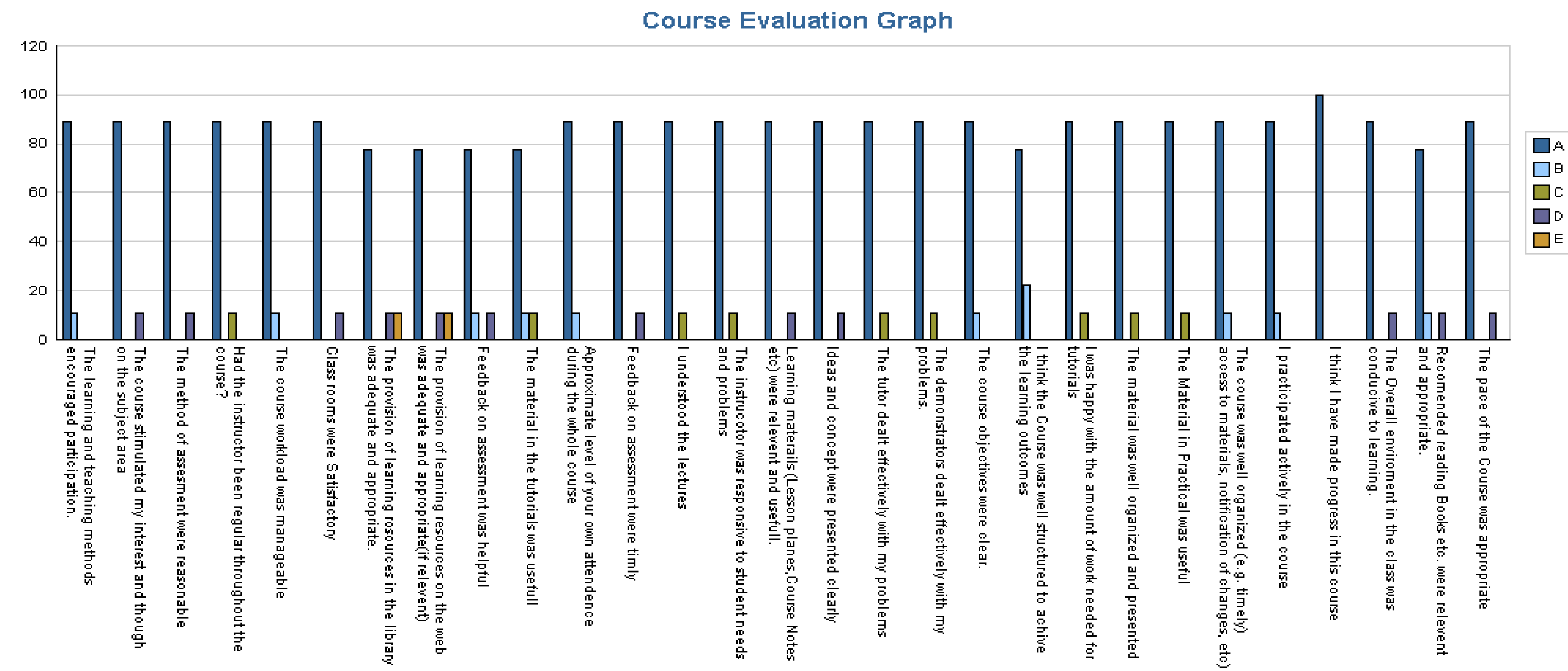
GENERAL COMMENTS: the course evaluation is satisfactory. The students seem satisfied with course organization, learning resources available, quality of delivery and Assessment methods. However there were very few internet resources referred which could have given more learning opportunity

MGT-772 Advanced Research Techniques Dr.Rauf.i.Azam



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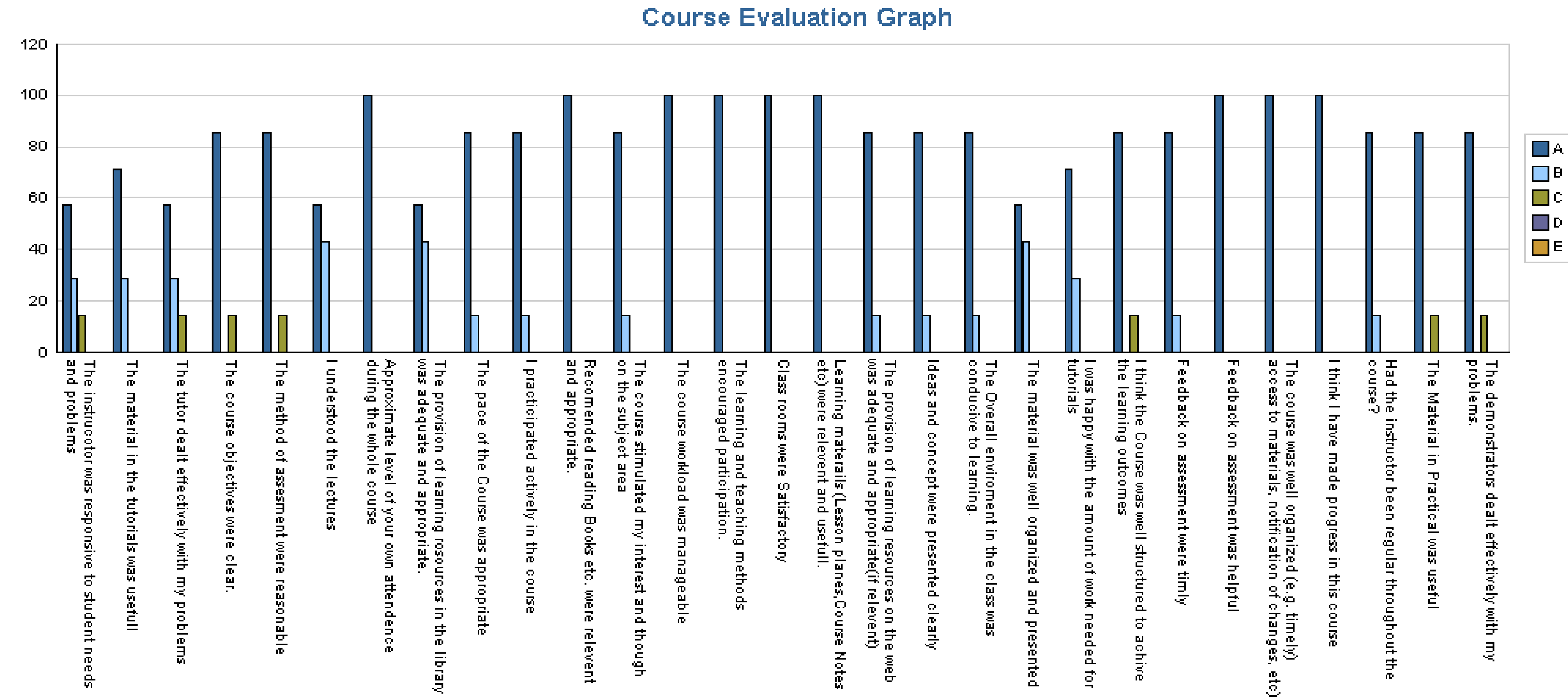
GENERAL COMMENTS: the students suggest that course was well organized and its objectives were clear. This made them to do a lot of progress. The learning resources except text books were adequate. The quality of delivery and assessment methods were also satisfactory.

HRM-711 Performance Management Dr. M Razzaq Ather



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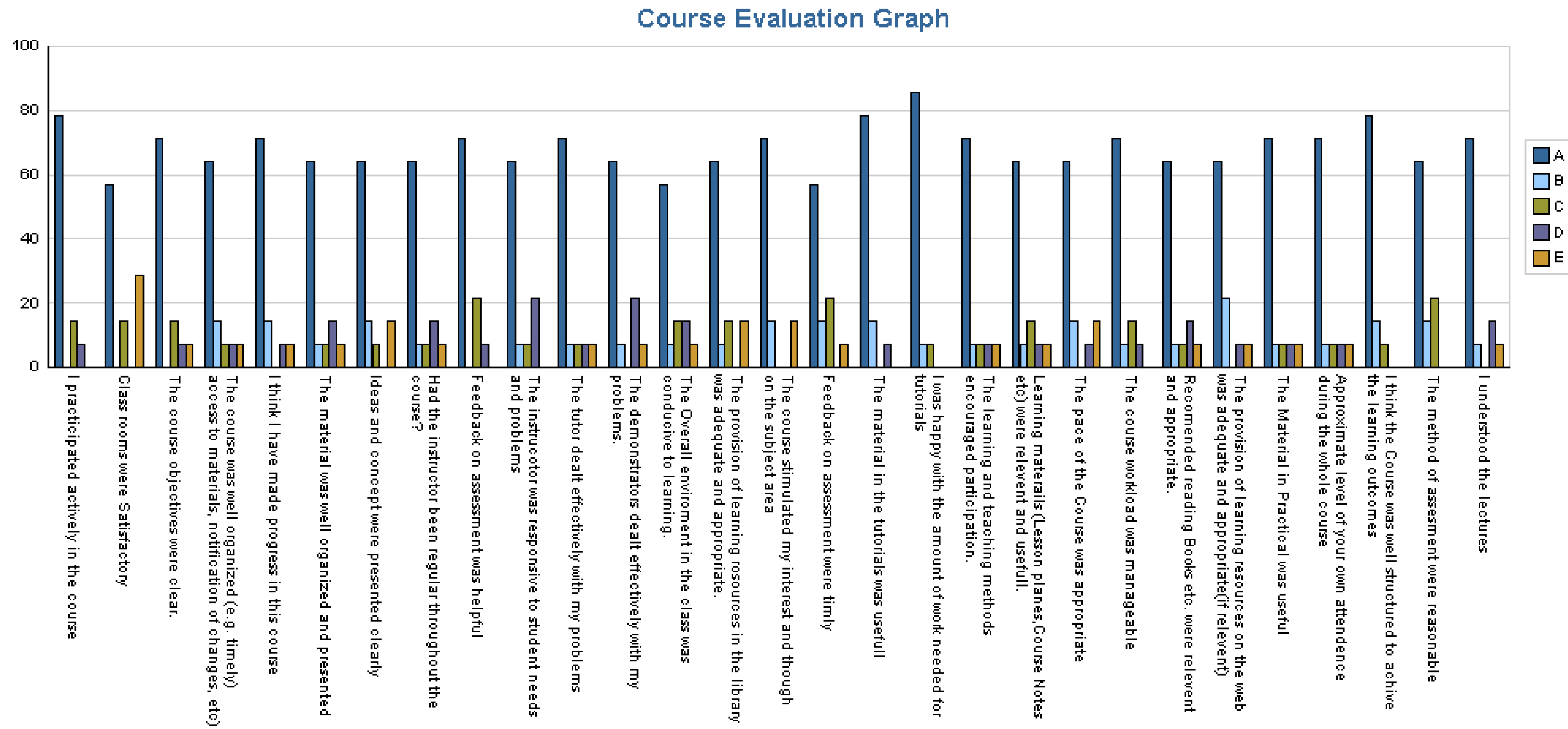
GENERAL COMMENTS: the students suggest that course was well organized and its objectives were clear. This made them to do a lot of progress. The learning resource were adequate. The quality of delivery and assessment methods were also satisfactory.

HRM-717 Cross Cultural Management Dr.Ashfaque



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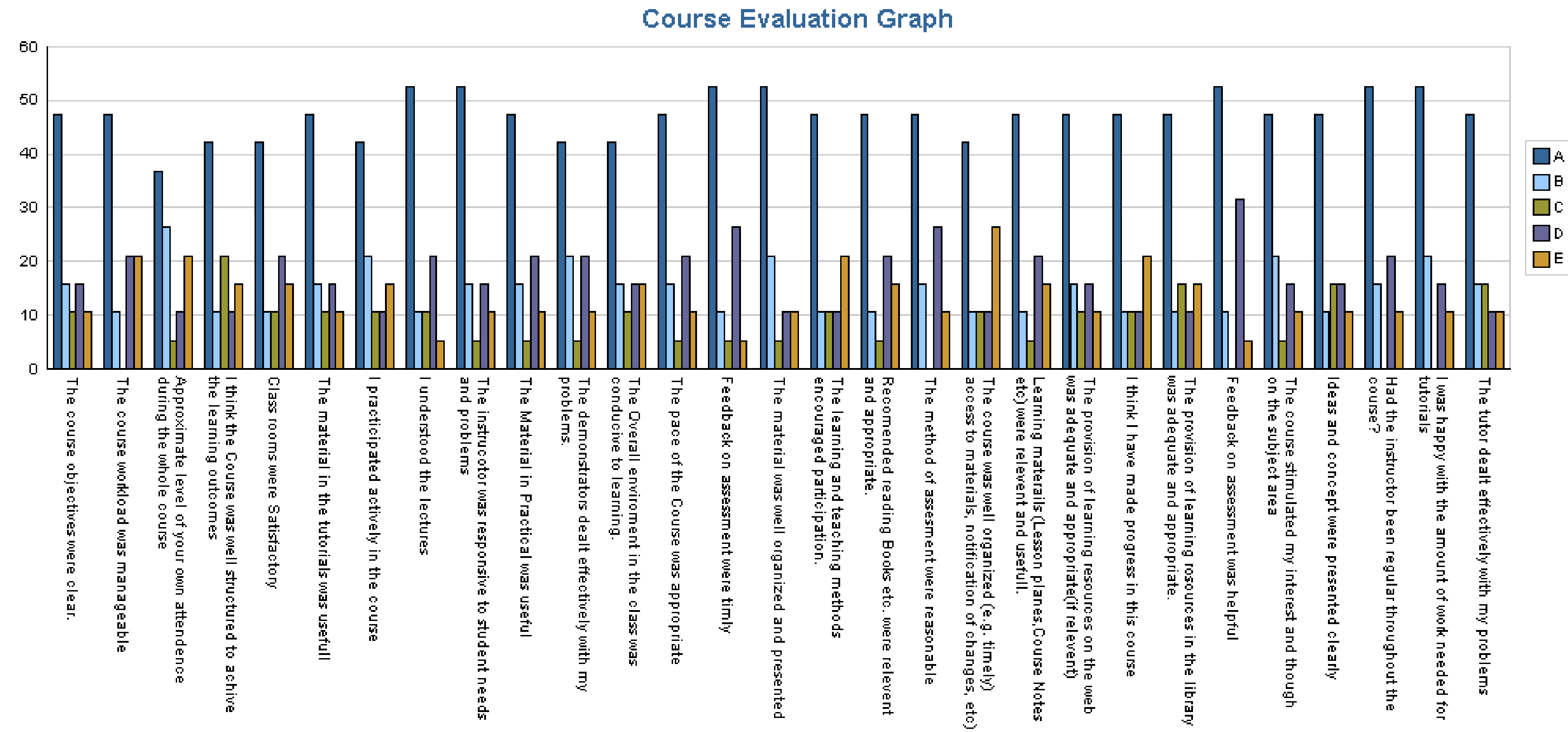
GENERAL COMMENTS: the students are satisfied with all the quality dimensions of the course however they believe that class room facilities and library resources (pertaining to the subject) should be improved.

MGT-752 Advanced Analytical Techniques Mr. Ahmed imran



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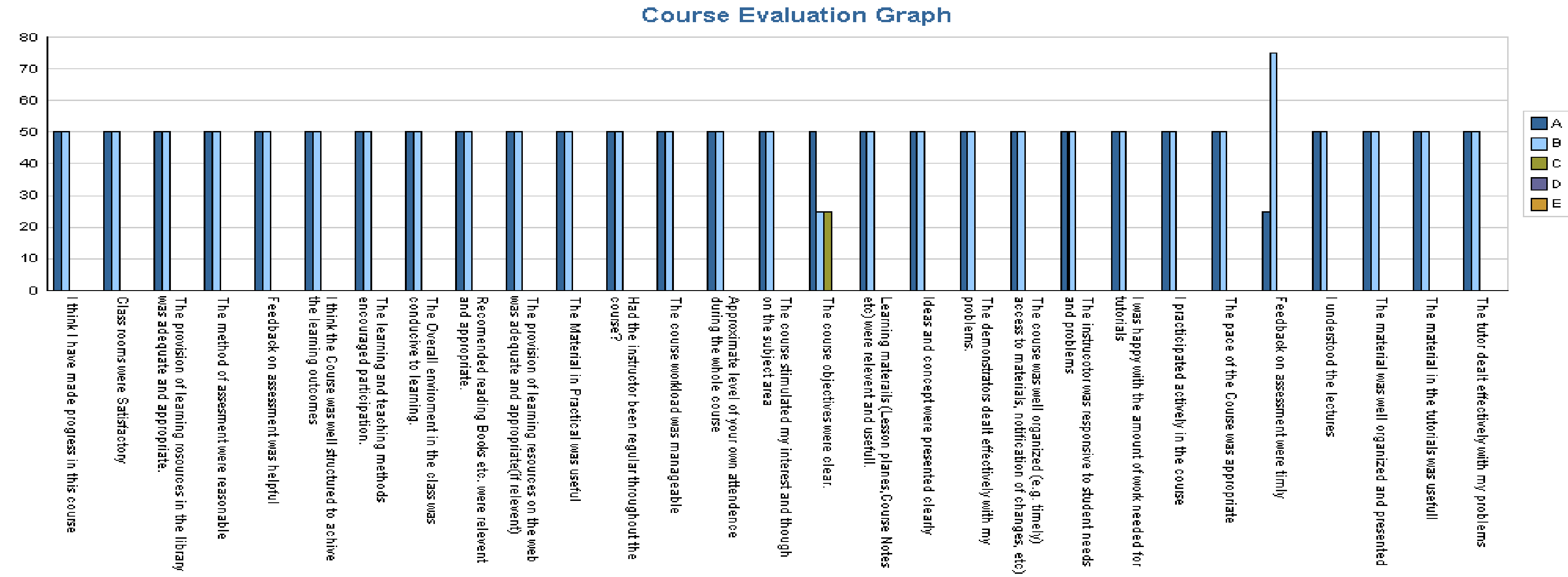
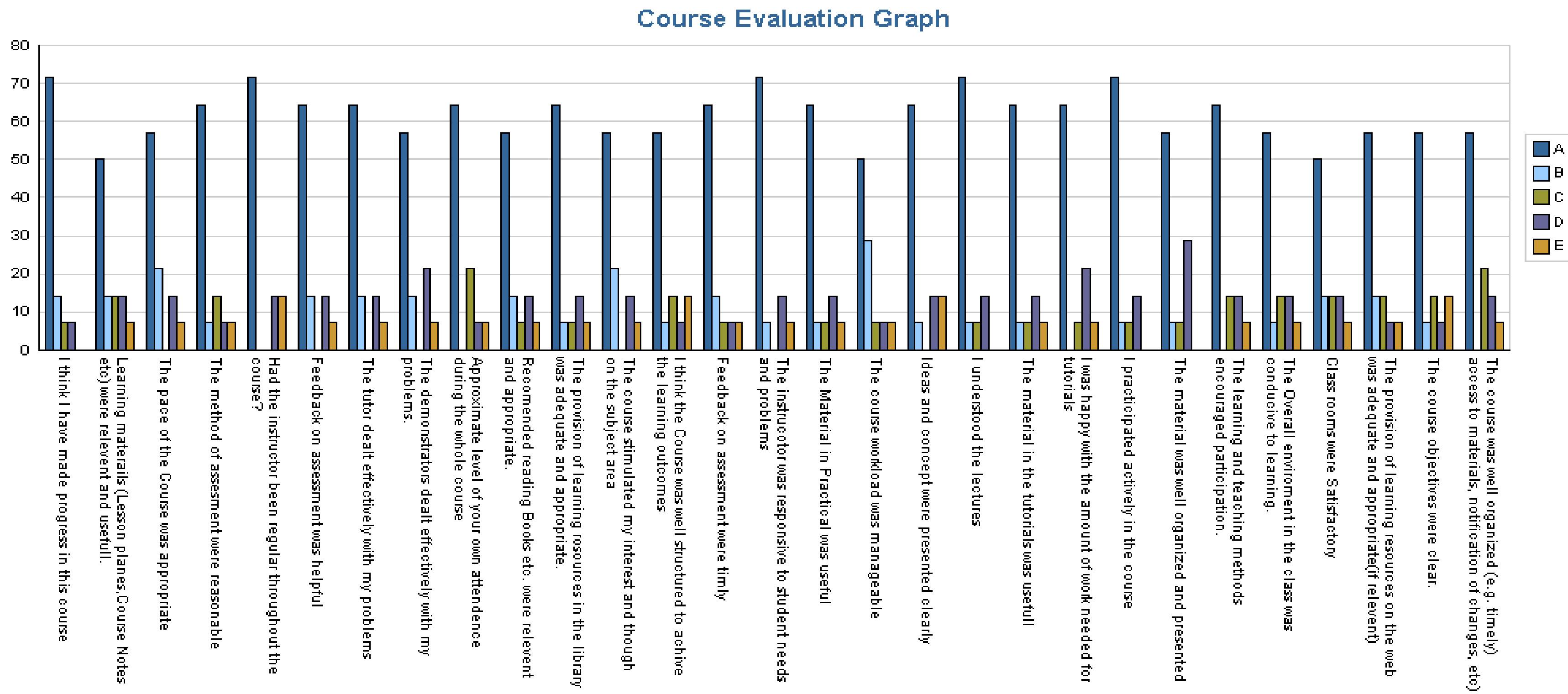
MGT-752 Advanced Analytical Techniques Mr. Ahmed imran



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The students seem uncertain about the learning outcome of the course. They suggest that course contents were not properly organized, the learning resources provided were not sufficient, the class room environment was unsatisfactory, quality of deliver was poor and there were no proper assessment methods for the course. So the course did not meet the learning objectives of the students.

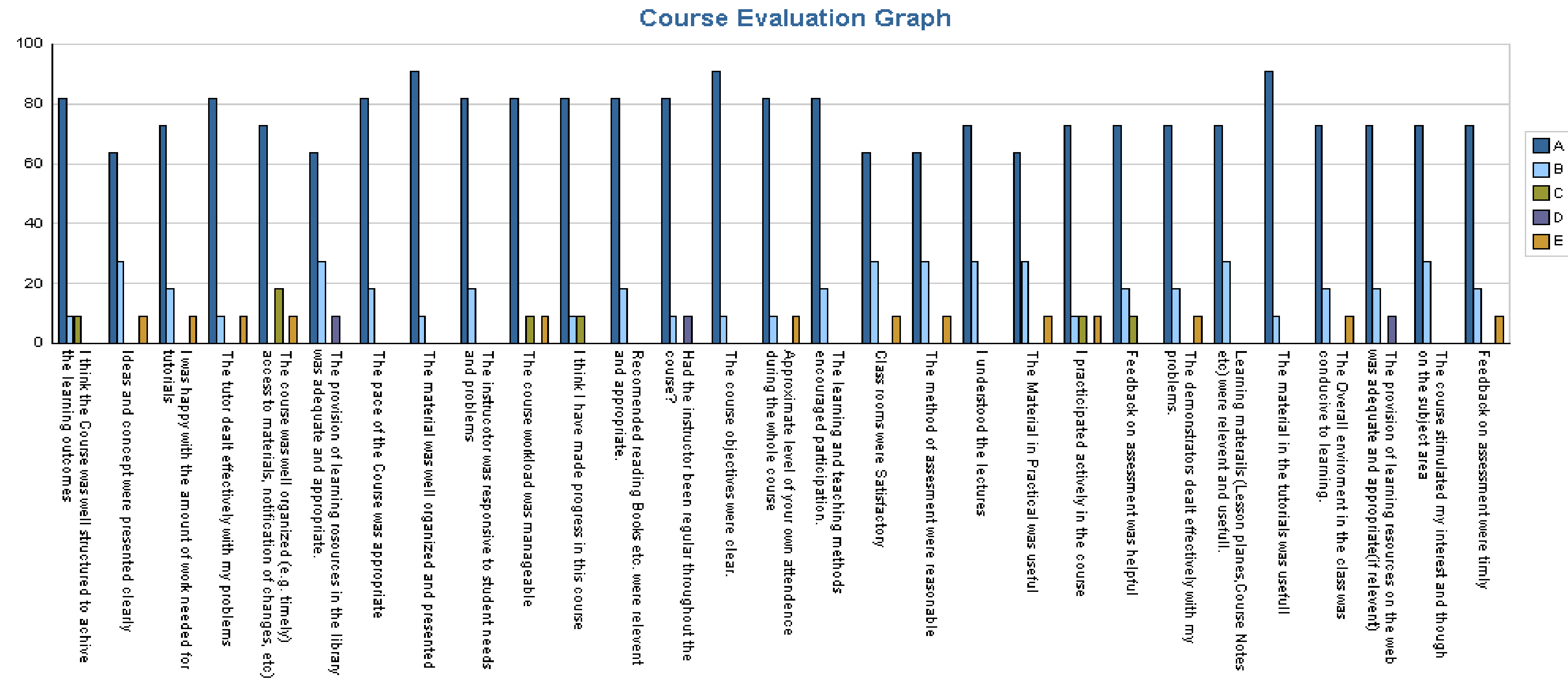
MGT-753 Trends in Global Business Dr.Mudassir



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the overall evaluation was satisfactory. The students favorably evaluated the delivery quality of contents and assessment methods however learning objectives could have been better enhanced had there been more resources available in library (related to subject) and had the class room environment been proper.

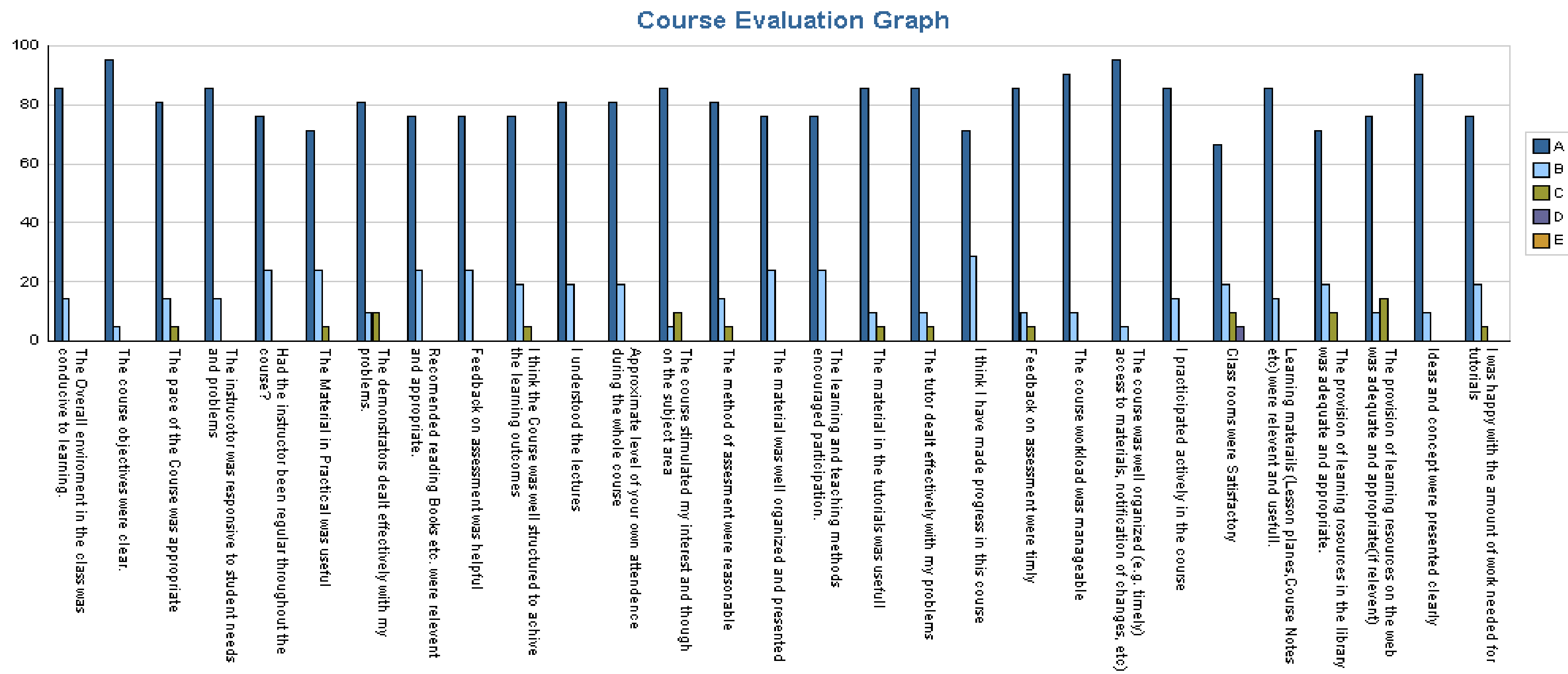
MKT-707 Contemporary issues in Marketing Dr. Ansar Rajput



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the course was well organized and assessment methods were also appropriate however the delivery quality and learning resources needs to be improved.

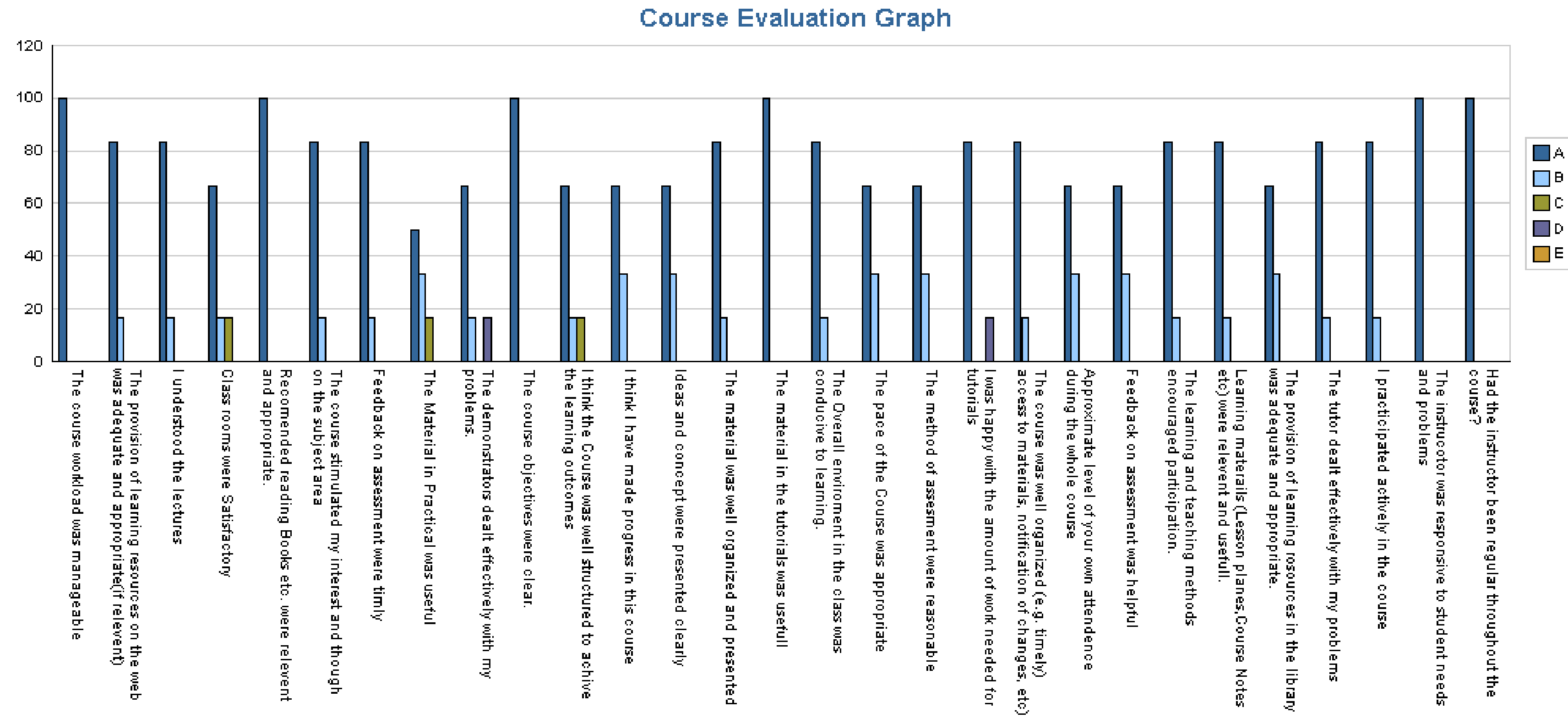
FIN-714 Research Paradigm in Finance Dr. Abdul Rehman



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the course evaluation was highly satisfactory and the course met its learning objectives to the maximum. Students seem happy with course organization, learning environment, learning resources, quality of delivery and assessment methods.

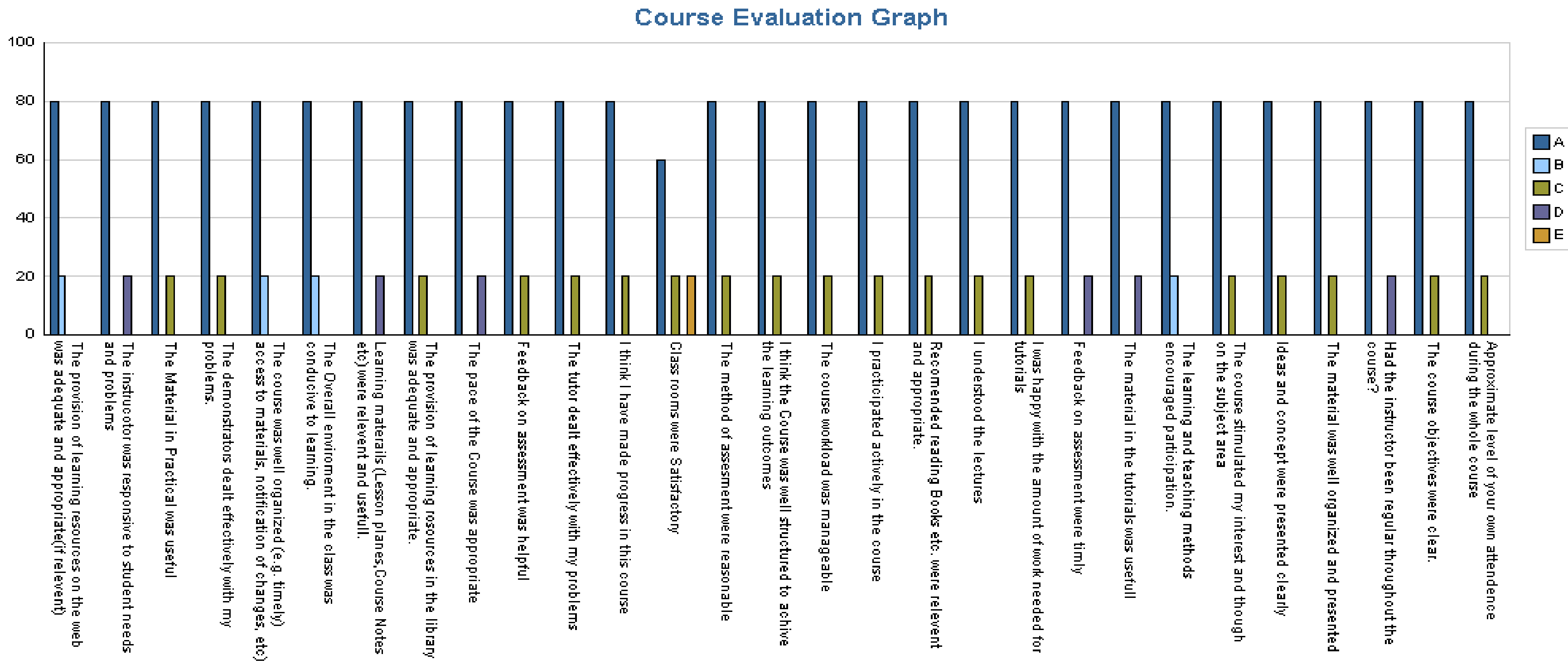
FIN-712 Financial Risk Management Mr.Ahmed Faraz



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the course evaluation was highly satisfactory and the course met its learning objectives to the maximum.

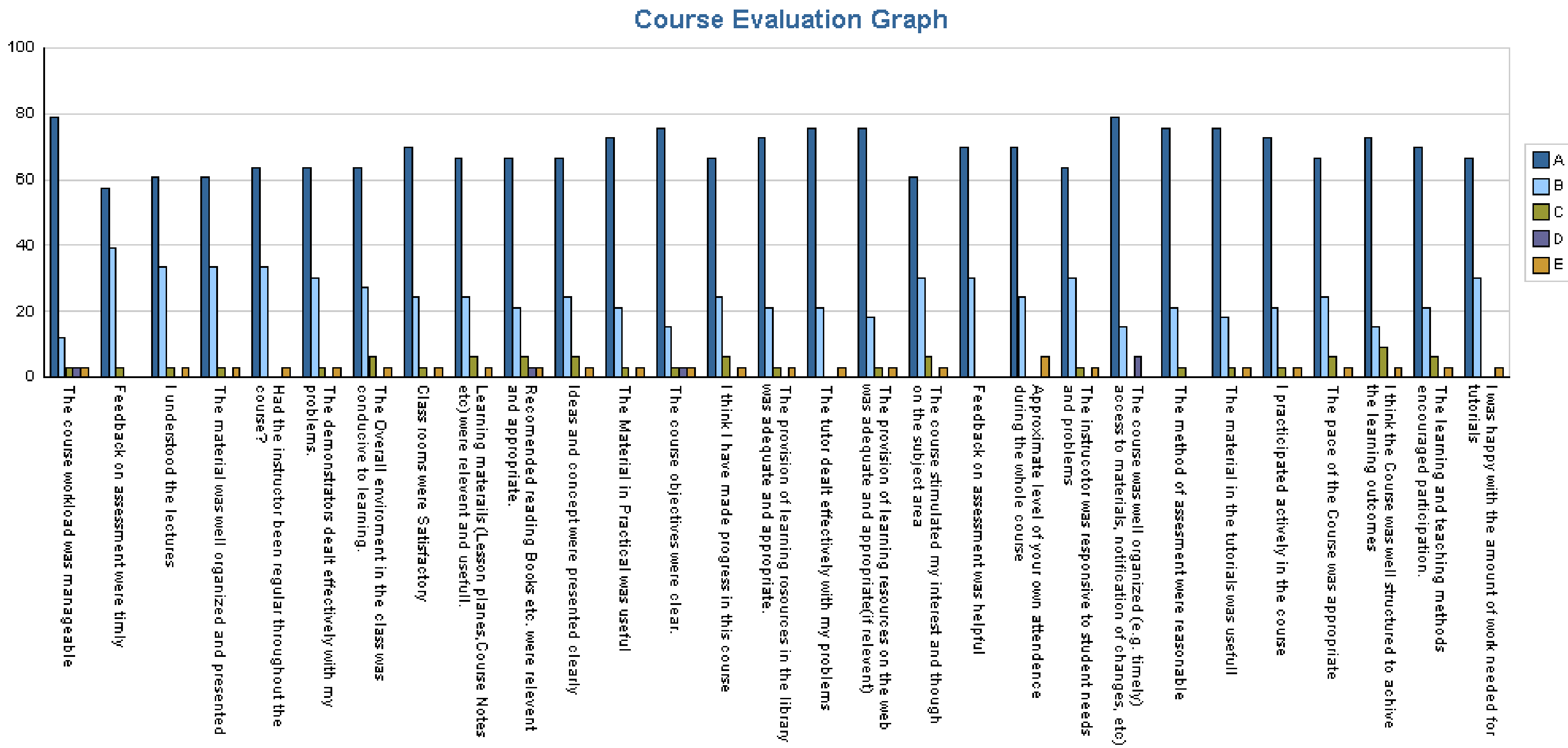
HRM-715 Contemporary Issues in HRM Dr. Hassan Rasool



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the overall evaluation is quite satisfactory and students seem to be satisfied in all aspects of course quality however learning environment needs to be improved.

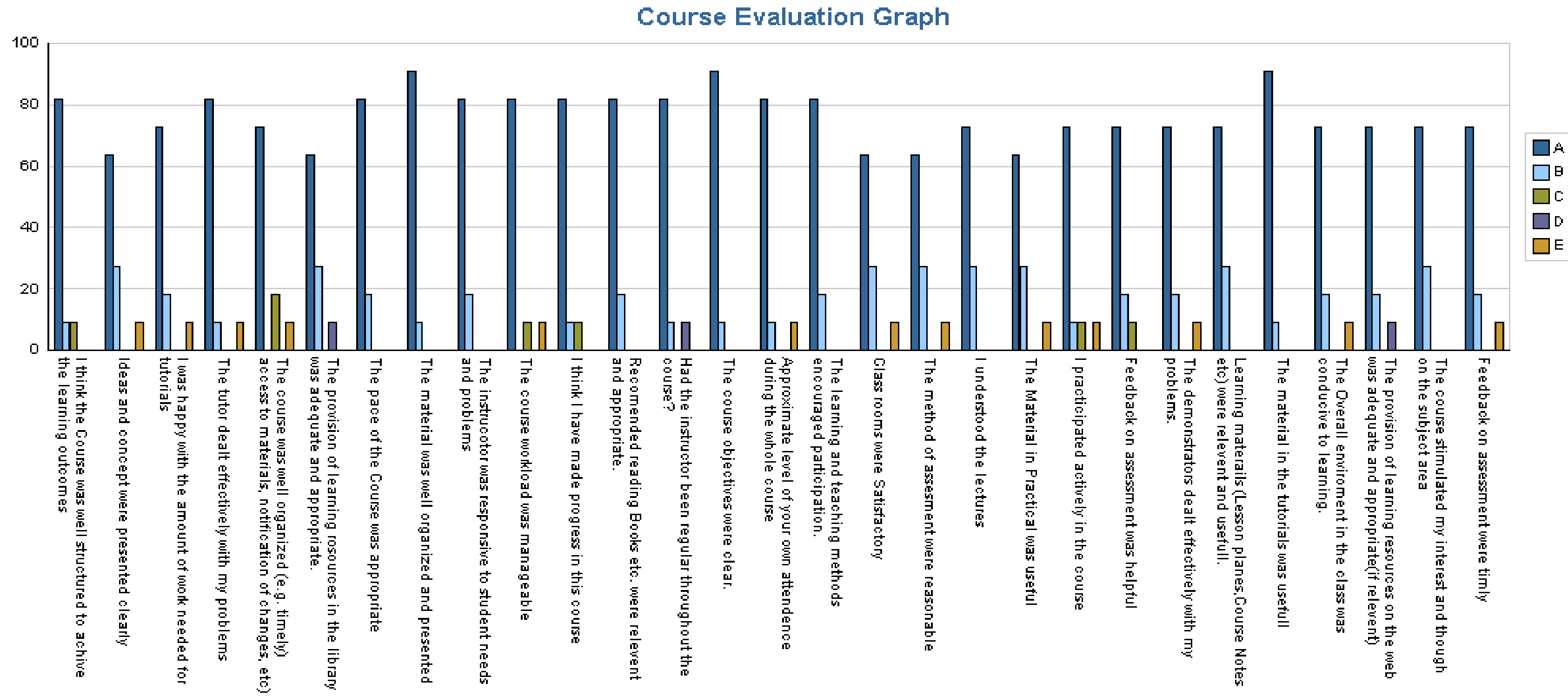
MGT-701 Special Topics in Management Dr. Rabia Imran



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the course seem to meet its desired objectives but it would have been better had there been proper class room environment.

HRM-715 Contemporary Issues in HRM Dr.Hassan Rasool



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation is satisfactory. The learning objectives were fulfilled by good course organization, better assessment methods, good delivery of concepts but the evaluation also suggested shortcoming. The class room environment was not proper.

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	5	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	6	7	Nil
Mr. Shuja Ilyas		1	Nil
Ms Afsheen Fatima	-	-	nil
Mr Zia ur Rehman			Nil
Total	**16**	**8**	

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.

CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Degree Title: MS

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 MS 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 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.

Degree Plan:

The duration of the course for the degree of MS

a. Minimum 3 semesters and maximum 6 semesters for a full time MS student

Pre-requisites: minimum academic requirements

A candidate seeking admission to the course for the degree of Ms, he/she uust hold bachelors Hons or Masters degree for admission along with NTS test, will be determined on the basis of open merit based on marks obtained in the last degree.

Degree requirements

On the whole a student has to study 34 credit hours. In first two semesters, students study core courses. Students are also required to do a research thesis of 06 credit hours. 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 in 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	2.00
Second	2.50
Third	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 MS.

SCHEMES OF STUDY OF MS (MANAGEMENT SCIENCES)

Semester-I

S. No	Course Code	Course Title	Credit Hours
1.	MGT-755	Supply Chain Management	3 (3 – 0)
2.	MGT-756	Data Analysis and Decision Making	3 (3 – 0)
3.		Elective-I	3 (3 – 0)
4.		Elective-II	3 (3 – 0)

Semester-II

S. No	Course Code	Course Title	Credit Hours
1.	MGT-757	Project Management	3 (3 – 0)
2.	MGT-758	Managing Groups and Teams	3 (3 – 0)
3.		Elective-III	3 (3 – 0)
4.		Elective-IV	3 (3 – 0)

Semester-III

S. No	Course Code	Course Title	Credit Hours
1.	MGT 799	Research Thesis	10 (0 – 20)

Elective Courses for the specializations offered in MS (Management Sciences) Programme

Marketing

S. No	Course No.	Course Title	Credit Hours
1.	MGT-721	Marketing Research	3(3-0)
2.	MGT-731	Strategic Marketing Planning	3(3-0)
3.	MGT-765	Marketing Channels	3(3-0)
4.	MGT-772	Contemporary Issues in Marketing	3(3-0)
5.	MGT-775	Customer Relationship Management	3(3-0)
6.	MGT-776	Cyber Marketing	3(3-0)
7.	MGT-778	Social Marketing	3(3-0)

Finance

S. No	Course No.	Course Title	Credit Hours
1.	MGT-738	Taxation	3(3-0)

2.	MGT-740	Monetary Theory and Policy	3(3-0)
3.	MGT-741	Financial Modeling and Risk Analysis	3(3-0)
4.	MGT-745	Financial Derivatives	3(3-0)
5.	MGT-746	Islamic Banking	3(3-0)
6.	MGT-747	Economic Analysis and Policies	3(3-0)
7.	MGT-748	Behavioral Finance	3(3-0)
8.	MGT-749	Financial Risk Management	3(3-0)
9.	MGT-763	Managerial Accounting	3(3-0)

Human Resource Management

S. No	Course No.	Course Title	Credit Hours
1.	MGT-780	Recruitment and Selection	3(3-0)
2.	MGT-787	Strategic Human Resource Management	3(3-0)
3.	MGT-789	Compensation Management	3(3-0)
4.	MGT-791	Performance Management	3(3-0)
5.	MGT-792	Conflict and Negotiation Management	3(3-0)
6.	MGT-793	Change Management and Human Resources	3(3-0)
7.	MGT-794	Training and Development	3(3-0)

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

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

Table 4: Program Objectives Assessment

Subjects	Objectives				
	1	2	3	4	5
MGT-747, MGT-755, MGT-740	+	+	++	+++	+
MGT-757, MGT=749, MGT-763, MGT-748, MGT-741, MGT-745, MGT-746, MGT-731, MGT-765, MGT-772, MGT-775, MGT-776, MGT-778, MGT-738, MGT-780, MGT-787, MGT-789, MGT-791, MGT-792, MGT-793, MGT-794	+++	+	+	++	+
MGT-799, MGT-721	+	+++	+++	++	+++
MGT-765	++	+++	++	++	+
MGT-785	+++	+	+++	+	+

+ = 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 5: Detail of courses representing theoretical background, problem analysis and solution design.

Elements	Courses (Codes)
Theoretical Background	MGT-755, MGT-757, MGT-758, MGT-765, MGT-776, MGT-778, MGT-738, MGT-746, MGT-780, MGT-787, MGT-789, MGT-794
Problem Analysis	MGT-756, MGT-772, MGT-775, MGT-740, MGT-741, MGT-747, MGT-748, MGT-791, MGT-792, MGT-793
Solution Design	MGT-799, MGT-721, MGT-731, MGT-745, MGT-749, MGT-763

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 professional requirements needed for business professionals

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

MS students have already read Information technology courses at graduate level as recommended by HEC national revised curriculum outline so no such courses are added in schemes of study. However, there are few courses that involve application of computing skills previously learned. These include data analysis and decision making, Project management, Financial Modelling and Risk Analysis and Financial Risk Management.

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

The schemes of study do not include any course that is directly aimed at enhancing oral and written communication skills. However, MS students are asked to write term papers on specific research topics which are presented orally and in report form. This practice enhances not only their research skills but also their communication skills.

CRITERION 3: LABORTIES & 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 must be available and readily accessible to faculty and students.

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 laboratories.

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 duos 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

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 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 students to complete the program in a timely .

At MS/MBA level subjects/courses are in accordance with the approved curriculum while assuring the relevant HEC criteria as well. As the University has only one intake a year, the courses are offered once a year which means if a student fails in a certain course, he/she can take it only after the gap of at least one semester.

Standard-4.2: Courses in the major area of study must be structured to ensure effective interaction between students 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 updated on the latest developments in the area. In the board of faculty meetings, the courses are structured and decided.

- Students are encouraged to ask questions in class and after the classes. To enhance this culture, faculty members interact frequently among themselves and with students at the beginning of each semester.
- Effective interaction between each section of MS classes is emphasized and encouraged.

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.

Following steps have been taken to provide guidance to the students in different ways:

- The details are provided to each candidate in print form in the shape of prospectus.

- The program structure and details are provided on the website.
- Admission office helps the students to inform about the program requirements.
- Personal interaction and communication between the teachers and the students.
- Within the University hours, students can also contact and coordinate meetings with the relevant teachers whenever they face any problem.
- The Directorate of Placement Bureau has been established keeping in view the need for exploring job opportunities for the university graduates.

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 the University. For this purpose an advertisement is published in the national news papers by the Registrar office.

- Admissions are done once a year in August - September.
- Admission criterion for MS is Masters/BBA (Hons.) with minimum of second division; Along with GAT/NTS test with minimum score of 50 out of 100.
- Admission criteria are reviewed every year at appropriate forums before the announcement of admissions and any changes or modifications need to be approved by the academic council.

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.

- After the completion of admission process, the student name is forwarded to the Registrar office for proper registration in the specific program. Then the registration number is issued to the student.
- Students' evaluations are made through Mid, Final, quizzes, assignments, term projects, and presentations during the course of study.
- For each degree the process of registration is carried out once, the candidates' enrollment is done each semester, and the evaluation is made on the basis of semester results.

- Promotion of the students to the next semester is based on the fulfillment of the University criteria.

Standard-5.3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly cemented. 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.

The institute follows the recruitment policy of the University which 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 complied with.
- Every possible effort is made to retain the faculty. Although being a public sector university, it is not possible to include incentives in our reward system, but motivational techniques are used effectively.

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.

Keeping in view the new technological changes, innovations, and industry requirements, the institute periodically revises the curriculum to maintain and provide high quality teaching.

- Introduction and inclusion of new courses in the curriculum on the basis of emergence and demand of new fields.
- The institute's library makes sure the availability of Asian editions for existing as well as updated books for taught courses. The institute's library also provides facilities of documentation and internet.
- Study material prior to the lectures, multimedia, slides and handouts are provided as supplements for most of the lectures.
- The aim and the efforts remain the same 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 commencement date of examination is announced by the controller of examinations. At the end of 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 breakup and marks' distribution of each component of examination is prescribed as below:

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

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 nineteen full time faculty members (excluding the director of the institute), three of them are 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 faculty.

Table 6: 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	8 courses 1 class evening	8	1 PhD
Human Resource Management	6 courses 1 class evening	5	2 PhD
Marketing	6 courses 1 class evening	1	-

Besides the data shown in table-7, an Associate professor holds a PhD degree in Economics and the Director of institute holds a PhD degree in Operations

Management. PhD degree of nine faculty member and MS degrees of two 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, three members are doing heir Ph.D. degrees from local universiiesy.
- 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.

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- Support for attending conferences can lead to enhancement of research initiatives at the university.

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

Faculty Survey

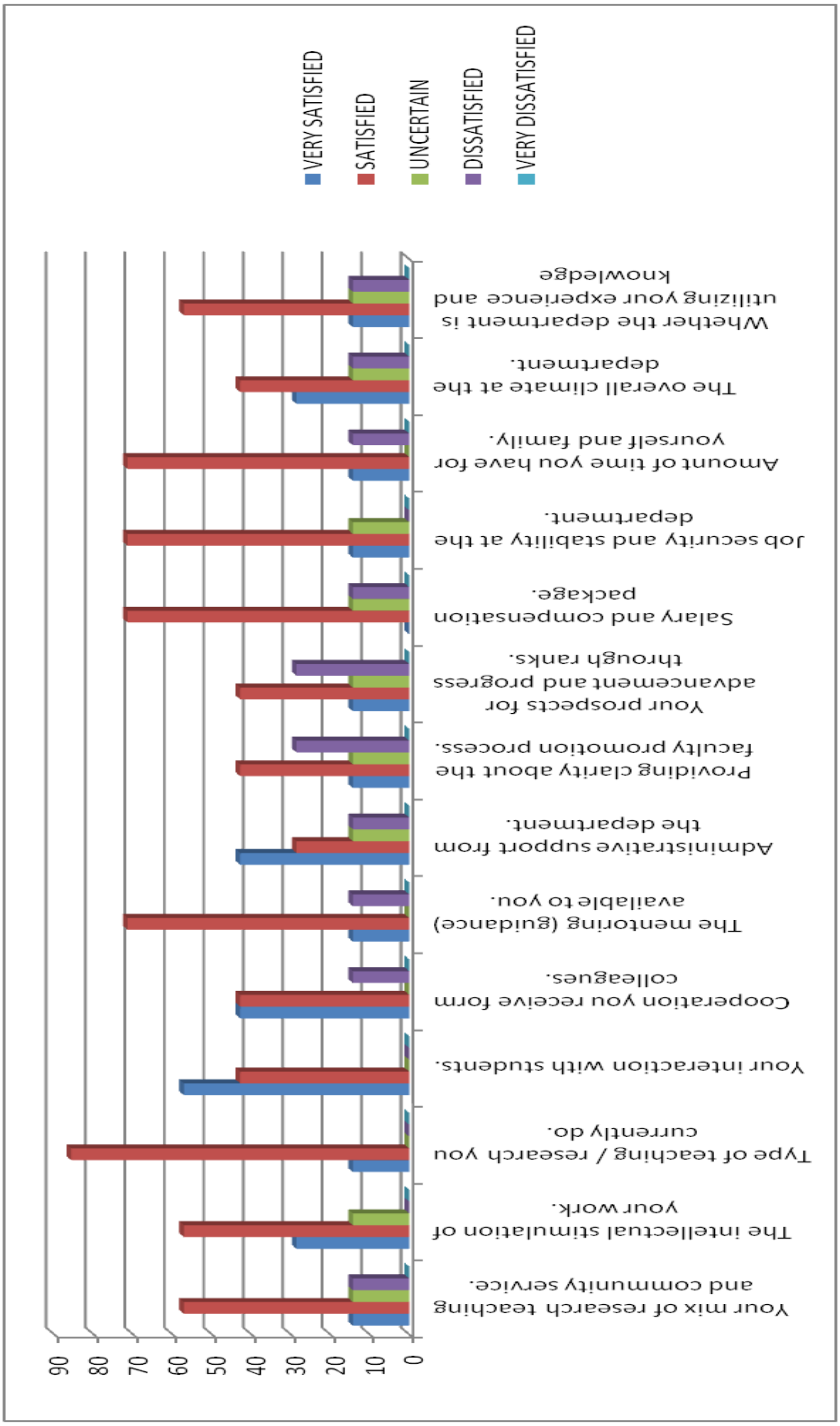
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- 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, and Very Dissatisfied.



VERY SATISFIED
SATISFIED
UNCERTAIN
DISSATISFIED
VERY DISSATISFIED
0
10
20
30
40
50
60
70
80
90
Your mix of research teaching and community service.
The intellectual stimulation of your work.
Type of teaching / research you currently do.
Your interaction with students.
Cooperation you receive form colleagues.
The mentoring (guidance) available to you.
Administrative support from the department.
Providing clarity about the faculty promotion process.
Your prospects for advancement and progress through ranks.
Salary and compensation package.
Job security and stability at the department.
Amount of time you have for yourself and family.
The overall climate at the department.
Whether the department is utilizing your experience and knowledge

This survey shows that in most of the areas the faculty members are satisfied with the overall policies. However one major area where faculty is not happy is the salary and compensation. The University may keep this thing in mind that the private sector in same discipline is offering much better compensation packages.

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 business and also lacks in Handbooks on any Business Administration 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

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.

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 MS graduates we are planning to initiate PhD program in near future.

The intake of MS 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 a computer lab of about 25 systems is available which are networked and internet connectivity is also available. However, this facility is not adequate to cater for the needs of the student body that we have (approximately 350 students of BBA/MBA are enrolled at a time). 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. Besides many classes have 50 students and as the lab has only 25 computers they do not get a chance to work individually during a class.

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 75 students in MS and MBA-1.5 (combined) 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 fall 2013 and fall 2014. There were 10 respondents. The survey reveals that the MS and MBA (1.5 years) 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 fullfill the needs of all needy students

The Alumni survey (proforma – 7) was sent to more than 70 ex-students through google forms. There were 14 respondents to the survey who are employed at different universities and corporations throughout the country. These organizations include MAJU, FJWU, Karakoram International University, Grafton College, NAB etc. The alumni survey reveals that MS and MBA- Professional (1.5 years) at UIMS equipped their graduates with enough problem solving, communication and IT skills. Also, they are proving to be good leaders with excellent interpersonal skills. In opinion of alumni, the programme lacks in data analysis skills and recommended seminars on data analysis softwares like Eview, SPSS and EMOS. Alumni felt deficiencies in campus infrastructure and showed a concern about the repute of the institution at national and international level.

The feed back 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. 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: Detail Course Contents

Curriculum for MS (Management Sciences)

Semester-I

S. No	Course Code	Course Title	Credit Hours
1.	MGT-755	Supply Chain Management	3 (3 – 0)
2.	MGT-756	Data Analysis and Decision Making	3 (3 – 0)
3.		Elective-I	3 (3 – 0)
4.		Elective-II	3 (3 – 0)

Semester-II

S. No	Course Code	Course Title	Credit Hours
1.	MGT-757	Project Management	3 (3 – 0)
2.	MGT-758	Managing Groups and Teams	3 (3 – 0)
3.		Elective-III	3 (3 – 0)
4.		Elective-IV	3 (3 – 0)

Semester-III

S. No	Course Code	Course Title	Credit Hours
1.	MGT 799	Research Thesis	10 (0 – 20)

Elective Courses for the specializations offered in MS (Management Sciences) Programme

Marketing

S. No	Course No.	Course Title	Credit Hours
1.	MGT-721	Marketing Research	3(3-0)
2.	MGT-731	Strategic Marketing Planning	3(3-0)
3.	MGT-765	Marketing Channels	3(3-0)
4.	MGT-772	Contemporary Issues in Marketing	3(3-0)
5.	MGT-775	Customer Relationship Management	3(3-0)
6.	MGT-776	Cyber Marketing	3(3-0)
7.	MGT-778	Social Marketing	3(3-0)

Finance

S. No	Course No.	Course Title	Credit Hours
1.	MGT-738	Taxation	3(3-0)

2.	MGT-740	Monetary Theory and Policy	3(3-0)
3.	MGT-741	Financial Modeling and Risk Analysis	3(3-0)
4.	MGT-745	Financial Derivatives	3(3-0)
5.	MGT-746	Islamic Banking	3(3-0)
6.	MGT-747	Economic Analysis and Policies	3(3-0)
7.	MGT-748	Behavioral Finance	3(3-0)
8.	MGT-749	Financial Risk Management	3(3-0)
9.	MGT-763	Managerial Accounting	3(3-0)

Human Resource Management

S. No	Course No.	Course Title	Credit Hours
1.	MGT-780	Recruitment and Selection	3(3-0)
2.	MGT-787	Strategic Human Resource Management	3(3-0)
3.	MGT-789	Compensation Management	3(3-0)
4.	MGT-791	Performance Management	3(3-0)
5.	MGT-792	Conflict and Negotiation Management	3(3-0)
6.	MGT-793	Change Management and Human Resources	3(3-0)
7.	MGT-794	Training and Development	3(3-0)

Syllabus for MS (Management Science) Programme

MGT-755 Supply Chain Management 3(3-0)

Introduction:

This course primarily focuses on the concept of Supply Chain Management. Its objectives are to develop understanding among the students with supply chain operations, SC drivers and activities, cycles, inventory etc. This will help students to apply SC concepts to complex and realistic business management environments. The course addresses strategic issues related to marketing management

Course Contents:

Understanding the Supply Chain, Decision Phases, Process View of Supply Chain, Competitive & Supply Chain Strategies and Achieving Strategic fit. Drivers of Supply Chain Performance, A Framework for Structuring Drivers, Facilities, Inventory, Transportation and Information. Role of Distribution, Factors influencing Distribution Network, Manufacturing Storage with different options and value of distributors in supply chain. Role of Network Design, Factor influencing Network Design, and a framework for Network Design Decisions. Impact of Uncertainty on Supply Chain, Role of Forecasting in Supply Chain, Characteristics of Forecasts and Forecasting Approaches. Role of Aggregate Planning in Supply Chain, Responding to Predictable variability, Managing Supply, Managing Inventory and demand. Role of Cycle Inventory, Economies of Scale, Role of Safety inventory and determining appropriate level of Safety Inventory. Role of Sourcing in Supply Chain, Supply Scoring and Assessment, Supplier Selection and Contracts and role of Transportation in Supply Chain.

Books Recommended:

1. Chopra, Sunil and Meindle, Peter, Supply Chain Management: Strategy, Planning and Operation, 2nd Edition. Singapore, Pearson Education Inc. 2004

2. Ballou h. Ronald and Srivastava k. Sameer,. Business Logistics / Supply Chain Management 5th edition. New Delhi, Pearson Ed Inc., 2008
3. Frendenall D. Lawrence and Hall, Basics of Supply Chain Management. Ed. 2001. New York, St. Lucie Press.

MGT 756 Data Analysis and Decision Making 3 (3-0)

Introduction:

Business life is rife with problems to solve and decisions to make. People have a preferred style for solving problems, evaluating information and reaching decisions, the results, good or bad, tend to live with them forever. Therefore, managers require a sophisticated understanding of what one can (and cannot) infer from data, and how to use those inferences to make good decisions. This course is aimed at providing the students with analytical techniques for making smart decisions. The students need to have some prior background in topics such as probability theory and statistics to be able to interpret and analyze data. The course will be built further on those fundamental concepts.

Course Contents:

Introduction to Data Analysis, Introduction to Decision Making and Decision Theories, Univariate, Bivariate and Multivariate Numerical Data, Simple Linear Regression, Nonlinear and Multiple Regression, Time Series Data and Forecasts, Autocorrelation and Autoregression, Time Series Smoothing, Time Series Seasonality, Regression Models for Time Series Data, Decision Models, Financial Models, Sensitivity Analysis, Multi-Attribute Utility, Uncertain Quantities, Decisions in Uncertain Situations, Monte Carlo Simulation, Decision Tree Models, Value of Perfect Information, Value of Imperfect Information, Risk Attitude Utility, Optimization Models

Books Recommended:

1. S. Christian Albright, Wayne Winston, and Christopher Zappe, Cengage, Data Analysis and Decision Making with Microsoft Excel, 3rd Edition (Revised), Learning Academic Resource Center (2008).
2. George E. Monahan, Cambridge Management Decision Making: Spreadsheet Modeling, Analysis, and Applications, University Press (2000)

3. Ken Black, John Wiley and Sons, Business Statistics: Contemporary Decision Making, 5th Edition, (2008).
4. Organizational Decision Making (Cambridge Series on Judgment and Decision Making), Edited by Zur Shapira, Cambridge University Press, (2002).
5. Scott Plous, The Psychology of Judgment and Decision Making, , McGraw-Hill (1993).

MGT 757 Project Management 3 (3-0)

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).

MGT-758 MANAGING GROUPS AND TEAMS 3(3-0)

Introduction:

This course introduces you to the structures and processes that affect group performance, group interactions, key factors influencing group behavior, creating team players, team's culture, decision making and highlights some of the common pitfalls associated with working in teams.

Upon successful completion of this course the students will have reliably demonstrated the ability to:

- Understand principles of team and group work
- Diagnosing team and group problems
- Apply techniques to improve overall performance within an team or group.
- Judge the right personalities for team work

Course Contents:

Principal topics will include;

Work group behavior, External conditions imposed on groups, Group structure, processes and tasks, Group decisions making, Creating effective teams, Turning individuals into team players, Team culture, Fostering creativity and coordination, Contemporary issues in team management, Dealing with a variety of personalities, Achieving personality team fit.

Books Recommended:

1. Thomas Hunt, Affect and group (Research on Major groups and teams) 2007.
2. Sun Nicky Hays, Managing Teams: A strategy, 2005.
3. J.T.Polzer, E. Mannix and M.Neale , *Identity Issues in Groups (Research on Managing Groups and Teams*, Volume 5)

MGT-721 MARKETING RESEARCH
3(3-0)

The role of marketing research, role of marketing researcher, the value of information, the research process, sources of information, causality and experiments, survey design, measurements and scaling, sampling in marketing research, coding and editing response, basic analysis, comparing differences in key variables, market potentials and sales forecasting, product research, industrial marketing research.

BOOKS:

1. *Marketing Research and Analysis by Lehmann*
2. *Marketing Research by Aaker, Kumar, Day.*

MGT-765 MARKETING CHANNELS
3(3-0)

Marketing Channel Framework, Where missions meets Market, Channel role in a dynamic market place, Conventional Marketing system, Marketing Mix and Relationship Marketing. External Channel Environment, Managing Uncertainty, legal Development in marketing channels, Ethical Issues in Relationship Marketing, Global Channels and Opportunities. Internal Channel Environment, Channel Climate, Conflict Resolution Strategies, Information system in relationship logistics, Cultivating Positive Channel Relationship. Economics of Exchange, Transaction cost in Marketing Channels, Vertical Marketing System, Franchising. Relationships and the Interaction Process, Emerging role of Strategic Alliances, Strategic Implication for new millenium.

MGT-731 STRATEGIC MARKETING PLANNING
3(3-0)

Marketing and its basic concepts, principles of strategic marketing planning, planning implementation and controlling of strategies, the marketing environment, international marketing research, segmentation, product policy and planning, planning for pricing strategy, strategic planning for channel of distribution, promotion strategies, organization and control of marketing planning and strategy.

BOOK:

Marketing Strategy and Management by Micheal J. Baker

MGT-772 Contemporary Issues in Marketing 3(3-0)

Objectives:

Therefore, the aim of this course is to provide students with an understanding and awareness of the contemporary issues and how marketing theory differs, adapts and changes with reference to modern issues, the unique challenges faced by marketers and the application of relevant service theory in practice.

After completing this course students can assess ways in which competitive advantages and strategic opportunities can be exploited and the means by which new technologies in marketing can improve and shape an organisation's environment.

Course Contents:

Marketing changes and using marketing principles, Consumerism and consumer issues including social issues, Social and Not-For Profit Marketing , Tourism Marketing, Sports and Entertainment Marketing, International changes and globalization, Impact of IT, Economics, Environment, Supply chains and operations on Marketing, Relationship marketing and services sector, Consumer Behavior and technology in practice, E-marketing and interaction marketing, Internal Marketing, Ethics in marketing, Service and Relationship marketing, Future of Marketing.

The content of this course will change in line with changes in the external environment.

MGT-775 Customer relationship Management 3(3-0)

Objectives:

This course will help business students better understand the concepts related to Customer relationship Management. It will develop skills to understand, analyze and satisfy consumers. It will also give an exposure of modern technologies which can be used to develop and strengthen strategic relationships with consumers.

Finally it will make students able to apply customer relationship concepts demonstrated by competent analysis of cases related to the practice of marketing.

Course Contents:

Introduction of Marketing & orientation of subject, Introduction to Customer relation management, Customer analysis, Concepts and Strategies in CRM (B-to-C CRM), Implementation in fast moving consumer goods and B-to-B CRM, CRM tools and technologies, Consumer Behavior and CRM, Managing value-chain relationships, Market-driven strategy (creating value to customers) , Obtaining a sustainable competitive advantage(Differentiation), Customer Equity, Customer satisfaction, Satisfaction-Profit Chain.

Books Recommended:

1. Blattberg, Robert C., Gary Getz, and Jacquelyn S. Thomas, Customer Equity: Building and Managing Relationships as Valuable Assets, Boston: Harvard Business School Press, 2005.
2. Rust, Roland T., Valarie A. Zeithaml, and Katherine Lemon, Driving Customer Equity. New York: The Free Press, 2006.
3. Swift, Ronald, Accelerating Customer Relationships. Using CRM and Relationship Techniques. Prentice Hall, 2004.

Mgt-776 Cyber Marketing 3(3-0)

Objectives:

This course primarily focuses on the concept of Cyber Marketing. Its objectives are to develop understanding among the students with the concepts of marketing using Cyber media i.e. the traditional marketing over the internet. This course will develop an understanding of different e-business models, marketing strategies, online target markets, online consumers behaviors etc.. This will help students to promote on the internet from simple to complex and realistic businesses

Course Contents:

What is Cyber marketing and E business? E business markets, strategic e marketing, from strategy to Cyber strategy, and E business models. Leveraging technologies, core competencies, Ethics and legal issues, E based Research, and ethics in e based research. Consumer behavior, social and cultural issues, Individual characteristics and resources. Target market, segmentation and online communities, Psychographic segments etc. Marketing strategies over the internet, positioning and differentiation. Product, pricing, promotion and distribution over the internet.

Books Recommended:

1. Straus, Judy and Frost, Raymond, Electronic Marketing, International Edition. Prentice Hall Inc, New Jersey, 2008.
2. Roberts, Mary Lou, Internet Marketing: Integrating Online and Offline Strategies, 2nd Edition, 2008.
3. Chaffy, Dave, Internet Marketing: Strategy, Implementation and Practice, 3rd Edition. Prentice Hall Inc, New Jersey, 2006.

MGT-778 Social Marketing 3(3-0)

Course Objectives:

Every organization needs marketing expertise in order to survive – this is especially true in the not-for-profit sector. This course provides students with an understanding of how to develop and implement effective marketing and fundraising programs for the not-for-profit sector. This course will help business students better understand the concepts related to Social Marketing and understand the importance of the mission within the not-for-profit. It will also help them to apply the marketing concept within the not-for-profit sector. The course also focuses the basic elements of marketing strategy (target selection and the deployment of the marketing mix – that is, the four Ps) and how they are applied with not-for-profits. And at the end they will understand the importance of volunteers and fundraising with not-for-profits.

Course Contents:

Understanding the social marketing, nature and role of social campaigns and social marketing research. Analyzing the social marketing environment, mapping the environment and analyzing the target adopters and diffusion of social products. Developing social marketing programs, social products, distribution, cost of adoption and promotion through mass communication (applying the four Ps in a not-for-profit setting). Managing social marketing plan i.e. planning, implementing and controlling social marketing programs.

Books Recommended:

1. Kotler, Philip, Roberto Ned and Lee, Nancy 2002. Social Marketing: Improving the quality of life, 2nd Edition. Sage Publication Inc, California.
2. Kotler, Philip and Lee, Nancy 2008. Social Marketing: Influencing behaviors for good, 3rd Edition. Sage Publication Inc. California.
3. Andreasen, Dr. Alan R._ Social Marketing in the 21st Century. Sage Publication Inc, California.

MGT- 738 TAXATION 3(3-0)

Introduction:

The purpose of the course, taxation management, is to provide a basic knowledge of tax law in Pakistan to students. By the end of the course, students will be able to understand the importance of taxes, forms of taxes, method of computation of income under all heads of income. Students will learn how and when appeals or alternative methods of appeals can be adopted and how the application to seek various requests under the ordinance can be made.

Course Contents:

Introduction to income tax, history and prospective, Income tax ordinance**:** income from salaries, income from house property, income from business or professional, capital gains, assessment procedures for tax, Income tax authorities**:** Hierarchy, function of authority, Powers Vested in the Hands of Income Tax authorities, Functions and Powers of Federal Board of Revenue (FBR), Custom act: Definitions, Levy of Exemption from and Repayment of Custom Duties, Drawbacks, Appointment of Officers of Customs and their Powers, Offences and Penalties, Appeals and Revisions, Central Excise tax and rules: Definitions, Duties to be Levied and Related Provisions, Exemptions, Offences and Penalties, Power of Adjudication, Appeals and Revision, Sales Tax: History and Introduction of Sales Tax in Pakistan, Scope of Sales Tax, Knowledge Regarding Sales Tax Act and Subsequent

Amendments, Legal Definitions of Various Terms and Concepts used in Sales Tax Act, Registration for Sales Tax, Charge of Sales Tax and Exemptions for Sales Tax, Appointment of Officers of Sales Tax and their Powers, Exemptions Provided in Sales Tax, Issuance of Licenses, Assessment Procedures, Payment and Recovery of Tax, Appeals & Revision Procedures and References to High Court, Maintenance, Production and Inspection of Accounts, Penalties, Offenses and Prosecutions, Refunds, Tax not Assessed and Rectification of Mistakes.

Books Recommended:

1. Muhammad Muazzam Mughal, Income Tax (Principles & Practice).
2. Muhammad Muazzam Mughal , Sales Tax Central Excise and Custom Duty Zakat and Ushr:
3. Prof. Dr. Khawaja Amjad Saeed Income Tax Law with Practical Problem.
4. Luqman Baig , Income Tax Law
5. Income Tax Ordinance: By Government of Pakistan
6. Sales Tax Act: By Government of Pakistan.

MGT-740 MONETARY THEORY AND POLICY 3(3-0)

Introduction:

This course is broadly divided into two parts. The First part deals with the monetary theory whilst the second part with the conduct of monetary policy. The course commences with the definition of the money and moves on in depth analysis of demand for money and will look into the historical development of different theories of demand for money and also study the implications of uncertainty. Soon after demand for money, topics such as term structure of interest rate, the efficient market hypothesis, and imperfect information and its implications will be discussed. Before embarking on the issues and effectiveness of monetary policy we will study the role of money in static and dynamic economies. Objective of the course includes

- Enable students to critically examine the functions and implications of fiat money.

- Enable students to critically evaluate the various developments in the theory of demand for money with special emphasis on the implications of uncertainty.
- Enable students to introduce money in overlapping generation and growth models and study the implications
- Enable students to pick the recent debate on the issues and conduct of monetary policy in general and an economic role of government in particular while solving short-run and long-run economic models involving adaptive and rational expectations.

Course Contents:

Introduction and Development of Monetary Mechanism, Definition, Functions and Measurement of Money; Demand and Supply of Money M1, M2, M3, etc.Role of Money in the Economy, Debate on neutrality and non-neutrality of Money. Classical Dichotomy and Keynesian Integration of Nominal and Real Sectors. Role of Money in the IS-LM Framework. Money in Aggregate Demand & Aggregate Supply, Employment and Prices., Quantity Theory of Money, Transaction Theories of Demand for Money. Portfolio Theories of Demand for Money. Baumol – Tobin Model of Cash Management. Friedman's Restatement of Quantity Theory of Money. The Money Supply Process, Monetary Base, Keynesian Liquidity Preference Framework, Friedman's Modern Quantity Theory of Money. Multiple Deposit Creation: Introducing the Money Supply Process. Determinants of the Money Supply: Understanding Movements in the Monetary Base, Money Multiplier. Velocity of Money and its variability. Rate of Interest, Risk and Term Structure of Interest Rate, Determination of rate of Interest, Risk Structure of Interest Rate, Term Structure of Interest Rate. The Conduct of Monetary Policy:, Structure and Functions of Central Bank. Monetary Base. The Conduct of Monetary Policy: Goals and Targets. Major Tools of Monetary Policy. Required Reserve Ratio, Discount Window Loans and Open Market Operation, Financial Intermediateries. Monetization of Public Debt. Infectiveness of Stabilization Policies.
Money and Inflation. The Philips Curve and Accelerating Inflation, Inflation in Pakistan. Sources of Inflation in Pakistan. Policies to Combat Inflation in Pakistan. Monetary Policy in International Framework. Money in Growth Models, Current Issues in Monetary and Financial Sector Reforms. Conduct of Monetary Policy in

Fixed and Flexible Exchange Rates. Perfect Mobility of Capital and Money Control, Effectiveness of Policy. Exchange Rate and Balance of Payment.

Books Recommended:

1. Goodhart, C.A.E. *Money, Information and Uncertainty*) 2nd edition.. (Mcmillan, 1989

2. Laidler, D.E.W. *The Demand for Money: Theories and Evidence, 4th edition.*

3. Mishkin, F.S. *The Economics of Money, Banking and Financial Markets.* 5th edition, (Harper Collins, 1996)

4. Scarth, W.M. *Macroeconomics: An Introduction to Advanced Methods.* 2nd edition (Dryden 1999)

MGT-741 Financial Modeling and Risk Analysis 3(3-0)

Introduction:

This course intends to introduce Financial Analysts to advanced quantitative model building skills for model building and risk analysis. The course provides hands-on experience in the development of spreadsheet simulation and forecasting models for applications in valuation, capital budgeting, interest rate, risk immunization, mergers and acquisitions, option pricing and portfolio management. Objective of the course includes

- To develop analytical skills in modeling and decision making with emphasis on financial applications involving uncertainty.
- To introduce analytical financial models used in the spreadsheet environment.
- To critically assess the financial models studied and become aware of recent developments.
- To explore how decision support systems help managers effectively deal with difficult/risky decisions.

Course Contents:

Financial Statements Modeling, Methods of Financial Data Display, Data Tables in spreadsheets, Sensitivity Analysis; Input Distribution, Correlated Variables & Data Convergence, Forecasting Models, Fitting observed data, eliciting expert opinions, Random Walk Model, without and with adjustments, Problems of Collinearity and Auto-regression, Options Prices, Historical Volatility, Growth Rates, ANOVA/ANCOVA Matrices, Nonparametric Tests for both collinearity and auto-regression, Interest Rate Risk Immunization,

Books Recommended:

1. Constantin Zopounidis, New Operational Approaches for Financial Modelling (Contributions to Management Science), 1997.
2. Abdol S. Soofi and Liangyue Cao, Financial Modelling in Python by Shayne Fletcher ,Christopher Gardner Modelling and Forecasting Financial Data: Techniques of Nonlinear Dynamics, (Mar 1, 2002).
3. Bryan Kefford, Financial Modelling for Business Decisions , 1995

MGT-745 FINANCIAL DERIVATIVES 3(3-0)

Introduction:

This course presents and analyzes derivatives, such as forwards, futures, swaps, and options. These instruments have become extremely popular investment tools over the past 30 years, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. Objective of the course includes.

- Defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives
- Introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets.
- Further applications: real options, corporate securities.

Course Contents:

Introduction: What are derivatives? The main types of derivatives, Derivatives markets, Reasons for trading derivatives, Derivative pricing Forwards and Futures**:** The market for forward and futures, Marking to market and margins, Valuing forward contracts and the forward price, The futures price, Forward rate agreements and the Eurodollar futures Swaps: The market for swaps, Valuation of swaps contracts Options: The market for options, Option payoffs, Factors affecting option prices, No-arbitrage restrictions; the put-call parity, Early exercise of American options Binomial Trees**:** The binomial model, Valuation of European options, Valuation of American options, Valuation of general derivatives, Dividends and other generalizations, Options on futures The Black-Scholes Formula: The Black-Scholes model, Derivations of the Black-Scholes formula, Volatility estimation and implied volatility, Empirical evidence: volatility smirk and smile Hedging and the "Greeks**":** The basic principle: delta-hedging, Delta-hedging with forwards, Asset mismatch, maturity mismatch, basis risk, and minimum-variance hedging, Delta-hedging with futures: tailing the hedge, Delta-Gamma hedging using options, Vega and Rho hedging.

Books Recommended:

1. PJ Hunt, Joan Kennedy, Financial Derivatives in Theory and Practice:; Edition John Wiley, 2000.
2. Robert J Schwartz; Derivatives Handbook: Risk Management and Control;; Wiley Series in Finance, Edition 2000
3. Satyajit Das, Risk Management and Financial Derivatives: Edition 2000.

4. John C Hull, Options, Futures, and Other Derivatives; Edition 2001.

MGT-748 Behavioral Finance 3(3-0)

Introduction:

Traditional finance seeks to understand financial markets assuming that investors are "rational." Rationality means that investors can access to and have the ability to process information correctly and that competition between investors ensures that securities are correctly priced to reflect all available information. That is, the market is efficient. However, recent studies suggest that markets are not efficient and that investors are not fully rational. For example, particular trading strategies based on past information such as past returns and accounting information are able to outperform the markets. In addition, studies find that investors are committed to certain heuristic-based biases and are frame dependent such as overconfidence, optimism, self-attribution, loss aversion, anchoring, availability, ambiguity aversion, hindsight, flaming, etc. Behavioral biases combined with limits to arbitrage may result in securities not to be correctly priced. Behavioral finance examines how individuals' attitudes and behavior affect their financial decisions and financial markets. In particular, behavioral finance uses psychological evidence to model investor behavior in order to get a better understanding of the financial markets. In this course, the emphasis is on the role of *heuristic-driven biases* on the market inefficiency and how to train yourself to be more objective, patient, humble, and disciplined so that you can become a more successful investors. Objectives of the course include.

- To identify key assumption differences between traditional finance and

behavioral finance frameworks.

- To understand key psychological biases that affect decision making process
- To apply psychology research findings into finance anomalies

Course Contents:

Introduction, Overview of efficient market hypothesis (EMH), Challenges to EMH, Behavioral finance, Limits of arbitrage, The law of one price, Arbitrage costs and risks Cases for limits to arbitrage, Other factors affecting limits to arbitrage, A model for noise trader risk, Psychological foundations, Heuristic-based biases (Biases of judgment) Representativeness heuristics, Availability biases, Anchoring, Overconfidence, Over-optimism Conservatism bias, Confirmation bias, Cognitive dissonance, Narrow Framing, Prospect theory, Loss aversion, Ambiguity aversion, Equity premium puzzle, Volatility puzzle, Predictability puzzle, The cross-sectional of stock returns, The long-term reversals, The Size premium, The predictive power of scaled-price ratios, Momentum, Post-earnings drifts, Dividend initiations and omissions, Repurchases, IPOs and SEOs, Accruals, Capital investments, Closed-end funds and co-movement, Closed-end fund discounts, Closed-end fund co-movement, Investor behavior Insufficient diversification, Naïve diversification, Excess trading, The buying and selling decisions, Feeling and stock returns, Weather and stock returns.

Books Recommended:

1. Michael M.Pompian, Behavioral Finance and Wealth Management: How to Build Optimal Portfolios That Account for Investor Biases (Wiley Finance), 2007.
2. Andrei Shleifer, Inefficient Markets: An Introduction to Behavioral Finance (Clarendon Lectures in Economics), 2008.
3. Hersh Shefrin, Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing (Financial Management Association Survey and Synthesis Series), 2007.

MGT-749 Financial Risk Management 3(3-0)

Introduction:

The recent financial crisis has radically altered the global financial world. The cause of the crisis and how to tackle its effects will be the heated subject for the coming months and years. Irrespective of the conclusions, how risks were managed and the future role of risk professionals will be a prominent part in the debate. Given the rapid evolution of the discipline of financial risk management, risk professionals must be prepared to deal with the challenges in the marketplace. FRM course is designed to enhance expertise in risk management. Passing FRM course makes a candidate not only be recognized as qualified risk manager but also be connected to a most established network of risk professionals in the world. Objective of the course includes

- Studying principles and practice of risk financing, including reinsurance. It focuses on financial decision making about the management of risk by corporations.
- The course offers an integrated approach to corporate risk financing by combining concepts and tools from the insurance and financial risk management disciplines.
- To enable students to understand of how funds are raised by a company and how they are allocated, as in all financial decisions, the objective is to create value.
- To understand the developments in the area of catastrophic event risks faced by corporations and its hedging mechanism provided by insurance industry and capital markets.

Course Contents:

Corporate Finance and Risk management Decisions, Strategic Hedging. 1, Strategic Hedging. 2, Corporate Risk Management Strategy. 1, Corporate Risk Management Strategy. 2, Adding value by Post-Loss Financing, Post-Loss Financing 1., Post-Loss Financi9ng 2: Liquidity and Debt Restructuring, Contingency Financing. 1, Contingency Financing. 2, Hybrid Debt and Structured Finance. 1, Hybrid Debt and Structured Finance. 2, the A.R.T of Corporate Finance. 1,The A.R.T of Corporate Finance. 2, Corporate Risk Management and Insurable Risks, The Evolving market for Catastrophic Event Risks.

Books Recommended:

1. Doherty N.A., Integrated Risk Management: Techniques and Strategies for Reducing Risk, McGraw-Hill; 2000.
2. Michel Crouhy, Risk Management, 2005.
3. Anthony Saunders. Financial Institutions Management + S&P + Enron Power Web
4. David, Financial Risk Management with Bayesian Estimation of GARCH Models Theory and Applications, 2003.

MGT-780 Recruitment and Selection 3(3-0)

Introduction:

This course focuses on the current methods of applicant search, screening and the steps in the selection process that conform to legislative requirements. Emphasis is placed on how to align the recruitment and selection functions with the overall business strategy of the firm. Students in this course will learn how to perform job analysis and develop job descriptions and job postings. Scientifically sound measures of performance used in assessment, selection and decision-making will also be examined. Particular concentration is on structured interview techniques with students designing effective situational and behavior-description interview questions with scoring guides, and conducting interviews through role play. Practical applications of all material are assimilated through extensive use of cases and experiential exercises.

Upon successful completion of this course the students will have reliably demonstrated the ability to:

- Evaluate the procedures for recruiting and selecting employees, taking into account constraints imposed by the organization and legislation
- Devise plans to search for and obtain applicants through traditional and new venues.

- Develop strategies for the process of screening and selecting candidates.
- Assess the usefulness of the various testing methods used in the selection process.

Course Contents:

Principal topics will include

Legal Issues Measurement, Reliability & Validity, Job Analysis & Competency Models, Recruitment, Selection & Job Performance, Testing & Interviewing,

Decision Making, Interview Role Play Presentations,

Books Recommended:

1. Victor M. Catano et. al. *Recruitment and Selection in Canada*. Third Edition. Nelson Thomson Learning (Nelson Series in HRM), 2005.
2. Gareth Roberts, Recruitment and Selection (Developing Practice), 2008.
3. Margaret Dale, *The Essential Guide to Recruitment: How to Conduct Great Interviews and Select the Best Employees*, 2006.

MGT-789 COMPENSATION MANAGEMENT 3(3-0)

Introduction:

Application of compensation principles to organizational objectives. Strategic use of compensation systems for attracting, motivating, and retaining employees. Managerial aspects of paying employees at all organizational levels. Focuses on managing employee compensation in contemporary organizations. The major objectives are: to examine the current state of compensation decision making; to examine how recent theoretical and research developments inform compensation decisions; and to offer an opportunity to develop competencies in making compensation decisions.

The objective course is to give the students an understanding of the compensation structure and the way to manage it and to give them the understanding of major objectives of compensation that are efficiency, equity and compliance. After studying the course the students would be able to understand four cores of compensation.

- Consistency.
- Competitiveness.
- Contributors.
- Administration.

Course Contents:

Principal topics will include

Pay Model, Strategic Perspective of Compensation.

Defining Consistency, Job Analysis, Evaluating Work (Job Evaluation), Defining the competitiveness, Designing the pay levels and pay structures, Pay for performance, Performance appraisal, The benefit determination process, Benefit options. Government role in Compensation, Budget and Administration.

Books Recommended:

1. George T. Milkovich, Jerry M. Neman, *Compensation*., 6th edition. Published by McGraw-Hill
2. Joseph Martocchio, *Strategic Compensation*, 3/e

3. Richard I.Henderson ,Compensation Management In a Knowledge-Based World 9/e

MGT-791 PERFORMANCE MANAGEMENT 3(3-0)

Introduction:

This course examines the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance. A focus on practical learning will give students the knowledge and skills needed to direct and support supervisors in this important management function.

Upon successful completion of this course the students will have reliably demonstrated the ability to:

- Explain the importance of performance appraisal and detail how strategies are translated into performance standards
- Outline various approaches in setting performance standards
- Identify methods for facilitating performance by linking pay incentives to performance
- Design jobs to increase employee involvement
- Explore hoe enhancing employee involvement contribute to effective pay
- Define attributes to effective performance appraisal system.

Course Contents:

Principal topics will include:

Introduction to Performance Management, Performance Management Framework, Performance Planning: Organizational Mission, Strategy and Goals, Performance Planning: Process and Employee Performance, Performance Facilitation: Rewards and Performance, Designing Jobs to Enhance Employee Involvement, Assessing Individual and Team Performance, Training and Performance Enhancement,

Counseling and Discipline, Review of Performance Management Process.

Books Recommended:

1. Das, Hari, *Performance Management: PH Series in Human Resources Management*, Prentice Hall, 2003.

2. Herman Aguinis, *Performance Management* (2nd Edition), 2008

3. Richard Luecke and Brian J., *Harvard Business Essentials: Performance Management: Measure and improve the Effectiveness of Your Employees* Hall, 2006.

MGT-792 Conflict and Negotiation Management 3(3-0)

Course Objectives:

This course introduces students to the process of negotiating a conflict. Life is filled with human interaction and human interaction is essentially a negotiating arena. The theme of the course is to enable the students to understand the nature of conflict and negotiations, its conscious and unconscious determinants. The students must be capable of diagnosing the conflict and matching the negotiation style to create win-win situation for the organization. Thus we will explore how to conduct effective negotiations.

The course has three main learning outcomes. By the end of the semester you will …

1. Understand the basic concepts of conflict and negotiations.
2. Understand how win-win situation is created by effectively diagnosing conflict and managing it through effective negotiations

3. Be able to use some of the key ideas and techniques as practical tools

Course Contents:

Sources of conflict, Managing interpersonal conflict, Managing team and organizational conflict, Negotiation, Third party negotiation process, Conflict resolution process, Choosing negotiating strategies, How to plan the strategies, Developing effective interpersonal skills, Preparing for negotiation, Framing and reframing, Strategy tactics of distributive bargaining, Wining at the Sport of Negotiation, Negotiation Techniques, Strategy and tactics of integrative bargaining, Secrets of power negotiation, Collaboration: the constructive management of differences, Negotiation: Strategy and planning, A survey of strategies and techniques for effective negotiation, Perception, Cognition and Emotion, Communication, Capital mortgage insurance corporation: A case Analysis, Finding and using negotiation power, Collective bargaining at magic carpet airlines: A unique perspective, Influence, Pacific Oil Company: a case analysis, Ethics in Negotiation, Vanessa Abrams: a case Analysis, Relationship in negotiation, A power play for Howard: A case Analysis, Agents, Constituencies, Audiences, Creating the GM-Toyota Joint venture: A case in complex negotiation, Personality and negotiation, Sick Leave: A case Analysis, Review

Books Recommended:

1. Conflict Management By Barbara A. Budjac Corvette
2. Corporate Conflict Management by Eirene Leela Rout and Nelson Omiko
3. Negotiations By Roy J. Lewicki, David M. Saunders, John W. Minton
4. Designing Conflict Management Systems.By Costantino, Cathy, and Christina Sickles Merchant.
5. The Art and Science of Negotiation By Raiffa, Howard.

MGT-793 Change Management and human Resources 3(3-0)

Introduction:

This course is designed for students who are essentially interested in capturing the process of change management with in organizational contest. The course will provide the theoretical foundations in organizational change management process. Since HR plays major role in the successs of an organization, this course also looks at the HR factor in change management. The objective of this course is to introduce the students the importance of change management in an organization and its effects on HR and OTHER areas. Another objective is to see why change management is of great importance in the continued success of the organization.

Course Contents:

Introduction to Management Change, Organizational Structure and Change, Structure and Management Change, Organizational Culture and Management of Change, Managing Culture Change, Change and HR Management, Change and Strategy in Organizations, Strategies for organizational Growth, Organizationl Development, Applications, or Organization Development, Work Process and Management of Change, Role of IT in managing Change, Change Through Customer Relationship Management, Contingency Approaches for Managing Change, Managing Change in knowledge Era.

Books Recommended:

1. John Hayes, The Theory & practice of change management, 2^{nd} edition, Palgrare MacMillan, 2002.
2. Either Cameron and Mike Green, Making Sense of Change Management; A complete guide to the Models, Tools and Techniques of Organizational Change, 2^{nd} Edition , Kogam Page Ltd, 2009.
3. Steve Cooke & Nigel Slack Making Management Decissions, Prentice Hall International.

MGT-794 Training and DEVELOPMENT 3(3-0)

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 Traning and Development. A wide variety of issues and activities have been incorporated to make it an extremely diverse and thought provoking course. Ocassionally, 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 be able to:-

- Assess training requirements and implement a sucesssful 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 Resoruce 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 a supervisory/managerial perspetives.

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 exerpiences as they progress throught 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.

Annexure 3: SURVEY OF GRADUATING STUDENT

The survey was conducted from students graduating in fall 2013 and fall 2014. There were 10 respondents. The survey reveals that the MS programme had following good aspects:

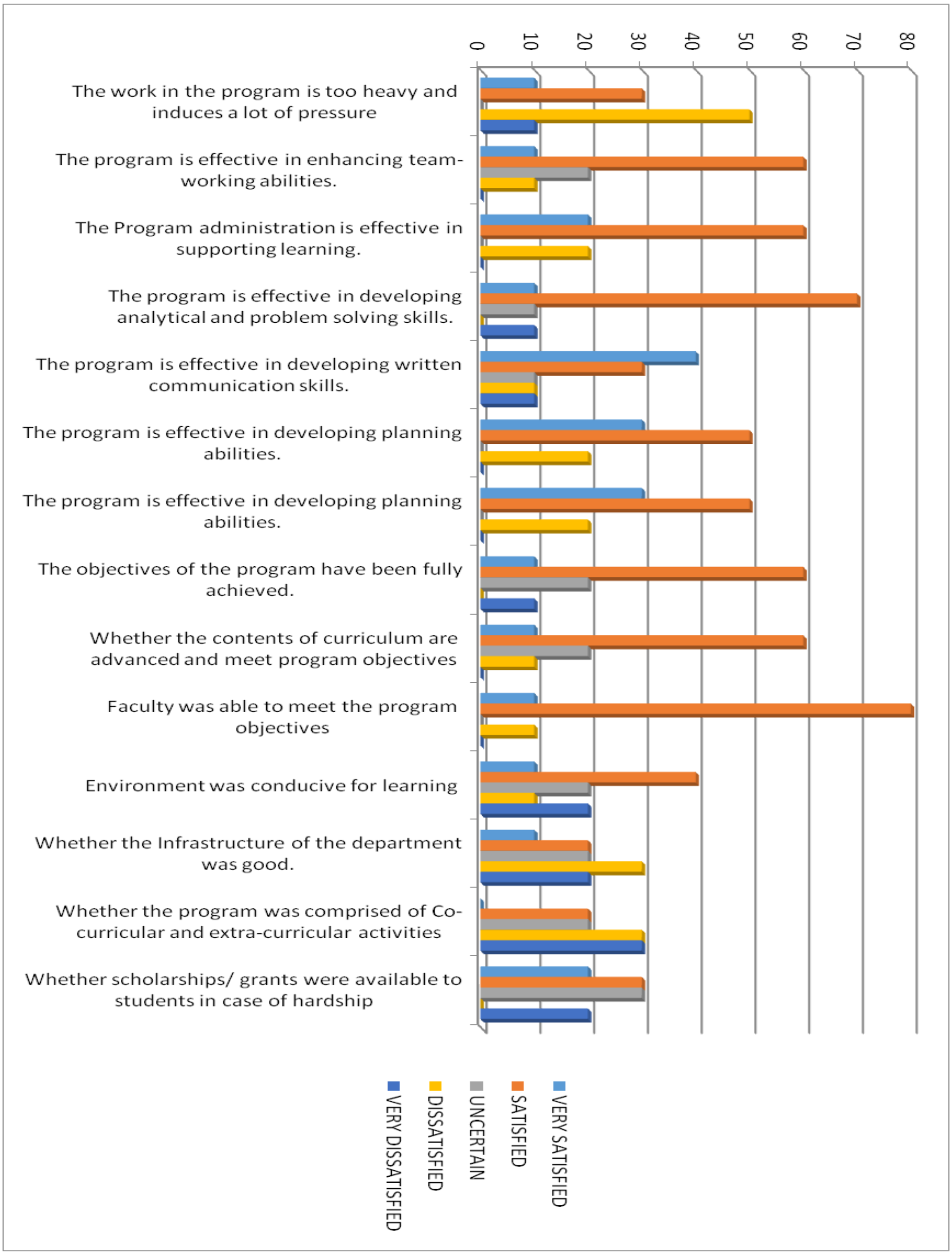
- The programme enhanced the graduates' team working ability
- The programme developed the analytical and problem solving skills
- The programme improved the graduates' planning ability
- The content of curriculum and faculty met the programme objectives

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 fullfill the needs of all needy students

Graduates identified the aspects that need to be improved like:

- There should be workshops on statistical tools like SPSS, EVIEWS and AMOS
- There should be more work load on students in the form of assignments that are build upon scholarly articles

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



The work in the program is too heavy and induces a lot of pressure
The program is effective in enhancing team-working abilities.
The Program administration is effective in supporting learning.
The program is effective in developing analytical and problem solving skills.
The program is effective in developing written communication skills.
The program is effective in developing planning abilities.
The program is effective in developing planning abilities.
The objectives of the program have been fully achieved.
Whether the contents of curriculum are advanced and meet program objectives
Faculty was able to meet the program objectives
Environment was conducive for learning
Whether the Infrastructure of the department was good.
Whether the program was comprised of Co-curricular and extra-curricular activities
Whether scholarships/ grants were available to students in case of hardship
0
10
20
30
40
50
60
70
80
VERY SATISFIED
SATISFIED
UNCERTAIN
DISSATISFIED
VERY DISSATISFIED

Annexure 4: FACULTY SURVEY

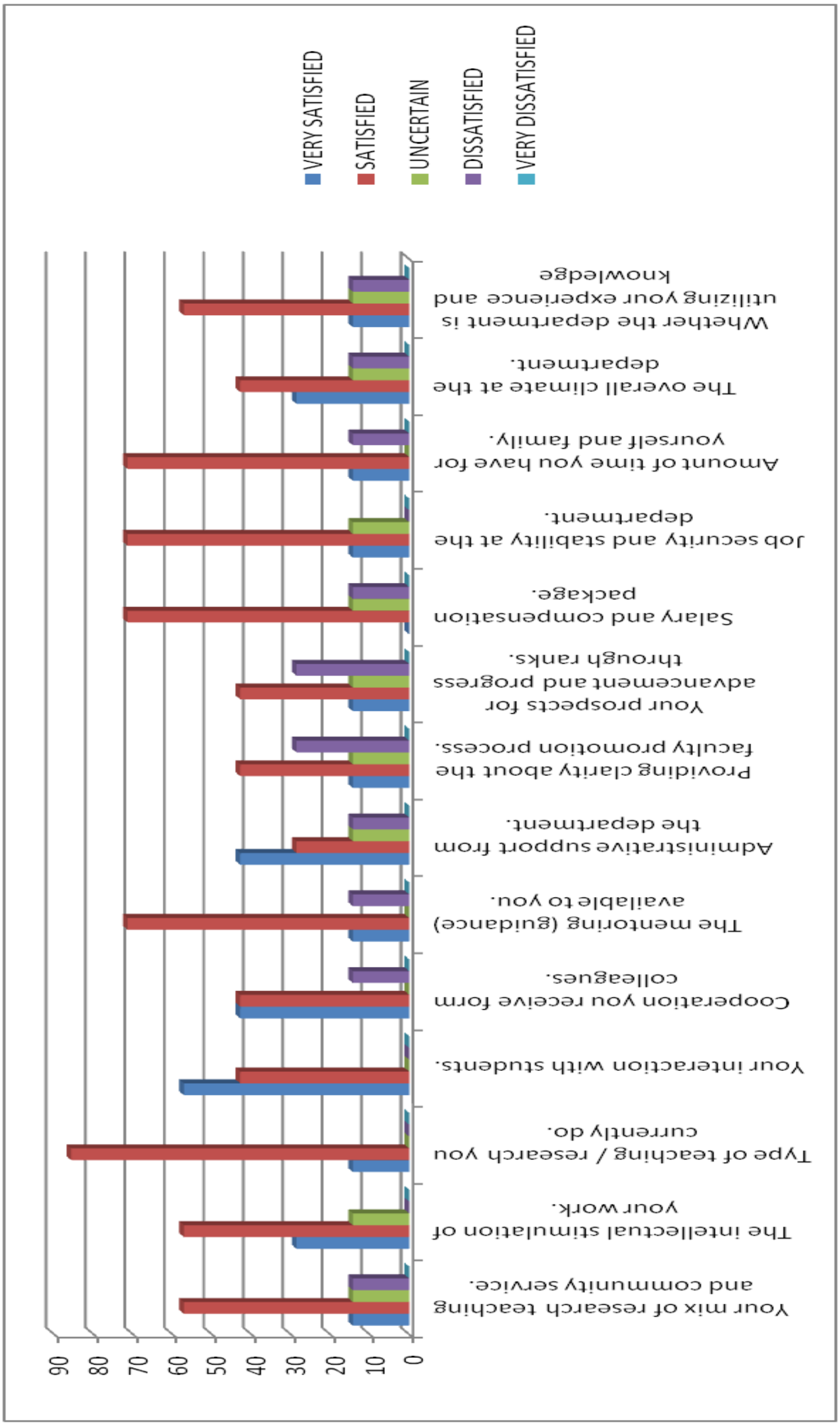
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- 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

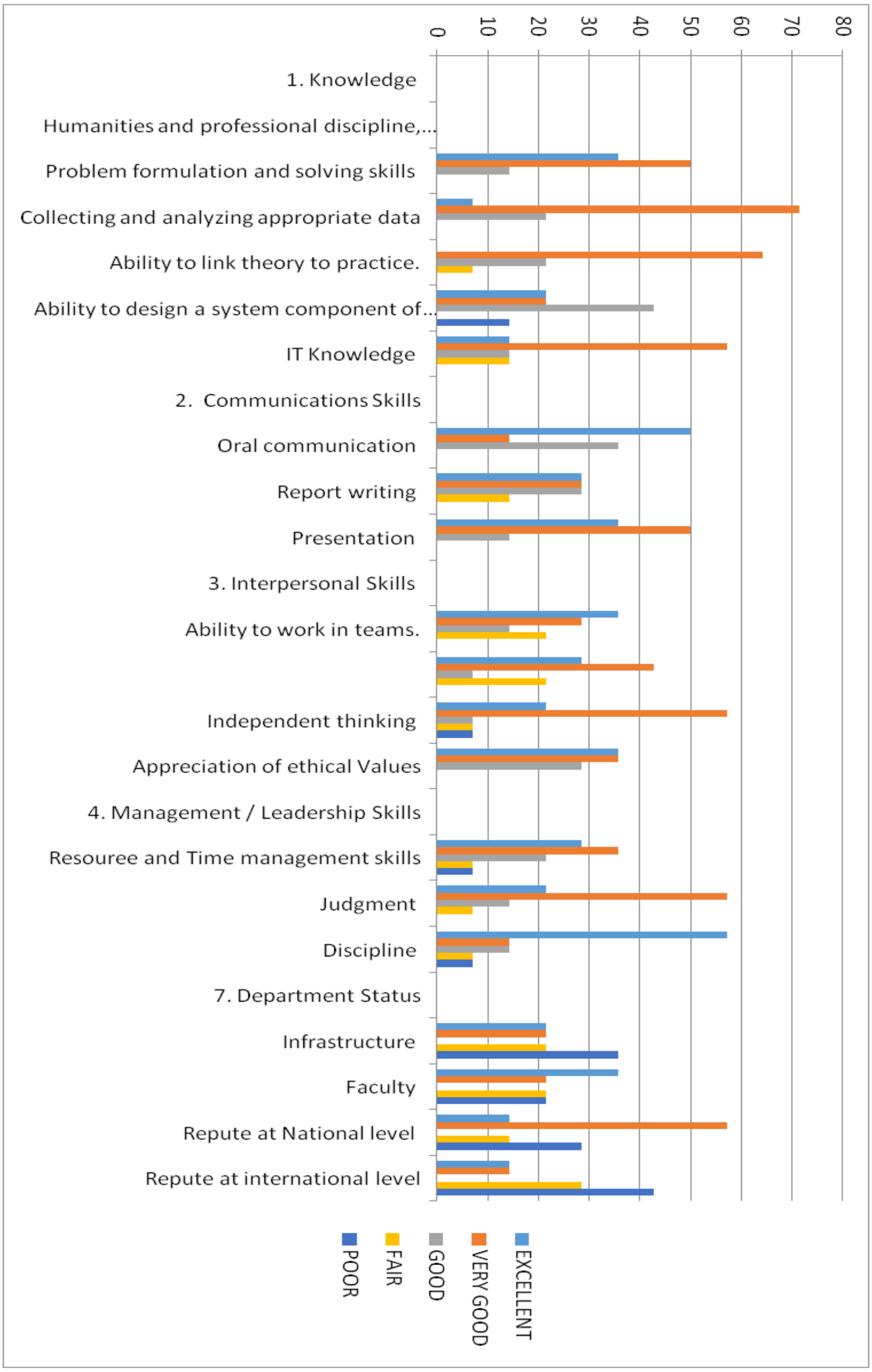
The detailed results of the survey **(proforma-5)** are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.



VERY SATISFIED
SATISFIED
UNCERTAIN
DISSATISFIED
VERY DISSATISFIED
0
10
20
30
40
50
60
70
80
90
Your mix of research teaching and community service.
The intellectual stimulation of your work.
Type of teaching / research you currently do.
Your interaction with students.
Cooperation you receive form colleagues.
The mentoring (guidance) available to you.
Administrative support from the department.
Providing clarity about the faculty promotion process.
Your prospects for advancement and progress through ranks.
Salary and compensation package.
Job security and stability at the department.
Amount of time you have for yourself and family.
The overall climate at the department.
Whether the department is utilizing your experience and knowledge

Annexure 5: ALUMNI SURVEY

The Alumni survey (proforma – 7) was sent to more than 70 ex-students through google forms. There were 14 respondents to the survey who are employed at different universities and corporations throughout the country. These organizations include MAJU, FJWU, Karakoram International University, Grafton College, NAB etc. The results of the survey are summarized in the graph that follows. The alumni survey reveals that MS and MBA- Professional (1.5 years) at UIMS equipped their graduates with enough problem solving, communication and IT skills. Also, they are proving to be good leaders with excellent interpersonal skills. In opinion of alumni, the programme lacks in data analysis skills and recommended seminars on data analysis softwares like Eview, SPSS and EMOS. Alumni felt deficiencies in campus infrastructure and showed a concern about the repute of the institution at national and international level.


0
10
20
30
40
50
60
70
80
1. Knowledge
Humanities and professional discipline,...
Problem formulation and solving skills
Collecting and analyzing appropriate data
Ability to link theory to practice.
Ability to design a system component of...
IT Knowledge
2. Communications Skills
Oral communication
Report writing
Presentation
3. Interpersonal Skills
Ability to work in teams.
Independent thinking
Appreciation of ethical Values
4. Management / Leadership Skills
Resouree and Time management skills
Judgment
Discipline
7. Department Status
Infrastructure
Faculty
Repute at National level
Repute at international level
POOR
FAIR
GOOD
VERY GOOD
EXCELLENT

ANNEXURE – 6: EMPLOYER SURVEY

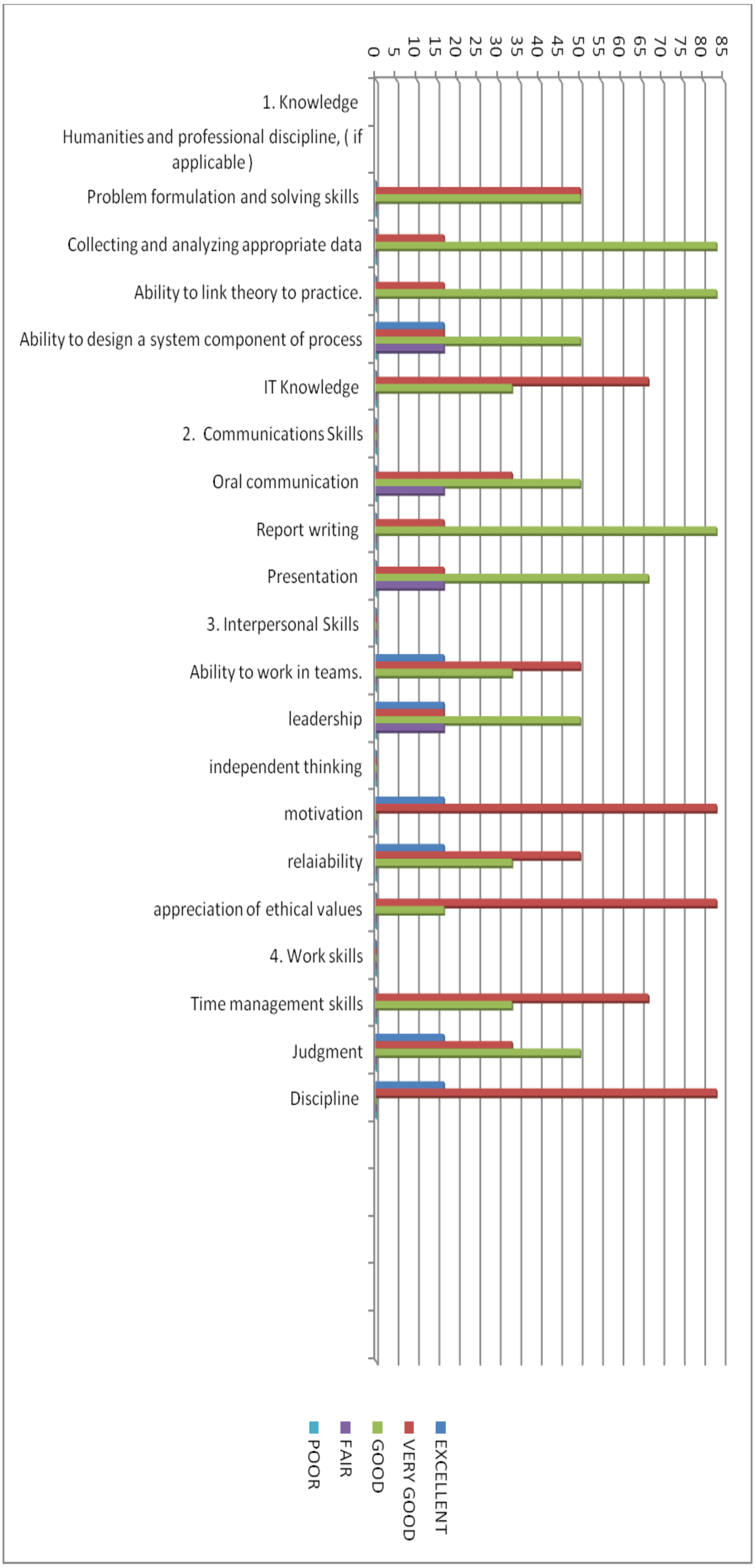
The employer survey was send to many organizations but only six replied. They include **university of Gujra**, **University of education Lahore**, **ZTBL, U-fone, Max foster PVT ltd. and one other.** These organizations employ more than 25 UIMS graduates. The feedback is very encouraging. The employers 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 5 = 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 MS students that can further enhance their progress at work

- Graduates lack in teaching skills and they have not read any course related to educational psychology. A non credit or optional course related to teaching skills at ms level can be very useful for further class room performance.
- The text book teaching should be supplemented by recent scholarly articles in International journals indexed at Thomson Routers.



0 5 10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85
1. Knowledge
Humanities and professional discipline, (if applicable)
Problem formulation and solving skills
Collecting and analyzing appropriate data
Ability to link theory to practice.
Ability to design a system component of process
IT Knowledge
2. Communications Skills
Oral communication
Report writing
Presentation
3. Interpersonal Skills
Ability to work in teams.
leadership
independent thinking
motivation
relaiability
appreciation of ethical values
4. Work skills
Time management skills
Judgment
Discipline
EXCELLENT
VERY GOOD
GOOD
FAIR
POOR

Annexure 7: Faculty Resume

Proforma - 9

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, Isamabad Campus
	Jan 19991 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	**Research Students (Management Sciences) produced and currently under supervision:** PhDs Produced = 01, PhDs in Process = 02,		

Undergraduate Students *Honour Students*	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 1. Younas, I., Rauf I Azam, and Hashmi, W. *Toward traffic delay estimation using fuzzy logic*, International Business Information Management Conference, Brescia, Italy, (2006). 2. Rauf I Azam and Fukushima, M., *"A quasi-Newton method for nondifferentiable minimization"*, 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., *Higher Education in Pakistan: The missing link* International Symposium on Issues in Higher Education in Pakistan, UAAR, 2006. **Press** • Rauf, A. I., *Investing in Future*. 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	***Dr. Farida Faisal***
Personal	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
Experience	16 / 01/ 2012 - to date ; **Associate Professor ;** UIMS Arid Agriculture University, Rawalpindi 1996 to 17 / 01/ 2012; **Assistant Professor ;**
Honor and Awards	N/A
Memberships	*N/A*
Graduate Students Postdocs	*N/A*
Service Activity	*Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, Organisation Develoment; *Developed course outlines and new teaching methodologies. *Supervised internship reports prepared by outgoing M.Com students and projects of BBA honrs Students

Publications	1. Faisal, F. & Rizavi, S.S. (2011). Sustaining Gender Equity and Work Performance: Employment of Educated Women in the Public Sector of Pakistan. European Journal of Social Sciences, 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. International Journal of Business and Social Science, 2 (10), 112-118. 3. Faisal, F. (2010). Measuring Perceptions of Work Environment among Educated Female Public Servants in Pakistan. Pakistan Economic and Social Review, 48(1), 1-31. 4. Faisal, F. (2011). . Public Policy and Gender Mainstreaming Strategy: Redressing Gender Inequality. Interdisciplinary Journal of Research in Business, 1(7), 8-16. 5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature: Towards Gender-responsive Economic Scholarship. Interdisciplinary Journal Of Contemporary Research In Business, 3(3), 683-692. 6. Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. Australian Journal of Business and Management Research, 1(3), 89-98. 7. Faisal, F. (2011). Individual and Structural Determinants of Intrinsic Work Preference among Female Public Servants in Pakistan. Impediments

<table>
<tr><td>Name</td><td colspan="3">Dr. Rabia Imran</td></tr>
<tr><td>Personal</td><td colspan="3">House #384, Street # 14, G-10/2, Islamabad, Pakistan.
Mobile: 0333–5177709, Email: rabiaimran@yahoo.com</td></tr>
<tr><td rowspan="4">Experience</td><td>April 2010 to Date</td><td>Assistant professor</td><td>University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.</td></tr>
<tr><td>April 2007 to March 2010</td><td>Lecturer</td><td>University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.</td></tr>
<tr><td>Sep 2003 to March 2007</td><td>Career Planning Officer</td><td>University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.</td></tr>
<tr><td>Sep 2001 to May 2003</td><td>Visa officer</td><td>Embassy of Syrian Arab Republic, Islamabad</td></tr>
<tr><td>Honors and Awards</td><td colspan="3">HEC Approved supervisor</td></tr>
<tr><td>Membership</td><td colspan="3">NIL</td></tr>
<tr><td>Graduate Students
Post Docs
Undergraduate Students
Honour Students</td><td colspan="3">Years Degree Name
2012 MS(MS) Faiza Zahoor
2012 MS(MS) MuhammadYasir
2012 MS(MS) Kashif Irshad</td></tr>
<tr><td>Service Activity</td><td colspan="3">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</td></tr>
</table>

	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. *Pakistan Journal of Psychological Research*. 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. *World Applied Sciences Journal*. 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. *International Journal of Academic Research*. 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. *World Applied Sciences Journal*. 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. *World Applied Sciences Journal*. 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",

	Middle-East Journal of Scientific Research, 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. *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 8. Fatima, A., **Imran, R**. and Zaheer, A. (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. 9. **Khan, R., Rehman, A. and Fatima, A. (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)** 10. **Khan, R., Rehman, A. and Yousuf, I. (2009) Influence of Transformational leadership on employee performance: A Pakistani perspective.** ***International Journal of Accounting Information Science and Leadership – IJAISL*****, Volume 2, Issue 3, July 2009, ISSN: 1940-9540** 11. **Khan, R.,** & Khattak, K. A., (2007). Effect of Television Advertisements on Children susceptibility towards advertised brands. *Journal of Business and Policy Research*. Volume 3, Number

	2, November-December 2007, ISSN: 1449-387X 12. Rehman, K., Bashir, T., & **Khan, R**., (2007).Tourism Industry: a case of PTDC. PCTE, Journal of Business Management. Volume 4, Issue 2, pp. 116-127, July-December 2007, ISSN: 0973-4066 13. **Ahmed, A., Rehman, K., & Khan, R., (2006).Performance Appraisal: a tool for determining training & development. Advances in Business and Management: Theory and Application. Volume 3, 2006. ISBN: 975-6339-09-8.**
Conference Publications	1. **Imran, Rabia** & Rehman Abroo, (2012). Psychological contract: The impact of HR practices. Proceedings of International Symposium on Business, Economics and Financial Applications. (Kefalonia, Greece) ISSN: 2241-2727 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 Terrengganu, 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 Terrengganu, 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, Islamabd,* *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
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 *HonourStudents*	*Listsupervisionofgraduatestudents,postdocsand undergraduate honors theses showing:* **Years** **Degree** **Name** 2012 MS(MS) AmmaraMubashir 2012 BBA-HonsSairaSaeed 2012 BBA-HonsAnumMaqsood 2012 BBA-HonsHabiba Mustafa 2012 BBA-HonsHumaBatool
Service Activity	
BriefStatementof ResearchInterest	*Corporate Finance, Working Capital Management, Capital Structure, Dividend Policy, Initial Public Offering's, Capital Markets, Efficiency Analysis and*

Publications	**Abdul Raheman,** M. Khalid Sohail, BushraZulfiqar, Akbar, Imran &TanzeelurRehman(2012) 'Foreign Exchange Risk Exposure in Firms Listed at Karachi Stock Exchange' *International Research Journal of Finance and Economics,*Issue 91, pp. 29-38 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.. AmmaraMubashir, **Abdul Raheman** andBushraZulfiqar, (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**.** M. Khalid Sohail, **Abdul Raheman,**Ummara Noreen, Bashir Ahmed Fida andBushraZulfiqar, (2012) " Index Re-composition Effects: Comparison of Different Models" Journal of Basic and Applied Scientific Research, Issue 2(4), pp.3294-3301**.**

	Abdul Raheman, M. Khalid Sohail, BushraZulfiqar, Sana-ur-Rehman, FaizaKomeland Adil Bilal (2012) " Impact of Capital Expenditure on Working Capital Management in Selected Listed Pakistani Firms" *American Journal of Scientific Research*, Issue 53, pp., March 2012**.** Faisal Mahmood, **Abdul Raheman** and Nazakat Ali (2012) " Efficiency of Karachi Stock Exchange in Terms Of Absorbing Company Reports Effect" *American Journal of Scientific Research*, Issue 51, pp.69-75, February 2012**.** **Abdul Raheman,** M. Khalid Sohail, Umara Noreen, BushraZulfiqar, Mehran, Irfan&Adeel (2012) "Oil Prices Fluctuations and Stock Returns-A Study on Asia Pacific Countries" *American Journal of Scientific Research*, Issue 43, pp. 97-106, January 2012**.** **Abdul Raheman,** Abdul Qayyum, TalatAfza& M.A. Bodla(2011), "Sector-wise Performance of Working Capital Management Measures and Profitability Using Ratio Analysis, "*Interdisciplinary Journal of Contemporary Research in Business.* Vol. 3, No. 8. (2011) pp. 285-303 BushraZulfiqar, **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 **Abdul Raheman,** Abdul Qayyum, TalatAfza& M.A. Bodla(2010), "Sector-wise Analysis of Working Capital Management and Firm Performance in Manufacturing Sector of Pakistan" *Interdisciplinary Journal of Contemporary Research in Business.* Vol. 2, No. 7. (2010) **Abdul Raheman,** TalatAfza, Abdul Qayyum& M.A. Bodla, (2010) 'Working Capital Management and Corporate Performance of Manufacturing Sector in Pakistan' *International Research Journal of Finance and Economics,* Issue, 47 **Abdul Raheman,** Abdul Qayyum and TalatAfza(2009), "Efficiency

	Dynamics of Sugar Industry in Pakistan" *Pakistan Development Review (PDR)*. Vol. 48, No. 4. M. Khalid Sohail and **Abdul Raheman**(2010) 'Examining the Short run IPOs Performance in state of Economy: Normal, Boom and Recession' *International Research Journal of Finance and Economics,* Issue, 35, pp. 173-186 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. **Abdul Raheman,**TalatAfza, 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. **Abdul Raheman,**BusharZulfiqar 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 **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	***Dr Muhammad Razzaq Athar***
Personal	*Assistant Professor,* *UIMS,* *PMAS-AAUR* *0333-5521470*
Experience	24 years of Teaching Experience One out of 24 years in Arid University
Graduate Students Postdocs Undergraduate Students *Honour Students*	**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

Brief Stateme nt of Researc h Interest	*Human Resource, Self perceived employability attributes, Brain Drain, Knowledge Management, Diversification, Unemployment and employment, Inflation, Poverty Alleviation Balance of Payments,*

Publications	1. M. Razzaq Ather, Ashfaq Ahmad and Kshif ur Rehman (2011) "An investigation of performance of public sector organizations" *Interdisciplinary journal of contemporary research in business.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". *European Journal of Social Sciences, 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". *International Journal of Business and Social Science Vol. 3* No. 11; June 2012, pp.247-259. 4. **Akhlaque Ahmed Siyal**1**, Umbreen Sharif**2**, Muhammad Razzaq Athar**3 (2012) "Individual company related economic and investment behavior". *Actual problems of economics.* vol. 2, No.4, 2012. 5. **Akmal Shahzad**1**, Khalid Mahmood Lodhi**2**, Muhammad Razzaq Athar**3 (2012) "Determinants of interest rate spread: An empirical explanation". *Actual problems of economics. vol.* 2, No.4, 2012 6. **Akmal Shahzad**1**, Arifa Andleeb**2**, Muhammad Razzaq Athar** (2012) "Impact of technology on interest rate: Evidence from the banking sector of Pakistan". *Actual problems of economics. vol. 2,* No.4, 2012 7. **Asad Khan**1**, Fawad Aslam Khattak**2**, Muhammad Razzaq Athar**3 (2012)"Effects of

Name	***Buhra Nasreen***
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, *Capital Structure and Profitability-Case of Islamabad Stock Exchange*, 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	Supervising the research theses of BBA & MBA since 2007, and the number of these students is at least one hundered, which I cannot mention individually.

Under Graduate Students	
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 trchniques.
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

Name	***Sidra Shahzadi***
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	***Zia ur Rehman***
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	*Relationship quality and customer loyalty*
Publications	• Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and loyalty: A case study of telecom sector of Pakistan. *African Journal of Business Management Vol. 6(14),* 5085-5092.

Other Research or Creative Accomplishment	
Selected Professional Presentations	• Presented two research papers on marketing issues in 8^{th} and 9^{th} National Research Conferences on Management & Computer Science held at SZABIST, Islamabad

Name	*Ammar Asghar*
Personal	**Date of Birth:** 8th 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, Title, Institution.*** *11-sept.2008 to Date Lecturer UIMS/PMAS-AAUR*
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 *Honour Students*	

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/Monograms (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 Managemen*****t (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 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.	Degree Completed (Dec-2012)

		A Study of Pakistan	
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**	**Title of Research**	**Status**

	Name		
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.	Moqeet 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 Usman & Group	Corporate Social Responsibility Enhances Financial Performance of the Organization	Degree Completed (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	Applications of Accounting Practices in	Degree

	Akbar and group	Pakistani Corporate Sector	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 Asgahr 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 Jafferali	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 (Febrauary-2014)
14.	Zabbih ullah Zabbih	Organizational Performance Under Supportive Working Climate at Retail Pharmacies	Degree Completed (Febrauary-2014)
15.	Ali Hashim	Role of HR practices and work place trust in achieving superior performance. Evidence from social sector of Pakistan	Degree Completed (Febrauary-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	Degree Completed (September-2013)

		Sector of Pakistan	
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	Relationship between Marketing	Degree

	Rehman	Research and Product Promotion	Completed (April-2013)
32.	Muhammad Jamil	Determinants of Human Resource Development: An Empirical Evidence of Pakistan	Degree Completed (December -2012)
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	**Prof. Dr. Rauf I Azam**
Professor	Professor & Director
Iqra University Islamabad	UIMS – PAMS - Arid Agriculture
Tel: 92-51-111-264-264 Ext: 228	University Rawalpindi; 0519290155

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

Brief Statement of Research Interest	Thirst for making significant and original contribution towards knowledge and practice through quality 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, Kefalonoia, 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 jounal , Impact factor: 1.105

Annexure 8: COURSE REVIEW REPORTS