

## **Dr. Sidra Irfan**

### **Associate Professor**

Institute of Administrative Sciences (IAS), University of the Punjab,  
Quaid-e-Azam Campus, Lahore, Pakistan

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### **Education**

- **PhD in Management (2015)**

University of Edinburgh, UK

*Thesis: Understanding inter-organisational relationships in public-private partnerships: A study of educational PPPs in Pakistan*

- **Master of Public Administration (MPA) (2000) CGPA: 3.51/4.0**

Institute of Administrative Sciences, University of the Punjab

- **B.A.-Economics and Statistics (1998) First Division Awarded**

Lahore College for Women

### **Work Experience**

#### **Associate Professor, Institute of Administrative Sciences, University of the Punjab**

Since December 2020

- Teaching courses in PhD, post-graduate masters, executive and undergraduate programs.
- Supervising MPhil/MPA/MS and PhD theses.
- Programme Coordinator for Master of Public Administration (MPA)
- Associate Editor for the IAS research journal, Governance and Management Review (HEC-recognised)
- Member of several committees to facilitate administrative procedures of the Institute.

#### **Program Coordinator MPA Program, Institute of Administrative Sciences, University of the Punjab**

Since February 2016

- Providing academic leadership and direction to the program.
- Leading the admission process to ensure selection of students on-merit.
- Ensuring the achievement of stated program aims and learning outcomes.
- Acting as a liaison between the students, faculty and the administration to facilitate the effective flow of information.
- Coordinating accreditation, program review and assessment activities required for the program.
- Planning and initiating curriculum changes and other activities to maintain the quality of the program.
- Providing program-specific academic counselling and handling student complaints and issues.

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**Visiting Faculty Member and Research Coordinator, Civil Services Academy**

Since October 2018

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- Trainer of Research Methodology in Common Training Program (CTP).
- To equip the probationary officers with research knowledge and skills required for their future responsibilities.
- To sensitize the probationary officers about the need for evidence-based policy making for optimization of public value and providing improved service deliver to the people.
- To enable the probationary officers to play their role as future leaders within the civil service of Pakistan.

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**Institute of Administrative Sciences, University of the Punjab**

August 2015 – Present

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**Assistant Professor**

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- Teaching at undergraduate and postgraduate levels.
- Supervising MPhil/MPA/MS and PhD theses.
- Acting as programme coordinator for Master of Public Administration.
- Other responsibilities stated under the role of lecturer (see below).

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**Institute of Administrative Sciences, University of the Punjab**

September 2005 – July 2015

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**Lecturer**

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- Teaching at undergraduate and postgraduate levels.
- Supervising research projects of the undergraduates.
- Acting as a mentor for a group of assigned students to provide them academic guidance and support, reviewing their progress and addressing any concerns affecting their studies.
- Developing new courses and managing the existing ones individually and in a team.
- Organising training workshops and seminars for students and staff.
- Building contacts with industrial, commercial and public sector organisations for knowledge transfer and study trips.
- To represent and promote the Institute at academic events and education exhibitions.
- To supervise and accompany students on their study trips and excursions.

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**The University of Edinburgh Business School**

August 2010 – August 2015

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**Teaching and Research Assistant**

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- Leading the tutorial group and managing the group interaction within a pre-defined framework.
- Marking assessment as specified by the course organiser.
- Provide feedback to students, course organiser, teaching staff, course secretary and/or Director of Studies.
- Gathering research data using defined methods
- Running quantitative and qualitative analyses/interpreting data using specified and agreed techniques/models and software packages.
- Preparing summary reports of research methods/findings and presenting these in a prescribed format.

- Carrying out literature searches within pre-specified parameters and examining articles for relevance.
- Contributing to dissemination and publication of research findings.

**Institute of Administrative Sciences, University of the Punjab**

May 2002 – September 2005

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### **Assistant Registrar**

- To provide leadership and direction to non-academic staff members and preparing standard operating procedures for admissions and examinations.
- Providing management/administration support to the Director and teaching staff in broad range of activities for the development of the Institute.
- Managing student admissions and registration process including training of staff, supervise day-to-day operations, forming teams and delegating responsibilities and coordinating with the teaching staff.
- To be responsible for the planning and operation of all examinations including oversight during examinations, training of invigilators, liaising with the teaching staff, developing, reviewing and implementing the examination policies and regulations.
- Liaising with the Deputy Registrars and Registrar of the University for exchange of information, developing and implementing University notifications.

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### **Achievements**

- The first female Assistant Registrar in the University of the Punjab setting example for other females to reject stereotypes and pursue their chosen careers (2002).
- Handpicked out of hundreds of University of the Punjab teaching staff (including much senior professors) to represent the University in China as a result of which an MOU was signed with the Beijing University of Chemical Technology (2006).
- Chosen as lead trainer for conducting 2GM5 TOT “Training of Trainers” of Union Councillors organized by CIDA Devolution Support Program (2006).
- Award holder of a competitive scholarship to pursue PhD degree at The University of Edinburgh (2009).
- Nominated for a teaching award by Edinburgh University Students’ Association (EUSA) as an appreciation of good teaching and support for students learning experience (2013 & 2014).
- University of the Punjab Performance Evaluation Award 2016, 2017, 2018
- University of the Punjab Incentive Award 2016, 2017, 2019

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### **Advisory services**

- Associate Editor Governance and Management Review (GMR)
- Reviewer for various national and international journals
- Appointed as external examiner by a number of institutes for the evaluation of MPhil/MS theses
- Member Board of Studies (BOS) in Administrative Sciences, University of the Punjab
- Member Board of Faculty (BOF) in Administrative Sciences, University of the Punjab
- Member Board of Studies (BOS) for the Department of Public Administration, Lahore College for Women University
- Domain Expert for Selection Committee, Virtual University of Pakistan

- Research Coordinator by Civil Services Academy (CSA) to supervise the syndicate research
- Reviewer of Scheme of Studies for "Syndicate Research" and the course of "Research Methodology" for Common Training Program (CTP) for civil servants
- Trainer for Online Training Workshop for Associate Professors of Public Sector Colleges of Punjab organized by Punjab Higher Education Commission (PHEC)
- Member Qualification Equivalence Determination Committee (QEDC), Industries, Commerce, Investment and Skills Development Department (ICI&SDD), Government of the Punjab
- Member Qualification Equivalence Determination Committee (QEDC), Local Government & Community Development (LG&CD) Department, Government of the Punjab
- Advisor to Federal Public Service Commission (FPSC), Islamabad, Pakistan.
- Advisor to Punjab Public Service Commission (PPSC) for the post of Assistant Director (BS-17) in Multan Development Authority
- Appointed as expert by Director Administration Parks & Horticulture Authority (PHA)
- Lead trainer for conducting 2GM5 TOT "Training of Trainers" of Union Councillors organized by CIDA Devolution Support Program

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## List of publications

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### International publications

- **Irfan, S.** (2021). Re-examining the link between collaborative interorganisational relationships and synergistic outcomes in public-private partnerships: Insights from the Punjab Education Foundation's school partnerships. *Public Administration & Development*, 1-12. doi: <https://doi.org/10.1002/pad.1906> (HEC-Recognized Journal - W Category)
- **Irfan, S., & Nutley, S.** (2017). New development: Turning around failing schools-lessons from Lahore. *Public Money & Management*, 37(1), 69-74. doi: 10.1080/09540962.2016.1249597 (HEC-Recognized Journal - W Category)
- **Irfan, S., & Nutley, S.** (2016). Debate: Using ideas from the West to improve education in Pakistan? *Public Money & Management*, 36(6), 396-397. doi: 10.1080/09540962.2016.1206728 (HEC-Recognized Journal - W Category)

### National publications

- Ali, A., **Irfan, S.** & Salman, Y. (2020). University Business Incubators: A Systematic Literature Review from 2000 to 2019. *Abasyn Journal of Social Sciences*, 13(2), 499-523. <http://ajss.abasyn.edu.pk/admineditor/papers/AJSS.13.2.03.pdf> (HEC-Recognized Journal - Y Category)
- Ali, Z., **Irfan, S.** & Salman, Y. (2020). Effectiveness of Public Private Partnerships: A Systematic Literature Review. *Journal of Management and Research*, 7(2), 104-145. <https://doi.org/10.29145/jmr/72/070204> (HEC-Recognized Journal - Y Category)
- Mahmood, M. A., **Irfan, S.**, Jabeen, N. & Moazzam, A. (2020). Sources of Innovation in Social Enterprises Working in Pakistan. *Journal of the Research Society of Pakistan*, 57(2), 170-179. [http://pu.edu.pk/images/journal/history/PDF-FILES/20\\_57\\_2\\_20.pdf](http://pu.edu.pk/images/journal/history/PDF-FILES/20_57_2_20.pdf) (HEC-Recognized Journal - X Category)
- Zulfiqar, R., **Irfan, S.** & Iftikhar, S. (2020). Impact of Public Service Motivation and Organizational Social Capital on Knowledge Sharing in Public Sector. *Governance and Management Review*, 5(2), 147-157. [http://pu.edu.pk/images/journal/IAS/PDF/8-v5\\_2\\_20.pdf](http://pu.edu.pk/images/journal/IAS/PDF/8-v5_2_20.pdf) (HEC-Recognized Journal - Y Category)

Category)

- Sultana, S., Salman, Y. & **Irfan, S.** (2020). Exploring the Influence of HRM Practices on Employee Motivation in Public Organizations: A Systematic Literature Review. *Global Management Journal for Academic & Corporate Studies*, 10 (1), 143-163. <https://gmjacs.bahria.edu.pk/wp-content/uploads/2020/09/Print-File-GMJACS-SPRING-VOL-12020.pdf> (HEC-Recognized Journal - Y Category)
- Ali, A., **Irfan, S.** & Salman, Y. (2019). An Analysis of Entrepreneurial Perspective of Public Sector; A systematic literature review from 1990 to 2016. *Business & Economic Review*, 11(3), 113-142. [http://imsciences.edu.pk/files/journals/vol\\_3\\_2019/5-New-559-M.A%20.pdf](http://imsciences.edu.pk/files/journals/vol_3_2019/5-New-559-M.A%20.pdf) (HEC-Recognized Journal - X Category)
- Farooqui, M. R., Salman, Y., Jadoon, M. Z. I., Jabeen, N. & **Irfan, S.** (2019). Institutional Complexity of Civil Service Reforms in Pakistan: Challenges and Impediments. *Journal of Political Studies*, 26(1), 255-278. [http://pu.edu.pk/images/journal/pols/pdf-files/17-v26\\_1\\_19.pdf](http://pu.edu.pk/images/journal/pols/pdf-files/17-v26_1_19.pdf) (HEC-Recognized Journal -X Category)
- Zubair, S. S., Jabeen, N., Salman, Y., Zahid, M. & **Irfan, S.** (2019) Governance Context of Higher Education Sector of Pakistan. *Pakistan Vision*, 20(1). [http://pu.edu.pk/images/journal/studies/PDF-FILES/2\\_v20\\_1\\_19.pdf](http://pu.edu.pk/images/journal/studies/PDF-FILES/2_v20_1_19.pdf) (HEC-Recognized Journal - Y Category)
- Aslam, T. B., Salman, Y., **Irfan, S.** & Jabeen, N. (2018). Smart Cities – A Multidisciplinary Perspectives Model. *South Asian Studies*, 33(2), 435-459. [http://pu.edu.pk/images/journal/csas/PDF/8\\_v33\\_2\\_18.pdf](http://pu.edu.pk/images/journal/csas/PDF/8_v33_2_18.pdf) (HEC-Recognized Journal - X Category)
- Zubair, S. S., Salman, Y., **Irfan, S.**, Jabeen, N. & Moazzam, A. (2018). Towards a holistic model of Public Service Motivation: A Systematic Literature Review. *Journal of the Research Society of Pakistan*, 55(2), 179-192. [http://pu.edu.pk/images/journal/history/PDF-FILES/14-1\\_55\\_2\\_18.pdf](http://pu.edu.pk/images/journal/history/PDF-FILES/14-1_55_2_18.pdf) (HEC-Recognized Journal -X Category)
- Naveed, S., Salman, Y., Jabeen, N., Jadoon, M. Z. I. & **Irfan, S.** (2018). Governance and management of state- owned enterprises in Pakistan. *Pakistan Economic and Social Review*, 56(1), 47-66. [http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v56\\_1\\_18.pdf](http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v56_1_18.pdf) (HEC-Recognized Journal -X Category)
- Qureshi, H. A., Salman, Y., **Irfan, S.**, & Jabeen, N. (2017). A systematic review of e-government evaluation. *Pakistan Economic and Social Review*, 55(2), 355-390. [http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v55\\_2\\_17.pdf](http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v55_2_17.pdf) (HEC-Recognized Journal -X Category)
- **Irfan, S.**, Salman, Y., Jabeen, N., Ahmad, S. I., & Ansari, N. G. (2017). Towards understanding relational aspects of inter-organizational collaboration: an exploration of public-private partnerships in Pakistan. *Pakistan Economic and Social Review*, 55(1), 53-79. [http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v55\\_1\\_17.pdf](http://pu.edu.pk/images/journal/pesr/PDF-FILES/3-v55_1_17.pdf) (HEC-Recognized Journal -X Category)
- Mubasher, U.-e.-F., Salman, Y., **Irfan, S.**, & Jabeen, N. (2017). Spiritual Leadership in Organizational Context: A Research Gap in South Asia. *South Asian Studies*, 32(1), 209-222. [http://pu.edu.pk/images/journal/csas/PDF/16\\_v32\\_1\\_17.pdf](http://pu.edu.pk/images/journal/csas/PDF/16_v32_1_17.pdf) (HEC-Recognized Journal - X Category)
- Lashari, M., Moazzam, A., Salman, Y., & **Irfan, S.** (2016). Impact of Organizational Trust on Organizational Justice and Organizational Commitment: A Case of University of Sargodha. *Journal of the Research Society of Pakistan*, 53(2), 170-194. [http://pu.edu.pk/images/journal/history/PDF-FILES/13-Paper\\_53\\_2\\_16.pdf](http://pu.edu.pk/images/journal/history/PDF-FILES/13-Paper_53_2_16.pdf) (HEC-Recognized Journal - X Category)

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## Peer-reviewed conference presentations

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### Paper presentations at international conferences

- **Irfan, S.** (2017). *Understanding inter-organisational relationships in public-private partnerships: a study of educational PPPs in Pakistan*. Paper presented at the Annual Conference of European Group for Public Administration (EGPA). Politecnico di Milano University, Italy.
- **Irfan, S., & Nutley, S.** (2016). *Interorganisational knowledge flows and learning in school education partnerships in Pakistan: what and why*. Paper presented in the International Annual Conference on Organizational Learning, Knowledge and Capabilities (OLKC). University of St Andrews, UK.
- **Irfan, S., & Loretto, W.** (2014). *Towards understanding relational aspects of interorganisational collaboration: An exploration of PPPs in Pakistan*. Paper presented at the 28th Annual Conference of the British Academy of Management (BAM). Belfast, UK.
- **Irfan, S., & Nutley, S.** (2014). *Partnership and contractual arrangements in PPPs: Rethinking the boundary between them*. Paper presented at the 28th Annual Conference of the British Academy of Management (BAM). Belfast, UK.
- **Irfan, S.** (2013). *Towards understanding interorganisational relationships in PPPs*. Paper presented in an international conference on Public-Private Partnerships at the University of Antwerp. Belgium.
- **Irfan, S.** (2013). *Analysing inter-organisational relationships in education sector PPPs of Pakistan*. Paper presented at the 17<sup>th</sup> Annual Conference of the International Research Society for Public Management (IRSPM). Prague, Czech Republic.
- **Irfan, S.** (2011). *Public private partnerships in education: from competition to collaboration*. Paper presented at the 15th Annual Conference of the International Research Society for Public Management (IRSPM). Dublin, Ireland.

### Paper presentations at national conferences

- **Ali, Z., Irfan, S. & Salman, Y.** (2018). *Effectiveness of Public Private Partnerships: A Systematic Literature Review*. Paper presented at the International Conference on Governance, Management & HR: Strategic Directions. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- **Aslam, T. B., Salman, Y. & Irfan, S.** (2018). *Smart Cities – A Multidisciplinary Perspectives Model*. Paper presented at the International Conference on Governance, Management & HR: Strategic Directions. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- **Qureshi, H. A., Salman, Y., Irfan, S., & Jabeen, N.** (2018). *A systematic review of e-government evaluation*. Paper presented at the International Conference on Governance, Management & HR: Strategic Directions. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- **Ali, A., Salman, Y. & Irfan, S.** (2018). *Entrepreneurship in the Public Sector: A Systematic Literature Review*. Paper presented at the International Conference on Governance, Management & HR: Strategic Directions. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- **Mubasher, U.-e.-F., Salman, Y., Irfan, S., & Jabeen, N.** (2018). *Spiritual Leadership in Organizational Context: A Research Gap in South Asia*. Paper presented at the International Conference on Governance, Management & HR: Strategic Directions. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.
- **Irfan, S., & Shaukat, S.** (2016). *Examining the influence of perceived structural support on*

*entrepreneurial intentions*. Paper presented at the national conference on Emerging Trends in Governance and Management in Pakistan. Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.

- Lashari, M., Moazzam, A., Salman, Y., & **Irfan, S.** (2016). *Impact of Organizational Trust on Organizational Justice and Organizational Commitment: A Case of University of Sargodha*. Paper presented at the International Research Conference on Economics, Business and Social Sciences, Bahauddin Zakariya University, Multan, Pakistan.
- **Irfan, S.**, Salman, Y. & Ahmad, S. I. (2016). *Towards understanding relational aspects of inter-organizational collaboration: an exploration of public-private partnerships in Pakistan*. Paper presented at the International Research Conference on Economics, Business and Social Sciences, Bahauddin Zakariya University, Multan, Pakistan.

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### **Invited talks, trainings and seminars**

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- Qualitative Data Analysis Using NVivo (2019, 2018, 2017)
- Panelist for the session titled "Role of Public-Private Partnership in Effective Sustainable Development in Pakistan". 2nd International Conference on "Contemporary Issues in Management and Administrative Sciences" organized by Department of Management Sciences & Department of Public Administration, Lahore College for Women University. 26th - 28th March 2019.
- Invited lecture on "Public- Private Partnerships". Conference on "Pakistan: A Thriving Cauldron of Political and Social Diversity in a World of Complexity and Opportunity" organized by Institute of Administrative Sciences, University of the Punjab. 21<sup>st</sup> December 2017.
- Seminar on "Conducting Systematic Literature Reviews". Institute of Administrative Sciences, University of the Punjab. 7<sup>th</sup> November 2017.
- Panelist for the session titled "Public Sector Management" at Suleman Dawood School of Business, Lahore University of Management Sciences (LUMS). 25<sup>th</sup> April 2017.
- Seminar on "Pilot Testing" at Institute of Administrative Sciences, University of the Punjab. 14<sup>th</sup> November 2016.
- Seminar on "Designing your Research Instrument". Institute of Administrative Sciences, University of the Punjab. 24<sup>th</sup> October 2016.
- Seminar on "How to do Literature Review and Develop a Conceptual Framework". Institute of Administrative Sciences, University of the Punjab. 10<sup>th</sup> October 2016.

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### **Participation in trainings, workshops, conferences and seminars (*selected list*)**

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- Harvard webinar on "Getting - and Then Keeping - Students Engaged". 31<sup>st</sup> March 2021
- GOVTRUST Annual Symposium 2021 on "Trust and the COVID-19 Crisis: Regulation and Compliance in Multi-level Governance". 29<sup>th</sup> January 2021.
- TROPICO (Transforming into Open, Innovative and Collaborative Governments) Online Series 2020: "Digital Transformation: The Challenge of Better Collaboration within Government". 2<sup>nd</sup> December 2020.
- TROPICO (Transforming into Open, Innovative and Collaborative Governments) Online Series 2020: "Public-private collaboration for ICT-enabled service innovation", 9<sup>th</sup> December 2020.
- Elsevier training on "Strengthening Research Planning using Elsevier Tools-Scopus, ScienceDirect & Mendeley". 22<sup>nd</sup> October 2020.

- Harvard webinar on “COVID-19’s Impact on the Future of Higher Education: What University Leaders Should Be Thinking About Now”. 20<sup>th</sup> May 2020.
- “Mainstreaming the SDGs within Teaching and Students' Learning Experiences”. Department of Economics, University of the Punjab. 5<sup>th</sup> February 2020.
- “Teaching to Millennials through Fusion of Technology”. Lahore University of Management Sciences (LUMS). 5<sup>th</sup> September 2019.
- Moderated a panel discussion on “Quality of Governance in the Age of Complexity”, Institute of Administrative Sciences, University of the Punjab. 3<sup>rd</sup> July 2019.
- Organised and attended a seminar on “Civil Services: Their Origin, Evolution and Issues” by Mr. Sohail Ahmad. 26<sup>th</sup> April 2019.
- Organised and attended a seminar on “Organizational Development in Public Sector” by Mr. Abdullah Sumbal. 9<sup>th</sup> April 2019.
- Organised and attended a seminar on “Governance Issues in Pakistan” by Mr. Sohail Ahmad. 1<sup>st</sup> April 2019.
- Organised and attended a seminar on “Decision Making in Public Sector” by Mr. Abdullah Sumbal. 19<sup>th</sup> March 2019.
- Organised and attended a seminar on “Change Management in Public Sector” by Mr. Abdullah Sumbal. 12<sup>th</sup> March 2019.
- Organised and attended a seminar on “Public Private Partnerships” by Mr. Abdullah Sumbal. 5<sup>th</sup> March 2019.
- Seminars on “Assuring High Quality Research for evidence-based policy-making” & “Ethics in Research and Evaluation” organized by Punjab Economic Research Institute (PERI). 9<sup>th</sup> October 2015, Lahore, Pakistan.
- Launch of “Punjab Economic Report 2017” organized by Punjab Economic Research Institute (PERI). 18<sup>th</sup> December 2017.
- Seminar on “National Macroeconomic Management and Role of Provinces” organized by Punjab Economic Research Institute (PERI). 26<sup>th</sup> September 2017.
- 5th Annual Regional event of Asia Management Conclave ‘Imagineering the Future’ supported by Ministry of Planning, Development and Reforms and the Board of Investment, Government of Pakistan. 16<sup>th</sup> -17<sup>th</sup> November 2016.
- “Writing, Teaching and Using Cases” organized by University of Edinburgh Business School. April 2015.
- “Managing the Literature in a Systematic Review” organized by Transkills University of Edinburgh. 20<sup>th</sup> April 2014.
- “NVivo: Beyond the Basics” organized by Main Library, University of Edinburgh. 13<sup>th</sup> February 2014.
- “Planning an academic career” organized by Main Library, University of Edinburgh. 3<sup>rd</sup> October 2013.
- “Edinburgh Local GRADschool” organized by Institute for Academic Development (IAD) for Doctoral students at the University of Edinburgh. 2<sup>nd</sup> – 5<sup>th</sup> July 2013.
- “The Agony and the Ecstasy: Getting your first journal article published” organized by University of Edinburgh Business School. 5<sup>th</sup> April 2013.
- “Introduction to Research Funding” organized by University of Edinburgh Business School. 7<sup>th</sup> November 2012.



- “Is My Writing 'Academic' Enough? organized by Institute for Academic Development (IAD) for Doctoral students at the University of Edinburgh. 26<sup>th</sup> May 2012.
- “Training (Postgraduate and) Research Students to Engage Critically with the Literature” conducted by Advanced Institute of Management (AIM) at University of Edinburgh Business School. 3<sup>rd</sup> February 2011.
- “Supporting Novice Researchers with Writing Research Grant Proposals” conducted by Advanced Institute of Management (AIM) at University of Edinburgh Business School. 4<sup>th</sup> February 2011.
- “Academic Writing Course” organized by University of Edinburgh Business School. January – March 2011.

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## Teaching

- Advanced Seminar on Current trends in Public Management Research (PhD-Management)
- Governance Context of Public Sector Organisations in Pakistan (PhD-Management)
- Seminar in Governance and Management of Public Organisations (MPhil-Management)
- Governance Issues in Pakistan (Master of Public Administration)
- Citizenship and Public Ethics (BS-Management)
- Contemporary Issues in Public Administration (BS-Management)
- Human Behaviour in Public Organizations (Master of Public Administration)
- Introduction to Public Administration (BS-Management)
- Social Research Methods (MPhil/MPA/MS-HRM/BS)
- Research Methods (MS-Human Resource Management/MS-Health Administration)
- Research Design (MPhil-Management)
- Qualitative Data Analysis (PhD-Management/MPhil-Management)
- Research Project I & II (BS- Management)
- Change Management (BS- Management)
- Public Finance (MPA)
- Principles of Management (BS-Management/MPA)
- Quantitative Techniques for Management (BS-Management/MPA)
- Applied Statistics for Managers (BS-Management/MPA)
- Principles of Economic (BS-Management/MPA)
- Managerial Economics (BS-Management/MPA)
- Business Studies (University of Edinburgh)
- Innovation and Entrepreneurship (University of Edinburgh)

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## Theses supervision

### PhD

- Zulfiqar Ali. *Institutional Complexity and Organizational Response: Insights from Public Private Partnerships*. (In progress)
- Hamza Qureshi. *Evaluation of Electronic Governance Networks: A case study of Citizen Facilitation Centers, Punjab*. (In progress)
- Hudda Riaz. *An Analysis of Higher Education Reforms in Pakistan: A Public Management Perspective*. (In progress)

- Asghar Ali. *Exploring Institutional Dynamics of University Business Incubators in Pakistan*. (In progress)

### **MPhil/MPA/MS-HRM**

- Shahjahan Burki (2021). *Role of NGOs in Urban Poverty Alleviation: A Qualitative Study of Underprivileged Areas of Lahore*. MPA/2018-20.
- Bakhtawar Awan (2021). *Understanding the success and failure factors of tech start-ups in Pakistan*. MPhil/2018-20.
- Rizwan Ahmad Zafar (2021). *From Brain drain to Brain Circulation: Role of Repatriates in Bridging the Scientific and Institutional Development Gap in Pakistan*. MPhil/2018-20.
- Muhammad Abdullah (2020). *Understanding the role of social sector in a developing country: A study of needs, innovation, and challenges of social enterprises working in Pakistan*. MPhil/2018-20.
- Tasbiha Bint Amin (2020). *Employee Empowerment and its effect on Organizational Commitment in Public Sector Organizations of Pakistan*. MS-HRM/2017-19.
- Raheela Zulfiqar (2020). *Impact of Public Service Motivation and Organizational Social Capital on Knowledge Sharing in Public Sector*. MPA/2017-19.
- Zainab Naeem (2020). *The effect of Organizational Politics on Job Stress and Turnover Intention*. MS-HRM/2017-19.
- Javaria Naeem (2020). *Electronic Records Management System (ERMS) in Public Organizations - Digitization of Punjab Police*. MPhil/2017-19.
- Amna Jabbar (2019). *Emotional intelligence and its effects on the Employees' Job Performance: A case of Pakistan Army*. MPA/2016-18.
- Ayesha Kanwal (2019). *Role of Knowledge Management Practices in enhancing Innovation in Public sector: A case study of Punjab Information Technology Board*. MPhil/2017-19.
- Sana Javaid (2019). *The Relationship Between Emotional Intelligence of Teachers & Entrepreneurial Self-Efficacy of Students - A Case of Punjab University*. MPA/2016-18.
- Sammia Tasleem (2017). *Influence of Transformational Leadership on Organizational Innovativeness through Organizational Culture*. MPhil/2015-17.
- Saud bin Ahsen (2018). *Impact of Decentralization on the Service Delivery Structure: The Case of Higher Education in Punjab*. MPA/2013-15.
- Tausif Mahmood (2017). *Co-Production Practices in Police Services of Pakistan*. MPA/2013-15.
- Saba Shaukat (2016). *Entrepreneurial Support Factors Influencing the Entrepreneurial Intentions of Punjab University Students*. MPhil/2014-16.