

## **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)**

The 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**

December 2020 to date

- 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, Board of Studies
- Member, Departmental Doctoral Program Committee
- Member, Postgraduate Admission Committee
- Member, Examination Committee
- Member, Disciplinary Committee
- Member, Selection Committee of Part-time teachers and staff

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

February 2016 to date

- 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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**Associate Editor, Governance and Management Review (GMR), Institute of Administrative Sciences, University of the Punjab**

January 2021 to date

- Assessing the quality and relevance of submitted manuscripts to determine their suitability for the journal.
- Identifying and selecting relevant reviewers, coordinating the peer review process and ensuring timely feedback.
- Communicating with authors to provide guidance on revisions and address any questions regarding the review process.
- Making recommendations for publication, revisions, or rejection based on reviewer feedback and journal standards.
- Contributing to the development of special issues and editorial content that aligns with the journal's objectives.
- Ensuring the journal maintains high academic standards and adheres to ethical guidelines.
- Assisting in the formulation and implementation of editorial policies and procedures.
- Engaging in initiatives to promote the journal and attract high-quality submissions.
- Staying informed about developments in the field to ensure the journal remains relevant and impactful.
- Working closely with the editor-in-chief and other editorial staff to advance the journal's mission and goals.

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

Since October 2018 to 2025

- 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 – December 2020

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**Assistant Professor**

- 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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**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.

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

May 2002 – September 2005

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**Assistant Registrar**

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- 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

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- 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, 2019
- University of the Punjab Incentive Award 2016, 2017, 2019, 2020, 2021

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## Advisory services

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- Convener, Scientific Committee, International Conference of Institute of Administrative Sciences, University of the Punjab in collaboration with South Asian Network for Public Administration (SANPA) on Local Realities & Regional Futures: Transforming Public Administration and Management in South Asia. 2025
- Member Steering Committee and Management and Implementation Committee, International Conference of Institute of Administrative Sciences, University of the Punjab in collaboration with South Asian Network for Public Administration (SANPA) on Local Realities & Regional Futures: Transforming Public Administration and Management in South Asia. 2025
- Subject Expert for Selection Committee, Lahore School of Economics (LSE)
- Serving as reviewer for various national and international journals
- Appointed as external examiner by a number of institutes for the evaluation of MPhil/MS theses
- Advisor to Federal Public Service Commission (FPSC), Islamabad, Pakistan
- Advisor to Punjab Public Service Commission (PPSC), Lahore, Pakistan
- Member, Board of Studies (BOS) in Administrative Sciences (IAS), University of the Punjab
- Member, Board of Faculty (BOF) in Business, Economics and Administrative Sciences, University of the Punjab (2020-2023)
- Member, Board of Studies (BOS) for the Department of Public Administration, Lahore College for Women University (LCWU)
- Member, Board of Studies (BOS) for the Department of Business Administration, Lahore School of Economics (LSE)
- Member, Board of Studies (BOS) for the Department of Public Administration, Government College Women University Faisalabad (GCWUF)
- Member, Board of Studies (BOS) for the School of Governance and Society (SGS), University of Management and Technology (UMT)
- Member, South Asian Network for Public Administration (SANPA)
- Domain Expert for Selection Committee, Government College University, Faisalabad
- 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
- 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

- Momand, A., Salman, Y., **Irfan, S.**, and Mujtaba, B. G. (2024). From Idealism to Realism: Examining the Negative Outcomes of Public Service Motivation through a Systematic Literature Review. *Public Organization Review*. doi: <https://doi.org/10.1007/s11115-024-00768-y> (HEC Recognized Impact Factor Journal)
- Riaz, H., Jabeen, N., & **Irfan, S.** (2024). Higher education reforms: A systematic literature review. *Journal of Management and Administrative Sciences*, 4(1), 14-32. doi: <https://jmas.lcwu.edu.pk/ojs/index.php/1/article/view/78/29>
- Riaz, H., Jabeen, N., & **Irfan, S.** (2023). Analysis of higher education reforms in Pakistan: A public management perspective. *Journal of Management and Research*, 10(2), 118-144. doi: <https://doi.org/10.29145/jmr.102.05> (HEC Recognized Journal)
- Salman, Y., **Irfan, S.** & Moazzam, A. (2023). Fostering innovation in public services: Illustrations from Pakistan. In *Handbook on Asian Public Administration* (pp. 284–296). Edward Elgar Publishing. <https://www.elgaronline.com/edcollchap/book/9781839104794/book-part-9781839104794-28.xml>
- Ali, A., **Irfan, S.** & Salman, Y. (2022). A Scientometric Analysis of University Business Incubators and Accelerators Based on 20 Year of Research. *Journal of Management and Research*, 9(1), 61-98. <https://doi.org/10.29145/jmr/91/03> (HEC Recognized Journal)
- **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*, 41(2), 79-90. doi: <https://doi.org/10.1002/pad.1906> (HEC-Recognized Impact Factor Journal)
- 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)
- 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)
- 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)

- 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)
- 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)
- 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://imsiences.edu.pk/files/journals/vol\\_3\\_2019/5-New-559-M.A%20.pdf](http://imsiences.edu.pk/files/journals/vol_3_2019/5-New-559-M.A%20.pdf) (HEC Recognized Journal)
- 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)
- 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)
- 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)
- 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)
- 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)
- **Irfan, S.**, & Nutley, S. (2017). New development: Turning around failing schools-lessons from Lahore. *Public Money & Management*, 37(1), 69-74. doi: <https://www.tandfonline.com/doi/full/10.1080/09540962.2016.1249597> (HEC-Recognized Impact Factor Journal)
- 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)
- **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)
- 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)
- 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)

- **Irfan, S.**, & Nutley, S. (2016). Debate: Using ideas from the West to improve education in Pakistan? *Public Money & Management*, 36(6), 396-397. doi: <https://www.tandfonline.com/doi/full/10.1080/09540962.2016.1206728> (HEC-Recognized Impact Factor Journal)

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## Peer-reviewed conference presentations

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### Paper presentations at international conferences

- Saleem, Y. & **Irfan, S.** (2025). *Climate Resilient Flood Management Through the Lens of Collaborative Governance in Pakistan*. Paper presented at the International Conference of Institute of Administrative Sciences, University of the Punjab in collaboration with South Asian Network for Public Administration (SANPA) on Local Realities & Regional Futures: Transforming Public Administration and Management in South Asia. Lahore, Pakistan.
- Arshad, H. & **Irfan, S.** (2025). *Public Value Creation Through PPPs In the Health Sector of Pakistan: A Case Study of The National Health Card*. Paper presented at the International Conference of Institute of Administrative Sciences, University of the Punjab in collaboration with South Asian Network for Public Administration (SANPA) on Local Realities & Regional Futures: Transforming Public Administration and Management in South Asia. Lahore, Pakistan.
- Ahmed, R. & **Irfan, S.** (2024). *Government-citizen interaction on social media: Social media analysis and perspective of public officials*. Paper presented at the International Conference of South Asian Network for Public Administration (SANPA) on Sustainable Development in South Asia. Dhaka, Bangladesh.
- Salman, Y., **Irfan, S.**, & Moazzam, A. (2021). *Public sector innovation in Pakistan*. Paper presented at the Annual Conference of International Public Management Network (IPMN). Seoul, South Korea.
- Kanwal, A., & **Irfan, S.** (2021). *Role of knowledge management practices in enhancing innovation in the public sector*. Paper presented at the Annual Conference of International Public Management Network. Seoul, South Korea.
- **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 15<sup>th</sup> 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**

- Invited lecture on “How to Conduct Research and Writing a Research Paper” as a part of Pre-Promotion Training course for the promotion of officers from BS-18 to BS-19, Government of the Punjab organized by Management & Professional Development Department (MPDD). 16<sup>th</sup> December 2025.

- Invited lecture on “Public Administration in the 21<sup>st</sup> Century and Dynamics of Public Administration in Pakistan” as a part of Pre-Promotion Training course for the promotion of superintendents, private secretaries to assistant director or equivalent posts organized by Management & Professional Development Department (MPDD). 12<sup>th</sup> November 2025.
- Invited lecture on “Collaborative Governance and Academia–Government Linkages” to probationary officers of 53<sup>rd</sup> Common Training Program (CTP) from the Civil Services Academy (CSA) for a two-day professional attachment program organised by the Institute of Administrative Sciences (IAS), University of the Punjab. 27<sup>th</sup> October 2025.
- Invited lecture on “Introduction to Public Sector Management: Current Trends and Models of Modern Management” as a part of Pre-Promotion Training course of public servants in BS-17 organized by Management & Professional Development Department (MPDD). 30<sup>th</sup> July 2025.
- Invited lecture on “Dynamics of Public Administration in Pakistan” as a part of Pre-Promotion Training course of public servants in BS-17 organized by Management & Professional Development Department (MPDD). 28<sup>th</sup> July 2025.
- Session Chair at 3<sup>rd</sup> International Conference on Contemporary Issues in Management and Administrative Sciences– CIMAS-2024 at Lahore College for Women University, Lahore. 2<sup>nd</sup> – 4<sup>th</sup> December 2024.
- Invited lecture on “Performance Management in the Public Sector” as a part of 38<sup>th</sup> PSMG (Public Sector Management and Governance) Course for Promotion of Officers from BS-17 to BS-18, Government of the Punjab organized by Management & Professional Development Department (MPDD). 4<sup>th</sup> October 2024.
- Invited lecture on “Public Administration in 21<sup>st</sup> Century” in the training course for administrative officers of Government of the Punjab organized by Management & Professional Development Department (MPDD). 23<sup>rd</sup> July 2024.
- Invited lecture on “Introduction to Public Sector Management: Current Trends and Models” in the customized training course for officers of Environment Protection and Climate Change Department, Government of the Punjab organized by Management & Professional Development Department (MPDD). 6<sup>th</sup> May 2024.
- Session Chair at International Conference on Business Administration – ICBA-2024 at Institute of Business Administration, University of the Punjab, Lahore. 25<sup>th</sup> – 26<sup>th</sup> April 2024.
- Invited lecture on “Public Administration in Pakistan: Evolution and Context” as a part of post-induction training program of Provincial Management Services (PMS) officers organized by Management & Professional Development Department (MPDD). 18<sup>th</sup> September 2023.
- Invited lecture on “How to conduct a Systematic Literature Review” organized by Department of Governance and Global Studies, Information Technology University (ITU). 21<sup>st</sup> March 2023.
- Invited lecture on “Overview of Research Methodology and Data collection and analysis techniques- qualitative approach” to officers of various departments in BS-17 organized by Management & Professional Development Department (MPDD). 16<sup>th</sup> March 2023.
- Invited lecture on “Public sector management: an overview and dynamics of public administration in Pakistan” organized by Management & Professional Development Department (MPDD). 19<sup>th</sup> December 2022.
- Invited lecture on “Improving Administrative Integrity, Ethics, Responsiveness and Service” as a part of 22<sup>nd</sup> PPG (Public Policy & Governance) course for promotion of officers in BS-18 and BS-19 organized by Management & Professional Development Department (MPDD). 2<sup>nd</sup> August 2022.

- Invited lecture on “Public Sector Management and Dynamics of Public Administration in Pakistan” as a part of Pre-Promotion Training course of public servants in BS-17 organized by Management & Professional Development Department (MPDD). 21<sup>st</sup> June 2022.
- Invited lecture on “Public Sector Management: An Overview” as a part of Pre-Promotion Training course of public servants in BS-17 organized by Management & Professional Development Department (MPDD). 10<sup>th</sup> May 2022.
- Invited lecture on “Dynamics of Public Administration in Pakistan” as a part of Pre-Promotion Training course of public servants in BS-17 organized by Management & Professional Development Department (MPDD). 10<sup>th</sup> May 2022.
- Invited lecture on “Public Sector Management: Current Trends & Models ,NMP, NPG & Collaborative Governance” as a part of 33<sup>rd</sup> PSMG (Public Sector Management and Governance) course for promotion of public sector officers form BS-17 and BS-18 organized by Management & Professional Development Department (MPDD). 11<sup>th</sup> April 2022.
- Invited series of lecture on “Quantitative, Qualitative and Mixed-Method Research” as a part of 4<sup>th</sup> Common Induction Training course for non-PMS officers (BS-17) organized by Management & Professional Development Department (MPDD). 9<sup>th</sup> February 2022.
- Invited lecture on “Public Sector Management: Current Trends & Models” as a part of 32<sup>nd</sup> PSMG (Public Sector Management and Governance) course for promotion of public sector officers form BS-17 and BS-18 organized by Management & Professional Development Department (MPDD). 7<sup>th</sup> February 2022.
- Invited lecture on “Introduction to Public Sector Management” as a part of Post Induction Training (PIT) of recently promoted officers serving in BS-18 in Punjab Government organized by Management & Professional Development Department (MPDD). 9<sup>th</sup> November 2021.
- Invited as panelist for a webinar on "The Pandemic Effect: Exploring the New Horizons of Public Administration as an Academic Discipline and a Field of Practice" organized by South Asian Network for Public Administration (SANPA). 10<sup>th</sup> October 2021.
- Invited lectures on “Dynamics of Public Administration in Pakistan” for officers serving in BS-18 in Punjab Government organized by Management & Professional Development Department (MPDD). 2<sup>nd</sup> August 2021, 1<sup>st</sup> October 2021.
- Lead trainer for Qualitative Data Analysis Using NVivo (2019, 2018, 2017)
- Invited as 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. 26<sup>th</sup> - 28<sup>th</sup> 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.
- Invited as 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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- Moderator, Inaugural Session, International Conference of Institute of Administrative Sciences, University of the Punjab in collaboration with South Asian Network for Public Administration (SANPA) on Local Realities & Regional Futures: Transforming Public Administration and Management in South Asia. 2025
- “Co-design and capacity-building workshops: Women Academics with Caring Responsibilities”. British Council Going Global Partnerships - Gender Equality Partnership. LUMS, Lahore. 28<sup>th</sup> November 2023.
- Organised and attended a seminar on “Legal Environment and its implications on Governance in Pakistan” by Mr. Afzal Khial, Academician and Trainer. 22<sup>nd</sup> August 2023.
- Organised and attended a seminar on “Collaborative Governance” by Dr. Zulfiqar Ali, Vice Commissioner, Punjab Employees Social Security Institution (PESSI). 15<sup>th</sup> August 2023.
- Organised and attended a seminar on “Disaster Governance” by Dr. Ahmad Ali Gul, Director, Center for Disaster Management, University of Management and Technology. 8<sup>th</sup> August 2023.
- Organised and attended a seminar on “Urban Governance” by Dr. Nasir Javed, Director/CEO of the Urban Unit, Government of Pakistan. 4<sup>th</sup> August 2023.
- “Disaster Risk Management”. Center for Disaster Management, University of Management and Technology. 20<sup>th</sup> July, 2023.
- Organised and attended a seminar on “Open Government in Pakistan” by Mr. Mukhtar Ahmad Ali, Development professional and activist, Executive Director, Centre for Peace and Development Initiatives (CIPD). 18<sup>th</sup> July 2023.
- Organised and attended a seminar on “Governance in the Digital Era” by Mr. Shahid Farooq, Chief (Governance & IT) at Planning & Development Department of Government of the Punjab. 11<sup>th</sup> July 2023.
- “How to include SDGs in research & curriculum”. SDG Support Unit, Ministry of Planning, Development and Special Initiatives in collaboration with Quality Enhancement Cell, University of the Punjab. 7<sup>th</sup> March 2022.
- “How to improve/implement HEC-QAA parameters”. Quality Enhancement Cell, University of the Punjab. 3<sup>rd</sup> March 2022.
- TROPICO (Transforming into Open, Innovative and Collaborative Governments) Online Event 2021: “Digital Era Collaboration”. 15<sup>th</sup> - 16<sup>th</sup> November 2021.
- 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: “Public-private collaboration for ICT-enabled service innovation”, 9<sup>th</sup> December 2020.
- 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.

- 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.
- 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.
- 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.
- “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”, University of Edinburgh. 13<sup>th</sup> February 2014.
- “Planning an academic career”, University of Edinburgh. 3<sup>rd</sup> October 2013.
- “Edinburgh Local GRADschool”, 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 Research Design and Methods (PhD-Administrative Sciences)
- Advanced Qualitative Data Analysis (PhD-Administrative Sciences)
- 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)
- Public Sector Innovation (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-Management)
- Research Methods and Design (MS-HRM/MS-Health Administration)
- Research Design (MPhil-Management)
- Qualitative Data Analysis (MPhil-Management/MPA/MS-HRM/BS-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

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### PhD

- Hudda Riaz (2025). *An Analysis of Higher Education Reforms in Pakistan: A Public Management Perspective*. (Completed)
- Asghar Ali (2025). *Exploring Institutional Dynamics of University Business Incubators in Pakistan*. (Completed)
- Zulfiqar Ali (2023). *Institutional Complexity and Organizational Response: Insights from Public Private Partnerships*. (Completed)

### MPhil/MPA/MS-HRM

- Hamza Arshad (2025). *State health financing in Pakistan: Public value creation in the health sector through the National Health Card*. MPA
- Yashal Saleem (2025). *Collaborative governance for flood management in Pakistan: From challenges to solutions*. MPA
- Abdullah Tayyab (2025). *Exploring the Role of Citizen e-Participation in Building Trust on Government in Pakistan*. MPA
- Hasnain Munir (2024). *Examining the role of open government policies in promoting transparency and accountability in Pakistan*. MPhil-Management
- Areea Shah (2024). *Bridging the Gap: Evaluating the Role of Digital Portals in Improving Public Service Delivery in Pakistan*. MPA
- Rabia Ahmed (2024). *Government social media communication: An empirical study of Pakistan's government departments*. MPhil-Management
- Quratulain (2024). *Fostering collaboration to innovate in public sector organizations of Pakistan*. MPA
- Shahjahan Burki (2021). *Role of NGOs in Urban Poverty Alleviation: A Qualitative Study of Underprivileged Areas of Lahore*. MPA
- Rizwan Ahmad Zafar (2021). *From Brain drain to Brain Circulation: Role of Repatriates in Bridging the Scientific and Institutional Development Gap in Pakistan*. MPhil-Management
- Bakhtawar Awan (2021). *Understanding the success and failure factors of tech start-ups in Pakistan*. MPhil-Management
- Zarafshan Ashraf (2021). *Investigating the effect of emotional self- regulation on work engagement with the mediating role of perceived organizational support*. MPhil-Management
- Neha Sarmad (2021). *An exploratory study of fast-food consumption among youth in Lahore, Pakistan*. MPhil-Management
- 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-Management
- Tasbiha Bint Amin (2020). *Employee Empowerment and its effect on Organizational Commitment in Public Sector Organizations of Pakistan*. MS-HRM
- Raheela Zulfiqar (2020). *Impact of Public Service Motivation and Organizational Social Capital on Knowledge Sharing in Public Sector*. MPA
- Zainab Naeem (2020). *The effect of Organizational Politics on Job Stress and Turnover Intention*. MS-HRM

- Javaria Naeem (2020). *Electronic Records Management System (ERMS) in Public Organizations - Digitization of Punjab Police*. MPhil-Management
- Amna Jabbar (2019). *Emotional intelligence and its effects on the Employees' Job Performance: A case of Pakistan Army*. MPA
- Ayesha Kanwal (2019). *Role of Knowledge Management Practices in enhancing Innovation in Public sector: A case study of Punjab Information Technology Board*. MPhil-Management
- Sana Javaid (2019). *The Relationship Between Emotional Intelligence of Teachers & Entrepreneurial Self-Efficacy of Students - A Case of Punjab University*. MPA
- Sammia Tasleem (2017). *Influence of Transformational Leadership on Organizational Innovativeness through Organizational Culture*. MPhil-Management
- Saud bin Ahsen (2018). *Impact of Decentralization on the Service Delivery Structure: The Case of Higher Education in Punjab*. MPA
- Tausif Mahmood (2017). *Co-Production Practices in Police Services of Pakistan*. MPA
- Saba Shaukat (2016). *Entrepreneurial Support Factors Influencing the Entrepreneurial Intentions of Punjab University Students*. MPhil-Management