



**1<sup>st</sup> International Conference on Contemporary Issues in  
Business Management (ICIBM-2011)**

**ABSTRACTS**



## TABLE OF CONTENT

ABSTRACTS.....	1
ISSUES RELATED TO GLOBAL BUSINESS SCENARIO, ISSUES MAINLY RELATED TO PAKISTAN .....	1
DOES DEVELOPMENT OF NATIONS DEPEND ON THE POPULATION, POLICY FORMULATION OR ENTREPRENURIAL DEVELOPMENT?.....	2
AFFECTS OF CULTURE ON TEAM CONFLICT MANAGEMENT STYLES: CORPORATE SECTOR OF PAKISTAN	3
IMPACT OF SUPPORT PRICES ON MAJOR CROPS OF PAKISTAN AFTER WTO AGREEMENT ON AGRICULTURE .....	4
UNDERLINE CAUSES OF FINANCIAL CRISIS IN EMERGING MARKETS.....	4
ORGANIZATIONAL DETERMINANTS OF FIRM PERFORMANCE: A CASE OF GARMENT MANUFACTURING FIRMS OF LAHORE, PAKISTAN.....	5
FLUCTATIONS IN CRUDE OIL PRICES- AN ANALYTICAL STUDY.....	6
TESTING FINANCE, INVESTMENT, AND GROWTH LINK: A COMPARATIVE ANALYSIS FOR PAKISTAN AND INDIA .....	7
CUSTOMER SATISFACTION IN MOBILE NETWORK PORTABILITY.....	8
MARKETING TO CHILDREN: IDENTIFYING SUCCESS FACTORS .....	9
CATCH ME FIRST: YOUNG CONSUMERS: BANK PATRON AS CRITERIA .....	9
THE EFFECTS OF CUSTOMER SATISFACTION AND SWITCHING BARRIER ON CUSTOMER LOYALTY IN PAKISTAN MOBILE TELECOMMUNICATION SERVICES .....	10
FEW QUESTIONS AND FEW ANSWERS; DOES BRAND ASSOCIATION & PERCEVED QUALITY HAVE IMPACT ON CONSUMER BUYING BEHAVIOR.....	11
FEAR OF TERROR AND PSYCHOLOGICAL ADJUSTMENT OF SOJOURNERS WITH MODERATING ROLE OF SOCIAL SUPPORT.....	12
ROLE OF HUMAN CAPITAL WITH HIGH INVOLVEMENT AND HIGH RESPONSIBILITY IN ORGANIZATIONAL PERFORMANCE: EXPLORING MEDIATING EFFECT OF HIGH PERFORMANCE WORK SYSTEM.....	12
SUSTAINABLE RURAL DEVELOPMENT IN PAKISTAN SOME MAJOR ISSUES, AND STRATEGIES FOR SUSTAINABLE DEVELOPMENT.....	13
OUTCOME OF JOB ROTATION STUDY BASED ON PUBLIC SECTOR OF PAKISTAN .....	14
IMPACT OF BRANDING PRACTICES AND BANK'S PERFORMANCE- MEDIATING ROLE OF CORPORATE REPUTATION- A CASE STUDY OF PAKISTAN.....	14
EFFECT OF BRAND LOYALTY ON BRAND PERFORMANCE MEDIATING EFFECT OF BRAND TRUST .....	15
IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND EQUITY.....	16

SERVICE BASED BRAND EQUITY, MEASURE OF PURCHASE INTENTION .....	17
WORKING CAPITAL MANAGEMENT AND CORPORATE PERFORMANCE OF TEXTILE SECTOR IN PAKISTAN .....	17
FINANCIAL STABILITY OF ISLAMIC BANKING IN PAKISTAN: AN EMPIRICAL STUDY .....	18
INTER-SECTORIAL DIFFERENCES IN THE DETERMINANTS OF CAPITAL STRUCTURE: A CASE STUDY BASED ON THE EXPERIENCE OF NON FINANCIAL COMPANIES (2001-2008) .....	19
FACTORS AFFECTING EMPLOYEE RETENTION: STUDY OF TELECOM SECTOR OF PAKISTAN .....	20
MODELLING FACTORY DYNAMICS: THE CASE OF CONTINENTAL CASH REGISTER SYSTEMS (CCRS) .....	21
EXPLORING SPORTS VENTURING IN PAKISTAN.....	22
BUSINESS PROCESS MODELLING & SIMULATION (BPMS): THE CONTEXT AND PRACTICE .....	23
THE MEDIATING INFLUENCE OF SOCIAL INTELLIGENCE ON STUDENT CENTERED LEARNING .....	23
ANALYSIS OF THE FACTORS OF SCHEMATIC TALENT AND ITS AFFECT ON ORGANIZATIONAL PERFORMANCE .....	24
THE STUDY OF ENTREPRENEURIAL BARRIERS FACED BY YOUTH IN SUKKUR DISTRICT.....	25
ROLE OF PERSONALITY TO PREDICT ENTREPRENEURSHIP SUCCESS .....	26
TALENT MANAGEMENT IS NOT AN OLD WINE IN A NEW BOTTLE .....	26
CONCEPTUALIZING COMPETITIVE ADVANTAGE: STRATEGIC INTEGRATION OF CAPABILITIES, DIFFERENTIATION AND CRM .....	27
PERSONALITY FIVE FACTOR MODEL AND CONFLICT HANDLING STRATEGIES.....	27
DEMOGRAPHIC IMPACTS ON INTERPERSONAL CONFLICT, MISTREATMENT AND DISCRIMINATION: A SURVEY OF LABOR IN PUBLIC SECTOR OF BALUCHISTAN PAKISTAN.....	28
TRAINING & DEVELOPMENT IS AN INVESTMENT FOR THE EMPLOYEES AND ORGANIZATIONS, MYTH OR REALITY, IN TEXTILE INDUSTRY .....	28
ICT BASED HIGHER EDUCATION IN RURAL AREAS .....	29
AN INVESTIGATION OF CONFLICT DYNAMICS IN HIGHER EDUCATION INSTITUTIONS.....	31
BUSINESS PROCESS INNOVATION NOW APPLIES THROUGH TALENT MANAGEMENT: AN EMPIRICAL STUDY.....	32
AN ANALYSIS OF ROLE OF SCHOOL EDUCATION IN HUMAN RESOURCE DEVELOPMENT FOR A NATION.....	32
ISSUES OF QUALITY IN PAKISTAN.....	33
MEDIATING ROLE OF KNOWLEDGE MANAGEMENT BETWEEN LEARNING ORGANIZATIONS AND PERCEIVED ORGANIZATIONAL PERFORMANCE .....	34
COLLABORATING DEMAND IN SERVICES SUPPLY CHAINS .....	34
Keywords: supply chain management, demand collaboration, higher education, skill set, true demand, quality of curriculum, service supply chain .....	35

EVALUATION OF KNOWLEDGE MANAGEMENT AND ITS EFFECTS ON ORGANIZATIONAL PERFORMANCE	35
INTERDEPENDENCE OF VALUE CHAIN LINKS: A TALE OF THREE CITIES.....	36
DOES FOREIGN DIRECT INVESTMENT INFLUENCE DEVELOPMENT OF STOCK MARKET OF HOST COUNTRY? EVIDENCE FROM PAKISTAN.....	37
PERFORMANCE EVALUATION OF OPEN AND CLOSE END MUTUAL FUNDS IN PAKISTAN.....	38
DETERMINANTS OF BANKING SECTOR DEVELOPMENT 1970-2007 .....	39
THE YES, NO DECISION IS EASY NOW, IS HUMAN CAPITAL ACCOUNTING CHALLENGE FOR ACCOUNTANTS.....	39
PRESENT SCHOOL LEADERS ARE MISFIT FOR THE SCHOOL MANAGEMENT AND THE STUMBLING BLOCKS FOR THE QUALITY: A CASE OF THE PUNJAB EDUCATION SYSTEM .....	40
IMPACT OF PERCEIVED SERVICE QUALITY ON BRAND IMAGE: MODERATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY .....	41
IMPACT OF GLOBAL FINANCIAL CRISIS ON STOCK MARKETS: EVIDENCE FROM PAKISTAN AND INDIA	41
MEDIATING ROLE EMPLOYEES BEHAVIOR TO BUILD CUSTOMER LOYALTY FROM CUSTOMER SATISFACTION .....	42
A SURVEY OF STUDENTS BEHAVIOR OF USING DEBIT CARD AND SERVICE QUALITY DETERMINANTS OF DEBIT CARD USAGE IN PAKISTAN .....	43
LABOR MANAGEMENT RELATION.....	44
HUMAN RESOURCE LEAVES MANAGERS & COMPANIES, NOT THE JOB: ROLE OF AFFECTIVE & NORMATIVE COMMITMENT IN EMPLOYEES RETENTION .....	45
MEDIATION EFFECT OF SATISFACTION AND BRAND SWITCHING: REALATIONSHIP BETWEEN BRAND QUALITY AND BRAND PERFORMANCE .....	45
PREFERENCE OF FOREIGN BRANDS: EVIDENCE FROM MOBILE PHONE INDUSTRY IN PAKISTAN .....	46
Keywords: brand image, brand quality, brand loyalty, foreign brands, brand preference .....	46
RECENT FINANCIAL CRISES AND ISLAM - EXPLANATION AND ANSWERS - THE REUNION OF REASON AND BELIEF.....	46
EXAMINE CONFLICTS IN INDUSTRIAL RELATIONS & COLLECTIVE BARGAINING CONTEXT AND ITS IMPACT ON WORKERS & ORGANIZATION PERFORMANCE .....	47
MEDIATING EFFECT OF POLITICAL PARTIES PERFORMANCE BETWEEN POLITICAL MARKETING FUNCTIONS AND VOTERS LOYALTY .....	48
IMPACTS OF TRAINING AND DEVELOPMENT ON EMPLOYEE'S MOTIVATION & COMMITMENT EVIDENCE FROM NGOS BASED IN AJ&K .....	48
WORK-FAMILY CONFLICT AND COPING STRATEGIES AMONG EMPLOYED WOMEN .....	49
DOCTORAL SYMPOSIUM .....	50

ICIBM-2011

## ISSUES RELATED TO GLOBAL BUSINESS SCENARIO, ISSUES MAINLY RELATED TO PAKISTAN

**Saadat U. Kirmani**

Associate Professor, University of Central Punjab

### **Abstract**

The global business scenario is plagued with serious upheavals in the shape of reported misstatements in the financial statements (ENRON and others), aftermath of WTO implications for developing countries, China's reluctance to free its currency and its impact on world markets, and above all the global financial meltdown with the resultant worldwide recession. The paper examines above events briefly and reviews and their relevance to Pakistan's environment. The foremost issue severally impacting business management is the energy crisis making it almost impossible to manage businesses in a reasonably adequate manner. The paper highlights the current energy situation in the country and the steps being taken to improve on it. The law and order situation in the country is another important issue that is seriously affecting smooth functioning of businesses in the country. How corruption in bureaucracy has affected the culture and values of the society at large and as a result caused acute frustration which ultimately damaged attitude and behavior at work. As a result 'goal congruence' is nonexistent in our business culture. Growth of NGO based microfinance institutions and its transition into microfinance banks. Lack of proper education and training appears to be the most important issue in business management. We got too much ad-hocism and irrational short term decision making in our business culture. Our education system is not geared to provide hand-on expertise which is the need of the employer today. Change is needed in this area. Political instability, massive corruption at top brass, high inflation and uncertainty as to future of the country has resulted in frustration among our manpower which is disoriented and lacks vision. Lack of professionalism all around. Our managers are prone to focus more on short-term tactical solutions to score points for themselves at the cost of organizational goals, mission and values. Absence of strategic planning due to uncertain economy. The abrupt policy changes by the government upsets business plans in the corporate sector. An organization flourishes when the personal goals of its employees match the goal of the organization. This matching of goals is called 'goal congruence' and our experience in this respect is dismal. Communication in an organization continues to be a big issue. This leads to confusion and misunderstanding in the way work is done in organizations. What is needed is an efficient communication system which can remove confusion and lead to clear understanding of the plans so that actions move in the

right direction. The grapevine needs to be nurtured. The smooth flow of unofficial communication in an organization leads to pre-emptive measures taken by management well in time before it is too late. The research paper will tackle above mentioned issues and recommendations will be made to overcome such issues.

**Key words:** Global business scenario, corruption, bureaucracy, communication, pre-emptive measures.

## DOES DEVELOPMENT OF NATIONS DEPEND ON THE POPULATION, POLICY FORMULATION OR ENTREPRENURIAL DEVELOPMENT?

**Ms. Panambarage Imali Niranjala Fernando**

School of Economics, Wuhan University of Technology, P.R. China

### **Abstract**

Development is a multi –faced scenario, as it combines with many factors as GDP, Per capita ratios, export and import statistics, innovations as well as technology, entrepreneurial development etc. China and India, two world’s largest emerging economies, provides different faces on the way forward for the development as population concerns both countries in most significant places among other nations in world. This study based on literature review on theoretical and empirical evidence regarding the differences in regulative institutions in the two economies, China and India by Kshetri & Dholakia (2011). They have compared the regulative, participative, and supportive roles of China and India from the standpoint of entrepreneurship in the two countries. Results suggest that there are many comparable elements in both economies that have significant changes lead to the entrepreneurial development that may lead for two economies way forward to the economic development.

**Keywords:** emerging economies, regulative function, participative function, supportive function

## **AFFECTS OF CULTURE ON TEAM CONFLICT MANAGEMENT STYLES: CORPORATE SECTOR OF PAKISTAN**

**Salima Hafeez**

Ph.D Programme Coordinator and Faculty Member, Preston University, Islamabad

**Dr.Muhammad Aslam Khan**

Associate Professor Preston Universities, Islamabad

**Asif Mehmood Rana**

MS Scholar Iqra University, Islamabad

### **Abstract**

Team work in competitive environment has attained greater Importance as organizations are concerned with their enhanced performance. This research analyzes team conflict management with its antecedence like trust, task interdependence and culture whereas two dependent variables i.e. employees' satisfaction and organizational performance has been chosen. To evaluate the results, studies of other scholars have been made part of this paper. This paper is conceptual in nature henceforth, relations between independently and dependent variables have been analyzed. Result proved that there is a strong relation between team conflict management with employee's satisfaction and organizational performance. It is recommended that Executives to manage team conflict for enhancement of employee's satisfaction and organizational performance

**Key words:** Team conflict, trust, culture task interdependence, organizational performance



## IMPACT OF SUPPORT PRICES ON MAJOR CROPS OF PAKISTAN AFTER WTO AGREEMENT ON AGRICULTURE

**Nighat Naz**

MSc Economics, Preston University

**Dr Mohammad Aslam Khan**

Associate Professor Preston University

**Dr Khalid Mughal**

Assistant Professor, Preston University

### Abstract

Pakistan is the 5<sup>th</sup> largest agricultural country in the Muslim world, and 20<sup>th</sup> worldwide. About 25% of the total land area is under cultivation and is irrigated by one of the world largest irrigation system. Agriculture share in the GDP is 22% and it employs about 45% of the labor force. So agriculture sector is very important sector for Pakistan. Food crops are the major part of our agriculture. World Trade Organization (WTO) is regulating all sectors of the world economy. It has affected the agriculture sector of Pakistan also. The objective of this research is to see how agriculture sector of Pakistan is facing the challenges of trade liberalization. Agriculture sector is earning valuable foreign exchange for our country. The support price data is obtained from secondary sources and results reveal a positive relationship among support prices and major crops like wheat, cotton, sugarcane and rice in presence of WTO. It is however recommend that government should emphasize on more efficient technology,

**Key words:** Agriculture, Major crops, WTO, Liberalization, support price, Subsidies.

## UNDERLINE CAUSES OF FINANCIAL CRISIS IN EMERGING MARKETS

**Atiq Uppal (Blind)**

Department of management studies, university of central Punjab

**Saeed Ahmad**

Department of management sciences, university of central Punjab

### Abstract

Primarily the research has been conducted to accomplish the objective of probing into the facts that what key variables are responsible for economy underground and tax evasion in Pakistan. The overall focus of the research is to determine which economy underground and tax evasion has impacted Gross domestic product (GDP) OF the country, during 2001-2007. Based upon

the literature review, Six variables (Interest on fixed deposits, tax rate, GDP growth rate, Banking services, Growth rate in real per capita GDP, GDP) have been identified as explanatory variables whereas CC/M2 as dependent variable. The economy underground has been estimated in terms of CC/M2. In order to estimate changes in dependent variable on account of independent variables, OLS (ordinary least square model) have been used. The value of R square 0.81 proves that 81% changes in the dependent variable CC/M2 are resulting from explanatory variables, whereas remaining 19% changes are unexplained that may be on account of any other variables. Value of Durban-h test 0.29 proves that there is no autocorrelation in the model. All independent variables except Yg (Growth rate in real per capita GDP) are significant at 10% level of significance.

**KEY WORDS:** Underground Economy, Tax Evasion, autocorrelation, Durban-h test

## **ORGANIZATIONAL DETERMINANTS OF FIRM PERFORMANCE: A CASE OF GARMENT MANUFACTURING FIRMS OF LAHORE, PAKISTAN**

**Muhammad Hassan**

Punjab Education Department, Lahore

### **Abstract**

The study has been undertaken to investigate the significant organizational determinants of firm performance in the context of small and medium garment manufacturing firms working in the city of Lahore. Data has been collected from 36 firms by the author himself through face to face structured interviews. Descriptive statistics have been used to identify the association between the organizational variables and firm performance. Firm performance has been measured through sales growth, profitability, customer growth & satisfaction and capacity building. Findings of the study reveal that size of the firm, use of information & communication technology, risk taking propensity of the entrepreneur, intentions to increase capacity and output, export, preparation of financial statements, planning system, training & compensation, interdepartmental coordination and promotion methods have been found associated with one or more of performance measures. As against the literature, some surprising findings were that education, related industry experience, certifications, R & D, market research and branding have been found insignificant in relation to the firm performance. In the end study recommends that SMEs should focus on the key organizational variables influencing SME success and suggest areas for future research.

**Key words:** organizational determinants, garment manufacturing, sales growth, profitability, customer growth, satisfaction, capacity building, information technology, communication technology, firm's performance.

## FLUCTATIONS IN CRUDE OIL PRICES- AN ANALYTICAL STUDY

**Dr. K H Anulkumar**

Professor, Umac Acharya's Bangalore Business School

### **Abstract**

The study is related to an understanding of fluctuations in crude oil prices and the factors that influence the price of crude oil. Crude oil is one of the most basic global commodities. Petroleum an extract of crude oil is called as 'liquid gold' because of its value and oil forms the basis for its multiple purposes, it is used in plastics, used as fuel, lubrication & heating. As gold symbolizes richness, its price being high similarly petroleum is compared to gold because it is an exhaustible resource and also of its economic value. The objective of the study is to analyze the impact of change in prices of crude oil on the economy as a whole & its effect on the environment of business. Crude oil being very indispensable it greatly affects the prices of commodities and particularly the transport sector. In India the change in the price of crude oil has been a major cause for the rise in inflation rate as it greatly affects the prices of essential commodities and also the common man. The OPEC organization is composed of 12 nations possess over 60% of world reserves of crude & account for 40% of annual production. It works as a cartel and to an extent they have a monopolistic approach towards the regularization & controlling of crude oil prices across the world.

**Key words:** OPEC –trading block, cartel, inventory, crude oil.

## TESTING FINANCE, INVESTMENT, AND GROWTH LINK: A COMPARATIVE ANALYSIS FOR PAKISTAN AND INDIA

**Nazima Ellahi, Mehboob Ahmad, Dr. Zahid Mehmood**

Department of Economics, Foundation University College of Liberal Arts and Sciences

### **Abstract**

All the nations of the world have integrated their financial sector with rest of the world to bring efficiency and improve its contribution in economic growth. Although all the sectors are important but this sector has been given due attention as it is believed that a sound financial sector contributes positively to the growth of real sector of an economy. Like all other developing countries in the region, Pakistan and India also adopted various reforms to improve their financial system performance. This study aimed to analyze the linkage between financial sector development and economic growth for India and Pakistan. Annual time series data set ranging over the period 1975-2010 is utilized and applying the latest technique of Auto Regressive Distributed Lag (ARDL) found the short run as well as long run estimates for both the countries. Our major outcomes found a positive and robust relation between financial sectors development and economic growth in short run as well as long run. Moreover it suggested that financial reforms taken by both of the countries have been fruitful to raise saving and capital formation. The findings however are more supportive in favor of Indian economy as compared to Pakistan because of provision of better macroeconomic environment along with reforms. Overall study also suggested that financial liberalization is favorable for both the countries.

**Key words:** economic growth, sector development, sector contributes, capital formation

## CUSTOMER SATISFACTION IN MOBILE NETWORK PORTABILITY

### **Rafique Ahmed Khuhro**

Scholar of MS leading to PhD in Marketing at Sukkur Institute of Business Administration

### **Sarwar M Azahr**

Professor of Marketing at School of Business & Economics UMT Lahore

### **Naiz Ahmed Bhutto**

Associate Professor at Sukkur Institute of Business Administration

### **Imran Arshad Sheikh**

Scholar of MS leading to PhD in Finance at Sukkur Institute of Business Administration

### **Abstract**

Mobile Number Portability (MNP) was introduced by Pakistan Telecommunication Authority in Pakistan with multi-benefits, which was supposed to provide the flexibility and freedom to subscribers. One of them was to create a barrier for monopoly, and to have perfect competition so that customers could be benefited. But the mobile operators' thrust to increase the number of subscribers to become the largest subscriber operator in market, created so many problems. This is an exploratory research in which the satisfaction level of the customers is analyzed and the data is collected from those mobile users who have been from the MNP process. Variables of the study includes price, call clarity, user friendliness, value added services, support services and customer complaints. The findings can be useful for regulatory authority, mobile operators; for streamlining the process to have the loyalty which leads to higher profits and it also can be generalized to the other industry having same tough competition.

**Key words:** Mobile number portability, flexibility, freedom, barrier for monopoly, perfect competition, price, call clarity, user friendliness, value added services, mobile operators.

## MARKETING TO CHILDREN: IDENTIFYING SUCCESS FACTORS

### Haider Inayat

Research Associate, Lahore Business School (LBS), University of Lahore, Lahore, Pakistan

### Dr. Rizwan Ahmed

Assistant Professor, Lahore Business School (Lbs), University Of Lahore

### Abstract

Research on marketing to children has picked up steam in recent years as marketers realize the importance of children as consumers. Not only can children influence parental purchase through nag power, their own access to disposable income has been increasing. Coupled with their importance as future consumers, effective marketing to children represents an important stream in marketing research. However, since research on marketing to children has been disparate and at times overwhelming, this paper attempts to extract key findings (after qualitative secondary research, analysis and collation), which are presented as recommendations for the next body of marketers and divided along six sections dealing with product, age, gender, advertising, retail, and newer mediums. This paper will also be of use to researchers who would like to understand important developments in this evolving field and pursue research on currently trending topics, which are presented in the Future Research section.

**Key words:** Marketing, children, recommendations, findings, package, product, age, gender, advertising, retail, averaging, ethics, legal

## CATCH ME FIRST: YOUNG CONSUMERS: BANK PATRON AS CRITERIA

### Dr. Shumaila Y Yousafzai

Cardiff Business School, Cardiff University, Cardiff, UK

### Saadat Saeed

COMSATS Institute of Information Technology, Sahiwal, Pakistan

### Mian Nadeem Akhtar

Yanbu University College, Saudi Arabia

### Abstract

Planning an appropriate marketing strategy for attracting new customers is important for banks and they need to identify the criteria on which potential customers determine their bank selection decision. This research paper has endeavored to identify the bank selection criterion comprising of bank service factors that influence choice decision most specifically among youth and students. In today's market where competition is increasing aggressively, it is now

indispensable to know the youth's point of view regarding service factors influencing bank selection decision, because students are generally first time account holders and if they are esteemed and cherished appropriately, they would serve as an attractive and profitable bank customers in future prospects. A total of 680 students aged 19-29 (35 per cent female and 65 per cent male) from different universities in Punjab served as a sample for the study. Our examination relied on 33 selection factors extracted from relevant literature, personal experience and interviews with some bank officials and college students, and then divided into 9 main factors which include attractiveness, people influence, proximity, technological banking, financial benefits, secure feelings, branch location, marketing promotion and service provisions.

Factor analysis is used to analyze the data and identify the most opted bank selection service factors by the youth (students). This research document contributes to fill the gap in pertinent local literature by touching a potential and eye-catching market segments that constitutes a large portion of Pakistan's population. Findings reveal that the top three factors determining students' bank selection are: *bank's attractiveness, People influence, services provision*. Findings suggest that it may be necessary to deal with male and female students as distinctive segments with different priorities in their bank selection process.

**Key words:** Young Consumers, technological banking, bank selection, bank's attractiveness

## THE EFFECTS OF CUSTOMER SATISFACTION AND SWITCHING BARRIER ON CUSTOMER LOYALTY IN PAKISTAN MOBILE TELECOMMUNICATION SERVICES

**Irshad Hussain Sarki**  
Research Scholar, IBA, Sukkur

**Dr. Sarwar M Azhar**  
Professor, University of Management and Technology, Lahore

### **Abstract**

The Pakistani mobile telecommunication services industry is touching the great heights of competition in terms of price war and in this competitive environment of telecom industry in Pakistan the success of the firm depends on creating high customer loyalty by adopting different strategies. In response, the industry is shifting its strategic focus away from attracting only new customers by offering competitive prices and packages, towards retaining existing customers through creating customer loyalty. This study is aimed to investigate the effects of customer satisfaction and switching barriers on the customer loyalty. The adjustment effect of switching



barrier on customer satisfaction and customer loyalty is also analyzed. The data is collected by questionnaire based survey using simple random sampling technique and the target population includes all the current users of mobile telecommunication services. Factor Analysis method is used to analyze the data and the results were used to test the hypothesis. Findings of the study may be useful for strategists and policy makers in telecom industry and the results can be generalized to the industries of similar characteristics and of intense competitive environment.

**Key Words:** Customer Satisfaction, Switching Barriers, Customer Loyalty, Telecom Industry, price wars, competitive environment.

### **FEW QUESTIONS AND FEW ANSWERS; DOES BRAND ASSOCIATION & PERCEIVED QUALITY HAVE IMPACT ON CONSUMER BUYING BEHAVIOR**

**Muhammad Haroon**

Faculty of Management Sciences, National University of Modern Languages, Islamabad, Pakistan

#### **Abstract**

This study examined the relationship between brand association and perceived quality with consumer buying behavior. Brands that offer a larger variety of alternatives that appear well-matched and consumers need related abilities tend to be perceived as having larger category expertise or core competency in the category, which, in turn, enhances their perceived quality and purchase likelihood. Data were collected through questionnaire and after data analysis by applying of chi-square test, results show the positive impact of perceived quality on consumer buying behavior but on the other hand the relationship of brand association with buying behavior was not supported.

**Key words:** Brand Association, Perceived Quality, Consumer Buying Behavior, Core competency.



## **FEAR OF TERROR AND PSYCHOLOGICAL ADJUSTMENT OF SOJOURNERS WITH MODERATING ROLE OF SOCIAL SUPPORT**

**Farhan Sarwar**

Faculty member, Faculty of Commerce, University of Central Punjab

**Tayyaba Zeeshan**

Research Scholar, University Sains Malaysia, School of Management

### **Abstract**

Terrorism has become global phenomena. This article explores the relationship between the fear of terrorism and the psychological adjustment of academic sojourners, and investigates the possible moderating effect of social support in the host country. Academic sojourners are the students who go overseas for a specific period of time in order to get higher education. The results from a sample size of 120 depict that there is a positive relationship between the fear of terrorism and psychological adjustment of the sojourners which is not moderated by social support at host country.

**Keywords:** Terrorism, Fear, Psychological Adjustment, Academic Sojourners, Social Support

## **ROLE OF HUMAN CAPITAL WITH HIGH INVOLVEMENT AND HIGH RESPONSIBILITY IN ORGANIZATIONAL PERFORMANCE: EXPLORING MEDIATING EFFECT OF HIGH PERFORMANCE WORK SYSTEM**

**Noreen Ghafoor**

Faculty member, Riphah International University, Islamabad.

### **Abstract**

This research study examines the human capital contribution as sustain competitive advantage in organizational performance. Improving the human capital capacities is intrigue for human resource management in embedded learning mode of high performance work system. Study is explored with basic theory (KSAs) of high performance work system through different perspective of HPWS in culture context and HR practices. Further this paper defines conflict resolution skills, commitment and relational coordination role in human capital development and their effect on organizational performance. Mediating role of high performance work system and its effect on relationship of organizational performance and HR practices are analyzed. It is argued that human capital output is amplified in their set of skills, knowledge and competencies

(KSAs) through relational coordination, commitment and conflict resolution in cultural context to perform as sustainable competitive advantage. Purposed set of HR practices have decisive consequences when they are carried out during the implementation stage of HR practices with high involvement and high responsibilities of human capital at multiple operating levels of management. Findings supported positive relationship of conflict resolution skills, commitment and relational coordination with organizational performance. As employees are highly involved in conflict resolution skills and relational coordination practices in organizational decision making improves organizational performance. When employees are engaged with high responsibility through commitment they perform well and enhance organizational performance.

**Key words:** Human resource practices, High performance work system, Organizational performance, Employee performance, Conflict resolution skills, Organizational commitment, and Relational coordination.

## **SUSTAINABLE RURAL DEVELOPMENT IN PAKISTAN SOME MAJOR ISSUES, AND STRATEGIES FOR SUSTAINABLE DEVELOPMENT**

**Faiz.Muhammad Shaikh**

Assistant Professor, Deptt of Economics, SZABAC-Dokri

**Dr. Anwar Ali Shah**

Dean, Faculty of Commerce and Business Administration, University of Sindh Jamshoro

### **Abstract**

This research investigates the Sustainable Rural Development in Pakistan Some major issues, and Strategies for Sustainable Development. The current scenario is quiet dismal warrants the urgent need on the part of the governments of the world, organization, and all other stakeholders to come together to take stock of the grim situation and act collectively to protect environment in the interest of present of future generations. If we don't act swiftly at this critical and juncture their future cost of inaction would be very high perhaps beyond the means of developing countries. Data were collected from 30 organizations by using simple random technique and data were analyzed by using SPSS software. It was revealed that sustainable development of the rural sector in Pakistan produces evidences of the degradation of the rural resources such as land, water, air, forest, biodiversity, ecology, and also erosion of social values.

**Key Words:** Sustainable, development, Rural Development

## OUTCOME OF JOB ROTATION STUDY BASED ON PUBLIC SECTOR OF PAKISTAN

**Sameera Zaman**

Riphah International University, Islamabad

### **Abstract**

The purpose of this research is to find out the outcomes of job rotation in public sector of Pakistan and understand the work structure with in the organizations that governs and enhance the organizational output and the employee's performance. The data was gathered through questionnaire distributed to 150 different employees working in public sector across Pakistan. Job rotation shows positive relationship with employee performance, Job satisfaction and organization commitment. Effective job rotation will leads to higher organizational commitment in employees that will enhance their performance and job satisfaction. Operation managers use effective strategy of job rotation process that will enhance the organizational performance. Different recommendations regarding job rotations are also discussed.

**Key words:** job rotation, public sector, employee performance, organizational performance

## IMPACT OF BRANDING PRACTICES AND BANK'S PERFORMANCE- MEDIATING ROLE OF CORPORATE REPUTATION- A CASE STUDY OF PAKISTAN

**Huda Khan**

Faculty member, University of Lahore

**Rizwan Arshad**

Marketing Consultant/ Trainer, Resource Mentors

### **Abstract**

This paper explores the extent of branding practices in Pakistan. The internal branding practice including service scape, external branding practice include technological innovation and interactive branding practice that is customer orientation impact on organizational performance is tested. The study findings revealed that customer orientation and service scape are the key branding practice variables that have a positive impact on organization performance and that impact is also significant. This study explores the impact on banking industry. The mediating role of corporate reputation is also tested in this research. The study findings revealed the partial mediation impact of reputation between customer orientation and organizational performance. Due to presence of mediating role of reputation, the service scape does not show contributory impact on performance of banks. However, without mediating effect, service scape

as an antecedent of branding practice shows significant and contributory relationship with bank performance.

**Key words:** branding, service scape, external branding practice, technological innovation, interactive branding, customer orientation, organizational performance, corporate reputation.

## **EFFECT OF BRAND LOYALTY ON BRAND PERFORMANCE MEDIATING EFFECT OF BRAND TRUST**

**Marya Iftikhar**

Research Scholar, University of Central Punjab

### **Abstract**

It is considered enviable for firms to have brand loyalty, better market performance and reputation. This study is an addition to the knowledge of brand loyalty and brand performance. Purpose is to provide imminent information on how brand loyalty affects the brand performance in telecom sector of Pakistan, and examine the relative significance of brand trust as regard mediating variable. Companies with major share of brand loyalty that can be obtained from brand commitment and brand credibility have capability to sustain in the market to increase brand performance. Brand trust bridges the gap between brand loyalty and brand performance and leads to high level of brand loyalty and in return better brand performance. Further guidelines are provided to managers of the telecom sector as how to better manage and increase their brand performance. Future research direction is also provided.

**Keywords:** brand loyalty, brand trust, brand performance, brand trust

## IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND EQUITY

**Fahad Iqbal**

University of Central Punjab

**Nasir Riaz**

Assistant Professor, University of Central Punjab

### **Abstract**

The purpose of this project is to find out about the impact of Corporate Social Responsibility (CSR) activities on Brand Equity by examining the correlation between CSR and Brand Equity. Brand Equity being a dependent variable in this research is measured by many independent variables like Brand loyalty, Brand awareness, Brand Association, Perceived Quality and Overall Brand Equity. Many Pakistani companies are doing CSR activities in order to provide sustainable social development benefits to the society in which they are operating. These companies are investing and managing their CSR initiatives for the well being of the society. On the other hand the users of the products of these companies are also found to be brand loyal. Using empirical testing the data gathered from consumers and information collected on companies engaged in CSR activities the research found out that there is a very strong correlation between CSR and Brand Equity. The companies who are investing on CSR activities are enjoying good consumer loyalty and the Brands they operate enjoy healthy profits and sustainable market position. It is envisaged that the model tested in this research will be implied in the future empirical research concerning CSR and its impact on company's profitability and Brand sustain comparative advantage.

**Key words:** Corporate social responsibility, brand equity, brand loyalty, brand awareness, brand association, perceived quality, consumer loyalty, healthy profits, sustainable market position, comparative advantage.

## SERVICE BASED BRAND EQUITY, MEASURE OF PURCHASE INTENTION

**Waseem Irshad**

Marketing Consultant/ Trainer, Resource Mentors

### **Abstract**

This research tends to explore relationship between brand equity as a whole construct comprising (brand association & brand awareness, perceived service quality and service loyalty) with purchase intention. Questionnaire has been designed from previous research settings and modified according to Pakistani context in order to ensure validity and reliability of the developed instrument. Convenience sampling has been used and a sample size of 150 has been taken in this research. Research type is causal correlational and cross sectional in nature. In order to accept or reject hypothesis correlation and regression techniques were applied. Results indicated significant and positive relationship between brand equity and purchase intention, while partial mediation has been proved for brand performance. Only three dimensions of brand equity (perceived service quality, brand association & awareness and service loyalty) have been measured. Other dimensions as brand personality have been ignored. The respondents English not being the primary language may have hampered the response rate. As far as the practical implications are concerned practitioners can get benefits from this research as knowing the contribution (more than 50%) brand equity has on purchase intention.

**Key word:** Brand equity, Brand performance, purchase intention, service quality, association, loyalty

## WORKING CAPITAL MANAGEMENT AND CORPORATE PERFORMANCE OF TEXTILE SECTOR IN PAKISTAN

**Muzaffar Asad**

Lecturer and Principal Coordinator of Research and Development Centre in Faculty of Commerce, University of Central Punjab

**Muhammad Bilal Akhtar**

Scholar, Faculty of Commerce, University of Central Punjab

### **Abstract**

Textile sector is considered as the backbone of Pakistani economy. The profitability and sustainability of the manufacturing sector is very important for the economic growth of Pakistan. Working capital has a major role in the performance of any business entity. In this article the authors have tried to find out the impact of working capital management on the performance of textile sector companies of Pakistan that is listed on the stock exchange. The above said

purpose, the data of 30 textile sector companies listed at Karachi stock exchange was taken and analyzed. All the manufacturing firms regardless of textile sector or any other generally face problems with their collection and payments schedule. Moreover, the financial leverage, sales growth, and firm size have also a significant impact over the profitability of the firms. The results have indicated that sales growth, receivables turnover, payables turnover, inventory turnover, gross working capital turnover, current assets turnover, and financial debt ratio have a significant impact over the profitability of the textile companies of Pakistan. The literature reviewed also showed that efficient cash cycle is also very important for the success of a firm. The study also concludes that firms in Pakistan are following conservative working capital management policy due to shortage of funds and thus the firm's needs to concentrate on the collection policies. There is a great need for the efficient policies for the management of working capital. Furthermore, the efficient management and least cost financing can increase the profitability of textile companies.

**Key words:** Working capital management, corporate performance, textile sector, profitability, sustainability, financial leverage, cash cycle, gross working capital turnover, financial debt ratio, current assets turnover.

## **FINANCIAL STABILITY OF ISLAMIC BANKING IN PAKISTAN: AN EMPIRICAL STUDY**

**Muhammad Ali Shahid**

Research Scholar, Faculty of Management Sciences, International Islamic University

**Dr. Zaheer Abbas**

Assistant Professor, Head, Department of Accounting & Finance, Faculty of Management Sciences International Islamic University

### **Abstract**

The relative financial strength of Islamic banks was assessed empirically based on evidence covering individual Islamic and conventional banks in Pakistani banking system with a substantial presence of Islamic banking. Industry Specific, Bank Specific, Country Specific and Macro-economic variables were pooled for pair-wise and regression analysis. We found that (i) small Islamic banks tend to be financially stronger than small conventional banks (ii) large conventional banks tend to be financially stronger than large Islamic banks (iii) small Islamic banks tend to be financially stronger than large Islamic banks, which may reflect challenges of credit risk management in large Islamic banks and (iv) the market share of Islamic banks had a significant impact on the financial strength of other banks.

**Key words:** Islamic Banking, Conventional Banking, Financial Stability



## **INTER-SECTORIAL DIFFERENCES IN THE DETERMINANTS OF CAPITAL STRUCTURE: A CASE STUDY BASED ON THE EXPERIENCE OF NON FINANCIAL COMPANIES (2001-2008)**

**Saif Ullah**

Research Scholar, Mohammad Ali Jinnah University, Islamabad

### **Abstract**

This study contributes to the literature of capital structure by investigating the inter-sectoral differences in the determinants of capital structure of the non-financial firms listed on the Karachi Stock Exchange for the period 2001-2008. The objective of the study is to identify the inter-sectoral differences in the determinants of capital structure. For the study purpose, data is taken from the Balance Sheet Analysis of Joint Stock Companies Listed on Karachi Stock Exchange Pakistan that is issued by State Bank of Pakistan. Profitability ratio, asset's tangibility, sales growth, firm's size, and non-debt tax shield are used as independent variables while gearing ratio is used as the proxy of capital structure and dependent variable for the study. For analysis purpose descriptive statistics and Regression analysis are used. The result implies that profitability, asset's tangibility, sales growth, firms' size, and non-debt tax shield are valid determinants of capital structure. Differences in the values of these determinants across sectors also confirm that there exist inter-sectoral differences in the determinants of capital structure.

**Keywords:** Capital Structure, Profitability, Firm Size, Size of the Firm, Earning Volatility, Non Debt Tax Shield, Non-Financial Companies.



## FACTORS AFFECTING EMPLOYEE RETENTION: STUDY OF TELECOM SECTOR OF PAKISTAN

**Moin Ahmed Moon**

Department of Management Sciences, MAJU Islamabad, Pakistan

### **Abstract**

The past few years have been the most threatening period for the Telecom sector of Pakistan in retaining their employees. Reducing employee turnover is a strategic and very important issue. The purpose of this research is to study the impact salary, criteria of promotion and gender discrimination policies on employee retention in Telecom sector of Pakistan. The paper uses a questionnaire to collect the responses on employee retention from employees working in the telecom sector Islamabad. On the basis of respondent's answers proposed hypothesis were checked by applying correlation and regression analysis. Findings revealed that there is positive relationship of salary and criteria of promotion on employee retention and gender discrimination is negatively related to retention. Results also showed that salary has the maximum affect on employee retention. Strategies and implications that can help Telecom sector of Pakistan in retaining their employees have also been discussed. There are many other factors which may affect the level of employee retention but due to time constraint only three factors have been selected from many factors that can affect employee retention. More over the sample was also limited as the only focus was on the employees who have been working in telecom organizations in Islamabad for three to four years. The response from participants was lower than expected. The study is exclusive of any intervening or moderating variables. The study adds to the existing literature on employee retention in Pakistan and it would help the organizations to build effective policies on reducing the turnover rate. The results of the study have clearly shown that independent variables salary, criteria of promotion have a direct and positive whereas gender discrimination have negative effect on the dependent variable that is employee retention.

**KEYWORDS:** Retention, Promotion, Gender Discrimination, Salary.

## MODELLING FACTORY DYNAMICS: THE CASE OF CONTINENTAL CASH REGISTER SYSTEMS (CCRS)

**Ijaz Yusuf**

Asstt. Professor / Director Center for Supply Chain Research (CSCR), University of Management & Technology

**Asher Ramish**

MS Production Management, TUHH, Germany, Asstt. Professor, Supply Chain Management/  
Director MBA Program, University of Management & Technology

### **Abstract:**

System Dynamics focuses on policy and how policy determines behavior. The best popular approach in management schools is probably the case-study method that has an edge over mathematical, statistical and analytical approaches. But the case-study method is still hampered by having no adequate way to solve dynamic problems arising in a system having a feedback notion. System Dynamics as an extension of case study method of teaching management comes to interpret its database into dynamic implications and helps top managers to design plausible policies. This paper constructs a system dynamics model on factory management based on the case-study of Continental Cash Registers System (CCRS). Because the factory's present focus is declining customers and delayed steady state. We carried out simulating operation and experimentation on the model in order to provide the decision basis for factory inventory oscillator to explain the application of system dynamics principles in designing long range policies of the factory. The approach discussed in this paper can easily be extended to other managerial problems such as oscillatory employment level, inconsistent corporate growth and declining market share. Studies of this type can provide a valuable input to policy makers for optimizing the allocation of industrial resources to meet the challenge of competitive world.

**Keywords: System Dynamics, Computer Simulation, Policy Design, Model**

## EXPLORING SPORTS VENTURING IN PAKISTAN

### **Manzoor Ali Mirani**

Lecturer, Sukkur Institute of Business Administration, Sukkur

### **Sarfraz Ahmed Dakhan**

Lecturer, Sukkur Institute of Business Administration, Sukkur

### **Abstract**

The study focuses on the sports venturing in Pakistan. The purpose of study is to examine the sport as the possible arena for the social entrepreneurs in Pakistan. The traditional approach of entrepreneurs in Pakistan is to look for production and service oriented businesses as the entrepreneurial events. The study will find out the room for this type of entrepreneurial opportunities in Pakistan. The research questions that the study will answer are;

1. Is sports venturing suitable entrepreneurial activity for Pakistan economy?
2. Is there any successful model in sports venturing in the world to be adopted in Pakistan?
3. What could be the possible sports in Pakistan to make the sports entrepreneurship?

The study is qualitative in nature but it will create the new arenas of research in this country which is rich in human resource and sports are a very lucrative area for this resource to consume. The results can be used by the policy makers at macro level to produce more entrepreneurs all over Pakistan in sports entrepreneurship. The more entrepreneurs created in society will result into more economic activities. This will improve the economy of country by creating employment opportunities in Pakistan. The academicians will have more research in this area. The implementation of results could bring changes in national entrepreneurial scene and create a positive impact of nation over the rest of the world.

**Key words:** Social Entrepreneurship, Entrepreneurship innovation, Sport entrepreneurship, sports venturing, entrepreneurial science, academicians, policy makers, economic activities.

## **BUSINESS PROCESS MODELLING & SIMULATION (BPMS): THE CONTEXT AND PRACTICE**

**Dr. Rizwan Ahmed**

Assistant Professor, Lahore Business School (LBS), University of Lahore

**Faisal Akbar Awan**

Assistant Professor, Lahore Business School (LBS), University of Lahore

### **Abstract:**

We report the results of a study exploring the context and practices of business process modelers in business and industry. Expert modelers interviewed in this study describe their simulation contexts and practices. The results suggest that simulation modelers develop their models under varying contexts and their context has the effect on their practices. The problem domain, the scope of the problem, simulation language/technique/package used, the size and complexity of the problem simulated are a few of the contextual factors which may affect a modeler's approach to modeling. We report how these contextual factors affect the way modelers, develop, document, maintain and evaluate their models.

**Keywords:** business process modeling, simulation modeling practice, simulation context, simulation modeling process

## **THE MEDIATING INFLUENCE OF SOCIAL INTELLIGENCE ON STUDENT CENTERED LEARNING**

**Joyce K.H. Nga**

**Saleena V.E.O. Abdul Kader**

School of Business, Sunway University, Malaysia

### **Abstract**

Social intelligence is essential to business and management. The dynamic business environment requires future executives to be flexible and search for new knowledge via self-reflection as well as social cooperation. Student centred learning (SCL) comprises active, problem-based and cooperative learning. This study empirically investigates how the dimensions of social intelligence namely social awareness, social information processing and social skills interact to mediate SCL. This study employed a quantitative survey method using a purposive sampling design to verify the conceptual framework. Respondents comprise business and management students of a private higher education institution in Malaysia. The study

develops valid and reliable scales for SCL dimensions. It also adapts and validates the Trømso's Social Intelligence Scale (Silvera, Martinussen and Dahl, 2001) in the Malaysian context. Social skills is a partial mediator between social information processing and SCL dimensions (active, problem based and cooperative learning) respectively. Social information processing (S\_INFORM) exerts significant positive influence on social skills (S\_SKILLS). However, S\_INFORM is not a mediator between S\_AWARE and S\_SKILLS. The relationship between S\_AWARE and S\_INFORM is significant and negative. Social information processing can be integrated in business and management curriculum to enhance outcomes in development of social skills for SCL. A balance of social and cognitive elements in business and management education may assist in fostering social responsibility and business negotiations. This study analyzes the social intelligence as a multi-dimensional construct using valid and reliable scales and measurements. Methodologically, the study also develops scales for SCL dimensions.

**Key words:** Social intelligence, student centered learning, dynamic business environment, cooperative learning, social awareness, social information processing, social skills, trømso's social intelligence scale, social responsibility, business negotiations.

## **ANALYSIS OF THE FACTORS OF SCHEMATIC TALENT AND ITS AFFECT ON ORGANIZATIONAL PERFORMANCE**

**Schehar Bano**

Research Scholar, IQRA University Islamabad, Pakistan

**Shahid Irfan Haider**

Independent Researcher, RTO Faisalabad, Pakistan

**M. Naveed Akhtar**

Assistant Professor, University of Management and Technology

### **Abstract**

Talented workforce in the era of competitiveness has attained great attention of the executives: consequently, business entities are in pursuit to engage knowledgeable employees, develop them in accordance with their strategic goal and strengthen their edge in the business. This paper is in attempt to analyze the scheming talents with its component of business Process Engineering and its relations with organizational performance. Methodology adopted in this paper is based on the research work conducted by the different scholar and results are proved accordingly. Results in this paper prove the relationship between talent schematic and

organizational performance. It is recommended that organizations to conduct Business process Reengineering in their respective organization, engage talent pool and manage them in a befitting manner for enhancement of the organizational performance

**Keywords:** Talent, Schematic, Business Process Reengineering, Organizational Performance

## THE STUDY OF ENTREPRENEURIAL BARRIERS FACED BY YOUTH IN SUKKUR DISTRICT

**Raheel Ahmed Narejo**

Sukkur Institute of Business Administration, Sukkur

**Qamar uddin Maitlo**

Professor, BIZTEK, Karachi

**Dr. Farooq-E-Azam Cheema**

Research Scholar, Sukkur Institute of Business Administration

### Abstract

This research study was conducted to know entrepreneurial barriers youth is facing nowadays that are underlying cause of low level of entrepreneurial orientation in Pakistan. Enormous research has been done in this regard in different countries of world especially developed countries but less amount of effort has been put in Pakistan. Data is collected through self administered questionnaire distributed among 200 respondents aging between 18-32 in Sukkur district. Results indicate that capital barriers are one of major barriers which are underlying cause of low level of entrepreneurship. Whereas respondents have average orientation towards risk, skills, regulatory, motivation and profit barriers. Research results will help government agencies, academicians and policy makers to design effective policies that decrease major entrepreneurial barriers and increase entrepreneurial orientation.

**Key words:** entrepreneurial barriers, entrepreneurial orientation, youth, capital barriers

## ROLE OF PERSONALITY TO PREDICT ENTREPRENEURSHIP SUCCESS

**Sadia Shabbir**

Research Scholar, University of Central Punjab

### **Abstract:**

Personality traits from big five models, has great effect on entrepreneur success. The main purpose of this study personality effect of entrepreneur success. Either they are male or female entrepreneur. Here explain 5 success factors of entrepreneur success 1. about your personality. 2. Set your goals. 3. always right attitude 4. be responsible 5. developed steadfast values. Personality traits must be inherited. Personality and tendency must be correlated. There is correlation between personality traits and tendency to be entrepreneur.

**Keyword:** Personality, big five models, entrepreneur, success, personality traits.

## TALENT MANAGEMENT IS NOT AN OLD WINE IN A NEW BOTTLE

**Sarmad Iqbal**

Research Scholar, University of Central Punjab

**Irfan Ahmad**

Research Scholar, University of Central Punjab

**Tooba Shaffat**

Research Scholar, University of Central Punjab

### **Abstract**

The purpose of this empirical investigation is to clarify the relationship between different Talent management activities and traditional human resource management practices. The studies examine the relationship between Employee emotional stability and Talent management practices and the impact of these practices on organization performance. The results shown that Talent management practices has positive impact on organization performance and employee emotional stability mediate relationship between Talent management practices and organization performance. This research article consist of two focal components including (1) what is talent management and how it can be distinguish from the earlier HR practices (2) the analysis of research findings attaining through survey questionnaire from the 150 management employees working in 25 listed companies in Pakistan regarding the TM practices.

**Keywords:** Talent Management, Human Resource Management, High potential talent, Talent retention, Talent engagement



## CONCEPTUALIZING COMPETITIVE ADVANTAGE: STRATEGIC INTEGRATION OF CAPABILITIES, DIFFERENTIATION AND CRM

**Moin Ahmed Moon**

Department of Management Sciences, MAJU Islamabad

### **Abstract**

The purpose of this article is to address ways in which the competitive advantage could be attained and sustained in Pakistani environment and customer satisfaction could be improved. The paper is a conceptual paper and is based on the theory. Primary data is not collected at all and No empirical testing is conducted. The only data source is the published literature. On the basis of the available literature, it was concluded that in the current scenario, a firm cannot rely upon a single strategy to achieve competitive advantage. a firm can neither depend upon the resources alone, nor it can rely upon the differentiation, firm requires an advanced integrated strategy to remain in the market place. The study only uses the secondary data in the concept development. It is not supported by the empirical data. This paper is unique in that it employs an integrated strategy for competitive advantage. It also adds to the literature in Pakistani context.

**Keywords:** Competitive advantage, differentiation, capabilities, resources, customer satisfaction, customer relationship management.

## PERSONALITY FIVE FACTOR MODEL AND CONFLICT HANDLING STRATEGIES

**Qamar uddin Maitlo & Sanam Mahar**

Research Scholars, Sukkur Institute of Business Administration

**Dr. Sarwar M Azhar**

Professor, University of Management Technology, Lahore

**Dr.Niaz Ahmed Bhutto**

Associate professor, Sukkur Institute of Business Administration

### **Abstract**

This study examines the relation of individual differences in personality to one's preference for handling conflict. The research offers a conceptual foundational for relating the five factor model of personality to conflict handling strategy preferences. Faculty members (N=250) from public and private universities in the Sindh province participated in this research. The organizational communication and conflict instrument and Gold berg's IP-IP personality inventory is used. Preferences conflict handling strategies were found to relate to distinct pattern of five factor model dimensions.

**Key words:** conflict, five factor model, conflict handling strategies, organizational communication, conflict instrument.



## DEMOGRAPHIC IMPACTS ON INTERPERSONAL CONFLICT, MISTREATMENT AND DISCRIMINATION: A SURVEY OF LABOR IN PUBLIC SECTOR OF BALUCHISTAN PAKISTAN

**Dr. Zainab Bibi, Assistant Professor**

Institute of Management Sciences, University of Baluchistan

**Allah Nawaz**

Assistant Professor, Department of public Administration, Gomal University. D.I. Khan

**Siraj-ud-Din**

PhD Scholar, Department of Business Administration, Gomal University. D.I.Khan

### **Abstract**

The main purpose of this paper is to investigate the demographic effects on three interrelated variables i.e. interpersonal conflict, mistreatment and discrimination. A self-structured questionnaire was used as an instrument for the survey of public sector employees in Baluchistan. The main hypothesis was 'Demographic characteristics of employees have significant impacts on interpersonal conflict, mistreatment and discrimination'. Findings of this study revealed that organizational scale (Basic Pay Scale), age and experience have significant impact on the responses however, labor from both the organizations have no significant differences. The data used for the analysis is first hand as well as recorded for the first time

**Keywords:** Mistreatment, Discrimination, Interpersonal Conflict, Demographics, BPS, Age, Experience, Organization-type, labor.

## TRAINING & DEVELOPMENT IS AN INVESTMENT FOR THE EMPLOYEES AND ORGANIZATIONS, MYTH OR REALITY, IN TEXTILE INDUSTRY

**Muhammad Shahid & Khalid Farooq**

Research Scholar, University of Central Punjab

### **Abstract**

This cross sectional study refers to the organizational approach of training & development. It is the most important dimensional perspective for the organizations as well as employees in relation to their financial and non-financial benefits. A mediating role of employees' (KSA) knowledge, skills and ability can also harness the cause of strengthening this relationship. Organizational training and development conceptualized from two professional schools of thought in a textile corporate sector. Training & development is being observed in perspective of

expenses or investment among different organizations. Sample data collected through the literature supported questionnaires nourished by 231 different heads of departments and managers from ten well reputed textile companies operating in Pakistan. The hypotheses of this study are based time to time on social exchange & psychological theories. The results show the training & development as an investment approach for employees' personal & professional growth and it has a strong significant impact on organizations' financial and non-financial performances. Human resource researchers, practitioners, managers and consultants can get strategic benefits out of training and development by adopting this tactical approach.

**Keywords:** Training and development, employees' knowledge, skills & ability (KSA), expense or investment

## ICT BASED HIGHER EDUCATION IN RURAL AREAS

**Kamran Ahmed Soomro & Pathan Majid Khan**  
Scholar, Sukkur Institute of Business Administration

### Abstract

In this paper we have tried to find out the integration and implementation of Information and Communication Technology in teaching and learning of higher education. We have tried to discover the perception of the respondents regarding the cost and benefit of ICT in class rooms. We conducted research through self-administered Questionnaires from 150 respondents that were students of graduation and post-graduation programs and faculty members of an Institute in rural Sindh. This paper aims to know benefits of ICT-based learning by students and ICT-based teaching of teachers, in terms of productivity and efficiency. This paper also includes the cost-benefit analysis of using the ICT in higher education especially in the rural areas of country where the previous educational background of students is not supportive enough. It discusses the costs of using and not using ICT at the level of higher education. It also examines the tendency of respondents to use ICT for the purpose of education and learning. It enquires why we should move to ICT-based classrooms or why not; what can be the motives behind it and how we can better implement ICT in higher educational institute in rural areas of the country.

**KEY WORDS:** Cost and benefit of ICT, Productivity and efficiency, ICT-based classrooms, ICT for the purpose of education and learning.

## **EQUILITY OF PER-STUDENT RESOURCE ALLOCATION LEADS TO THE OPTIMAL USAGE OF RESOURCE INPUTS AND THE HIGHER QUALITY: A STUDY OF THE PUNJAB EDUCATION SYSTEM**

**Muhammad Arshad Dahar**

PhD Candidate, Department of Education International Islamic University Islamabad

**Dr. Muhammad Zafar Iqbal**

Director, Mass Education, SUIT, Islamabad (Pakistan) & Ex-Dean, Faculty of Education, AIOU, Islamabad

**Riffat Tahira Dahar**

**M.Phil. Scholar, Department of Education, Preston University (Lahore Campus)**

### **ABSTRACT**

This study was conducted to investigate whether equality of the per-student resource allocation leads to the optimal usage of educational resource inputs and the higher quality of education. The quality of education is linked to the effective and optimal usage of resource inputs. However, this effective and optimal usage is possible when resource inputs per student are equally allocated to school and efficiently used. The study was conducted at the elementary and secondary levels of education in Punjab (Pakistan). The aggregate marks of the annual examinations of the Class VIII and Class X of the same students were collected through "Result Sheet" and were used as academic achievement. School Profile Performa was used to collect the data for per student expenditure, student teacher ratio and class size. The data were analyzed at school level and then collectively. The study found that there is a great difference in the allocation of per student expenditure, student teacher ratio and class size among schools. Likewise, the study found that there are two discrepancies i.e. extra burden in the over-burdened schools and highest per student expenditure in the schools with least enrollment of students. The study also found that misallocation of these resource inputs leads to the ineffective usage of resource inputs and the lower quality of education. The equalizing per student resource allocation removes the two discrepancies and leads to the effective and optimal usage of resource inputs and the higher quality

**Keywords: Prior achievement; per student expenditure; student teacher ratio; class size; Quality; academic achievement**

## AN INVESTIGATION OF CONFLICT DYNAMICS IN HIGHER EDUCATION INSTITUTIONS

### **Siraj-ud-Din**

PhD Scholar, Department of Business Administration, Gomal University, D.I.Khan

### **Prof. Dr. Bakhtiar Khan**

Department of Business Administration, Gomal University, D.I.Khan

### **Prof. Dr. Rashid Rehman**

Department of Business Administration, Gomal University, D.I.Khan

### **Dr. Zainab Bibi**

Assistant Professor, Institute of Management Sciences, University of Baluchistan

### **Abstract**

The purpose of this paper is to gain an insight into the conflict dynamics in public and private sector universities in Khyber Pakhtunkhwa, Pakistan. To achieve the above mentioned purpose, survey method was used with the help of questionnaire. In this research, impact of university type (Public and Private Sector) was examined on the conflict variables in higher education. Moreover, a systematic approach was adopted to discover conflict experience, its intensity, types, sources and conflict management styles in these two types of universities. Results indicated that conflict was intense in the public sector universities; interpersonal conflict was more prevalent in public sector while task conflict was high in the private sector universities. Findings indicated that faculty in both types of universities used integrating, compromising and avoiding styles simultaneously in case of conflict. There was no significant difference in the conflict management styles of faculty of both types of universities. Finally, it was revealed that there was no formal system in both types of universities to manage conflict.

**Key words:** Conflict, Conflict Management, Conflict Management Styles, Public and Private Sector Universities

## **BUSINESS PROCESS INNOVATION NOW APPLIES THROUGH TALENT MANAGEMENT: AN EMPIRICAL STUDY**

**Abdul Majeed & Ali Samran**

Research Scholar, University of Central Punjab

### **Abstract**

Business process reengineering and talent management are the strategic decisions that creates impact on organization performance. When organization in a position to reorganize its existing process. In that situation, developed talent pool and talent management has beneficial for achieving the desire result of reengineering. This paper focuses on developing empirical relationship, in which talent management mediate between business process reengineering and organization performance. 100 sample sizes of 25 major organizations in Lahore, with the response rate of 70%Results shows, business process reengineering and talent pool has a positive significant impact ( $\Delta R^2 = 41\%$ ,  $\beta = 31\%$ ,  $P = 0\%$ ), ( $\Delta R^2 = 41\%$ ,  $\beta = 45\%$ ,  $P = 3\%$ ) on organization performance. Talent management mediates relationship between business process reengineering, talent pool development and organization performance. ( $\Delta R^2 = 45\%$ ,  $\beta = 45\%$ ,  $P = 1\%$ ). Suggestion for future research is providing conceptual boundary and comprehension implementation of effective talent management system in the organization.

**Keywords:** Business process, process innovation, talent management, reengineering and talent management

## **AN ANALYSIS OF ROLE OF SCHOOL EDUCATION IN HUMAN RESOURCE DEVELOPMENT FOR A NATION**

**Shahinshah Babar Khan**

Pakistan Atomic Energy Commission Model College Islamabad

**Shaheen Ashraf Tahirkheli**

Research Associate, Faculty of Education Allama Iqbal Open University

### **Abstract**

It is fact that the nations with high literacy rate are economically stronger than the nations with low literacy rate. Educated persons are considered more beneficial for society and it is expected that an educated person can play a positive role in the development of a nation. Education is a systematic way that trains the personnel for better individual life and equips with skills which are necessary for the development of a nation. One extra year of schooling increases an individual's earning up to 10 % (UNESCO, 2010). Education is the only source for trained and skilled manpower for the development of the society. In Pakistan, school education is designed with

the aim to prepare students for competing the global age and for performing unique roles in different fields of life. In Pakistan, secondary education is the terminal stage for majority of the students. National Education Policy (1998-2010) documented that 31 % of the age group is enrolled at matric level and out of this 31 %, only 30-40 % complete this level of education.

The present study will try to answer the following questions

- (i) Is school education trained students for technological era?
- (ii) Is school education providing skills which are necessary for survival in the global market?
- (iii) Is school education preparing students for higher education?

The sample for the study will be the science teachers who are teaching science subjects at secondary level. A questionnaire will be developed for exploring the opinion of the teachers about school education and human resource development for the nation.

**Key words:** literacy rate, terminal stage, secondary education, technological age.

## ISSUES OF QUALITY IN PAKISTAN

**Dr. Ghulam Rasool Awan**

Associate Professor, University of Central Punjab

**Nasir Riaz**

Assistant Professor, University of Central Punjab

### Abstract

In Pakistan, a seller's market exists. Producers can sell their goods regardless of quality mainly due to high demand by large population with extremely low income. In Pakistan not a single sector has been accepted as quality leader in local or international market place. The buyers in Pakistan lack basic knowledge of quality and are highly price conscious. This paper discusses the problem of product quality in Pakistan in comparison with countries of West and Japan who are pioneers in successfully developing and implementing nationwide quality management systems. A strategic approach to resolve this problem of product quality in Pakistan is recommended. Standardization provides the foundation of subsequent efforts such as promotion of quality at national level, formation of regulations, compulsion for quality and institutional development. For establishing standardization at national level major responsibility lies with the Government planners and policy makers. The paper emphasizes the effective role of PSQCA which is a Government organization in resolving the problem of product quality in Pakistan.

**Key words:** Quality, Buyer's Market, Seller's Market, Quality Leadership, Standardization

## **MEDIATING ROLE OF KNOWLEDGE MANAGEMENT BETWEEN LEARNING ORGANIZATIONS AND PERCEIVED ORGANIZATIONAL PERFORMANCE**

**Amina Ilyas & Azka Gafoor**

Research Scholar, University of Central Punjab

### **Abstract**

This study investigates the relationship among learning org, knowledge management, and organizational performance. Based on Senge's five components of learning organization, data is collected from a sample of 250 employees. The findings confirm the mediating role of KM in the relationship between learning organization and perceived organizational performance. Implications of the study are discussed.

**Keywords:** Learning Organization, Knowledge Management, Perceived Learning Organization, Competitive Advantage, Innovation

## **COLLABORATING DEMAND IN SERVICES SUPPLY CHAINS**

**Ijaz Yusuf**

Asstt. Professor / Director Center for Supply Chain Research (CSCR), University of Management & Technology

**Asher Ramish**

MS Production Management, TUHH, Germany, Asstt. Professor, Supply Chain Management/ Director MBA Program, University of Management & Technology

### **Abstract:**

Collaborating demand' in a manufacturing sector means manufacturer should 'move' downstream of the supply chain, coming closer to the customer or end user virtually, 'utilizing' i.e. to know the exact demand in real time from the point of sales and 'sharing' the true demand as far as upstream of the supply chain, so that optimized end-to-end supply chain output can be achieved. All stakeholders of the supply chain should get greater benefits in terms of cost decrease, lead time reduction, quality enhancement, flexibility increase and improved customer service levels etc. ensuing a win-win for everyone. In case of service industries though, it is fiddly and intricate to decode the well-known aforementioned strategy i.e. demand collaboration, in particular when it comes to education sector. Who would be the customer or an end user? What would be the demand? Where lies the upstream of the supply chain of an educational institution? Who is going to formulate the upstream part of the supply chain? All of these are



queries that are answered in this article. The article concludes that the interpretation of demand in a higher education institution for example would be its education quality and total package skill set that the institution visions to inject in a student. Students would then become the direct customers of the higher education institution. This is not as simple as it looks like. Here some of the stakeholders would add into the supply chain of a higher education institution and would then determine the true demand of the service that is required. These stakeholders would be parents, industry employers and society in addition to students. All of the four stakeholders have to get the benefit from the knowledge, learning and a complete skill set infused to the students. Approaching closer to the aforesaid stakeholders and sharing the outcomes with the faculty and top management, can best balance the supply with demand in case of a higher education institution.

**Keywords:** supply chain management, demand collaboration, higher education, skill set, true demand, quality of curriculum, service supply chain

## EVALUATION OF KNOWLEDGE MANAGEMENT AND ITS EFFECTS ON ORGANIZATIONAL PERFORMANCE

**Hamid Rashid**

Lecturer / Teacher Trainer, Lahore Grammar School

**Hira Waheed**

Research Scholar, University of Central Punjab

### **Abstract**

This paper intends to explore the practices of knowledge management at an organization. It will evaluate the essential constructs of the process of knowledge management, also the effects of these on the performance of the organization. It will also highlight the outcomes of the organizational performance in terms of employees' satisfaction and increase in their level of abilities. The method employed to test all this was empirical and the results showed that the knowledge management practices at the organization are at a nascent stage and the technological support available at the organization is hardly equipped for the purpose. Similarly the people at the organization are required to be trained and educated to practice this new culture and enjoy all the possible outcomes of it. This research was directed for one particular organization, but it could be extended to multiple organizations at a time.

**Key Words:** Knowledge management, organizational culture, leadership, technology fit, skills inventory, organizational performance, employees' abilities and employees' satisfaction



## INTERDEPENDENCE OF VALUE CHAIN LINKS: A TALE OF THREE CITIES

**Muhammad Rizwan Saleem sandhu**

Scholar, Entrepreneurship & SME Management and Lecturer, Virtual University of Pakistan

**Muhammad Zaheer**

Assistant Professor, Virtual University of Pakistan, Lahore

### **Abstract**

Most of the products in the world are produced and delivered by value chains which are the sum name of value adding activities performed in a sequence by different firms working in different countries. And in most of the cases value chain actors belong to both developed and developing world and adding different amount of value to value chain for producing and distributing products. Some value chains are driven by buyers and other work under the leadership of producers. Those who hold the intangibles gain more than those who hold tangibles in a value chain because intangibles .e.g. brands, designs etc provide more sustainable competitive advantage and are more difficult to imitate than tangibles .e.g. machines, buildings etc. The role of developing country firms is maximum original equipment manufacturer and minimum job processors but the role of original brand and design manufacturer is mostly performed by developed country firms. Members working in developing countries are mostly SMEs and exist in clusters. Most of SME clusters in developing countries are linked with global value chain and in some cases with global value chains. These SME clusters are spontaneous and have emerged without any policy support but for upgrading they do need policy support at all levels. SME clusters in developing countries consist of sub-clusters and may involve more than one cities forming different links of value chain. Different studies show that SME clusters in developing countries are confronting different issues .e.g. lack of sufficient energy sources, lack of training centers, poor quality of inputs etc. On one hand these issues are restricting them to be innovative and on the other hand reducing their competitiveness. To transform from static and dynamic clusters to innovative clusters they obviously need some solid demand driven policy measures at every level.

## DOES FOREIGN DIRECT INVESTMENT INFLUENCE DEVELOPMENT OF STOCK MARKET OF HOST COUNTRY? EVIDENCE FROM PAKISTAN

**Huma Zafar**

Lecturer, University of Education, Lahore

**Muhammad Muzammal Murtaza**

Research Scholar, University of Central Punjab

### **Abstract**

FDI is a mechanism of international flow of capital. It is not merely a conduit for transfer of money to an investment destination where it generates higher returns but also a channel for transfer of best practices including improved and innovative technologies, technical know-how, management methods, labor skills and other innovative practices of conducting business operations. This happens because of the ownership stake of the investing organization in its affiliate firm which gives investors some extent of authority in the management of its affiliate. Extensive amount of literature dealt with factors determining FDI flow into an economy and how it influences economic growth. Owing to conflicting evidence by various researchers the topic is still controversial. It started attracting more attention since capital control liberalizing policies by developing countries increased their growth in recent past. Relatively fewer studies deal with the issue of how FDI creates an influence on a country's stock market, and no such study has been conducted in Pakistan. It is important to study how stock markets respond to FDI because stock markets give an estimate of investors' trust and economic activity. This study examined this particular relationship by analyzing data using co-integration and Granger causality techniques.

**Keywords:** Foreign direct investment, Stock market, Co-integration, Granger causality

## PERFORMANCE EVALUATION OF OPEN AND CLOSE END MUTUAL FUNDS IN PAKISTAN

**Bilal Nafees**

Research Scholar, University of Central Punjab

### **Abstract**

The study is about evaluating the performance of close and open end mutual funds in Pakistan. It provides guidance to the investors about how risk adjusted performance evaluation can be done of mutual funds and how they use performance analysis at the time of investment decision making. Different researches had been conducted on mutual fund industry of Pakistan to evaluate the performance but focus of majority of researches was on close end funds. This research considered both close and open end funds. The risk adjusted performance of both types of mutual funds has been measured through traditional measures i.e. Sharpe Measure, Sortino Measure, Treynor Measure, Jensen Differential Measure and Information Measure. Secondary data has been used for performance evaluation. The result through Sharpe measure and Sortino measure is negative of sample data. It shows risk adjusted negative return to investors. Treynor measure results of some of funds are better but overall result of Treynor measure is also negative. The Jensen Differential measure and Information Measure results have documented negative performance whereas market portfolio result of all measures is positive and is evidence of positive return per unit of risk. The results of all measures indicate that mutual industry performance is underperforming as compare to market portfolio performance. Risk adjusted performance results of mutual fund industry depict negative risk adjusted returns to investors. The probable reason for negative risk adjusted returns of mutual fund industry is setback to the market during sample period.

**Keywords:** Portfolio, Mutual Funds, Risk Adjusted Performance

## DETERMINANTS OF BANKING SECTOR DEVELOPMENT 1970-2007

**Zeeshan Ahmed Khan, Hassan Aftab Qazi**

Research Scholar, University of Central Punjab

### Abstract

The objective of this paper is to examine the determinants of development of banking sector from the perspective of Real GDP, Discount rate, Trade openness and Financial Liberalization by using annual from 1970 to 2007. In this study, Liquid Liabilities, Private sector credit and Domestic credit are used as indicator of banking sector development. The finding of this research shows negative relationship between Trade openness and development of banking sector development. Discount rate is having a significant impact on banking sector development when Private sector credit and Domestic credit is used as the indicator while Real GDP is found significant when Liquid Liabilities and Domestic credit is used as indicator of Banking sector Development. Generalized form of data has been used in this study.

**Keywords:** Banking Sector development, Real GDP, Trade openness, Discount Rate, Financial Liberalization

## THE YES, NO DECISION IS EASY NOW, IS HUMAN CAPITAL ACCOUNTING CHALLENGE FOR ACCOUNTANTS

**Ijaz Hussain Bokhari**

Financial analyst/ Trainer, Resource Mentors

**Syeda Nimra Batool**

Research Scholar, University of Central Punjab

### Abstract

Human Resource Accounting (HRA) is an old concept in corporate and academic research while new in economics. This study explores new dimension for valuation of Human Capital Asset (HCA), through parallel comparison with International Financial Reporting Standards (IFRS). During the study few weaknesses were identified in conventional Accounting Standards, based on these findings new model for valuation of human capital asset was developed. The objective of this study was to encourage both researchers and professionals to implement of HRA concept in businesses world. Based on the observations it is concluded that in current era businesses consider HRA as an effective tool to manage human resource.

**Key Words:** Human Resource Accounting (HRA), Human Capital Asset (HCA), Human Resource (HR), IFRS/IAS.

## PRESENT SCHOOL LEADERS ARE MISFIT FOR THE SCHOOL MANAGEMENT AND THE STUMBLING BLOCKS FOR THE QUALITY: A CASE OF THE PUNJAB EDUCATION SYSTEM

**Muhammad Arshad Dahar**

PhD Candidate, Department of Education International Islamic University Islamabad

### ABSTRACT

This study investigated whether present school leaders are misfit for school management and are the stumbling blocks for quality education. The study delimited its scope to the four leadership styles i.e. autocratic, democratic, laissez-faire and transformational at secondary stage of education. Overall, a total of 288 schools, 288 school leaders, 20 students and 10 teachers from each school were randomly selected from the province of Punjab as the sample of the study. The study used a questionnaire for teachers to identify the leadership styles and the extent of their use, and result sheet to identify the longitudinal data of student achievement. The between school variation was used to investigate the differential impact through Stepwise Regression Analysis. Analysis of the study shows positive and significant impact for democratic and transformational styles, significant impact for autocratic style in case of only science students and insignificant impact for laissez-faire style. The study found very low scores for the use of leadership styles. Likewise, most of the school leaders have no specific knowledge and proper trainings about the use of a specific style. The study also found that most of the present school leaders make the matters ambiguous and complicated instead of solving them. In this way, the study concluded that present school leaders are misfit for the school management and the stumbling blocks for the quality of education. The policy implication of this study is that democratic and transformational styles can be effective if school leaders are properly trained for their effective use.

**Keywords:** Leadership style, Impact, Relationship, Academic Achievement

## IMPACT OF PERCEIVED SERVICE QUALITY ON BRAND IMAGE: MODERATING ROLE OF CORPORATE SOCIAL RESPONSIBILITY

**Tanzeel ur Rehman**

Research Scholar, University of Central Punjab

### **Abstract**

The purpose of this study is to investigate how perceived service quality impact on brand image and further examine the moderating role of corporate social responsibility between perceived service quality and brand image. Service quality model SERVQUAL is used as a measurement tool to access each dimension of service quality and expectation and perception of service performance that fulfill the requirements for delivering high service quality. Brand image as a perception of product and services in the mind of customer it helps consumer to differentiate, recognize and evaluate the product and services after certain experiences. Corporate social responsibility according to Stakeholder theory describes the responsibility of organization towards society. Instrumental theory describes organizations focuses on long term value maximization through social activities. According to Porter model firm invested in philanthropic activities to increase competitive advantage and for greater social values. The correlation and regression analysis were used to analyze the data .Results prove that perceived service quality have a positive impact on brand image and CSR moderate the relationship between perceived service quality and brand image.

**Key words:** Perceived service quality, SERVQUAL, Brand image, CSR, Stakeholder theory, Instrumental theory.

## IMPACT OF GLOBAL FINANCIAL CRISIS ON STOCK MARKETS: EVIDENCE FROM PAKISTAN AND INDIA

**Rafaqet Ali**

PhD Scholar, Gomal University, D.I. Khan

### **Abstract**

The prime aim of this study is to envisage the impact of recent global financial crisis on the stock markets of Pakistan and India. Besides that efficient market hypothesis has also been tested. Daily data from 1st January 2003 to 31st August 2010 of KSE-100 and BSE-100 indices, representing stock markets' indices of Pakistan and India respectively, are used. To find volatility, EGARCH model is applied. This study empirically reveals that efficiency market hypothesis is valid in both the markets and asymmetry information pattern also prevail which

shows that negative shocks have more pronounced impact on the volatility than positive shocks. Recent global financial crisis made negative impact and enhanced volatility in both countries' stock markets. Moreover, this impact is stronger in Indian stock market than Pakistani stock market.

**Key words:** Global financial crisis, volatility, EGARCH, efficiency market hypothesis, negative shocks, positive shocks.

## **MEDIATING ROLE EMPLOYEES BEHAVIOR TO BUILD CUSTOMER LOYALTY FROM CUSTOMER SATISFACTION**

**Mudassar Jamshaid**

Officer Grade I credits Incharge, Bank Al-Habib, Lahore

### **Abstract**

This article examines those particular things that create customer loyalty that how and when it is created among customers and what are the key factors which are used for the formation of loyalty. Better service quality, high expectations and defined gap between these two elements brings satisfaction among customers for some certain goods or services that they use and later this satisfaction converted into customer loyalty with mediating role of employees' behavior of that particular organization by whom they are dealing. Although employees' behavior plays a vital role to construct loyalty from satisfaction aspects of the customer but basically grounds provided for loyal attitude of the customer are more dependent on satisfaction's elements rather than on employees behavior, so satisfaction of customer for his goods and services that he purchase determine his attitude and behavioral aspects that are related to loyalty. In this article we made our research on users of mobile or telecom services and the sample size was comprised of 105 people from different locations of Lahore that might represent the whole Pakistan. In analysis it was found that customer satisfaction contributes a lot to build loyalty into the customers whereas partial mediation of employees behavior is obtained that can further strengthen loyalty which is driven directly satisfaction.

**Key words:** (Customer Satisfaction, Customer Loyalty, Employees Behavior, Customer Expectations, Perceived Service Quality)



## A SURVEY OF STUDENTS BEHAVIOR OF USING DEBIT CARD AND SERVICE QUALITY DETERMINANTS OF DEBIT CARD USAGE IN PAKISTAN

### **Imran Arshad**

Research Scholar, Sukkur Institute of Business Administration

### **Dr. Sarwar Azhar**

Professor of Marketing at School of Business and Economics UMT Lahore

### **Mr. Sarki**

Research Scholar, Sukkur Institute of Business Administration

### **Mr. Rafique Khuhro**

Research Scholar, Sukkur Institute of Business Administration

### **Abstract**

This research is aimed to study the perception of students about the debit card usage and the service quality determinants of the debit card in the Pakistan. Data is collected through questionnaires by convenient sampling from the students of different universities. The questionnaire is filled by the students having at least one debit card and using it from 3 months. The data will be analyzed by using descriptive statistics and inferential statistics; Pearson chi-square at .05 level of statistics significance. The serve-qual model of Parasuraman and Berry is used for determine the factors of service-quality that are important while purchasing a debit card. The information from this research is beneficial to set debit card service-quality policy to stimulate consumer behavior on using debit card.

**Key words:** Student behavior, debit card, service quality, descriptive statistics, inferential statistics. Service-quality.

## LABOR MANAGEMENT RELATION

### **Zain Hassan**

Scholar, Lahore Business School, University of Lahore, Pakistan

### **Amir Razi**

Lecturer of Statistics, Lahore Business School, University of Lahore

### **Syed Atif Ali**

Lecturer of Finance, Lahore Business School, University of Lahore

### **Sahar Butt**

Scholar, Lahore Business School, University of Lahore, Pakistan

### **Abstract:**

Labor-management relations are the interacting relation between labor and management. The purpose of our study is to find out the worker's wage satisfaction, satisfaction with supervisory behavior and with welfare items. This cross sectional study was conducted from October 2010 to January 2011. A group of 100 employees was take part in this study through a predesigned questionnaire which consists of three parts to meet the objectives, which was collected from private organizations. There is a dilemma of weak relationship between labor and management that the labor force is not satisfied with their management behavior, wages and welfare items. Which tends towards lack of accuracy in products and process of producing products. By this research we conclude that government should took part to apply the labor law accurately to provide the rights to the labor force and management should also have to contribute their efforts to satisfy their labor force so that they can perform well in process of production to produce value able products for customers. Its means that the management is the part of labor and labor is the part of management. This relation can become strong when they provide satisfaction to each other in work place.

**Key words:** Labor relations, labor management relations, wage satisfaction, supervisory behavior, management behavior, wages, labor force, welfare items, labor law, producing products.

## HUMAN RESOURCE LEAVES MANAGERS & COMPANIES, NOT THE JOB: ROLE OF AFFECTIVE & NORMATIVE COMMITMENT IN EMPLOYEES RETENTION

**Shafiq ur Rehman**

Senior Executive HR, Millat Equipments pvt ltd, Pakistan

### **Abstract**

McGregor's theory X represents managers influenced on employees' behaviors, managers direct their efforts, control and modified their behaviors' that fit to organizations' needs. "The average human being has an inherent disliking of work and will avoid it if possible". McGregor's theory Y represents "The expenditure of physical and mental effort in work is as natural as play and rest". Annual staff turnover in USA is from 21% to 135%, although companies paying a huge amount to them (Simmons 2005). Retention management is highly touching topic and an important issue that many organizations might face in future, if they are not facing presently.

**Key Words:** Employee Retention, Affective and Normative Commitment, Retention management, Annual staff turnover.

## MEDIATION EFFECT OF SATISFACTION AND BRAND SWITCHING: REALATIONSHIP BETWEEN BRAND QUALITY AND BRAND PERFORMANCE

**Sehrish Javed & Ibrahim Anjum**

Research Scholar, University of Central Punjab

### **Abstract**

This research paper concentrate on the impact of brand quality on the brand performance with the double mediating factor of brand satisfaction and brand switching in the telecommunication sector in Pakistan. Pakistan telecommunication industry is saturated and there is immense and tough competition between all brands. Survey is conducted from the consumer of telecommunication industry. Data is collected through by filling questionnaire, which have 7-point likert scale from 136 respondents. Reliability test shows that data is significant at 0.7 levels. Regression correlation has been tested and regression analysis proved that all hypotheses that were developed are accepted. Results shows that if brand is not providing quality to it customer then customer will not satisfied and this decrease in satisfaction will give origination of brand switching which have tragic effect on the brand performance. This research has a major limitation that is the generziability of the results. That can be used as future research direction.

**Keywords:** brand quality, satisfaction, brand switching, brand performance.

## PREFERENCE OF FOREIGN BRANDS: EVIDENCE FROM MOBILE PHONE INDUSTRY IN PAKISTAN

**Ayesha Latif & Shahid Zaman**

Research Scholar, University of Central Punjab

### **Abstract**

This research study is about customers' preference of foreign brands in Pakistan. Main objective of this study is to explore customers' preference reasons for foreign brands. Mobile phones are now necessity for individuals; hence this industry is selected as sample for data collection. To find out brand preference two variables brand image and quality were studied. Brand image is developed through brand awareness, brand associations and brand origin. Foreign brands are considered as having high quality and prestigious image. Thus, customers prefer foreign brands as compared to local brands. Brand loyalty acts as a mediator between brand image/ quality and brand preference. Antecedents of brand loyalty include *high involvement* of consumers in brand and *satisfaction* of customers. Tool used for the data collection was self-administered questionnaire and sample consists of college/ university students. The result shows that there is highly significant relationship between independent variables and dependent variable, which means brand preference positively influenced by brand image and brand quality with mediating role of brand loyalty. Managerial/Practical implications are also given at the end of the research. Some limitations and future directions are also provided for future research.

Keywords: **brand image, brand quality, brand loyalty, foreign brands, brand preference**

## RECENT FINANCIAL CRISES AND ISLAM - EXPLANATION AND ANSWERS - THE REUNION OF REASON AND BELIEF

**Faiza anwar**

Management Consultant, Shaikhaan consulting group

### **Abstract:**

There has always been and always will be a bridge between conventional and Islamic finance. This paper tries to identify the causes of crises with the failure to adhere to the tenets of Islam and goes on to explain that the employ of Islamic financial products and refraining from interest can insulate an economy against the devastating effects of another financial crises in future. From the ashes of the failing Capitalistic economic arrangements, is arising the phoenix of financial systems based upon Islamic codes of conduct. Investors in Islamic financial products are proved vindicated in the topical financial crises. Still as Islamic banking and financial structure is as yet a very small portion of total financial constitution of the economic world;

Muslim economists need to rationally and logically explain the superior attributes of basic principles of Islamic economy and finance to Non-Muslims; and to those who need prove, rather than mere faith.

**Keywords: Financial Crises, causes and solutions; Islamic Financial Institutions; Islamic Banking Products**

## **EXAMINE CONFLICTS IN INDUSTRIAL RELATIONS & COLLECTIVE BARGAINING CONTEXT AND ITS IMPACT ON WORKERS & ORGANIZATION PERFORMANCE**

**M. Asif Combh**

Manager Industrial Relations, Dowood Group

### **Abstract**

The Purpose of examine the causes of conflicts in industrial relations and collective bargaining context, and their influence on workers & organization performance, also to analyze the mediatory role of different stages of collective bargaining while resolution of industrial conflict. Sample size of this study was 350-participants, who were currently working in unionized environment, they were human resource and industrial relations professionals, workers, office bearers of labor union, belongs to textile, chemicals, oil & gas, fertilizer, home appliance, FMCG, airlines, automobile sector of Pakistan. Data shows that all types of industrial conflicts are negatively associated with employee's and organization's performance. Comparatively two types of conflicts that are (1) inequitable gaps in salary and benefits; and (2) profitability sharing, have significantly negative impact on workers & organization performance. After careful analysis of different nature of conflicts there is a need to put more efforts to explore the possible preventive methods and effective mechanism, which ensure the social justice and democracy at workplace, in order to eliminate negative impact of industrial conflicts and provide the guidelines for future labor legislations. To provide a better understanding and detailed analyses of different type of potential conflicts causes and evaluate the mediating influence of different stages of collective bargaining.

**Keywords:** industrial conflicts, industrial relations, collective bargaining, workers & organization performance.

## **MEDIATING EFFECT OF POLITICAL PARTIES PERFORMANCE BETWEEN POLITICAL MARKETING FUNCTIONS AND VOTERS LOYALTY**

**Tahir khan**

Assistant Manager, Sapphire mills, Pakistan

### **Abstract**

Political Marketing is not a new concept it is being used and implemented with different names and shapes since centuries. Political marketing implies usage of marketing tools, techniques and methods in political process. The objective of this study was to find out impact of political marketing functions on the loyalty of voters with mediating role of political party's performance with respect to Pakistani Political environment. Main objectives of study was to answer multiple questions 1) The function of political marketing influence loyalty of voters 2) Function of political marketing influence performance of political parties 3) Performance of political parties influence loyalty of voters 4) Function of political marketing influence loyalty of voters with mediation of performance of political Parties.

**Key Words-** Political Marketing Function, voter's loyalty, Political Parties Performance

## **IMPACTS OF TRAINING AND DEVELOPMENT ON EMPLOYEE'S MOTIVATION & COMMITMENT EVIDENCE FROM NGOS BASED IN AJ&K**

**Sidra Waris & Arsalan Ali**

Research Scholar, Iqra University Islamabad

### **Abstract:**

Training is organizational investment in its human capital to achieve competitiveness in industry. It is systematic enhancement in skills, knowledge, and abilities to improve productivity. Training design and trainers learning has influence on motivation and commitment of trainees. Trainers command on subject, experience and research in particular area influence trainee's interest in training program. Mode of delivery will matter a lot in obtaining outcomes. The data is obtained from questionnaires from NGOs in AJ&K. 500 questionnaires are floated out of which 315 are recovered, success rate is 62.8%. These NGOs are working in area of education; participants are currently working in fields after successful completion of training.

**Key Words:** training and development, employee motivation, human capital, motivation and commitment.

## WORK-FAMILY CONFLICT AND COPING STRATEGIES AMONG EMPLOYED WOMEN

**Shaista Waqar & Sofia Mehmood**  
Quaid-e-Azam University, Islamabad

### **Abstract**

The present study aimed to study the extent of Work-Family Conflict and Coping behavior among employed women. The sample consisted of 130 women from traditional and non-traditional professions among whom there were 65 bankers and 65 teachers. The sample was selected from banks and schools of Rawalpindi and Islamabad. Work Family Conflict Scale (Carlson, 2000) was used to assess work-family conflict and Role Coping Inventory (Hall & Hall, 1979) was used to assess the coping strategies used by these women. Data analyses were carried out using means, standard deviations, correlation and t-test. Results indicated that teachers faced more work-family conflict as compared to bankers. Results also depicted that most sample scored highest on Reactive Role Behavior as a coping Strategy. Limitations of the study along with the suggestions for the future researchers have also been discussed.

**Keywords:** work-family conflict, coping behavior, employed women, Role Coping Inventory, Reactive Role Behavior





**1<sup>st</sup> International Conference on Contemporary Issues in  
Business Management (ICIBM-2011)**

**DOCTORAL SYMPOSIUM**



**University of Central Punjab (UCP) Pakistan**

## IMPROVING YOUTH EMPLOYABILITY THROUGH ENTREPRENEURSHIP EDUCATION AT HIGHER SECONDARY LEVEL

**Abdul Wahab**

Teaching assistant & Coordinator, Beacon House National University

### **Abstract**

In the world today, there are more than 1 billion young people between the ages of 15 and 24; they are 18 percent of the global population (ILO, 2004). Across the globe young men and women play an important role as citizens, productive workers, entrepreneurs, consumers and agents of change. Their efforts, energy and capacity for innovation are priceless resources or in fact they are a national asset in every country. Young people have to face the high levels of economic & social uncertainty, and due to their inaccessibility to productive and decent jobs their full potential is not realized. The ILO (International Labor Office) estimated, that in 2004, about 86 million young men and women were unemployed. It comprises 45 percent of 191 million unemployed globally.

With this background where young people, including those who went through general higher secondary education, and who are just entering the labor market, hardly have a chance to find employment. Consequently, to generate some income for subsistence, self-employment is often a survival strategy. A young person with an entrepreneurial mind set and who has also learned or acquired some general skills together with fundamental knowledge, this could be an alternative for him to become owner of a micro or small enterprise. So creating awareness of this career option on the one hand, and an enabling and helping environment for enterprise creation on the other, play a crucial, important and mutually supportive role for a successful start in self-employment or creation of a small enterprise.

Entrepreneurship or Entrepreneurial Education are two particular distribution models that have appeared with in Secondary Education to fill this need (ILO & UNESCO, 2006). They uplift students to think innovatively around their future career or employment options, as well as how they can hand out directly to their community's prosperity and comfort. Such programs promote and stimulate entrepreneurial spirit by unbolting the talents, imagination and creativity of youth as drivers of change, and will help to reduce youth risks and dangers, poverty especially in relatively depressed communities.

The endeavor is to furnish Pakistani young boys and girls already at high school with knowledge and understanding about the spirit of entrepreneurship and the function of enterprises for the wealth creation not only at national level but also at personal level. This realization would open the mind of young students to examine self-employment and becoming an entrepreneur as a precious career option and create a job for one's self and for others.

Many articles were reviewed that showed that a lot of research has already been done on Entrepreneurship Education in countries like India (Eugene Staley,1972), Ghana (Claire C. Robertson,1984), Burundi and Kenya (Thomas Owen Eisemon and John Schwille,1991), Israel (Joseph Shimron and Dani Klos,1996), Africa (Andrew O. Urevbu, 1988), Indonesia and Malaysia (David N. Wilson,1991) etc. It is mentioned that how they took the initiative to start entrepreneurial education in their Secondary Schools and get benefits from it.

It is considered that the best age to obtain basic knowledge about entrepreneurship and to promote a positive attitude towards entrepreneurship is during early years of life and teenage years (Filion 1994; Gasse 1985). Gasse in reality suggests that entrepreneurial aptitude should be recognized and assessed at the secondary school level, during evolutionary stage when the probability of self-employment as a career option is still open. However, entrepreneurship development in primary and secondary schools is getting growing attention (Donckels 1991; Gasse 1985; Kourilsky 1995) because pupils in these age groups have showed eagerness to take part in entrepreneurship education programmes.

Results have shown from the analysis of data which has been collected from a sample of 60 students of higher secondary schools from different areas of Lahore through questionnaire that they have a strong aptitude towards entrepreneurship. Their knowledge about business is not very much appreciable, but they are confident to put the required efforts to start it. Their potential plus their response regarding the challenges they may face while starting a business is very much positive and appreciable.

KAB (Know about Business) is entrepreneurship education programme that was firstly initiated from an ILO project experience on vocational and entrepreneurship education in Kenya in the late 1980s and early 1990s. Since then, the programme has been initiated, experimented and converted into 20 languages and executed in over 40 countries around the world. Currently countries differ with respect to the level of incorporation of the KAB programme, all or in part, into their national education systems. The programme searches to prepare youth for the move

from school to work by passing on entrepreneurial knowledge and skills and will train them to work constructively in business, to prepare students to initiate their own enterprises in the future, build an enterprising and entrepreneurial mindset and views that can be implement in all dimensions of one's life, incorporating individual and professional world. Recommendations includes improving the image of entrepreneurship, developing a logical framework for entrepreneurship education at national level, and authorizing learning institutes to implement entrepreneurship education.

By introducing and implementing Entrepreneurship Education at higher secondary level we can increase the youth employability and can produce self-employers rather job seekers. It will enhance the productivity, creative thinking and problem solving skills of students and by learning life skills students will be able to address the challenges they can face in life.

**Key Words:** youth employability, entrepreneurship, higher secondary level, entrepreneurship education, enhance the productivity, national education systems, positive attitude, creative thinking, problem solving skills, learning institutes.