



**3rd International Conference on
Contemporary Issues
in Business
Management (ICIBM)**



Conference Theme:
**Innovations in Business: Opportunities and Challenges of
Emerging Markets**

FEBRUARY 22-23, 2016
PEARL CONTINENTAL HOTEL, LAHORE PAKISTAN

Conference Sub-Themes	1. International Marketing & Business
	2. Public Policy and Governance
	3. Investing in People
	4. Financial Challenges for Emerging Economies
	5. The Impact of Technology in the Workplace - Information, Operations & Quality Assurance
	6. Innovation, Entrepreneurship and Leadership



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CONFERENCE OVERVIEW:

The University of Central Punjab (UCP) organized the 3rd International Conference on Contemporary Issues in Business Management (ICIBM) with theme “**Innovations in Business: Opportunities and Challenges of Emerging Markets**” held on February 22-23, 2016, in Lahore, Pakistan. The focus of the conference was to explore innovative business practices from around the globe.

As we know that countries like the ¹N11, ²MINTS and the ³BRICS are making major impact on businesses around the globe, and present numerous opportunities for businesses as these economies are growing rapidly. On the other hand, these economies also pose numerous challenges. Therefore, this conference aimed to explore specifically these issues. While the theme of the event focused on emerging markets, papers focused on other parts of the world were also included. The conference was comprised of following six sub-themes:

1. **International Marketing & Business:** This area addressed international and global marketing issues. The focus and emphasis was on cross cultural marketing, marketing to the bottom of the pyramid, branding and social media in developing economies, etc. Globalization and the spread of technology have made doing business across international boundaries much easier. This has had an impact on business strategies, the organization and the structures of businesses, as well as on strategic management as a whole.
2. **Public Policy and Governance:** Public policy and governance are of critical importance to the progress of all nations, and this is especially true of those in the developing world. The conference aimed to bring forth contemporary issues faced by governments and business organizations in formulating, implementing assessing and evaluation of good governance practices and how governments can come forward in facilitating the process through effective and evidence based public policies. The conference welcomed papers in the area of competition policy, industrial or sectoral policy, intellectual property rights policy, corporate governance, research and development policy, and other related areas.
3. **Investing in People:** Employees play a critical role in organizations. Up to 80 percent of an organization’s costs are associated with employees. This has the effect of focusing managerial attention on the effectiveness of the way people are managed. One of the important differences between human resources and all other resources is the variation among human resources, but also individual as a human resource. The conference brought together leading academics, researchers and scholars. Topics of interest for submission was to include, but were not limited to: Human Resource Management; best practices to manage Human Capital; Knowledge management initiatives; strategic human resource management; human behavior in organizations; human resource planning; and employee motivation.

¹ N11 stands for Next eleven countries that will have the highest impact on global trade after BRICS.

² MINTS are a group of fast growing emerging markets.

³ BRICS are a group of developing countries that have the second highest global share of business after the G8 countries.

4. **Financial Challenges for Emerging Economies:** The financial crisis in 2008 highlighted the challenges associated with global financial integration and emphasized the importance of macro financial linkages and challenged pre-crisis financial stability regimes. The conference aimed to provide a thorough overview of the evolving macroeconomic and financial framework, and the policy options that exist within it, in the context of emerging markets. The conference also reviewed the unique risks facing emerging markets and proposed the policy toolkit available to address these risks. In addition, the conference also explored the need for coordination between monetary policies and macro prudential regulation, with an eye on the challenges faced by emerging economies as they cope with this coordination in the current global economic climate.
5. **The Impact of Technology in the Workplace - Information, Operations and Quality Assurance:** Organizations have made significant changes in their daily work routines as a result of new and advanced Information Technology (IT). IT makes it possible for knowledge workers to work from virtual offices and communicate with businesses and individuals from anywhere and at any time across the globe. Flexible work schedules are introduced by companies because so many duties and responsibilities can be accomplished by using IT tools. The conference sub-theme provided an opportunity for IT/IS researchers – including academics and practitioner researchers – to discuss the impact of IT in the workplace along with operations and quality assurance.
6. **Innovation, Entrepreneurship and Leadership:** Innovation is seen as a strong factor for the promotion of economic development through entrepreneurial initiatives. Sectoral evidences show that innovation helps corporations to stronghold their competitive market positions and eventually becoming a market leader. The conference welcomed contemporary evidence based research and case studies related to the area.

TYPES OF PAPERS

The conference welcomed the papers from academics, researchers and in the following three categories:

- A. **Research Papers:** These included academic research papers. We welcomed papers that follow all types of research methodologies including qualitative and quantitative.
- B. **Doctoral Research:** Doctoral students had an opportunity to share their research and get feedback. Doctoral research at all stages was considered for the conference.
- C. **Industry Case Studies:** Industry professionals were also welcomed to share their knowledge in the form of case studies.

CONFERENCE ORGANIZING COMMITTEE:

Dr. Muhammad Zafarullah, Pro-Rector UCP – Conference Chairperson
Dr. Zafar Iqbal Jadoon, Dean UCP Business School – Conference Convener
Dr. Muhammad Nadeem Dogar, Director Research UCP – Conference Secretary
Dr. Bilal Mirza, Director ORIC UCP – Conference Coordinator
Dr. Osman Khan – Coordinator International Research
Mr. Tahir Ashfaq – Conference Event Organizer
Ms. Tosheeba Sarwar - Coordinator External Linkages

CONFERENCE SCIENTIFIC COMMITTEE:

Dr. Zafar Iqbal Jadoon, Dean UCP Business School
Dr. Muhammad Nadeem Dogar, Assistant Professor and Director Research UCP
Dr. Bilal Mirza, Assistant Professor and Director ORIC UCP
Dr. Salman Iqbal, Assistant Professor and Head of Management and Organization Division
Dr. Ammar Rashid, Assistant Professor and Head of Information and Operations Division
Dr. Nasir Malik, Head of Finance and Business Economics
Dr. Aisha Azhar, Assistant Professor and Director MS and PhD Program

CONFERENCE FACILITATORS

Ms. Aqifa Waris, Research Associate – Secretariat Team Member
Ms. Shandana Nawaz, Research Associate – Secretariat Team Member
Ms. Samreen Mehmood, MS Student - Secretariat Team Member
Mr. Ahmad Bilal – Manager Events
Ms. Aqsa – Conference Host
Mr. Mahad – Conference Host

3rd ICIBM 2016 Schedule
Day 1: Monday 22nd February 2016, Crystal Hall,
Pearl Continental Hotel, Lahore

Session	Session Details	Start	End
Opening	Registration and Inauguration: Recitation of Holy Quran Speeches: 1. Conference Chair: Dr. Muhammad Zafarullah, Pro-Rector UCP 2. Keynote Speaker: Prof. Rajneesh Narula, University of Reading, UK 3. Chief Guest: Muhammad Adrees, CEO, Sitara Chemicals Ltd.	9:00 am	10:00 am
		10:00 am	11:00 am
Tea Break		11:00 am	11:30 am
International Marketing & Business	Session Chair: Prof. Rajneesh Narula, University of Reading, UK Presenter 1: Dr. Zia Khan, FAST-NU, Lahore. Paper Title: Evaluating the Impact of Store Attributes on Customer Loyalty of Superstores in Pakistani Retail Industry Presenter 2: Mr. Sabeehuddin Hasan, University of Central Punjab, Lahore. Paper Title: Segmentation Problems and Suggested Solutions for ChenOne	11:30 am	01:00 pm
Lunch & Prayer Break		01:00 pm	02:00 pm
Public Policy & Governance	Session Chair: Mr. Muhammad Naeem ul Haq, Director General National Institute of Management, Lahore. Presenter 1: Ms. Madiha Rehman, University of Central Punjab, Lahore. Paper Title: Emergence of Agency Model in Pakistan: The Case of Federal Training Institutions of Pakistan Presenter 2: Ms. Shabana Naveed, University of Central Punjab, Lahore. Paper Title: The Adoption of Corporate Governance Model by Public Organizations: The Case of Federal State-owned Enterprises in Pakistan Presenter 3: Mr. Rana Saifullah, Lahore Leads University. Paper Title: Investigating The Dynamics for Good Governance: Identifying Causes of Project delays in Provincial Public Sector Development Projects. A Case Study of Punjab, Pakistan.	02:00 pm	03:20 pm
Tea Break		03:20 pm	03:40 pm
Investing in People	Session Chair: Dr. Nasira Jabeen, Director, Institute of Administrative Sciences, Punjab University Presenter 1: Ms. Sumaira Gulzar, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Islamabad. Paper Title: Effect of Individual, Social and Organizational Factors on Workplace Learning: A Case of Pakistan Presenter 2: Ms. Ayesha Zahid, Lahore Leads University. Paper Title: The Impact of HR Practices on Perceived Employee Performance: Mediating Role of HRM Outcomes in Private Educational Institutes of Pakistan Presenter 3: Ms. Aneela Akhter, National Defence University, Islamabad. Paper Title: Extremely Difficult Goals of the Leaders Lead to Abusive Organizations Supervision: The Mediating Effect of Hindrance Stress	03:40 pm	05:00 pm

**Day 2: Tuesday 23rd February 2016, Crystal Hall,
Pearl Continental Hotel, Lahore**

Session	Session Details	Start	End
Financial Challenges for Emerging Economies	Keynote Speaker: Dr. Naubahar Sharif, Hong Kong University of S&T, HK Session Chair: : Dr. Fazal Hussain, DEAN Social Sciences PIDE Presenter 1: Muhammad Hammad Masud, Government College University Faisalabad. Paper Title: Impact of Corporate Diversification on Earnings Management	09:00 am	09:30 am
		09:30 am	11:00 am
Tea Break		11:00 am	11:30 am
The Impact of Technology in the Workplace – Information, Operations & Quality Assurance	Session Chair: Mr. Ayub Ghorri from Netsol Technologies Presenter 1: Mr. Naseer Ahmad Khan, University of Central Punjab, Lahore Paper Title: Development of Manufacturing Strategy: An Empirical Study In Pakistan Presenter 2: Ms. Nazish Baladi, Mehran University Institute of Science, Technology and Development. Paper Title: Best Practices of Quality Assurance (Case study of Top Three Business Institutes in Sindh) Presenter 3: Mr. Muhammad Mahboob Khurshid Paper Title: Influence of Operational Quality on Project Excellence - An Empirical Analysis	11:30 am	01:00 pm
Lunch & Prayer Break		01:00 pm	02:00 pm
Innovation, Entrepreneurship & Leadership	Session Chair: Dr. Naubahar Sharif, HKUST Hong Kong Presenter 1: Dr. Muhammad Nadeem Dogar, University of Central Punjab, Lahore. Paper Title: Organizational Identification and Organizational Change: A Case Study of Summit Bank of Pakistan Presenter 2: Ms. Tahira Azam, University of Central Punjab, Lahore. Paper Title: Role of University- Industry Linkages and Its Impact on Innovation: Evidence from Pakistan Presenter 3: Dr. Bilal Mirza, University of Central Punjab, Lahore. Paper Title: Innovation in Pakistan: Historical Inclination, Present Trends and Future Perspectives	02:00 pm	03:30 pm
Closing Ceremony	Chief Guest: Mr. Ben French, Head of Punjab, DFID - UK Conference Report and Vote of Thanks: Dr. Muhammad Nadeem Dogar, Conference Secretary and Director Research, University of Central Punjab, Lahore.	03:30 pm	04:00 pm

Profiles of the Conference Chair, Keynote Speakers, Session Chairs and Conference Secretary & Coordinator of the 3rd ICIBM Conference 2016

Conference Chair: Professor Dr. Muhammad Zafarullah, Pro-Rector University of Central Punjab, Lahore

Prof. Dr. Muhammad Zafarullah is currently working as Pro-Rector of the University of Central Punjab. He has a long experience of teaching and university administration. Before joining UCP, he worked as Vice Chancellor of Bahauddin Zakariya University for a period of four years. He had worked as Professor of Business Administration and was also the Chairman of the Department of Business Administration and later served as Director, Institute of Management Sciences and Dean of the Faculty of Law, Commerce and Business Administration. He has been member of various professional bodies in the country. Before joining the Bahauddin Zakariya University in 1980 he served as management consultant with different organizations like, Pakistan Broadcasting Corporation, Pakistan Ordinance Factories, Wah and lastly in Iraq for two years with a French consultancy firm. He has published many research papers in national and international journals.



Keynote Speaker of Inaugural Session: Professor Rajneesh Narula, Henley Business School, University of Reading, UK

Professor Rajneesh is the John H. Dunning Chair of International Business Regulation at the Henley Business School, University of Reading, UK. His research and consulting have focused on the role of multinational firms in development, innovation and industrial policy, R&D alliances and outsourcing. He has published over a 100 articles and chapters in books on these themes. He is currently Editor-in-Chief of Multinational Business Review. He holds honorary appointments at UNU-MERIT, Norwegian School of Business and Oxford University. He regularly acts as a consultant and advisor to the European Commission, UNIDO, UNCTAD and the OECD, and a variety of other international organizations. Prof. Narula was Editor-in-chief of the European Journal of Development Research from 2009-2013. He obtained his BEng (Electrical Engineering, with Honors) from Ahmadu Bello University, Zaria Nigeria, his MBA is from Rutgers University Graduate School of Management, and his Doctorate is in Management from Rutgers University, USA. He is the author or editor of nine books, including Globalization and Technology (Polity Press), Multinationals and Industrial Competitiveness (with John Dunning, Edward Elgar), Understanding FDI-assisted Economic Development (with SanjayaLall, Routledge), Multinationals on the Periphery (with Gabriel Benito, Palgrave).



Chief Guest of Inaugural Session: Mr. Muhammad Adrees, CEO Sitara Chemicals Ltd.

Mr. Muhammad Adrees is Chairman and Chief Executive Officer of Sitara Chemical Industries Ltd – the largest Chlor-Alkali Chemical Complex of Pakistan. Mr. Muhammad Adrees is a distinguished name in the business world at regional and national level and as a Corporate Leader. He belongs to a well-known business family ‘Sitara’ engaged in the business of Chemicals, Textiles, Energy, Real Estate, Education, and Health & Fitness sectors. Sitara Group is running many charity Projects like hospital, primary health care center, schools, water purification plants and other welfare activities. Under his Corporate leadership, Sitara Chemicals is today the largest chlor-alkali Chemical Complex of Pakistan with annual turnover over Rs 8 billion. The production capacity of the Plant was gradually increased from 30 MT/day (1984) to current 610 MT/day (2016). Sitara Group has played a pivotal role in socio-economic up-lift of the country through industrialization and through social welfare activities. The Group contributes significantly towards National Exchequer through taxes. It employs large number of Professionals, Engineers and other segments of work force. It provides a pool of well-trained and highly motivated manpower to other segments of industry and commerce. Mr. Muhammad Adrees is also Managing Trustee of Aziz Fatima Trust Hospital (which is the largest hospital of Faisalabad in private sector). The hospital provides free medical treatment to the deserving patients. The hospital is equipped with latest and state of the Art infrastructure, medical equipment, machinery and most experienced consultants and specialist doctors. Mr. Muhammad Adrees is Chief Executive Officer of Aziz Fatima Medical & Dental College (Approved by Pakistan Medical & Dental Council), Managing Trustee Sitara Institute of Management & Technology and CEO Sitara Developers Pvt Ltd. He is Chairman Faisalabad Industrial Estate Development & Management Company, Member Citizen Police Foundation Faisalabad. He has been on board of Directors on many national organizations like Pakistan Industrial Development Corporation, STEDEC Technology Commercialization Corporation of Pakistan (Pvt) Ltd, Director Pakistan Kidney Institute Islamabad (A Project of Shifa International Hospital), Member – BOG Pakistan Kidney and Liver Institute and Research Center. As a Lion Leader, Mr. Muhammad Adrees is actively involved in the service of humanity. He has been District Governor 305-N (1996-97) and Multiple Council Chairman Pakistan MD 305 /2003-04). He has received many awards and certificates from Club, District, and International Lions Clubs. He has been attending District Conventions. Also attended International Convention in Phoenix USA 1994, Seoul Korea 1995, Montreal Canada 1996 and San Diego USA 1999.



Session Chair - Public Policy & Governance: Mr. Muhammad Naeem-ul-Haq, Director General National Institute of Management, Lahore

Mr. Haq joined the National Institute of Management, Lahore in June 2015. He has to his credit 30-year long experience of serving in the Federal Government institutions. As a civil servant he served in the Prime Minister Secretariat, O & M Division, Establishment Division and Cabinet Division. He was posted as Chief Instructor (Public Administration), Civil Services Academy, Lahore from 1997 to 1999 where he provided input in the Common Training Program at Walton Campus as well as in the Specialized Training Program at DMG Campus. He served in many positions in the Government of Pakistan including: Deputy Secretary Establishment Division, Director General Management Services Wing Establishment Division and Member National Reconstruction Bureau. Mr. Haq has vast experience of working with Commissions/ Committees appointed by the Government on rightsizing, restructuring and civil service reforms since 1989. During his career he submitted several management consultancy reports to the Ministries/Divisions for improving the working of the departments / offices. He has keen interest in skill development of government officers and regularly provides input in the training programs of several training institutions including National Institute of Management, Quetta, Secretariat Training Institute, Islamabad and Kashmir Institute of Management, Muzaffarabad. He is a graduate of Government College, Lahore. He obtained Master degree in Public Administration from the University of the Punjab, Lahore in 1976 with Certificate of Merit. In 1992 he was nominated by the Government of Pakistan to attend MBA (Industrialization and Management) program at the Maastricht School of Management, the Netherlands which he completed with distinction. In his career Mr. Haq attended several training programs at Institutes of international repute including Arthur D. Little Management Education Institute, USA (1986), JICA Tokyo, Japan (1994), Huess Theodore Academy, Germany (2001), JFK School of Government Harvard University, USA (2008). At the ADL Management Education Institute he contributed a case study relating to Human Resource Management. He was nominated to attend 37-week Management Consultancy Development Program organized by O & M Division, Islamabad in collaboration with the UNDP and RIPA London. He attended Management Systems and Methods Course and Case Methods Seminar at the Pakistan Administrative Staff College, Lahore. He participated in a number of short courses organized by the Pakistan Institute of Management. He has to his credit two published research papers. Prior to joining the Federal Government he served as faculty member in the Department of Business Administration, Gomal University, D I Khan, Department of Administrative Science, University of Punjab, Lahore and Pakistan Institute of Management, Lahore. He was member of the Board of Studies, Department of Administrative Science, and University of the Punjab during 1979-80. During his posting as Director Pakistan Public Administration Research Centre he edited several government publications. Later he served as Member of the Editing Committee of ESTACODE 2000 edition. Mr. Haq has widely travelled and represented Pakistan in a number of international seminars. In recognition of his services, Tamgha - Imtiaz was conferred upon him in 2003 in the field of public service.



Session Chair - Investing in People: Dr. Nasira Jabeen, Director, Institute of Administrative Sciences, Punjab University, Lahore Pakistan.

Dr. Nasira has a Post Doctorate from the University of Texas, Austin (USA) in Gender and Governance and a PhD from the University of Stirling, UK. She received her Master of Public Administration degree from the University of Southern California, USC (USA) as well as from the University of the Punjab, Pakistan. Dr. Nasira Jabeen was appointed Professor to the Prince Claus Chair at University of Utrecht, Netherlands for the year 2006-07. She is a National Resource Person for Higher Education Commission (HEC) Faculty Development Programs. She is the recipient of Central Overseas Training Scholarship, Postdoctoral fellowship and the Nishan-e-Haider scholarship (Presidential Award) based on her excellent academic performance. She is the Chairperson of National Curriculum Review Committee for Public Administration. She is also the President of Association of Management Development Institutions of Pakistan (AMDIP) for which she organized faculty development programs to strengthen the linkage among public and corporate sector universities. Prof. Jabeen has experience of working with international development organizations such as UNICEF Canadian International Development Agency (CIDA), Asian Development Bank (ADB), the World Bank Governance Institutions Network International (GINI), the British Council and the Ministry of Education as Human Resource Development (HRD) Consultant. She is a Module Writer for HEC's Faculty Development Programs and for UNICEF and a case writer for the LUMS-McGill Social Enterprise Development Program. She has contributed towards teaching at the Civil Services Academy, National Management College and other management institutions. She has published her research work in international and national journals. Her research interests include Governance, Public Management, Gender, Human Resource Management, and Organizational Change and Development. She is also serving as chairperson of AWAZ CDS a local NGO serving for the national cause in South Punjab. Her passion includes community service and career counseling and guidance of the youth of Pakistan. Dr. Nasira Jabeen has contributed to the recent publications, "Public Administration in South Asia"(by Maghna Sabharwal & Evan M. Berman) from the Platform of IAS. She is representing Pakistan in the 2nd International Conference on Computational and Social Sciences (2014) in Turkey as Session Chair and paper presenter.



Keynote Speaker of Day 2 - Dr. Naubahar Sharif, Hong Kong University of Science and Technology (HKUST)

Dr. Naubahar is an Associate Professor in the Division of Social Science at the Hong Kong University of Science and Technology (HKUST). With a Ph.D. from Cornell University in 'Science and Technology Studies' (2005), he subsequently completed the Executive Education Program in Innovation and Economic Development at Harvard University in 2011. He has published in leading innovation-studies-related academic journals, including 'Research Policy', 'Science, Technology and Human Values', and 'Science and Public Policy'. Naubahar was part of a six-member HKUST team that consulted for the Innovation and Technology Commission (ITC) in HK from 2006 to 2010 on a project to develop indicators for measuring innovative activity in Hong Kong. In terms of teaching, Naubahar is a winner of the School of Humanities and Social Sciences 'Best Teacher Award' (2008), and has been a shortlisted candidate for the university-wide Michael Gale Award for Distinguished Teaching (2014 and 2015). At HKUST, Naubahar has voluntarily developed new courses at the undergraduate (UG) and postgraduate (PG) levels, and in his capacity as UG and Curriculum Chair, he regularly mentors junior and visiting faculty members in the Division of Social Science and speaks to the broader HKUST community on teaching-related issues.



Session Chair - Financial Challenges for Emerging Economies: Dr. Fazal Hussain, Dean Social Sciences PIDE

Dr. Fazal Hussain is a committed professional with an experience of more than thirty years in research and teaching. He started his career in January 1984 at the Pakistan Institute of Development Economics (PIDE), a leading organization in the field of Social Sciences. During his service he earned Ph.D. in Economics with specialization in Financial Economics. His Ph.D. dissertation was the first comprehensive investigation of the behavior of stock prices in the Pakistani Market. Later on he got several articles published in national and international refereed journals. Then he proceeded to the State Bank of Pakistan, the central bank, on a Post-Doctoral Fellowship to investigate the impact of economic reforms on the stock market in Pakistan. Consequently, he started teaching at the Business Schools in Karachi including SZABIST, CBM, and BIZTEK. After consulting with a group of professionals he was able to launch MBA at PIDE in Fall 2007 which is successfully running since then. He also headed the program till December 2008 when he was again asked to set up a Fiscal Policy Division at PIDE that headed till April 2011. Once again he took the initiative of organizing the Pre-Budget Seminars and the first seminar was held in May 2009. He joined the business programme at Air University, Islamabad in May 2011. However before leaving PIDE he developed the M.Phil. Programme in Economics and Finance for PIDE which is also successfully running. When he resumed his duties at PIDE in July 2013 he was assigned to Head the Department of Economics, the flagship programme of PIDE. Recently he have been given the position of the Dean to supervise the academic programmes covering eight departments.



Session Chair - The Impact of Technology in the Workplace - Information, Operations & Quality Assurance: Mr. Ayub Ghauri from NetSol Technologies.

Ayub Ghauri has been working with NetSol Technologies for over ten years in two separate stints in last fifteen years. Within NetSol he has had the exposure and building various departments such as global marketing and information security. He also helped setup NetSol office in Germany as well in 2015. He is currently based out of London, leading Business development as Executive Director. He travels extensively as part of his work within Europe and also APAC. Ayub got his degree in MS from California State University, Northridge. He spent a large part of his professional life in the UK thereafter within diverse disciplines of Entrepreneurship, Media and Marketing. And therefore he understands the importance of IT as an enabler within everything that we do to achieve greater commercial success.



Conference Convener - Dr. Zafar Iqbal Jadoon, Dean UCP Business School, University of Central Punjab, Lahore.

Dr. Jadoon has received his MPA and PhD degrees from the University of Southern California, Los Angeles, USA in 1988 and 1991 respectively. He joined IAS as lecturer in 1979 and became Professor of Public Administration in 1996. He is also honorary professor of public sector management at Stirling Management School, Scotland, UK. He is member of various professional and research organizations including American Association of Public Administration, Academy of Management, and British Academy of Management. His research interest is in the area of governance and management of public sector organizations. He is currently conducting a national survey of autonomous bodies in Pakistan under the auspices of European Group of Public Administration and funded by the Higher Education Commission of Pakistan. He has published papers in his areas of expertise with particular focus on human resource management, organizational analysis, and public administration education. He has lectured at University of Southern California, University of Stirling, and Herriot-Watt University, Edinburgh. In addition to teaching and research, he has extensive administrative and leadership experience in the higher education sector of Pakistan. He has been the Director of IAS from 1999 to 2009. He has also been twice the Dean of the Faculty of Economics and Management Sciences. He is serving various prestigious institutions of higher education through his membership of their policy making bodies i.e. University of Gujrat, HEC's Committee for Development of Humanities and Social Sciences, National Business Education Accreditation Council. He has completed consulting projects funded by the World Bank, UNICEF and GINI. He is currently retire from Punjab University and is serving University of Central Punjab as founding Dean of UCP Business School.



Conference Secretary – Dr. Muhammad Nadeem Dogar, Assistant Professor and Director Research, University of Central Punjab, Lahore

Dr. Muhammad Nadeem Dogar has a PhD degree in Organization Development and Change from the University of Melbourne, Australia that was supervised by laureate professor of management- Cynthia Hardy. He is a qualitative researcher and works in areas of Organization Development and Change: Leadership; Discourse analysis and Strategy. He has presented his research work in number of international conferences in the areas of discourse and local government reforms. Currently, he is leading the directorate of research at UCP to promote rigorous, relevant and useful research at the university. He holds dual master degrees in Human Resources Management and Business Administration from Australia and Pakistan respectively. He completed a graduate certificate in advance learning and leadership from the University of Melbourne, Australia. He was awarded Australian Development Scholarship twice to do his PhD and Master degrees from Australia.



Further, Dr. Nadeem Dogar is a LUMS-McGILL fellow and a certified master trainer and business case writer by Lahore University of Management Sciences, Lahore-Pakistan. He developed seven research based case studies for LUMS and now they are being used by different universities as a teaching tool. He has more than 17 years of work experience. He worked as a consultant with International Labour Organization, Pakistan; Canadian International Development Agency, Pakistan; Social Enterprise Development Center of LUMS; Human Resource Development Network, Pakistan and Punjab Skills Development Funds, Pakistan. He has designed several new courses at UCP in the areas of qualitative research methods; leading innovation and change and Organizational Development: Strategy and change. In 2015, he and his team secured 3rd position in CIMA-COMSATS Business Case study Awards-ImpACT 2015.

Conference Coordinator - Dr. Bilal Mirza, Director, Office of Research, Innovation and Commercialization (ORIC), University of Central Punjab, Lahore

Dr. Bilal Mirza is Director, Office of Research, Innovation and Commercialization (ORIC), and Assistant Professor at UCP Business School. Dr. Bilal did his PhD in Innovation and Development (Development Economics) from UNU-MERIT, Maastricht University, the Netherlands as a United Nations scholar. Earlier, Dr. Bilal did his Masters (M.S.) degree in Management of Technology (Entrepreneurship and Innovation Management) from the prestigious Swiss university, the Swiss Federal Institute of Technology (EPFL/ETHL), in 2004 and MBA from University Institute of Management Sciences (UIMS-UAAR) in Rawalpindi, Pakistan in 2001. Dr. Bilal is also a recipient of several grants, including United Nations University scholarship for his PhD studies, UNU fieldwork support, Higher Education Commission (HEC) grant as a researcher, and UNU grant for innovation policy training, among others. Dr. Bilal Mirza is also an HEC approved PhD Supervisor.



Dr. Bilal has also been involved in several trainings at the UNU office in the Netherlands, covering domain of innovation policy design and evaluation in developing countries. Previously, he was affiliated at the Ghulam Ishaq Khan (GIK) Institute of Engineering Sciences and Technology – a renowned engineering university in Pakistan during July 2011 and June 2012. Dr. Bilal has

conducted several trainings for policy makers and researchers at the OIC (Organization for Islamic Cooperation) Standing Committee on Scientific and Technological Cooperation (COMSTECH), Pakistan Council of Science and Technology (PCST), Water and Power Development Authority (WAPDA), Pakistan, and the National Rural Support Program (NRSP, Pakistan).

CONFERENCE PROCEEDINGS ALONG WITH ABSTRACTS OF PRESENTERS

Day 1: Monday 22nd February, 2016.

CONFERENCE PROCEEDINGS OF INAUGURAL SESSION

The conference hosts Ms. Aqsa and Mr. Mahad opened the conference and welcomed the participants. The session was started at 10:00 am with the recitation of the Holy Quran by Hafiz Talha. There were four speakers in the inaugural session.

Firstly, the welcome address was given by the Conference Chair, **Dr. Muhammad Zafarullah**, Pro-Rector of University of Central Punjab. In his welcome address, he welcomed the conference participants and highlighted that research and knowledge sharing is must for the academia where mutual collaboration between academia and industry will create opportunities. Pointing at the economy of the country, he added that our exports have been declined to worrisome point and is where investment in research and development becomes must. He asserted that innovation lifts the hampered economy and it can be brought in via research and development.

Secondly, Professor Rajneesh Narula, Keynote Speaker of the Inaugural Session shared his valuable thoughts about the globalized technological innovation. He pointed that money is not the issue anywhere however the key issue is the linkages between academia and industry. Prof. Rajneesh stressed upon that university-industry joint projects must be there in all countries to see and assess why the countries stay under developed. This will be a ray towards assessing the factors behind these phenomena. He also added that creativity does not come from reading, it comes from economic activity. Investment and growth are reversible processes. He laid upon the fact that large part of economy is informal in developing countries particularly in South Asia. He also said that knowledge sets are essential for the smallest firms as well. This part of the world is following general education model of 19th century while structural changes are occurring frequently. Basic skill sets do not earn jobs for the individuals any more.

Thirdly, Conference Guest - Mr. Barkatullah Deputy CEO, Zong shared his excitement about the conference on innovation in emerging business markets. He highlighted that technological advancement is impacting the world. He was of the view that it is the technology that differentiates mankind from other species. He mentioned that huge briefcases that were carried by people to offices on daily basis have been replaced by Smartphones. They serve multiple purposes for us. He shared certain statistics related to growth of certain innovations like television, radio and internet. He stated that radio took 50 years to become household item, and similarly televisions had to go through a time period of 32 years whereas internet took only 4 years to be around the corners of the world. He emphasized that Pakistan, as a developing country with emerging business market need to invest in research and development to bring innovation. He further said that technology is for all, it has no religion and race etc. He gave example of Finland which is the second most technologically advanced country in the world.

Lastly, the Chief Guest - Mr. Muhammad Adrees, Chairman and CEO, Sitara Group of Industries highlighted that among many other challenges, technological advancements is the major one. Multinational companies are progressing because they are much more innovative as compared to the national companies. Pakistani companies need to put in efforts and in this regard, HR plays a

significant role. HR practitioners should work in accordance and compliance with the academia as well as industry. This will develop the HR in both domains. He also stressed that research and development is not the priority which is the main cause of overall poor industrial performance. Mr. Adrees also said that policy and support of government is necessary for all organizations and easy tax administration will attract more foreign investment opportunities in Pakistan.

At the end of the Inaugural Session, souvenirs were presented by the Chief Guest Mr. Muhammad Adrees Chairman & CEO Sitara Group of Industries to the Keynote Speaker, Prof. Rajneesh Narula and the Conference Guest, Mr. Barkatullah Deputy CEO, Zong. Afterwards the Pro-Rector, University of Central Punjab Dr. Muhammad Zafarullah presented the souvenir to the Chief Guest Mr. Muhammad Adrees. The session was followed by a Tea Break that provided an excellent opportunity to the participants to socialize and network with each other.

THEME 1: INTERNATIONAL MARKETING AND BUSINESS

This session was chaired by Professor Rajneesh Narula from University of Reading, UK. He highlighted the issue of post transaction service that should be addressed and discussed as most sales suffer due to poor post transaction services. The presenters of this session were Dr. Zia Khan from FAST-NU and Mr. Sabeeh-ud-din Hassan from University of Central Punjab.

PRESENTER 1:

Evaluating the Impact of Store Attributes on Customer Loyalty of Superstores in Pakistani Retail Industry

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Abstract

The present study aims to examine store attributes impact on the customers' loyalty in the context of superstore operations in Lahore, Pakistan. A convenience sample of 300 shoppers of superstores in Lahore participated in a self-administrated survey. Advanced regression based technique namely Partial Least Squares based Structural Equation Modeling (PLS-SEM) identified the impact of store attributes on customer loyalty. The four dimensions of store attributes store merchandize, interpersonal communication, direct mailing and post-transaction were emerged as significant dimensions of store attributes in order to achieve customer loyalty. The present research adds meaningful insights for superstore managers to design their store attributes for the maximum returns in terms of customer loyalty.

Keywords: Store attributes, Customer loyalty, Superstore, Pakistan.

PRESENTER 2:

Segmentation Problems and Suggested Solutions for ChenOne

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Abstract

This paper examines the segmentation of the customers of ChenOne, an upscale attire brand demographically and behaviorally. At the same time, it examines whether the customers have concerns for personal wellbeing, environment, society and materialism or not. A paper based survey was done to collect data from the ChenOne customers using non-probability convenience sampling. n = 158. The findings of this study indicated that the patrons belonging to different segments of ChenOne had positive intentions regarding purchase. They mostly belonged to the affluent class of the society, single or married with children, chiefly government officers or entrepreneurs, had concern for the society, possessed different levels of loyalty and were materialistic at the same time. Due to time and financial resources constraint, the study was conducted only in Lahore whereas ChenOne has its branches all over Pakistan; so in the future, the research may be conducted in all major cities of Pakistan to get a representative sample of all ChenOne's customers. The implications for managers are that they should launch top of the line, high priced apparel for ladies, gents and children and advertise about them to grab attention. They should target professionals by launching formal wear. They must closely collaborate with the farmers, helping them increase their cotton crop yield and launch various campaigns to help the underprivileged.

Keywords: Segmentation, personal wellbeing, societal and environmental concern, materialism

After the presentations, the session chair opened the question answer session for the audience. The session was concluded with interesting question answer session between the audience and the presenters. Then Souvenirs were presented to the both presenters Dr. Zia Khan and Mr. Sabeeh Uddin Hassan by Professor Rajneesh Narula. Afterwards the Pro-Rector, University of Central Punjab Dr. Muhammad Zafarullah presented the souvenir to the Session Chair, Prof. Rajneesh Narula. The session was followed by Lunch & Prayer Break.

THEME 2: PUBLIC POLICY AND GOVERNANCE

This session was chaired by Mr. Muhammad Naeem ul Haq, Director General, National Institute of Management, Lahore. There were three paper presenters in this session namely: 1) Ms. Madiha Rehman, Ms. Shabana Naveed from University of Central Punjab and Rana Saifullah from Lahore Leads University.

Mr. Muhammad Naeem, in his opening address highlighted that overall prosperity is possible only when our corporate sector is on the right track in terms of its priorities. He said that government employees cannot do what the researchers are doing and they do not have enough in-depth understanding of management governance. In this case, there is a huge scope of collaboration between policy makers and researchers. What has been done during the years is that policies were made but no one understood the underlying facts behind those policies. He stressed upon the fact that in the coming years, it has been clearly stated that it would be era of Public Value. There should be proper linkages between the private and public sectors. The University of Central Punjab, in this regard, has taken the first step towards filling this gap.

PRESENTER 1:

Emergence of Agency Model in Pakistan: The Case of Federal Training Institutions of Pakistan

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Abstract

The main purpose of this paper is to trace the pattern of emergence of autonomous agencies in Pakistan particularly in federal training institutions of Pakistan. Moreover the paper theoretically highlights the drivers that led to the evolution of these agencies over the time. This study explores legal instruments under which different breed of public organizations are established. Autonomous bodies have become one of popular instruments for governing the state in 21st century. Hence we discuss three models of governance and autonomous bodies created in each model are also classified to identify the patterns of their emergence. The study is significant in the context of Pakistan because the preliminary data about the autonomous bodies in Pakistan and specifically their legal structure is not in a proper documented form. This paper will set as a base to establish further studies like addressing 'Why' questions of the research. The paper will be an attempt to organize the dispersed data on the profile information of the training institutions that help future researchers to use in their empirical studies and to match rhetoric with the realities. The policy domain selected for the study is training and all the federal training institutions are taken into account. This theoretical study is based on secondary sources of data and presents the formal (documented) structure and autonomy of the training institutions. Data are collected from the government reports and websites. The study is concluded with the reasons identified for the evolution of agencies over different time periods. The explanation for this evolution has been elucidated from the institutional theories of governance. The study in the end provides the recommendations for future research.

Keywords: Emergence, Governance, Autonomous bodies, Federal training institutions, preliminary data.

PRESENTER 2:

The Adoption of Corporate Governance Model by Public Organizations: The Case of Federal State-owned Enterprises in Pakistan

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Abstract

Purpose- The paper aims to examine governance mechanisms across State-owned enterprises (SOEs) created under various legal instruments in Pakistan. Furthermore, it attempts to compare state control and autonomy of SOEs as provided under various legal instruments in Pakistan.

Design/methodology/approach- It is a descriptive paper based on secondary data from legal instruments (private and public laws), government reports, company reports and public documents.

Findings- The paper found that SOEs are created under three broad categories of instruments in Pakistan including public laws, private laws and special instruments of cabinet or government. In terms of legal status, SOEs can be classified in three broad categories including statutory corporations and public companies and attached departments. Corporate governance model is the most famous structural arrangement present in various legal instruments. Differences are found with respect to state controls and autonomy provided to SOEs in various legal instruments.

Originality/value- The originality of the study lies in examination of differences/ similarities in the governance mechanisms across SOEs created under different legal instruments and its theoretical explanation in light of institutional theory. An important extension of this study would be comparison of SOE governance on formal level (being provided in law) and real level (being actually practices) and finding gaps between them.

Key words: SOEs, governance, public- sector reforms, Pakistan, institutional theory, autonomy.

PRESENTER 3:

Investigating The Dynamics for Good Governance: Identifying Causes of Project delays in Provincial Public Sector Development Projects. A Case Study of Punjab, Pakistan

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Abstract

Public sector development projects provide a foundation for public welfare, citizens' facilitation and hence, are synonym to national development and good governance. Therefore, this study aims to explore the vistas and horizons for good governance as it identifies the most significant causes of project delays in Punjab Public Sector Development Projects, exploring the dynamics of project delays in Punjab Public Sector Development Projects. In the scenario of provincial public sector development projects, the Iron Triangle of the Project Management is usually not satisfied and balanced which leads to negative consequences and repercussions. The study identifies as many as 50 factors/causes of the project delays, and from the perspective of Punjab public sector

development, carries almost 11 public sector departments. The respondents of the study included the project managers of respective departments, contractors and consultants of the public sector development and construction projects. Four aspects of the causes of delay were comprehensively analysed that include “Contractor based”, “Client based”, “Consultant based” and “Process based” causes so that every domain of the public sector development projects should be addressed. Out of 100 sample size, the data is being analyzed using descriptive and inferential statistics and Factor analysis. Delays in material supply, slow decision making from owner, work suspension and delays in contractor’s claim settlement are found out to be the most significant factors besides so many others. In the end, practical and viable recommendations are suggested and provided. The outcome of this research will benefit the prospective researchers and students of project management as well as project stakeholders worldwide. It gives the comprehensive and detailed analyses and hence, lays the strong foundation for any work to follow especially in the area of development projects.

Keywords: Good Governance, Public Sector, Project Management, Project Delays, Public Sector Development Projects, Iron Triangle.

After the presentations, session chair opened the question answer session for the audience. Some questions which were asked by the audience were:

1. Your study is descriptive but in your slides you said you have taken empirical findings, from where those findings were reported asked from Ms. Madiha Rehman?
2. What was your criteria for choosing these 11 sectors asked from Rana Saifullah?
3. How you have calculated your codes means which technique was used asked from Rana Saifullah?

After the interesting question answer session between the audience and the presenters Souvenirs were presented to the session presenters Ms. Madiha Rehman, Ms. Shabana Naveed and Rana Saifullah by the Session Chair Mr. Muhammad Naeem ul Haq, Director General National Institute of Management, Lahore. Afterwards the Pro-Rector, University of Central Punjab Dr. Muhammad Zafarullah presented the souvenir to the Session Chair Mr. Muhammad Naeem ul Haq. The session was followed by a Tea Break.

THEME 3: INVESTING IN PEOPLE

The last session of Day 1 - Investing in People was chaired by Dr. Nasira Jabeen, Director Institute of Administration Sciences, Punjab University, Lahore. Dr. Nasira opened the session by evoking positivity in audience. She was of the view that organizational development is best possible via human resource development. People should develop positivity in them only then they can prosper. She categorically said that “Enlighten yourself with positivity to defeat the darkness of negativity”. Presenters of this session were Ms. Sumaira Gulzar from Shaheed Zulfikar Ali Bhutto Institute of Sciences and Technology, Islamabad, Ms. Ayesha Zahid from Lahore Leads University, and Ms. Aneela Akhter from National Defense University, Islamabad.

PRESENTER 1:

Effect of Individual, Social and Organizational Factors on Workplace Learning: A Case of Pakistan

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Abstract

The purpose of this paper is to analyze the impact of individual, social and organizational factors on workplace learning in public and private sector organizations of Pakistan. After reviewing the literature on social exchange and social capital theories and its relationship with workplace learning and impact of workplace learning, these relationships are analysed in this study using a sample of 207 individuals working in public and private organizations of Pakistan. Findings reveal that self-interest, sense of belonging and trust are positively associated with workplace learning in Pakistan. The main limitations of this paper are the cross-sectional design and that the data was collected from only managerial staff. Findings of this study can enhance the efforts of the managers' in the development of workplace learning programs which increase both organizational and individual performance. The study focuses on the little-researched relations between individual and social organizational factors, workplace learning and job performance in a public and private sector organizations of Pakistan. Finally, the paper provides empirical evidence that these relations exist.

Keywords: Social Exchange, Social Capital, Self- Fulfilment, Self-interest, Sense of Belonging, Perceived Expertise, Trust, Workplace Learning, Pakistan.

PRESENTER 2:

The Impact of HR Practices on Perceived Employee Performance: Mediating Role of HRM Outcomes in Private Educational Institutes of Pakistan

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Abstract

The current research aims to investigate the impact of HR practices i.e. compensation practices, promotion practices and performance evaluation practices on perceived employee performance with mediating role of HRM outcomes in private education sector of Pakistan. For this purpose data was

collected through questionnaire from 397 private school teachers. The results of correlation illustrate that HR practices are positively and significantly correlated with HRM outcomes and perceived employee performance. Hierarchical regression was run to analyze the impact of mediating variable i.e. HRM outcomes on the relationship between HR practices and perceived employee performance. Results demonstrate that HRM outcomes partially mediate the relationship between HR practices and perceived employee performance. This paper adds to the body of knowledge by providing new data and empirical insights into the relationship between HR practices and perceived employee performance. This study has also important theoretical and practical implications in the area of HRM-performance relationship in the context of private education sector of Pakistan.

Keywords: HR Practices, HRM Outcomes, Perceived Employee Performance, Pakistan's Education Sector

PRESENTER 3:

Extremely Difficult Goals of the Leaders Lead to Abusive Organizations Supervision: The Mediating Effect of Hindrance Stress

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Abstract

This study examined abusive supervision in order to exceed extremely difficult goals at workplace. Leader's goal difficulty is positively associated with abusive supervision. In the light of following literature review, hypothesized were formulated, Leader's exceedingly goal difficulty is positively related with abusive supervision; Leader's hindrance stress mediates or facilitates the relationship between leader's goal difficulty and abusive supervision. Data was collected from employees and their immediate managers to test this theoretical model (N=220). In order to check the questionnaires if they are applicable in Pakistani culture, Confirmatory Factor Analysis (CFA) was applied. The results of this multisource field study provided support for the hypothesized relationships. In particular, assigned job goals that were appraised by supervisors as exceedingly difficult to attain predicted their hindrance stress. Also, hindrance stress was positively related to anger and anxiety, which in turn predicted abusive supervision. Theoretically, these findings contribute to research on goal setting, stress, and abusive supervision. In addition, these findings are practically important in that they provide suggestions on how to minimize abusive supervision in organizations.

Keywords: Abusive supervision, Goal difficulty, Hindrance, Stress, Leaders, Anger, Anxiety, Goal Setting.

The session was concluded with interesting question answer session between the audience and the presenters. Souvenirs were presented to the session presenters by the Session Chair Dr. Nasira Jabeen. Conference Chair, Dr. Muhammad Zafarullah presented a souvenir to Dr. Nasira Jabeen.

Day 2: Tuesday 23rd February, 2016.

Day two was started with the recitation of the Holy Quran. The Keynote Speaker for second day was Dr. Naubahar Sharif from Hong Kong University of Science and Technology, Hong Kong. In his keynote address, he gave a comprehensive presentation on the China's journey towards technological advancement. He talked about three competitive advantages of China that are government power, autocratic system of governance and globalization. He was of the view that China is heavily investing in acquisition of technologically advanced firms in order to capitalize on their experience and technology.

THEME 4: FINANCIAL CHALLENGES FOR EMERGING ECONOMIES

This session was chaired by Dr Fazal Hussain, Dean Social Sciences PIDE and he discussed the challenges of economy with the audience. He gave a brief presentation on the topic and answered the the audience questions. It was unanimously agreed upon that informal economy is working far better in our part of the world. He stressed upon the fact that documentation of Economy is an issue in Pakistan. The government has to take infinitives in this regard. Presenters of this session were Mr. Muhammad Hammad Masud from Government College University, Faisalabad and Dr. Ghulam Saghir from University of Central Punjab, Lahore

PRESENTER 1:

Impact of Corporate Diversification on Earnings Management

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Abstract

The purpose of this research is to examine the effects of corporate diversification on earnings management. Based on listed firms regarding non-financial sector of Pakistan, the study runs panel least squares regression which stated that, locally diversified firms and combination of industrial and geographical diversified firms mitigates earnings management. In support of our earnings equalizing hypothesis, managers of diversified firms have less need for accruals management, because diversified firms achieved their goals well in time and had more free cash flows which naturally reduces earnings variability. This study also found no clues about the relationship between firm's size and informational asymmetry which reject the asymmetric information hypothesis. This research makes an important contribution to the accounting and management literature by providing new and significantly different evidences on the relative roles of corporate diversification and earnings management.

Keywords: Corporate Diversification, Earnings Management, Information Asymmetry, Accruals

An engaging question and answer session was enjoyed by the audience and the presenters. At the end of the Session on presenters Mr. Muhammad Hammad MASUD from Government College University Faisalabad and Dr. Ghulam Saghir from University of central Punjab by the Session Chair Dr. Fazal Hussain. Afterwards the Keynote speaker Dr. Naubahar Sharif from Hong Kong University of Science and Technology presented the souvenir to the Session Chair Dr Fazal Hussain, DEAN Social Sciences PIDE. The session was followed by a **Tea Break**.

THEME 5: THE IMPACT OF TECHNOLOGY IN THE WORKPLACE - INFORMATION, OPERATIONS & QUALITY ASSURANCE

Mr. Ayub Ghauri from NetSol Technologies Pakistan chaired the session and highlighted that IT has immensely influenced the working of business in every manner. Excellence can be achieved by measuring the IT standards. IT has played multiple roles for the people. Customer presence is the consequence of this revolution as well. In this session, research papers were presented by Mr. Mahboob Khurshid from Virtual University, Ms Nazish from Mehran University of Engineering and Technology Dr. Irfan Butt, Nazish Baladi and Dr. Syed Mazhar from COMSATS Institute of Information Technology, Wah Cantt.

PRESENTER 1:

Development of Manufacturing Strategy: An Empirical Study in Pakistan

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Abstract

This paper presents preliminary findings of an empirical study conducted in Pakistan. The data from 148 manufacturing companies, top executives and managers, was collected to develop an understanding of factors influencing their manufacturing strategy. The factors considered important for the development of manufacturing strategy are culled from literature after extensive review, and their association with manufacturing strategy was tested in addition to discerning the impact of manufacturing strategy on firm's performance.

Keywords: Executives, Managers, Manufacturing Strategy, Firm's Performance.

PRESENTER 2:

Best Practices of Quality Assurance (Case study of Top Three Business Institutes in Sindh)

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Abstract

Business institutes in Pakistan enabling students to gain knowledge and deal with the market practices. There are 15 HEC recognized business institutions in Pakistan having 9 Sindh only. HEC sets three parameters to evaluate the quality of higher education in the business institutes: 1) implementation status of quality assurance; 2) Teaching; 3) Research. This paper is focused on the quality assurance parameter, comprises four criteria's 1) appointment of faculty members; 2) eligibility of MS/M.Phil., PhD; 3) plagiarism standing committee; 4) QEC categorization. This study aims to identify the level of adaptability of best practices for quality assurance in top three business institutes in Sindh namely: Karachi IBA, IBA Sukkur and SZABIST. Results shows that under first

criteria in offering scholarships to teachers and research based faculty are done good by both IBAs .However, one practice that is mostly avoided in these institutes is rehiring of productive retired faculty members. Under second criteria all three institutes are offering sufficient expertise and experience in research and teaching. Under third criteria plagiarism policy is fully implemented in all three institutes. Karachi IBA offers regular trainings on plagiarism. Under fourth criteria both IBAs and SZABIST are excellent performing in revising the curriculum, assessing the institutes goals and objectives and update the website, however difference exists as Karachi IBA and SZABIST have strong resource allocation than Sukkur IBA ; Karachi IBA have set criteria to evaluate faculty members and advancement in teaching and research however these practices are moderately adopted in Sukkur IBA and SZABIST. The paper reveals that most of the derived practices are adopted in these institutes but Sukkur IBA and SZABIST needs to adopt some more practices completely in order to upgrade themselves for quality education.

Key Words: Business Education, Managerial Practices, Quality in Education.

PRESENTER 3:

Influence of Operational Quality on Project Excellence - An Empirical Analysis

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Abstract

The current study is identification and recognition of operational quality concepts in context of projects and for achievement of sustainable outcomes. The Open and Distance Learning (ODL) educational projects undertaken by Pakistani Universities are selected for examining the impact of Operational Quality on Project Excellence. Total quality management, Supply chain management, and Lean thinking have been taken as dimensions of Operational Quality whereas Performance, Financial soundness and Client acceptability have been considered as dimensions of Project Excellence. Data have been collected from 254 respondents of ODL projects. A high correlation and strong impact have been observed. Moreover, results reveal that operational quality have a strong influence on project excellence. This study may contribute for future ODL projects of universities and can be replicated for other service sector.

Key Words: Operational Quality, Project Excellence, Open and Distance Learning projects

A constructive question and answer session was enjoyed by the audience and the presenters. At the end of the session, souvenirs were presented to the presenters by the Session Chair Mr. Ayub Ghauri. Afterwards Professor Rajneesh Narula presented a souvenir to the Session Chair Mr. Ayub Ghauri. The session was followed by a Lunch and Prayer Break.

THEME 6: INNOVATION, ENTREPRENEURSHIP & LEADERSHIP

Dr. Naubahar Sharif, HKUST Hong Kong chaired the last session of the conference - Innovation, Entrepreneurship and Leadership. In this session, Dr. Muhammad Nadeem Dogar and Dr. Bilal Mirza, from University of Central Punjab, presented their papers.

PRESENTER 1:

Organizational Identification and Organizational Change: A Case Study of Summit Bank of Pakistan

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Abstract

This case study explores an interplay between Organizational Identification and Organizational Change to examine whether Organizational Identification works as a barrier or an enabler for Organizational Change. It shows how Social Identity Theory and different inducement strategies by the leadership resolve employee and Organizational Identification issues in a merger like Summit Bank. Summit Bank Limited came into existence in 2009 when Suroor Investments Limited acquired Arif Habib Bank Limited. In 2010, the Summit Bank acquired Atlas Bank and MyBank and merged them. The acquisition and merger took place due to inability of these banks to sustain required paid-up capital and to establish 100 branches each as per the requirements of the State Bank of Pakistan (SBP). In such mergers, employees carry with them their previous organizational identities that can lead to favoritism or dysfunctional culture. In such a complex environment, the leadership has to take constructive steps comprised of inducement strategies of association and disassociation to ensure that employees embrace their new identity to accept change, otherwise it can serve as a barrier for Organizational Change. In conclusion, this case study shows that Social Identity Theory supports Organizational Change/merger by developing a relationship between employee identity and organizational identity. In Summit Bank, Organizational Identification worked as an enabler for Organizational Change/merger and played an important role in its success.

Keywords: Organizational Identification, Organizational Change, Re-organization, Acquisition, Merger, Inducement Strategies, Confluence.

PRESENTER 2:

Innovation in Pakistan: Historical Inclination, Present Trends and Future Perspectives

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Abstract

Pakistan's relative performance in Science, Technology and Innovation (STI) has been quite appalling. From limited capacity in technological front to deep rooted structural problems in national innovation system, the performance at national and regional level is not at par with countries having similar economic resources. The paper, in this context, sheds light on broad range of innovation indicators available internationally for Pakistan and the historical policy route adapted by the country till the very recent national STI policy that inspires the country to be on the technological forefront. The paper also attempts to critically analyze the research and development priorities with policy evidence as well as implementation issues that the country has faced in the last 40 years. Lastly, the paper based on the discussion, offers extensive policy recommendations that can further fine tune the overall STI objectives that Pakistan can foresee by the year 2020.

Keywords: Pro-poor innovation, incremental innovation, STI Policy.

After the presentations, session chair opened the question answer session for the audience. The audience showed a lot of interest in both presentations and asked several questions. The presenters gave very convincing answers of the questions. At the end of this session, souvenirs were presented to the session presenters by the Session Chair Dr. Naubahar Sharif. Afterwards the Pro-Rector, University of Central Punjab, Dr. Muhammad Zafarullah presented the souvenir to the Session Chair Dr. Naubahar Sharif.

CLOSING CEREMONY

The closing ceremony of the conference was initiated by Dr. Muhammad Nadeem Dogar, Conference Secretary. He presented the conference report by highlighting the very important areas that need to be addressed in emerging markets that were identified in all the sub-themes of the conference. Further, he mentioned that, it is important that academia and practitioners need to do collaborative research and development in order to devise innovative business practices in order to address contemporary challenges of emerging markets like Pakistan. Dr. Nadeem Dogar on behalf of the conference organizing committee expressed his gratitude for the active participation of the paper presenters, paper reviewers, session chairs, keynote speakers, chief guests of the inaugural and closing sessions and the conference chair. He emphasized that such conferences should be organized on regular basis.



The Chief Guest for the closing ceremony, Mr. Ben French, Head of DFID (UK), Punjab Office appreciated the overall enthusiasm of young scholars, and efforts of University of Central Punjab in arranging a successful conference. He said that innovation does not provide opportunities in Pakistan only but this phenomena is global. West and East must work hand in hand in order to be more innovative. He mentioned four areas i.e. governance, development of skills, Information technology and emerging economy that Pakistan needs to work on and to forge linkages between the academia and industry. As a result, this will eventually open new avenues for young scholars who should then make full use of them.



At the end of the closing ceremony, the Chief Guest Mr. Ben French presented souvenirs to the Conference Organizers and later on, Dr. Muhammad Zafarullah, Pro-Rector University of Central Punjab presented a souvenir to Mr. Ben French, Head of DFID (UK), and Punjab Office. The conference was concluded with a vote of thanks to the all participants. The participants appreciated the efforts of the University of Central Punjab, Lahore for this conference and showed their willingness to participate in future conferences.