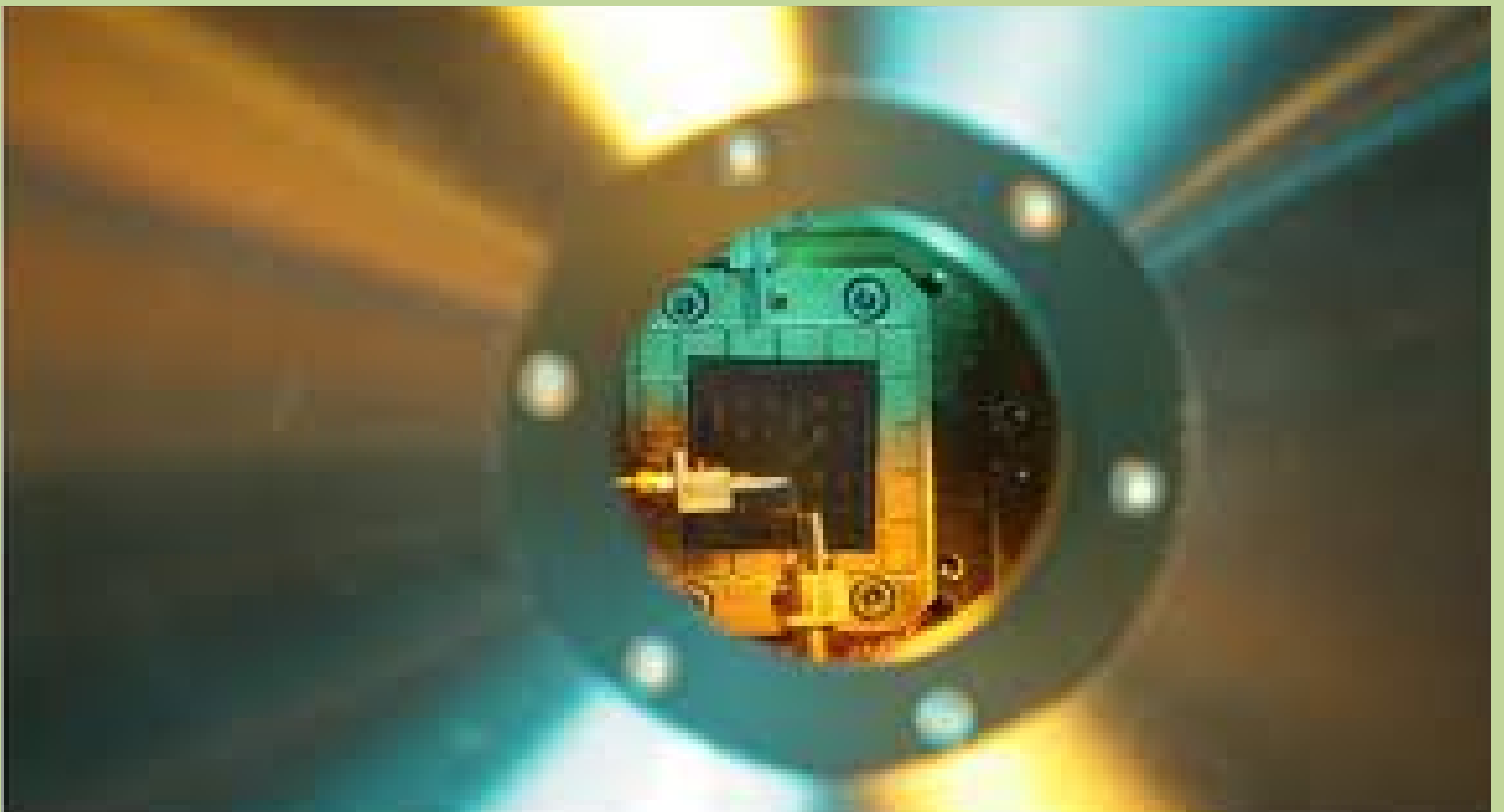


Research Outlook 2011

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University of Management and Technology

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SBE Publications

Journal Articles

1. **40**,Farooqi, M., Iqbal, J., & Rashid, M. (2011). Model for employee relationship in domestic organizations of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(3), 1463-1479. [ISI no, F]

1. **Abstract:** Tracing the roots of evolution of HRM, this article is focused towards employee relation model in Domestic organizations of Pakistan. The article first traces the roots of SHRM and then pinpoints the context specific nature of HRM. By arguing the context specific nature of HRM, the article develops a conceptual model of employee relationship in domestic organizations of Pakistan. The article concludes by developing an argument that HRM in Pakistan is still in its infancy and it is informal in nature.

2. **1**,Kalim, R. & Salahuddin, T. (2011). Micro financing of NGOs and government: Collaborative impact on poverty eradication. *Information Management and Business Review*, 2(2), 81-91. [ISI no, F]

Abstract: Poverty reduction has been declared as the most important millennium development goal not only by the world level organizations and institutions, but also by the government of Pakistan. Micro-credit is considered as a prime tool to fight back poverty. After the success of Grameen Bank of Bangladesh multiple other banks and micro finance institutions (MFI's) like Banko Soladerio of Latin America, Indonesia's BRI-UD, BAAC in Thailand, BRAC in Bangladesh and VBSP in Vietnam have been working on almost the similar pattern. In Pakistan different NGOs like AKRSP, Orangi pilot project, Kashf foundation and others have started working for the past few years basically to eradicate poverty and for women empowerment. The government institutions are also seriously making an effort to eradicate poverty through micro financing schemes. Government of Pakistan has selected the RSP (rural support program) model for micro-financing. The success of both government institutions and NGOs is not very outstanding to meet the basic objective of poverty eradication. The aim of this paper is to see the possibility of collaboration between the NGOs and the government to achieve the desired common goal. It is hypothesized that if government and NGOs work together and collaborate each other, the effectiveness of micro financing schemes could be strengthened.

3. **6**,Sharif, M. Y., Ahmad, A., Kausar, A. R., & Town, C. I. I. J. (2011). A comparative study on the effectiveness of human resource professionals in Pakistan and Malaysia. *IBIMA Business Review*, 1-11.[ISI no, F]

Abstract: The aim of this empirical paper was to show the comparison between the effectiveness of Human Resource (HR) professionals and the organizational factors (namely, leadership, organizational support and reward system), based on a study on the HR professionals in two private universities – A university(AU) in Pakistan and B

university(BU) in Malaysia. Both are private universities which have multi disciplinary business, technology and education related programs. Both institutions own sophisticated systems (both humans and technology). Consequently, the human resource management (HRM) practices in AU and BU could be said to be quite advanced because of this. The approach employed in this study was to gather data on the human resource professionals from the perspectives of knowledge workers (the faculty members) in the two institutions. The data was collected through survey questionnaires which were distributed to 110 AU and 150 to BU knowledge workers. However, 73 questionnaires were returned from AU (response rate 70 %) while only 66 questionnaires were obtained from BU (44 % response rate). The study shows that there was a correlation between leadership and HR effectiveness in AU (0.58) and also in BU (0.699). The correlation between organizational support and HR effectiveness was low in AU (0.49) but strong in BU (0.673). The correlation between reward system and HR effectiveness was found to be fair for both AU (0.53) and BU (0.51). For AU, the weakest predictor was organizational support (0.49) while for BU; it was the reward system (0.51).

4. 7, Ali, Q., & ur Rehman, M. (2011). Cultural diagnosis: An empirical investigation of cellular industry of Pakistan. *Asian Journal of Business Management*, 3(4), 278-286. [ISI no, F]

Abstract: This study describes research in five cellular companies operating in Pakistan, aimed at identifying their current and preferred organizational culture. Using Quinn and Rohrbaugh (1983) competing values framework, the overall cultural profiles and dominant characteristics of the organizations and industry are determined through a personally administered survey employing the Organizational Culture Assessment Instrument (OCAI). The results indicate that hierarchy culture is dominating in cellular industry, whereas the clan is found to be the most preferred cultural archetype in majority of cellular companies. This indicates a misalignment between what employees think is needed and what is perceived to exist.

5. 8, Afza, T., & Hussain, A. (2011). Determinants of capital structure: A case study of automobile sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 219-228. [ISI no, F]

Abstract: The present study examines the industry specific attributes of firms in Automobile, Engineering, and Cable and Electrical Goods Sectors affecting the determinants of capital structure and validates the results with Booth et. al. (2001) and Rajan and Zingales (1995). The study uses pooled data regression model on the sample of 22 Automobile, 7 Cable and Electrical Goods and 8 Engineering Firms to identify the determinants of capital structure. The debt to total assets ratio is used as a proxy for leverage and the impact of size, profitability, tangibility of assets, cost of debt, taxes, liquidity and non debt tax shield is analyzed on leverage. It is pertinent to report that the study uses liquidity, tax and cost of debt variables which were not used in the earlier studies conducted in Pakistan on industry specific attribute of capital structure and have significant influence on debt financing decisions. The empirical results reflects that firms of these three sectors with good liquidity position and large depreciation allowances use

retained earnings, followed by debt financing for growth and smooth operations and equity financing is considered as a last resort. The results supported the Static Tradeoff Theory and Pecking Order Theory.

6. 13, Ahmad, A., Kausar, A. R., Ayub, U., & Sharif, M. Y. (2011). HR professionals' effectiveness in a knowledge-based organization at Lahore. *Journal of Asia Pacific Business Innovation & Technology Management*, 001, 074-085. [ISI no, F]

Abstract: The aim of this empirical paper was to show the relationship between the effectiveness of Human Resource (HR) professionals and some selected organizational factors (namely leadership, organizational support and reward system). The study focused on HR professionals in Multimedia University (MMU), an IT-based private university in Malaysia. It had adopted a mixed method methodology combining an in-depth telephone interview with a senior HR manager in MMU and a survey of lecturers in MMU Melaka campus. 150 questionnaires were distributed to the said lecturers but obtained a response rate of 44 per cent. The findings from the survey (and the interview) found a strong correlation between leadership (0.699) and organizational support (0.673) and HR professionals' effectiveness.

7. 22, Ali, Q., Bajwa, S. U., & Shahzad, K. (2011). Supportive learning environment: A comparison between private and public sector organizations of Pakistan. *International Journal of Humanities and Social Science*, 1(10), 197-203. [ISI no, F]

Abstract: The purpose of this paper is to determine the most important factors influencing supportive learning environment in public and private sector organizations on the one hand and to compare the levels of supportive learning environment between private and public sectors, on the other. Since, supportive learning environment is a building block of learning organization, the study, in other words, intends to compare the levels of learning in both sectors. Variables are factor analysed to carry out the most important ones and the sum of the Means of all the variable is taken as total score of supportive learning environment and is compared mutually. Results of the study suggest that the important variables of supportive learning environment for both types of organizations are same—psychological safety and time for reflection— but there is a considerable disparity between the total scores gained by two organizations, with private organization at higher side. It can be derived, then, that the extent of supportive learning environment is greater in private organizations than public ones.

8. Siddiqi, A. F. (2011). Outlier robust draper and line designs. *Pakistan Journal of Statistics and Operation Research*, 7(1), 87-99. [ISI no, L]

Abstract: Design robustness to a single outlier is studied for Draper 1990 designs by introducing and applying minimax outlier effect criterion. The criterion uses outlying effect of design points and attempts to minimize the maximum outlying effect for a design point to have design with almost equal outlying effects and the design is adjusted for maximum outlying effect. Resultant outlier robust Draper & Lin designs have been exhibited as more compact, so less resource intensive, as compare to the other existing equivalent designs.

Books / Book chapters

9. 20.Raza Ahmad (ed.) (2011). *Philosophy of science since bacon: readings in ideas and interpretations*. Nova Science Pub Inc. [F]

Synopsis: The present volume is a collection of original articles of high quality on the Philosophy of Science by philosophers and scientists of international repute. As the title of the book suggests, it looks at the various points of view of leading practitioners, as well as philosophers on the nature and structure of our knowledge of the physical world. The present work brings forth the fundamental ideas of Bacon, Galileo, Newton, Descartes, Popper, Einstein, Thomas Kuhn and several other leading scientists and philosophers.

The collection consists of core ideas of science and how they brought about revolution in our ways of looking at knowledge and the structure of physical reality. After going through the collection, the reader can get direct experience of the workings of the great minds of science and the changing historical context of theorizing in science. It traces the evolution of human thought from Newtonian objectivity to the Einsteinian relativity.

10. 56,Sharif, M. Y., & Ahmed A. (2011). *HR professionals' effectiveness in a knowledge-based organization: A Malaysian case*. In Jonathan H. W. (Ed.), *Organizational culture, learning, and knowledge management* (pp. 491-516). Champaign, IL: Common Ground Publishing. [F yes]

Synopsis: The aim of this empirical paper was to show the relationship between the effectiveness of Human Resource (HR) professionals and some selected organizational factors (namely leadership, organizational support and reward system). The study focused on HR professionals in Multimedia University (MMU), an IT-based private university in Malaysia. It had adopted a mixed method methodology combining an in-depth telephone interview with a senior HR manager in MMU and a survey of lecturers in MMU Melaka campus. 150 questionnaires were distributed to the said lecturers but obtained a response rate of 44 per cent. The findings from the survey (and the interview) found a strong correlation between leadership (0.699) and organizational support (0.673) and HR professionals' effectiveness.

Conference Papers

11. 50,Mukhtar, S., Rashid, K., Tatlah, I. A. (2011). *An analytical study of governance strategies at secondary school level in Pakistan*. In *Proceedings of 1st International Conference on Business Management* (pp. 15-31). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: This article analyzes and assesses the current status of governance strategies at secondary school Level and examines emerging trends. While we commonly accept that the purpose of schools properly focuses on teaching and learning, the focus of control over these functions has traditionally resided far from the school-site level of the professionals. This study examines the way teachers and

principals in a representative sample. The degree of competition among professions is affected by the nature of institutional and occupational differentiation and by particular cultural and historical forces in different societies. Teachers and administrators typically adhere to divergent views of governance. Others argue that conflict between administrators and teachers is not inevitable, and Accountability provides the school with an opportunity to collect information about its performance and enter into a debate with its community about the results of its exercise.

Show institutional variation in the degree of conflict between the perceptions and preferences of teachers and principals in secondary school. Governance of schools is becoming an increasingly important issue, as educators begin to realize how crucial it is to empower the participants in any educational process. Schools must use the knowledge, skills and experience of parents to improve or maintain standards through PTA/SMC. The standards of quality will be determined by the quality of the accountability system.

12. 51, Abdullah, M., Kalim, R. (2011). Determinants of food price inflation in Pakistan. In *Proceedings of 1st International Conference on Business Management* (pp. 69-88). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: This study focuses on the identification of main determinants of food price inflation in Pakistan. Using the data from 1972 to 2008, Johansen's co-integration technique is utilized to find out the long run relationships among food price inflation and its determinants like inflation expectations, money supply, per capita GDP, support prices, food imports and food exports. Empirical findings prove the long run relationships among food price inflation and its determinants. All the determinants affect food price inflation positively and significantly except money supply which is insignificant with correct positive sign. Vector Error Correction Model (VECM) has been used for the analysis of short run dynamics. In the short run, only inflation expectations, support prices and food exports affect the food price inflation. The results reveal that both demand and supply side factors are the determinants food price inflation in Pakistan. However, our study supports the structuralist point of view of inflation as money supply shows insignificant results.

13. 52, Tauqir, S.R. (2011). The new system of vice chancellor appointment and selection: A stakeholders' perspective. In *Proceedings of 1st International Conference on Business Management* (pp. 163-174). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: The principal objective of the paper is to understand how stakeholder perceives the new system of VC appointment and selection in Pakistan. VC is the life line of higher educational institute and these higher educational institutes will equip graduates to face global competition and economic crises. Thus VC selection is very crucial when it comes to universities. The system selection and appointment of VC was changed as a result of higher education reform initiative introduced in 2002. Stakeholder perception will give practitioners an indication of how these reforms have been implemented.

The paper used a qualitative approach of in depth interviews of 40 stakeholders. For this purpose semi structured interviews over a period of 8 months were conducted with VC, Ex VC, government officials and policy implementers. Basically the findings suggest that appointments at VC level are fraught with perceptual dichotomies and perceived

bureaucratic attitudes. Further perceptual gaps among the various stakeholders on the merit and demerits of the new system were identified.

It is finally concluded that unless these perceptual gaps are bridged and proper steps taken to create an awareness of the merits, the implementation will be highly affective. Surprisingly a huge gap was identified among two different groups of stakeholders. This identified gap covers a main body of this paper. The main reason of this study is to inscribe the perception of stakeholders on this new system of VC appointment and selection. Their perception identifies an alarming situation which needs to be further researched.

14. 53, Haque, M. (2011). Conceptualizing effect of market orientation on channel strategy. In *Proceedings of 1st International Conference on Business Management* (pp. 399-410). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: Market orientation literature posits that there exist positive relationship between MO and organization's performance. Research in market orientation has overlooked the importance of market orientation's impact on various aspects of marketing strategy especially on distribution channel strategy. Using capability frame work the paper conceptualizes the relationship between various constructs of MO with channel strategy. The article discusses relevant literature and develops propositions in this regard. The paper proposes that channel structure and intensity decisions are directly related to organizations information generation and dissemination capabilities while level of overall MO determines the intentions to control the channel power.

15. 54, Tatlah, I. A., Saeed, M., Mukhtar, S., Iqbal, M. Z. (2011). Management of Pakistan higher education in emerging scenarios In. *Proceedings of 1st International Conference on Business Management* (pp. 423-430). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: Purpose of the article is to analyzes and access the current status of higher education in Pakistan to examine emerging trends .The discussion concentrates on structure, access, quality, funding patterns, private enterprise and future prospects of higher education .It is argued that if quality does not match quantity, and the higher education sector fails to bring out enlightened, highly skilled, trained, motivated and ethically committed individuals ,the countries cannot meet any of its development objectives .Findings of the study are to attract the brightest students towards social sciences in different paradigms and research ; funds have to be allocated for the higher education sector in the country .These emerging scenarios have given birth to some new issues .

16. 55, Saeed, A. (2011). Role of team (trust, ethics, alignment, & motivation) for successful implementation of supply chain management of retail store chains in Pakistan: A conceptual model. In *Proceedings of 1st International Conference on Business Management* (pp. 493-503). Lahore, Pakistan: University of Management and Technology. [L]

Abstract: Concept of supply chain management (SCM) is based upon the linking of different stake holders of the whole supply chain .The More Coordinated these entities are, the more effective and efficient supply chain would it be. Literature shows that the most important factor for higher coordination among different companies is trust. Starting from inter department trust within the organization it expands to outer boundaries of the organization. It becomes more critical for the success of a whole

supply chain when it comes to establishing trust between different organizations. It is also empirically improved through literature that behavioral uncertainties and presence of socially ethical practices are the roots for presence /absence of trust between two companies .Now, if some organization wants to create a successful supply chain, it has to align itself with the goals of its chain members .For that a certain level of trust establishment is necessary ,which requires strong ethical grounds .As, in some cases it might require a huge change in the whole organization from administrative level to cultural level ,high level of motivation from the top management is required .In the absence of such motivation there are very few chances from the implementation of SCM in its true spirit .After a series of open ended interviews and detailed literature review ,this paper is an attempt to consolidate some soft areas with the combined name of TEAM (TRUST, ETHICS, ALIGNMENT, and MOTIVATION) which as a whole guide towards a successful implementation of SCM .

SST Publications

Journal Articles

17. 26,Shah, Z., & Tahir, Q. (2011). Dielectric properties of vegetable oils. *Journal of Scientific Research, 3*(3), 481-492. [ISI not, F]

Abstract: In search of PCB (polychlorinated biphenyl) free mineral oil used in transformer, we have carried out the detailed study on dielectric properties of some vegetable oils, such as corn oil and cottonseed oil. Dielectric constant, dielectric loss factor have been determined for corn oil, cotton seed oil, and PCB free mineral transformer oil having International Electrotechnical Commission number IEC-60296 in the frequency range 330 Hz to 3 MHz and in temperature range 250C to 700C. The dielectric data of the vegetable oils is critically compared with that of the transformer oil and appropriate causes for similarities and differences have been discussed. Owing to comparable results in the vegetable oils and transformer oil studied, it is suggested that vegetable oils may also be used as transformer oil.

18. 27,Yasmeen, S., Kashmiri, M. A., & Anwar, K. (2011). Screening of aerial parts of *Abutilon bidentatum* for hepatoprotective activity in rabbits. *Journal of Medicinal Plants Research, 5*(3), 349-353. [ISI yes, IF-0.590, F]

Abstract: The objective of this investigation was to study the hepatoprotective activity of aqueous methanolic extracts of aerial parts of *Abutilon bidentatum* on carbon tetra chloride (CCl₄) and paracetamol induced liver damage in rabbits. The extracts at different dosages, administered orally for three days, significantly decrease serum enzymes; Serum Glutamate Pyruvate Transaminase (SGPT), Serum Glutamate Oxaloacetate (SGOT), Alkaline Phosphate (ALKP), and direct bilirubin. Silymarin was used as a standard hepatoprotective agent. The biochemical observations were supplemented with histopathological examination of rabbit liver sections. The results of this study strongly indicated that aerial parts of *A. bidentatum* had potent hepatoprotective action against CCl₄ and paracetamol induced hepatic damage in

rabbits. These findings revealed *A. bidentatum* an indigenous plant to be a potentially valuable herb for liver diseases.

Conference Papers

19. 28, Saadi, M., Manzoor, R., & Wuttisittikulkij, L. (April, 2011). *TEC mapping for the determination of seismo-ionospheric anomaly behavior*. Paper presented at International Conference on Earthquake Engineering and Seismology, Islamabad, Pakistan. [L]

Abstract: Total electron content (TEC) is an ionospheric parameter and has its influence on number of communication applications like earth space radio communication and space weather prediction. There is a non uniform distribution of ions in the upper atmosphere. Around 35% of the global ionization is concentrated in a narrow equatorial belt thus causing perturbations in the media of satellite communication and navigational systems. The communal interaction between the earth and the sun results in different anomalous behavior on the ionosphere yielding an excellent demonstration that both are the part of the solar system. In this paper results are presented from a study on effects of geomagnetism on equatorial ionospheric anomaly during 23rd solar cycle. Objective of this research is to present a biased free GPS based mapping of electron contents during unusual seismic waves. MATLAB and Leica GNSS were the tools used to obtain the results. The research will help in determining seismo-ionospheric anomaly behavior.

SSSH Publications

Journal Articles

20. 30, Iqbal, Z., Arif, M. I., & Abbas, M. F. (2011). HRM practices in public and private universities of Pakistan: A comparative study. *International Education Studies*, 4(4), 215-222. [ISI no, F]

Abstract: The purpose of this study was to compare the HRM practices of public and private universities in Punjab province of Pakistan. The data for the study was collected through a questionnaire comprising 30 items mainly related to job definition, training and development, compensation, team work, employee's participation and performance appraisal. The instrument was validated through pilot testing. The internal reliability of the instrument was found to be 0.85. The sample was comprised of 60 executives (directors/heads of departments) selected randomly from six universities. The collected data was analyzed by applying descriptive and inferential statistical techniques such as means and independent sample t-test. The results showed that there was a significant difference in HRM practices according to executives of public and private universities. HRM practices in the areas of job definition, training and development, compensation, team work and employees participation were better in the public universities than private universities. However, performance appraisal practices were found better in the private universities than public sector universities. At the end recommendations were made for the HRM executives of private and public universities to improve their HRM practices in favor of their employees.

21. 31, Abbasi, A. M. (2011). A survey of teaching strategies in ESL classroom. *Language in India*, 11(11), 313-329. [ISI no, F]

Abstract: The study surveys as to what kind of teaching strategies are applied by English language teachers for the development of linguistic abilities of ESL learners at intermediate level in Pakistan. English language pedagogy keeps on exploring the ways and means of teaching second language in various strategic forms to ESL learners. The study focuses on the related analysis of English language teaching strategies applied by both Public sector and Private sector at intermediate level at District Jacobabad, Sindh, Pakistan. The study applies both quantitative and qualitative methods for data analysis. Participating subjects were 40 English language teachers of intermediate level of Public sector and Private sector schools and colleges. The ELT teachers were interviewed in details coupled with data via questionnaires. The evidence from the data manifests that the ELT teachers of public sector are more inclined to apply the teaching strategies of GTM (Grammar Translation Method) while Private sector teachers are interested in Communicative Teaching Approach Strategies. Furthermore, the study suggests that there is a great need to train and motivate Public sector teachers through workshops for applying Communicative Teaching Approach Strategies in their ESL context in order to make their ESL learners communicatively competent.

22. 44, Abbas, F., Aslam, S., & Khan, R. A. M. (2011). Code-mixing as a communicative strategy

among the university level students in Pakistan. *Language in India*, 11(1), 95-108. [ISI no, F]

Abstract: This paper explores code-mixing as a communicative strategy among the students at the university level. A sample of sixty students from four universities was selected for the purpose of collecting spoken data. The instrument used to collect spoken corpus was a short interview, seeking information about their life. A questionnaire comprising 20 items was also distributed among 150 students of these institutes in order to analyze their perception of code-mixing as a communicative strategy. The transcription and analysis of the recorded data reveals that the university students employed code-mixing as an authentic communicative strategy. The results of the questionnaire also show that they conceived code-mixing as a strong communicative tool. There was not much difference in the perceptions of male and female with regard to code-mixing as a communicative strategy. Thus, the research concludes that the university students perceive code-mixing as a communicative strategy as well as use code-mixing to facilitate communication.

23. 29, Abbas, F., Aslam, S., & Yasmeen, R. (2011). *Communicative language teaching: A modified version. Language in India*, 11(4), 331-341. [ISI no, F]

Abstract: The study aims at providing solutions for implementing Communicative Language Teaching (CLT) in accordance with local culture. CLT is the first comprehensive method of language learning and it has achieved enormous importance as it addresses all important issues regarding language learning. It has also been criticized by many researchers for paying insufficient attention to the context in which teaching and learning take place. It is considered unsuccessful in a sense that it conflicts with social, cultural and physical conditions of the recipient countries. Despite all the drawbacks in CLT, its importance can not be denied. With expansion of globalization and increased demand of English, adopting communicative language teaching is inevitable. Its prominence is well observed not only in East Asia but also in South Asia. The need of the hour is to particularize its theoretical notions and the most important aspect of teaching is peculiarity. This peculiarity can be achieved by introducing local culture in the framework of CLT. As it is the product of sociolinguists who believe in the relation of language with culture and society, so importance of culture cannot be left out of language teaching.

24. 33, Ahmad, I. (2011). *Effect of teacher efficacy beliefs on motivation. Journal of Behavioural Sciences*, 21(2), 36-48. [ISI no, L]

Abstract: The purpose of this investigation was to explore meanings of the construct of teacher efficacy and its effect on teacher motivation. Teacher efficacy comprises Teaching Efficacy (TE) and Personal Efficacy (PE) as two constituent dimensions. The two interact in terms of their effect on teacher motivation. More specifically we sought to find whether teachers would be more motivated when levels of TE and PE were high than when any one or both were low. In-service 227 secondary school teachers completed three quarters of their M.Ed. training at the time of this assessment and had, on average, 5.3 years of teaching experience. They were administered Teacher Efficacy Scale along with three measures of motivation namely

Task Motivation, Ability-Effort Attribution and Beliefs about Ability as Incremental Quality. Across the median split of TE and PE scores four levels / groups of teachers were created to compare strength as well as motivation pattern of these groups. One of the findings was that task motivation and effort-attribution predicted TE strongly ($p < .01$) but PE was predicted with ability attribution and incremental ability percept in the inverse direction ($p < .05$). Thus PE dimension was found different or independent from TE. However, levels of analysis technique indicated that teachers high on both PE and TE dimensions were motivationally adaptive: They dominantly attributed 'effort' as cause of success / failure unlike low PE and high TE groups which displayed a mixed attribution of 'ability' and 'effort'. Motivation was modest where both the dimensions were weak. These findings bring out the significance of both competence or teaching efficacy and confidence or personal efficacy beliefs as reciprocally boosting teacher motivation.

SPA Publications

Journal Articles

25. 18, Abbas, R. Z., Amin, M., & Ahmad, Z. (2011). Muslim response to modernity and a new strategy of peace in the world. *Interdisciplinary Journal of Contemporary Research in Business*, 2(9), 417-427. [ISI no, F]

Abstract: Muslim countries gained political independence from mid 40s onwards. However, during the colonial rule, Western powers tried to replace the Muslim thought, culture and institutions with the Western thought and culture through all possible means. Muslim reaction to Western thought and civilization after liberation ranged from complete acceptance to resistance and total indifference. The dominating approach was of reconciliation which resulted in Westernization of the Muslim societies by the second half of 20th century. However, it seems necessary to review the Muslims strategy at this stage. This article is a review and proposes a new approach in this direction.

26. 19, Abbas, R. Z., Malik, M. A., Ashraf, M., & Ahmad, Z. (2011). New horizons of debate 'environment-selects or selected': An exploratory account. *Research Journal of International Studies*, Issue 19, 147-155. [ISI no, F]

Abstract: Purpose The purpose of this paper is to critically examine the assumptions underlying the population ecology theory, to point out its major weaknesses and also to suggest a solution. Design / methodology / approach This study reviews the literature from the fields of political economy, organizational research and international management and identifies common threads pointing towards the fallacy of basic ecological assumptions. Findings The literature from different fields suggests that not only organizations are being selected by the environment, but the environment is also being intentionally controlled, shaped or selected and even created by the organizations. Generalizing this argument, it is proposed that all such unidirectional approaches that fail to account for the multi directional influences should be replaced with a multidirectional approach in which all of the concerned variables are given some

causal authority. Originality / value The paper provides some insights into the unwarranted and taken for granted assumptions underlying the popular approach to organizational theorizing. It offers a guideline for organizational theorists to critically evaluate existing theories and to formulate balanced theories in future

27. 17, Abbas R. Z., Ashraf, M., Alam, H. M., & Rafay, A. (2011). Mirror up to leadership and strategic human resource management: An exploratory account. *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 541-545. [ISI no, F]

Abstract: This paper focuses upon exploring the contribution of constructionism and existential perspective for the strength and value of subjective perspective of leadership as well as strategy. It also advocates the value of subjective perspective when we give due status to this approach. It invites the reconsideration of objectivist approach to leadership on logical grounds. Methodology This paper begins by considering the valuable input of an existentialist perspective and then explores the worth and value of social constructionist approach in leadership studies and also highlights the importance of strategy making from humanistic/ existential approach. Findings This paper takes a new and fresh approach about reconsidering the objectivist approach to leadership and discusses the worth of subjective approach for the value of leadership as well as humanistic/ existential approach to strategy. Originality / Value The real worth of this paper shines out when we strategically combine the two perspectives into one i.e. social constructionist and existential perspectives. These two perspectives act like two head lights of the vehicle of leadership from which rays of light come out for illuminating the concept of leadership. Moreover, it also presents humanistic/ existential approach to strategy. From this paper long term future implications will be beneficial both for practice and it will also provide an opportunity of understandings how people view leadership. Moreover, this paper highlights ideas that might be explored in near future.

28. 16. Abbas R. Z., Murad, H. S., Ghaffari, A. G., Siddiqi, A., Ahmad, Z., Rehman, Z. & Ashraf, M. (2011). Measuring the learning organization's construct in Pakistan: A case of public sector educational institutes. *European Journal of Social Sciences*, 18(4), 574-581. [ISI no, F]

Abstract: This paper focuses upon assessing the learning levels of Pakistani organizations¹ particularly on those aspects which are prominent and verifiable in Pakistani context. Design/Methodology/Approach: The paper in hand first reviews all the relevant literature for distilling the main features of learning organization's construct which are used in the questionnaire. The research used Marsick & Watkins, (2003) questionnaire as an instrument. Research findings: Factor analysis after survey filters five dimensions of the construct learning organization. namely; learning climate, employees' participation, systematic employee development, leadership, and incentives of most positive kinds (rewards), for learning which are found in different proportions in public sector organizations.

29. 21, Abbas, R. Z., Rafay, A., & Ahmad, Z. (2011). A study of strategic orientations, Pakistani brands and implications. *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 118-127. [ISI no, F]

Abstract: Purpose of this paper is to explore the three strategic orientations (customer, competitive, and technological) of the firm and new product performance. To understand which of three different strategic orientations is more appropriate, when and why it is so in the context of developing product innovations. To discuss Pakistani brands and develop prepositions with reference to the working styles of Pakistani brands. It also discusses the theoretical and managerial implications for business in Pakistan.

30. 23, Abbas, R. Z., Amin, M., Mahmood, K., Mustafa, M. T., & Ahmad, Z. (2011). The Qur'anic concept of the authority of the Prophet: An explanation in two traditions. *Asian Journal of Business and Management Sciences*, 1(2), 237-250. [ISI no, F]

Abstract: The aim of this paper is to explain the concept of the authority of the Prophet given by Quran as well as in the light of authentic and popular two traditions of Islam. At the first stage, this paper explains the concepts of (i) Un-conditional obedience to the profit, (ii) The relationship between the Quran and the Hadith, (iii) What the Prophet gives you, take: the explanation of this dictum in the Sunni and Shii traditions, (iv) Obedience to the Prophet is different from obedience to a Head of State and (v) The Prophet as Arbiter in all disputes, the Prophet as "good pattern" the Prophet as law giver and as man. At the second stage, after discussing the recognition of Divine inspiration in the commands of the Prophet, paper gives Quranic evidence that the Prophet had Divine guidance apart from the Quran. It also highlights the distinction between the two kinds of „Wahy“ and the common points between the two kinds of „Wahy“. We see through the examination of authentic literature there is a consensus of two traditional schools of thought on the Quranic concept of the authority of the Prophet. We see through the examination of authentic literature there is a consensus of two traditional schools of thought on the Quranic concept of the authority of the Prophet. All true traditions of the Prophet are, consistent with the Quran and obedience to both causes no trouble, because there can be no contradiction between the two. This paper illuminates the concepts with the help of authentic sources and can be a stepping stone and an invitation towards an in-depth understanding of authentic sources and can help in future to leave the land of controversy to fight against prejudices with critical understanding of authentic sources.

31. 35, Naz, F., Khalid, A., & Ahmed, I. (2011). The current context teachers and teaching in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(2), 1665-1169. [ISI no, F]

Abstract: Purpose: The purpose of this paper is to throw light on the current context of teachers and teaching in Pakistan and to suggest further line of research on teaching and teachers in the country. Design: This paper is based on the review of different papers and articles available in different journals; and downloaded from internet and also on the daily experiences of mine which I face as a teacher and a

teacher trainer. Findings: The review shows that teaching is a profession by default or an additional source of income. Male members only opt this profession because they could find any other job or adopt it for surplus income. Mostly the teachers are with low qualifications. Teaching is only the transmission of knowledge. Practical Implications: Future directions for the future exploration in this area of study are suggested. Originality: This paper is an attempt to know about the life of the teachers in developing countries, like Pakistan.

32. 36, Yazdani, N., Murad, H. S., Abbas, R. Z., & Gondal, I. (2011). *Determinants of Sinic civilization and their impact on organization theory. International Journal of Business and Social Science, 2(10), 258-265.* [ISI no, F]

Abstract: This paper traces the impact of Sinic Civilization and its underlying virtue ethics of Confucianism on the principles of management and organization theory. Sinic Civilization is envisaged to include the cultures of China, Japan, Korea and Vietnam. Apart from linking the core Sinic ethics with organization theory, this paper also studies Sinic philosophy, cosmology, governance, and linguistics. The Japanese and Chinese management practices and cardinal principles are discussed in the light of traditional Sinic ethics. The past, contemporary and future contributions of Sinic way of management in terms of management style, organizational forms, organizational epistemology and ontology, organizational cultural orientations and major organizing principles are also discussed. The paper concludes that flexible, fluid and organic structures, emergent strategies, team work, coordination and, horizontal and flat organizations are natural outcomes of the Sinic ethical discourse which is manifested both in its historical as well as organizational discourses.

33. 37, Naz, F., Munir, F., Khalid, A., & Ahmed, I. (2011). *Entrepreneurial skills enhance the achievement level of school leaders interdisciplinary. Journal of Contemporary Research in Business, 3(1), 277-288.* [ISI no, F]

Abstract: Educational systems of almost every country of the world are facing the challenges of new dimensions. To manage with such fast growing challenges it has to coordinate with the global demands. Education being an industry has to work under the same patterns as any business organizations do. It is widely agreed that the intention of Conservative education policies is that the schools are to become business with a primary focus on profit and loss account (Ball, 1990, p68). In business sector business entrepreneurs are going to be encouraged. So it is the high time to realize the worth of educational entrepreneurs to make it successful as business and strengthen the country's economy. The objective of this article is to analyze the results of a survey carried out among school leaders at different schools in Lahore. The aim of this study was to investigate entrepreneurial skills in school leaders. The research involves analysis of data gathered from school leaders serving in different schools at Lahore Pakistan. Education has become the back bone of every country's economy. So it has become very necessary to develop the educational on the same patterns as any business organizations do. For this the role of school leaders should become significant and

functional. They should become forward to lead the educational systems as business. They should be more focused to quality and profit to up lift the country s economy. The research has the implications for the school leaders and policy makers in term of identifying the importance of entrepreneurial skills for school heads in order to refine and up lift the educational system to strengthen the country s economy. The research will be valuable in terms of training of school heads. It will also provide the policy makers an insight about its importance in global perspectives.

34. 38,Arbi, K., & Boronenko, V. (2011). From comparative towards competitive advantage of Pakistan's agricultural sector: The analysis of one decade. *Socialo Zinatnu Vestnesis*, 2(13), 71-93. [ISI no, F]

Abstract: This paper aims at evaluating the performance of Pakistan in agricultural sector during the time period of one full decade from 1995 to 2004. During the study authors have analysed comparative advantage of Pakistan in various agricultural products. The guidelines for the policy makers of Pakistan agricultural sector which could help to convert comparative advantage into competitive one are presented by this paper. Results of the research give information on the export share of agricultural products of Pakistan in international markets, reflecting export trends, as well as comparative and competitive advantage presented by agricultural products for Pakistan. The authors of this research have used methods which are widely applied in international research, such as Balassa index and Vollrathís indices of Revealed Comparative Trade Advantage: RTA, InRXA and RC. This paper is composed of five chapters. The first chapter contains the introduction part and the second chapter contains a theoretical part with a definition of comparative and competitive advantage. Also, the second chapter includes the description of methodology for measuring the comparative advantage based on analysis of various theories, as well as M. Porterís model of competitive advantage complemented by authors. The third chapter provides information about performance of Pakistanís agricultural sector. In the fourth chapter the results of the authorsí empirical research of comparative advantage for all the selected products of the Pakistani agricultural sector are presented. The fifth chapter includes conclusions and authorsí recommendations for the Pakistanís government related to conducting the agricultural policy. The novelty of this research is based on the analysis of comparative advantage of Pakistanís agricultural sector in the context of the possibility of its transference into competitive advantage, showing that during the analysed decade the unit weight of agricultural products with comparative advantage is growing, but at the same time these products generally are raw materials with minimal added value which do not provide competitive advantage for Pakistanís agricultural sector. Research findings show that although Pakistan has natural comparative advantage in the agricultural production, still a lot has to be done to transfer its comparative advantage into more competitive one.

35. 39,Yazdani, N., Murad, H. S., & Abbas, R. Z. (2011). From modernity to postmodernity: A historical discourse on Western civilization. *International Journal of Business and Social Science*, 2(11), 249-256. [ISI no, F]

Abstract: This paper traces the historical discourse of Western Civilization from the period of Modernity to Postmodernity. Major political, social, moral, and scientific shifts occurred in the Western Civilization during Modernity because of the maturation of underpinning utilitarian and materialistic ethics. Postmodernity is a critique on the ideologies of modernity. The identifiable difference between the two lies in the nature of discourse. The discourse of modernity rests on the transcendent criteria such as 'progress' and 'reason'. Postmodern discourse, on the other hand, analyzes social life in terms of paradox and indeterminacy and rejects all metanarratives and overarching guiding principles, religion, science, objectivity, rationality and the notion of truth. Yet the two are closely related and complement each other by sharing a deep commitment and affinity to empiricism, concrete forms and reductionism.

36. 14, Abbas, R. Z., & Ghaffari, A. G. (2011). Knowledge management and inter civilization dialogue: A peaceful solution of global financial crises. *Asian Journal of Business and Management Sciences*, 1(1), 197-203. [ISI no, F]

Abstract: On the ground of relevant literature review the purpose of this paper is to demonstrate knowledge as power, KM, KM strategies & similarities between organization and civilizations. To highlight knowledge Management at organizational level (micro level) as well as at civilizational level (macro level) that is knowledge essence is same at both levels but form at the macro level will be in the form of dialogue among civilization. To identify the root cause of international financial crisis. To highlight the importance of intercivilization dialogue as a km strategy through effective knowledge management as a possible and peaceful solution. To suggest the KM as a strategy to combat global financial crisis and to highlight the importance of KM for inter and intracivilization dialogue, understanding and harmony to get rid of international financial crisis to achieve the global peace. To demonstrate knowledge as power, KM, KM strategies & similarities between organization and civilizations. To highlight knowledge Management at organizational level (micro level) as well as at civilizational level (macro level) that is knowledge essence is same at both levels but form at the macro level will be in the form of dialogue among civilization. To identify the root cause of international financial crisis. To highlight the importance of intercivilization dialogue as a km strategy through effective knowledge management as a possible and peaceful solution. To suggest the KM as a strategy to combat global financial crisis and to highlight the importance of KM for inter and intracivilization dialogue, understanding and harmony to get rid of international financial crisis to achieve the global peace. Starting with the ideas of knowledge management thinkers, sources of knowledge management are highlighted with focus on KM strategies. After discussing knowledge portfolio at organizational level paper highlights civilizational conflicts as the real cause of global financial crises. Finally demonstrates the idea of dialogue among civilizations and idea of league of civilizations to overcome the global financial crises with inter civilizations dialogue and league of civilizations.

37. 41, Yazdani, N., Murad, H. S., & Abbas, R. Z. (2011). The use of metaphors in poetry and organization theory: Toward de-compartmentalization of organizational knowledge. *Iranian Journal of Management Studies*, 4(2), 63-78. [ISI no, F]

Abstract: Since the time of Western modernity, knowledge is compartmentalized into differentiated fields. This has however not mitigated the influence of natural science model of theorizing on social sciences. As a result, the discipline of organization theory has grown without the influence of abstract, ephemeral and metaphysical fields such as religion, history, mystic philosophy, arts and literature. With the rise of organizational cultural studies and the emergence of symbolic-interpretive view of organizing during the last three or four decades, the trend is however gradually shifting. Corporate aesthetics is a field within organization theory which places value on the aesthetical aspects of managing and organizing. Taking the lead from corporate aesthetics, this paper highlights the link between Organization theory and poetry through employing metaphoricity.

38. 42, Yazdani, N., & Naz, F. (2011). Western corporate practices or jahiliyya?: A dilemma for Pakistani organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 3(3), 1569-1578. [ISI no, F]

Abstract: Islam goes much beyond a religion because of being regarded as "Din" a complete code and way of life. It happens to be the revealed solution of all ills, problems and recurrent and issues to emerge. It is meant for whole of the humanity. It embraces the cannons of justice, equity, equality and modernity as well but in the limited periphery. It routed out the ordains of the past which had been the practice of the masses though it be the rounds of holy Kaba, the enactments of business, the marriage contracts, the inheritance laws. It has a philosophy of its own which believes in the subservience of God, and living of masses on the earth as vicegerent of God to elevate and implement her will. Pakistan inherited its systems from the colonial era explicitly believing and implementing the western philosophies though wrong. The practices that crept into and polluted the pious rituals of Islam still persist and has given rise to the dented personalities partially believing in westernize and practising Islam at the same time. This duality is the mother of all ills we could inherit. There is a need to rethink; Sole Proprietorship, General Partnership, Joint Venture, Limited Partnership, Limited Liability Partnership (LLP), Limited Liability Company (LLC), Corporations, S-Corporations, the different forms of corporate business in the light of Islamic teachings. Similarly the cannons of justice are to be reviewed family laws, laws of inheritance, laws of evidence, civil and criminal procedures in the light of established and referenced Islamic jurisprudence. There is also a need to peep into the practicality and implications of prevailing or pleaded to philosophies like rationalism, empiricism, skepticism, idealism, pragmatism, phenomenology, existentialism and structuralism as being incomplete philosophies and having established threats against them. On theoretical grounds if we go for a review and practically prepare a plan for the implementation of Islamic belief we would be living in a world of comforts for this day and thereafter otherwise we would be forming the world of Jahiliyya.

39. 43, Bari, A. & Abbas, R. Z. (2011). Advertisement and Islam: A Muslim world perspective. *Australian Journal of Business and Management Research*, 1(6) 152-157. [ISI no, F]

Abstract: Contemporary advertisement practices have created many social and ethical problems due to their materialistic focus. The effect of these problems can also be seen in many Muslim countries including Pakistan in terms of diversion from their cultural and religious values. This paper attempts to integrate the Islamic business ethics in contemporary advertisement practices to find the solution of the ethical dilemma which is created by these materialistic advertisement practices. The focus of Islamic way of business is not just to earn profit but to serve the society. The human welfare is the gist of Islamic business ethics. This paper attempts to evaluate advertisement in terms of Quran and Hadiths of the Holy Prophet (PBUH) and discuss unethical aspects of the contemporary advertisement practices.

40. 11, Abbas, R. Z., Amin, M., Mahmood, S., & Rashid, H. (2011). Exploring the puzzles, paradoxes and limitations of civil society as a development agent in developing countries. *Interdisciplinary Journal of Contemporary Research in Business*, 3(2), 350-357. [ISI no, F]

Abstract: Purpose of this paper is to explore the puzzles, paradoxes and limitation of civil society as a development agent in developing countries especially in Pakistani and Indian contexts. The concept of civil society is not new. In past many thinkers and Philosophers focused their attention to refine the idea of civil society in comparison to the state and the market. Hegel, Ferguson and Fukuyama (Hall, 1995) were the champions of the idea of the civil society as a development agent and brought this idea in the limelight in the last two decades when the state failed to provide development assistance to the poorer of the poor in third world countries.

41. 12, Abbas, R. Z., Malik, M. A., Ahmad, Z., Rehman, C., & Ashraf, M. (2011). Gandhi's ahimsa - A critical review at the critical time of war against terrorism. *International Journal of Business and Social Science*, 2(12), 114-119. [ISI no, F]

Abstract: This paper will seek to understand what is meant by the term that Gandhi refers to as Ahimsa. This research will also seek to evaluate the term from both theoretical and practical angles and will establish that Ahimsa is not possible in its virtual meanings. The critique on Ahimsa and Gandhi's ideology will also be discussed. Finally this paper will propose that the concept of Ahimsa can be of any use for humanity only if it is defined in a broader framework.

42. 48, Naz, F., Abida, K., Munir F., & Saddiqi, A. F. (2011). Practicum: A need in teacher education. *The International Journal of Learning*, 17(8), 443-460. [ISI no, F]

Abstract: Teachers are the backbone of education system in any country. The need of teachers' professional development has been accepted weighty for the improvement of education all over the world. Therefore the expectancy for quality in teacher education is becoming higher with every day. In Pakistan teacher education is also considered underpinning for the improvement of entire education system. But the traditional methods of teacher training are not serving the requirement. The present programs have been failed in preparing teachers that are required in a real classroom

because the stress is on theory and not the practical. The link between the theory and practice cannot be denied. The curricula of teacher education need to be improved so that the expectations can be met. This study was designed to see the impact of lack of practicum in teacher education on the teaching practices in classroom. A survey was conducted to find out the perceptions of novice teachers, and experienced teachers with and without professional qualification about the problem faced by the teachers due to lack of practice in pre-service training. Results have supported the idea that practicum has a positive effect on teaching practices of teachers.

43. 47, Naz, F., Tatlah, I. A., & Abida, K. (2011). The implementation of curricula at secondary level: Role of head teacher. *The International Journal of Learning*, 17(12), 81-88. [ISI no, F]

Abstract: A curriculum plan is as good as its implementation since it is the actual achievement and not merely the objectives set and organizational mechanism provided that determine the impact of a plan. Without effective implementation the decision of the curriculum planner are not to be carried out successfully. Since the people who plan the curriculum are not the same who carried out it, there is a considerable room of distortion of the curriculum planner's intentions if the steps and actions appropriate to the plan are not taken. Construction and implementation of curriculum involves an intricate set of actions on the part of many people. The purpose of this study is to identify the factors which influence the implementation of curricula at secondary school stage as perceived by teachers, and principals. The study was based on the assumption that the curricula introduced were not fully implemented. Data was collected and tabulated for the purpose. Statistical techniques were applied to analyze the data. Analysis of major hypotheses and items shows that supervisory function had not performed in a manner that could ensure the effective implementation of curricula at school level. There are many factors that impede or facilitate the process of implementation of the curriculum as perceived.

44. 46, Abida, K., Naz, F., Tatlah, I. A., & Munir, F. (2011). Effect of mentoring on the teaching skills of B.Ed. level students during teaching practice. *The International Journal of Learning*, 17(7), 87-98. [ISI no, F]

Abstract: Teachers' development is considered very important for the teaching-learning process in education. To enhance the learning opportunities mentoring is considered an effective tool now days. It is one of the most important ways to improve the quality of teaching. This research was conducted to see the perspective of prospective teachers (mentees) and mentors about the effect of mentoring on classroom practices. The study was conducted in one of the campus of University of Education at Pakistan. An experimental study was designed, implemented and evaluated in a year. Fifty prospective teachers and 12 senior faculty mentors were involved in the program. Fifty prospective teachers were taken in the control group and 50 prospective teachers were taken in the experimental group. This study was basically conducted to determine the improvement in teaching skills of mentees after providing a complete session of training and the research supported that mentoring contributes a

lot in enhancing the teaching skills of teachers and indicated clearly that mentoring has a positive effect on classroom practices.

45. 15, Abbas, R. Z., Ashraf, M., Ahmad, Z., & Ahmad, M. (2011). Measuring the attitude towards science in Pakistan: A study of secondary school students. *Interdisciplinary Journal of Contemporary Research in Business*, 2(10), 98-116. [ISI no, F]

Abstract: This study was carried out to assess the attitude of students of secondary classes towards science. The data was collected from seven secondary schools situated in Model Town and Kahna area of Lahore. The sample consisted of 600 students, both male and female drawn from science as well as humanities streams. The instrument used for collection of data was a modified version of Modified Fennema-Sherman Attitude Scales by Diana Doepken, Ellen Lawskey and Linda Padwa¹. It consisted of 28 items questionnaire to be responded on a 5-point Likert Scale. The analysis of the data was done by using t-test, ANOVA and LSD test. The study revealed that all students of secondary classes had positive attitude towards science. Attitudes of females are even more positive. Similarly students of Science Group have more positive attitude than those of Humanities Group. The study further revealed that parental attitude and school type also contribute towards development of positive attitude of students towards science. Keywords: Measuring, Attitude, Science, Pakistan, Secondary School Students

Staff

46. 49. Qureshi, S. S. (July, 2011). *University ranking model: depicting teaching quality as critical factor*. Paper presented at International Conference organized by Australian Quality Forum, Melbourne, Australia. [F]

Abstract: Global university ranking systems rely heavily on research output and research quality just like it does on reputational surveys. During the last two decades, universities have shown more inclination to hire PhD faculty members having sound research credentials. This global effect of over-reliance on research has actually undermined the actual spirit of teaching and learning. Consequently universities are more concerned with their prestige compared to what they actually contribute in teaching and learning. Similarly employers and policy makers rate ranking, prestige and reputation of university on top. Research output is so much publicized in universities that it shadows actual teaching quality. Teaching and learning aspect is over-shadowed by research in almost all global ranking systems. How much difference a university creates starting from admission of students till graduation is generally missing in measurement of academic quality by ranking bodies. Dill and Soo (2005, p. 507) have argued that 'Empirical research suggests that the correlation between research productivity and undergraduate instruction is very small and teaching and research appear to be more or less independent activities'. Astin (1996) notes that research and teaching have negative correlation as substantial time is consumed in research activities, and as a result sufficient time is not given to students for teaching and advising, commitment to

student development, use of active learning techniques in the classroom. Following a constructive critique on two main global ranking systems, this paper suggests a university ranking model which is likely to provide more realistic picture of university quality.

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Appendix-A

School wise publications:

School / Institute	Conference Papers	Research articles	Books / Book chapters	Total
SBE	6	8	2	16
SST	1	2	0	3
SSH	0	5	0	5
SPA	0	21	0	21
Staff	1	0	0	1
Total	8	36	2	46

SBE – School of Business & Economics

SST – School of Science & Technology

SSH – School of Social Science & Humanities

SPA – School of Professional Advancement