

PROCEEDINGS



8th International Conference on Business Management (ICoBM)

May 25-27, 2022

Conference Theme
Emerging New Normal for Resilient Organizations



HSM

Dr Hasan Murad
School of Management
WE LEAD. OTHERS FOLLOW.

AMDIP
Association of Management
Development Institutions in Pakistan

Hosting Partners



Institute of
Business
Management

NUST
Defining futures



im sciences



Postgraduate
Institute of
Management
University of Sri Jayawardenapura



Sapphire

Academic Partners

8th International Conference on Business Management (ICoBM) 2022

Emerging New Normal for Resilient Organizations

May 25-27, 2022

Conference Proceedings

1. International Conference on Business Management (ICoBM) 2022
2. Dr. Hasan Murad School of Management (HSM)
3. Association of Management Development Institutions in Pakistan (AMDIP)
4. Introduction of partner/sponsor Institutions
5. Distinguished Speakers - Vice-Chancellor Forum and Opening Closing Ceremonies
6. Panel Discussions
7. Details of Keynote Speakers
8. Key Messages from the Heads of Partner Institutions
9. Academic Session Chairs for Research Tracks
10. Conference Program
11. Abstracts of Accepted papers
12. Conference Organizing Team

INTERNATIONAL CONFERENCE ON BUSINESS MANAGEMENT (ICOBM) 2022

Dr. Hasan Murad School of Management of University of Management and Technology and Association of Management Development Institutions in Pakistan (AMDIP), in partnership with Institute of Business Management (IoBM), Karachi, NUST Business School, Islamabad, Karakoram International University, Gilgit, and IMSciences Peshawar are organizing the 8th International Conference on Business Management on May 25-27, 2022. The past seven conferences of this series were held in various universities in Pakistan geographically dispersed, including the Institute of Business Management Karachi, Sukkur IBA University, and the National University of Science and Technology (NUST), Islamabad.

The unique feature of this year's ICoBM is, that it will be held simultaneously in five cities of Pakistan including Islamabad, Peshawar, Karachi, Gilgit, and Lahore. Researchers will have the liberty to present at the conference at any local partner institution or online through Zoom. International researchers also may present papers through Zoom. International partners of the 8th ICoBM are the Association of Management Development Institutions in South Asia (AMDISA), University of Sri Jayewardenepura, Sri Lanka, Nepal Administrative Staff College, Nepal, and Villa College Maldives.

The theme for this year's ICoBM is Emerging New Normal for Resilient Organizations. Resilience is one of the key aspects to deal with calamities such as COVID-19, and it is known that the need for resilient organizations has tremendously increased after the recent pandemic. Organizations are now facing a reality quite different from what they were encountering just two years ago. This new reality is the New Normal of life. New Normal in organizations is embedded in disruptive strategies, disruptive technologies, and disruptive innovations, all spurring the need for resilient styles of leadership, organizing, and managing. Building resilience in the social and technical aspects of organizations is now the key to adapting to the challenges ahead. Recent research confirms that organizations well equipped in employing disruptive strategies and technologies have shown greater resilience during the testing time of Covid-19. From business continuity plans and crisis management to compliance and risk management, resilient organizations tend to develop a coping mechanism to counter uncertainty and crisis situations. This year's ICoBM, therefore, strives to generate and disseminate knowledge about the emerging New Normal in the context of Resilient Organizations.



**DR HASAN MURAD SCHOOL OF MANAGEMENT (HSM),
UNIVERSITY OF MANAGEMENT AND TECHNOLOGY**

Dr. Hasan Murad School of Management (HSM) at the University of Management and Technology (UMT) is ranked in the top few business schools in Pakistan. The accreditation bodies and corporate world at home and abroad testify to the quality of its programs by readily absorbing the HSM graduates in various sections of their organizations.

Established in 1990 as a project of ILM Trust, the University of Management and Technology, then known as the Institute of Leadership and Management (ILM), has evolved into one of the best business schools in Lahore. Since the establishment of the HSM, we have been exploring new horizons to serve the academia and business world. For the last 18 years, the HSM has proudly demonstrated its flexibility with the varying scenarios of the globe. Innovation, integration, and updation are the most dominant elements of its exclusive position in the country.

The Higher Education Commission (HEC) recognizes all degree programs offered by UMT. Spread over 200+ kanals of purpose-built campus, UMT distinguishes itself with 700+ full-time faculty members including 220+ PhDs, 20,000+ alumni, and 25,000+ students from 63 districts of Pakistan and 18 countries across the globe. The University has state-of-the-art science, engineering, and textile laboratories, a computer network, well-stocked library with over 1,35,000+ books and digital resources to facilitate learning and research. The University also offers generous financial assistance to students. Scholarships and merit-based awards are being availed by a large number of students.

VISION

“Developing holistic leaders having the capability to transform and influence the society at large through knowledge acquired from the management school.”

MISSION

“Our Mission is underpinned by two facets: Development of those who create value for institutions and business organizations. We accomplish this through our degree programs (BBA, BS, MBA, MS).

We also seek to develop scholars who are able to generate and disseminate cutting-edge knowledge. We accomplish this through our faculty research and Ph.D. programs.”



ASSOCIATION OF MANAGEMENT DEVELOPMENT INSTITUTIONS IN PAKISTAN (AMDIP)

AMDIP is a constituent of AMDISA and is the representative body of business schools in Pakistan. With member institutions in all regions of Pakistan, the fundamental goal of this consortium is to strive for excellence in management education and practices through institutional collaborations. Leading business schools from across Pakistan are institutional members of AMDIP, and this association has organized various national and international conferences, colloquiums, policy roundtables, and faculty development sessions in collaboration with universities. It was founded by Dr. Hasan Sohaib Murad (L) in 2001. The permanent secretariat is at the University of Management and Technology, Lahore, Pakistan. Local Chapters of AMDIP are Islamabad, Lahore, Karachi, Sukkur, Quetta, Peshawar, Azad Kashmir, and Gilgit-Baltistan. One special local chapter is Distance Learning.

The mission of the AMDIP is to provide the network to the management education institutions across the country to strengthen them in delivering the best educational content as well as practical knowledge to enhance the quality of management education according to the requirements of information technology to compete at international level.

Objectives:

- To develop networking of management education institutes across the country
- To share the education enrichment tools and latest knowledge among all its members
- To foster awareness about the management as an essential domain for the economic and business development of the country
- To provide a platform for the identification of issues and challenges faced by the management education in Pakistan
- To create ethical and moral standards for management education and the corporate sector to enhance the national image
- To find ways to internationalize the local management education and human resources
- To create an environment for writing and sharing cases of the Pakistani business world
- To bridge the gaps between management education and practices



ASSOCIATION OF MANAGEMENT DEVELOPMENT INSTITUTIONS IN SOUTH ASIA (AMDISA)

The Association of Management Development Institutions in South Asia - is a SAARC recognized Body. It is a network of Management Education and Management Development Institutions in South Asia. It has 282 members from the SAARC region. Its mission is to “Promote management education and management development activities in South Asia, taking into account the economic, social and cultural context of the Region, with the firm dedication to the worldwide exchange of experience and ideas in the fields concerned.”

AMDISA is the only Association that networks management development institutions across the eight South Asian Nations through exchanging information, facilitating inter-country research initiatives, conducting regional conferences, workshops, colloquia, and programs, and thereby providing a forum for interaction among academics and business leaders.

The permanent Secretariat is at the University of Hyderabad Campus, Hyderabad, India, and is headed by an Executive Director. The Secretariat is built on 2 acres of land, obtained as a generous gesture from the Central University of Hyderabad on its campus. The design of AMDISA's secretariat complex is representative of the SAARC spirit and is conceptualized with seven rooms networked into a central dome. The design envisages the seven rooms to represent the culture of each of the SAARC Nations. While the Secretariat serves the membership and initiates activity plans, member institutions in different countries of South Asia host its activities.



INSTITUTE OF BUSINESS MANAGEMENT (IoBM), KARACHI

The Institute of Business Management (IoBM) is committed to catering to the demands of the evolving challenges of learning and teaching by enabling and leveraging technology in the pursuit of scholarship. Insightful as well as relevant research is undertaken that creates economic and societal impact. IoBM tutors innovative mindsets by providing a supportive environment to nurture entrepreneurship and intrapreneurship. IoBM aims to foster the ability of critical thinking through experiential learning, inquiry-based learning, and case teaching across several dimensions. Aiming to prepare for the challenges of inclusive growth and sustainability, it advocates the development of future leaders to meet the economic challenges emanating from the evolving local and global paradigms.



NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY (NUST), ISLAMABAD

A pioneering provider of top-quality business education in Pakistan, NUST Business School (NBS) commenced its journey as the NUST Institute of Management Sciences in 1999, offering undergraduate and postgraduate programs in business administration alone. Since then, NBS has gone from strength to strength, establishing new programs including BS in Accounting & Finance and Master's programs in HRM, Logistics & Supply Chain, and Innovation & Entrepreneurship. Foraying into executive education and research programs, NBS launched its Executive MBA in 2009 and Ph.D. in Business Administration in 2005. The programs at NBS (BBA, BS AC&F & MBA) are accredited by the National Business Education Accreditation Council (NBEAC). The quality of the business education NBS offers is also borne out by its inclusion amongst institutions recognized in the highly prestigious international Top 251-300 QS Subject wise rankings. As a testament to the robustness of the education NBS imparts, student enrolment at the institution has increased from 300 students to more than 1200 students since its inception. Additional activities include industry visits, guest speaker sessions, and recruitment drives.



INSTITUTE OF MANAGEMENT SCIENCES (IMSciences), PESHAWAR

Institute of Management Sciences (IMSciences) is the foremost management school in Khyber Pakhtunkhwa, and its recognition has been extended beyond the province. IMSciences is recognized by the government as a seat of excellence, and to facilitate its further expansion and excellence in Information Technology, Business Administration, Public Health, and all allied disciplines, a Board of Governors was instituted as a policy-making body. The Board of Governors is composed of eminent educationists, industrialists, prominent corporate executives, and representatives of the Provincial & Federal governments. It is a dynamic body with the skills and strengths for keeping the Institute on track with development and productivity. It has been ranked as the 4th best business school in Pakistan by the Higher Education Commission (HEC) in its ranking of public and private universities/institutes.



KARAKORAM INTERNATIONAL UNIVERSITY (KIU), GILGIT

The University was established in 2002 in Gilgit by a charter from the Federal Government on the orders of General Pervez Musharraf, the then President of the Islamic Republic of Pakistan, and in July 2011, its Skardu campus was inaugurated by the then Chief Minister Gilgit Baltistan Syed Mehdi Shah, this campus was later upgraded to the independent University of Baltistan in 2017. In 2014, during the visit of the Chancellor of KIU and The President of the Islamic Republic of Pakistan, His Excellency Mr. Mamnoon Hussain, announced the establishment of KIU Hunza and Women Campus. Consequently, KIU Hunza Campus started its academic programs in 2016. In addition, KIU's Ghizer and Diamer Campuses were established in 2018 under the HEC's vision2025 to provide access to higher education at the district level.



SUKKUR IBA UNIVERSITY, SUKKUR

Sukkur IBA was established in 1994 with the vision to become a world-class university and the mission to serve the community. Sukkur IBA University initially started its academic programs with the affiliation of IBA Karachi. In 2006, the institute was awarded a charter as a degree awarding institute and, in 2017, transformed into a full-fledged government University. Sukkur IBA University is situated at the intersection of Baluchistan, Punjab, and Sindh. There are 6 Academic Departments at Sukkur IBA University: Business Administration, Computer Science, Electrical Engineering, Education, Mathematics, Social Sciences, and Physical Education & Sport Science. The establishment of Sukkur IBA University has been a ray of hope for those who cannot afford quality education. Ranked as one of the best educational institutions in Pakistan, the university has been successfully transforming students' lives and uplifting their careers. At Sukkur IBA University, we believe in "Merit – Quality – Excellence". With its extraordinary infrastructure, state-of-the-art classrooms and labs, fully automated knowledge center, and highly qualified faculty, the university is imparting quality higher education at an affordable cost. Sukkur IBA University graduates are serving in the best organizations locally, nationally, and internationally.



VILLA COLLEGE, MALDIVES

Villa College is a tertiary education and training institute established by the Chairman of Villa Group, Hon. Qasim Ibrahim to offer educational opportunities to Maldivians, at an affordable price, in the country. With the aim, Villa College began its historic journey on the 28th of January 2007, with the registration of its first institute, Villa Institute of Water Sports followed by the Villa Institute of Information Technology (VIIT) and Villa Institute of Hospitality and Tourism Studies. Through the consistent endeavors of our chairman and the countless efforts of the enthusiastic and committed group of staff, on the 17th of October 2007 Villa College was registered and established as the first Private College of the Maldives by the Department of Higher Education. Villa College is a Member of AMDISA.



**POSTGRADUATE INSTITUTE OF MANAGEMENT, UNIVERSITY OF SRI
JAYAWARDENPURA, SRI LANKA**

The Postgraduate Institute of Management (PIM) is a self-financed and semi-autonomous body affiliated with the University of Sri Jayewardenepura. It is located in a spacious location in Borella, Colombo 08. It aims to promote advanced education and professionalism in management in Sri Lanka through the provision of postgraduate instruction, training, research, and development in the various branches of management and administrative studies. Today, it serves the national interests of professional management education and training, providing challenging opportunities for learning and skills development to thousands of senior-level managers and administrators, in becoming the "nation's management mentor".



SAPPHIRE GROUP

Sapphire Group started its operations from Calcutta (Present Day India) before moving to Pakistan, setting up the first spinning unit and beginning its pioneering leadership in the industry. During the past four decades, Sapphire has grown in the textile sector by continuously expanding and broadening its penetration into the industry. Today it's a vertically integrated premier textile group, manufacturing cotton yarn, fabric, and garments.

The Group has the most modern and organized textile production setup with products exported to over 35 destinations around the globe. The Group employs more than 16,000 and has a well-established infrastructure in textile management. Sapphire Group has an annual turnover of over US \$800 million with an asset base of over US \$500 million. Sapphire Electric Company is a 234 MW combined cycle plant in Muridke. Sapphire Dairies Private Limited operates a large mechanized dairy farm based on 100 acres near Manga, Lahore with a herd size of 3000 and a target of 10,000 milking cows (300,000 liters per day) by 2020.



**DISTINGUISHED SPEAKERS - VICE CHANCELLOR FORUM AND OPENING
CLOSING CEREMONIES**



**Dr. Naveed Yazdani,
Dean HSM, UMT**



**Dr. Asif Raza,
Rector UMT**



**Mr. Talib Syed Karim,
President AMDIP,
President IoBM, Karachi**



**Prof Lakshman R Watawala,
Past President, AMDISA**



**Dr. Asghar Zaidi,
Vice-Chancellor, Government College
University**



**Dr. Talat Naseer Pasha,
Vice-Chancellor
University of Education**



**Dr Abdul Sattar Shakir,
Vice-Chancellor, Punjab Tianjin University
of Technology**



**Syed Faraz Shahid,
Head HR at Sapphire Group of Companies**



**Mr. Naeem Tariq,
Former Rector, Virtual University of
Pakistan**



**Mr Abid Sherwani,
DG UMT**



**Dr. Mir Muhammad Shah,
President AMDISA,
Vice-Chancellor Sukkur IBA University**



**Dr Attaullah Shah,
VC Karakoram International University,
Gilgit**



**Dr Naukhez Sarwar,
Dean NUST Business School, Islamabad**



**Dr Syed Irfan Hyder
Vice Chancellor Zia Uddin University**



**Dr Mohsin Khan
Vice Chancellor IMSciences, Peshawar**



**Ms Memoona Zareen
Secretary AMDIP,
Manager 8th ICOBM**

PANEL DISCUSSIONS –IoBM

“Building Organizational Resilience: Strategies to Survive and Thrive in the New Normal”

Covid-led business disruptions have staggering impacts upon organizations across the globe irrespective of their size scope, nature, and geographical locations. Organizations across the globe have come up with various strategies and approaches to encounter the disruptive effects of this humongous global crisis. The response of some of the organizations was subtle, unorganized, and dangling whereas others could deal with it quite amicably, keeping their businesses afloat. The differentiating point between the two groups, those who encountered COVID-led disruptions amicably and those who could have done better, was the ability to be flexible and adaptable. Organizations that claimed to be fittest and strongest could not stand the crisis whereas those with flexible business processes, strategies, and approaches not only survived but also thrived. As a matter of fact, COVID has replaced the conventional myth of “survival of fittest” with the “survival of flexible or adaptable”. Likewise, organizations took several strategies and measures to encounter the disruptions that include altering their business processes, attaining new capabilities, re-designing their organizational routines, use of digital technologies for meetings, work-from-home, etc.

Interestingly, many businesses are relinquishing these COVID-induced practices and changings and returning to previous norms. Nevertheless, despite having life returned to normal before the COVID situation, a number of processes, routines, approaches, and norms adopted during COVID have stayed back in the organizations, becoming an integral part of the organization’s everyday business. One of the major reasons could be the influx of digital technologies, which has provided the opportunity for businesses to be more agile, and innovative by utilizing the same or an even lesser amount of resources.

It reflects that post-COVID normal is not the normal before COVID. It is a ‘new normal’ or ‘neo-normal’, having altogether a reasonably new/different approach to the business. To sustain and thrive in the new normal requires, among others, organizations to be more resilient, flexible, and adaptable. It raises many questions as to what strategies and approaches organizations must adopt, changes organizations must embrace, or capabilities they must attain to be resilient, flexible, and adaptable to the new normal. Likewise, it is also essential for the firms to know what challenges they can face and how they can be subdued to survive and thrive in the new normal.

This panel discussion will try to find out the answers to these and many other related questions.

1. How do you see this “new normal”? Is there genuinely a new normal or it's just old wine in a new bottle?
2. How COVID has changed the conventional ways of doing business? Especially in countries like Pakistan.
3. As mentioned in ‘the intro’ the “survival of the flexible” rather than “survival of the fittest”. To what extent it is closer to reality. Don’t you think that both are essential for an organization to face any type of business disruption and challenging situation?
4. It is widely discussed that businesses may require different skill sets to be resilient in the post-covid era? What kind of new skills, abilities, and knowledge would it require?

Panel Discussion Members

Javaid Ahmed (Moderator)



Javaid Ahmed is Advisor to the President / Sr. Fellow Strategy and Innovation and has been Chairperson of the Departments of Marketing and Management & HRD from 2003 to 2015. He is an (IFC) Certified Board Director, FCMI-Fellow of the Chartered Management Institute (UK), FCIM-Fellow of the Chartered Institute of Marketing (UK), Member of Mensa, and a UK Chartered Engineer. In 2020 he earned the Higher Education Teaching Certificate from the Harvard University Centre for Learning and Teaching. He brings to academia over 28 years of a successful top management career in the multinational healthcare industry including over a decade in Switzerland, Malaysia, and the Philippines. He is the recipient of the 2013 Faculty Excellence Award of the International Association of Universities Presidents and has served on the Jury of the Prime Ministers' Corporate Award of Excellence.

Prof. Dr. Muhammad Shujaat Mubarik



Muhammad Shujaat Mubarik is a Professor and Dean College of Business Management (CBM), IoBM, Karachi. His areas of interest are intellectual capital, supply chain management, and sustainability economics. He has more than 80 research papers (ISI/ABDC/AJG/Scopus indexed), with a cumulative impact factor 201.35, published in journals of high repute, including International Journal of Production Research, Technological Forecasting and Social Change, Business Strategy and Environment, Journal of Cleaner Production, Journal of Intellectual Capital, and Management Decision. He has Springer's book "Dynamics of Intellectual Capital in Current Era" to his credit, which is the only handbook that covers IC from a South Asian perspective. His 02 books titled "Human Capital, Innovation and Disruptive Digital Technology: A Multidimensional Perspective" and "Supply Chain Mapping, Sustainability, and Industry 4.0", are underway, both being published by Routledge, Taylor & Francis group. Dr. Mubarik has contributed various book chapters to the international best-selling handbooks; prominent among them are The Palgrave Handbook on Cross-Cultural Negotiation and The Palgrave Handbook of Corporate Sustainability in the Digital Era.

Nida Nasir



Nida is a dynamic and accomplished HR professional with over 12 years of experience working with renowned multinationals such as Philip Morris International, Reckitt Benckiser, and KFC. Nida specializes in organizational and cultural transformation with a passion for nurturing and developing talent. Nida is an advocate of Diversity and Inclusion and has promoted sustainable D&I and inclusive cultures for many years. Currently, Nida is perusing her passion for people development in the field of Academia as a visiting faculty at the IBA and has recently established an HR Consultancy Firm by the name of Mindscape.

Khalid Zaman Khan



Khalid Zaman Khan is working as SEVP & Group Head of Human Resources, Learning & Development at Meezan Bank Limited. Meezan Bank is the largest Premier Islamic Bank having more than 800 branches across Pakistan. As a member of the senior management team, Khalid directly reports to the President & CEO while managing the Human Resources & Learning functions of over 12,000 employees. Khalid is instrumental in bringing numerous reforms in Human Resources due to which Meezan Bank got the first prize in the category of "Best HR Practices" from the Employer Federation of Pakistan in the International HR Conference dully supported by ILO. Prior to joining Meezan Bank, Khalid worked at HSBC Pakistan and Abu Dhabi as Country Head of Human Resources & Learning. He was the Vice President (2012-2014) of the Pakistan Society of Human Resource Management (PSHRM). He is a certified Director from the Center for Executive Education (CEE, IBA, Karachi), a certification which is approved by the Securities & Exchange Commission of Pakistan (SECP).

Shazia Mastoor



Ms. Shazia Mastoor, currently working as a Head of Human resources at EA Consulting Pvt Limited. She has a rich and diversified experience of 20 years in the banking, telecom, and engineering sectors. She has significant exposure to many of the functional areas within HR Management such as Recruitment, Training and development, policy-making & implementation, and building employee relations. She is an extrovert, a game-changer, and result-oriented. She has very strong interpersonal skills which help her in making a strong bond with her team.

Dr. S. M. Farid Zafar



Dr. Farid Zafar is a Senior Human Resources and Organizational Development Professional with a track record of significant value-added accomplishments in the areas of Human Resources, Digitalization, Organizational Development, Strategy, Cultural Transformation, and Leadership both in public and private sector organizations. Farid is Doctorate in Business Administration at Durham University Business School UK with a concentration in Toxic Leadership. Prior to his doctorate, he earned an MBA in Financial Management and MS in Management Sciences. Farid has 26 years of diversified experience with top conglomerate, local and multinational oil and gas, power, and financial sector organizations like PPL, UBL, KE, Dubai Islamic Bank, and Engro Corporation.

Osama A Qasim



Osama A Qasim is a graduate of McGill University, Canada. He has a master's from the University of Warwick. He joined his family business after graduation and served as a premier distributor for 5 years. Currently, he is working at shield corporation as executive director.

PANEL DISCUSSION – IMSciences

“Enablers and constraints for Digital Entrepreneurs in the new normal- context of KP”

Discussion Brief

Panelists will introduce themselves and their organizations. Then, the discussion will focus on the strategies, technologies, and innovations their organizations and digital/techpreneurs have adapted to cope during the testing times of COVID 19. Finally, the panelists would be asked about the way forward in terms of coping mechanisms and strategies to tackle or adapt to such situations in the future.

Discussion Points:

Quick introduction and what everyone and their organization are doing:

- **Ali Mahmood, MD of KPITB**, tells us about what KPITB is doing in terms of the digital policy & strategy that they have developed for the Province of Khyber Pakhtunkhwa. Have they incorporated or considered calamities such as COVID-19, and how big is this challenge in this rapidly changing digital & technological landscape?
- **Faisal (Precision Lab)**: What's your definition of a resilient organization/ tech startup? What are the enablers & constraints for businesses/startups in your area: Science? What areas should young entrepreneurs look at and explore if they want to be part of the Precision Lab?
- **Asim Ishaq (Project Director NIC)**: What has been the impact of NIC on the KP startup ecosystem and how digital/tech entrepreneurs have overcome challenges imposed due to the Pandemic. What were those disruptive strategies they had to adapt? Any favorite startups at NIC who were better equipped to deal with calamities such as COVID-19.
- **Uzair & Karishma**: how have you embedded the new normal in your ventures to make them a resilient one- how important resilience quotient (RQ) is for digital/tech entrepreneurs these days?

Open discussion

- Barriers/Challenges faced by startups/digital entrepreneurs. What is the government doing to solve them?
- Governments' vision and plans regarding the above phenomenon.

Concluding thoughts & remarks: **acknowledge all members of the discussion**. Express gratitude for their participation in the discussion.

Panel Discussion Members

Qazi Waheed Uz Zaman (Moderator)



Qazi Waheed Uz Zaman is an Assistant Professor of Strategy, Innovation & Entrepreneurship. He is also an Entrepreneurial Ecosystem Development Specialist. He is Head of the Business Incubation Center (IMSciences). He is also looking after IM Durshal (Tech Incubation Center, IMSciences) as Coordinator of Commercialization & Outreach.

Dr. Faisal (PI, Precision Medicine Lab and Advisor on Science & Technology to minister IT, S&T)



Dr. Khan is an Oxford Ph.D. Where he was a member of Oxford Protein Group. He has also been a founding director of the Institute of Integrative Biosciences (IIB), at CECOS University. Dr. Khan is leading Pioneering efforts in the area of synthetic biology and bio-entrepreneurship. He led the pioneering SynBioKP project funded by the Government of KP. He is also the founding Director of the IMSciences-CECOS Joint Center for Bio economy. Besides this, Dr. Khan is Advisor on science and technology to senior minister IT, S&T. Currently, He is serving as a Principal Investigator at Precision Medicine Lab.

Dr. Ali Mahmood (Managing Director, KPITB)



Dr. Ali Mahmood has 17 years of diverse experience in ICT, equipped with strong expertise in digital transformation, digital strategy, policy-making, cyber security, and enabling data-driven decisions. He has successfully supervised various funded projects on IoT, Smart Grids, Intelligent Transportation Systems, and Deep Learning. He has co-developed a digital policy and developed a digital strategy for the Province of Khyber Pakhtunkhwa. He has also successfully inculcated a digital culture using a 360-degree digital transformation approach with emphasis on cultural and business process transformation, nurturing a growth mindset, and main reliance on cloud-based tools and services. Besides this, he is a part-time writer on the rapidly changing digital and technological landscape.

Mr. Uzair (CEO, BLIMP)



Uzair is a marketing and communications professional and a serial entrepreneur. His current full-time role is at Blimp, a digital marketing and PR agency, where he leads his team of digital marketing professionals. Uzair also volunteers his time as communication lead in Peshawar 2.0, a community-based organization he has co-founded. Peshawar 2.0 works with entrepreneurs, artists, and technologists of the KP REGION. He was also the co-founder of one of Pakistan's first co-working spaces called Basecamp. Uzair has recently been awarded a national award for Pakistan and the regional award for SOUTH Asia by the British council in the entrepreneurial category. Uzair is a Mass

Communication & Business graduate from the University of North-Umbria

Mr. Asim Ishaq (Project Director, NIC)



Asim Ishaq Khan is the Project Director for the National Incubation Center (NIC) Peshawar, which is a flagship initiative of IGNITE (National Technology Fund). He has been working closely with the local ecosystem players in order to promote interventions that are aimed to foster an enabling environment for innovation and entrepreneurship. He has also worked with Khyber Pakhtunkhwa Information Technology Board where he was leading the overall strategic planning, development, delivery, and management of the Provincial Government ICT initiatives. He was also part of the core team that drafted Khyber Pakhtunkhwa's first digital policy.

Karishma Zakaullah (CEO, Unidesk)



Karishma is a social entrepreneur from KP serving as a CEO of Unidesk and startup growth advisor for World Bank-funded startups. She specializes in Edtech revolutions, capacity building, and career development for youth. She launched the first-ever online career counseling platform for students of KP. She worked with many private-public sectors and has received a lot of recognition nationally and internationally.

PANEL DISCUSSION - NUST

“Digitalization, Fourth Industrial Revolution and the Challenges in Digital Transformation”

The 21st century has been marked as an era of digital revolution where digitalization has a deep impact on all sectors, public, private, and non-profit organizations. Digitalization has offered numerous opportunities where businesses can offer digital products for consumption, reach their customers better, and in the meantime, can also generate additional revenue sources. While public sectors can use digital initiatives to offer better customer services or to provide services more efficiently and effectively, digitalization, here, is not without a cost or challenge and requires not only the transformation of existing practices and policies but also the preparation of workforce for the digital challenge. Organizations have struggled to thrive, and more and more start-ups are taking a share of the business. This panel discussion will deliberate opportunities, challenges, and solutions in general and in the context of Pakistan in particular.

- A huge divide exists between developed countries and the progress of developing countries on the digital front, how countries like us (Pakistan) can catch up with the digital transformation.
- What is the main challenge faced by corporates in their digital transformation in Pakistan?
- We have noticed the emergence of a number of digital technologies driving the change for corporates and the public sector, which digital technologies should corporates and the public sector invest in?
- How can corporates prepare their workforce to be digital citizens or cope with the emerging challenges of digitalization?
- What can the educational institutes in Pakistan do to prepare the workforce to meet the challenges of digitalization and the fourth industrial revolution?

Panel Discussion Members

Dr. Adeel Tariq (Moderator)



Dr. Adeel Tariq is an enthusiastic academician with considerable teaching and research experience, currently serving as Assistant Professor at NUST. He has a keen interest in digital start-ups and over the last few years, he has worked with several digital start-ups to facilitate the formulation and execution of their digital strategy. He is highly interested in the utilization of the metaverse for the technology-enabled classroom, the development of digital roadmaps for the business, and digital platforms' impact on corporate performance. His teaching interest includes Innovation Management, Managing Technology for Competitiveness, and Design Thinking for Innovation. His research has appeared in leading research journals such as technology forecasting and social changes, technology in society, and the journal of intellectual capital, among others.

Dr. Salman Shahid



Dr. Salman Shahid is an Advanced Analytics Consultant, Principal Data Scientist, Systems Engineer & Researcher advising clients across the globe in multiple domains including Retail, Telecommunications, Finance, Manufacturing, Smart Cities as well as the Defence and Government sector on how to drive their Analytics and Digitization Journeys. As Practice Lead for Data Science, A.I., and Business Intelligence at Teradata GDC he is driving Machine Learning and A.I. engagements at diverse clients across the globe including Verizon, Apple, HSBC, Conoco-Phillips, Walmart, FCL, NAB, Saudi Payments, Saudi GAZT, Jazz, Etisalat, QNB Finansbank, THR, McCain Foods, and Skoda to name a few. He holds a Ph.D. in Computer Science from Michigan State University as a Fulbright Scholar and a BE in Software Engineering from NUST, Pakistan.

Dr. Fareesa Malik



Dr. Fareesa Malik teaches business and technology-related courses at NUST Business School such as Disruptive Technologies, Platforms & Sharing Economy, Business Process Redesign, Management Information Systems, and E-commerce. Her research interests include global IT outsourcing and offshoring, Industry 4.0, digital transformation of businesses, particularly digital platforms, freelancing/ gig economy, and digital entrepreneurship. Her research has been presented at various renowned conferences and published in IS journals e.g., Information Systems Journal, Information Technology, and People. Dr. Fareesa has been the principal investigator (PI) of a few research projects. Her recently

completed research project is, “An exploratory study of operational models, impact, and best practices of business incubation centers for tech start-ups in Pakistan”.

Mr Khurram Jamil Khan



Mr. Khurram is an experienced IT expert having vast experience in implementing international projects. Currently working in Vrooz (US-based company), working as Head of Quality Assurance and Projects, he worked in different business domains that include Lease & Finance, Documentation Management, Franchise Management, and Procurement Management for international customers. He delivered software with the highest quality from start to end (includes requirement analysis, development, testing, production rollout, and post-release analysis for improvements). He implemented several KPA/KPI in different prestigious software houses.

Dr. Abdul Wahid



Dr. Abdul Wahid is a passionate academician with 17+ years of teaching and research experience, currently serving as an Associate Professor at NUST. He has received a Ph.D. degree from Kyungpook National University, South Korea. He has worked with many different universities at the National and International levels. Currently, he is working as a Tenured Associate Professor and Head of the Computer Science Department at NUST-SEECS. He has actively participated in policy making and designing of the Computer Science curriculum at the National level nominated by HEC. His teaching and research interests include but are not limited to the internet of things (IoT) vehicular ad hoc networks (VANETs), wireless sensor networks (WSN), underwater wireless sensor networks (UWSN), cyber-physical systems (CPS), software-defined networking (SDN), etc.

Mr. Muhammad Bilal Arif



Mr. Bilal is the founder & CEO of Block360, a blockchain technology company on a mission to accelerate Web3 adoption. Block360 has customers across Europe, USA & Middle East. He has also co-founded R Block, a smart governance start-up building trustless internet voting systems. His expertise is in decentralized digital solutions design & development.

Mehreen Malik

Mehreen Malik is a doctoral candidate at NUST Business School, National University of Science and Technology (NUST) Islamabad, Pakistan. Mehreen is an active and highly energetic researcher working diligently on the various projects of the fourth industrial revolution, digitalization, and digital transformation of Pakistani organizations. She is keenly interested in research on the digital transformation of Pakistani organizations and the skills required by the leadership for their successful digital transformation. Her research interests are in areas such as digitalization, digital transformation, digital leadership, e-banking, and blockchain technology.

PANEL DISCUSSION – KARAKORAM INTERNATIONAL UNIVERSITY (KIU)

“Entrepreneurship in the Digital Age: Opportunities and Challenges in the context of GB”

Panel Discussion Members

Zameer Abbas

My name is Zameer Abbas. I started my career as a civil servant in 2007. In 15 years of government service at the district level, I was presented with various opportunities to work with communities, politicians, local and international NGOs, media, and last but not least ordinary people. The most challenging times during the past years have been close and personal working with a disaster known as Ataabad Landslide in 2010. I was working as Assistant Commissioner Hunza at the time. As the crisis unfolded leaving dead, injured, and displaced persons in the wake, rehabilitation and resettlement were an unprecedented challenge. The multilateral challenge was a chance to get exposure to both micro and macro management from a government perspective. In 2011, I was offered Chevening Scholarship in England. There I studied governance and development for a Masters's program at the Institute of Development Studies, University of Sussex. The studies helped me look at the development of communities from an international point of view. In 2020, I completed my LLB from the University of Peshawar.



Prof. Dr. Attaullah Shah

Prof. Dr. Attaullah Shah is a leading researcher, educator, and Civil Engineering practitioner with 32 plus years of senior/executive level diverse experience in the fields of academic leadership, teaching and research, project design and management, public connectivity, and high-performance team building with practicing theories for implementation in higher education across public and private sectors. Connecting with first-grade think tanks and policy makers nationally and internationally to frame dynamic strategies for implementing result-driven policies across Pakistan and several other countries. He is currently serving his second four-year term as Vice-Chancellor at Karakoram International University, Gilgit. Previously, he served the City University of Science and Information Technology as Vice-Chancellor. Prof. Shah is the author of 7 books and several research articles.



Abdul Mujeeb



Dr. Ifzal Ahmad



Dr. Ifzal Ahmad is working as Director ORIC and Associate Professor of Human Resource Management at Karakoram International University, Gilgit. He has over 15 years of teaching, research, and professional experience. Under ORIC, Dr. Ifzal is also looking after Business Incubation Center (BIC) and has so far mentored and graduated over 75 startups. He has also raised over Rs. 30 million of research funds from various funding agencies for research and development at KIU. Furthermore, Dr. Ifzal has authored 20 research articles in high-impact factors and HEC-recognized journals and is also the author of a self-help book titled “THRIVE: A Recipe for Success in Organizations.

Colonel Imran Mansoor



Colonel Imran Mansoor was commissioned into the Pakistan army in the Corps of Signals in the year 1999. He is a graduate of PMA Kakul, C&SC Qta, NUST Rwp, and NDU Islamabad. Officer holds a bachelor's degree in BE Telecommunications from NUST and a Master's degree from NDU. Officer has varied experience of Command and staff throughout his career. Colonel Imran has the unique honor of serving three operational areas during his career including Gyong, Bajour, and DIK. His foreign assignments include UN mil observer at congo and Signal officer at Royal Guards, Saudia Arabia. Under his able command, SCO kick-started the successful projects of Software Technology Park Gilgit and Incubation Center Gilgit. These Projects worked as catalysts to change the entrepreneurial landscape of GB and provide opportunities to the talented youth of Gilgit Baltistan. Colonel Imran is a keen reader and enthusiastic sportsman.

Sajjad Hyder



For more than ten years Sajjad Hyder has been associated with the tech industry. Currently, he is the chief operating officer of GBtehive and has been utilizing the underdog talent in one of the remote regions of Pakistan. Sajjad Hyder is backed with an experience of 15 years in diverse fields ranging from strategic management, operations, monitoring, and talent acquisition. His compassion for learning and exploring new skills and introducing them to young people of Gilgit-Baltistan creates a huge impact on learning and creating new employment opportunities. He started the tech initiative 'GBtehive' 5 months ago and within a short span of time has been able to create 90 jobs, especially for the youth. He aims to connect geographically isolated talent with the international market by introducing contemporary skill training development programs.

PANEL DISCUSSION – UMT

“Digitization is the New Normal”

The post-COVID-19 era has brought forward a new normal – one that will accelerate digital transformation in many areas. These include digital economy, digital finance, digital government, digital health, digital education, and many more. Many governments and businesses have already turned to digital platforms and digital solutions. However, the COVID-19 pandemic has exposed harsh fragilities and digital divides that have been allowed to develop for far too long. This Panel discussion is about the way forward in the new normal for various sectors of the economy, and how technology will play a pivotal role in this transformation.

Panel Discussion Members

Dr. Ammar A Raja (Moderator)

Dr. Ammar A. Raja is a Disruptive Data Scientist and believes in using Big Data Analytics to disrupt everything from the Banking sector to the Government. Currently, he is working on projects involving Real-Time Data Analytics, Cloud Computing, and Cognitive Computing using IBM’s Supercomputer Watson, Fintech, and Data-Driven Web applications. Dr. Raja has a Ph.D. in Finance from the London School of Economics & Political Science and has researched pricing complex Derivatives Contracts I.e. Options. He has also worked as an Assistant Professor of Finance in Comsats Islamabad for three years before moving to the University of Management and Technology (UMT) Lahore as an Assistant Professor of Business Analytics.



Mustafa Hamza



Mustafa is a founding member and heading logistics at Krave Mart, a Q-Commerce platform lately making waves in Pakistan's startup ecosystem. In his current role, he's leading riders with the help of an awesome team to ensure that they deliver your order as early as possible, as fresh as possible. Prior to that Mustafa had a disruptive start to his professional career, when everyone else around him was yearning for big corporate names for stable careers, Mustafa chose the road less traveled. From being an early-stage team member at Eat Mubarak to overseeing city and national level corporate sales at Careem. Mustafa has had a fulfilling and exciting journey in the ever-booming Pakistani tech industry.

Ahmad Sheikh



Senior Executive with over 18 years of experience working with Fortune 50 companies in Canada and leading companies in Pakistan. Diverse experience encompassing consultancy services, training and development, social media consultancy, digital transformation, market analysis and research development, technical service management, technical consultancy, and account management. Core expertise in planning and development of projects, training and development of teams, online market growth, digital

transformation, data analytics, strategic planning, service level management, and customer relationship management.

Muhammad Ali Manzer



Have been working in the domain of Information Security for eight years with overall 14+ years of experience in IT. Having begun my career in software development, I switched to Information Security consultancy with a renowned firm. Moving into the industry I have established Information Security departments in two banks. Carried out IS Audit, Risk Assessment, Information Security Policies & Procedures Development and Implementation. I have been involved in Application Control Review, Threat Management, and Business Continuity Plan Development in accordance with international standards like ISO 27001, CoBIT, and BS25999. Recently involved in CoBIT 5 implementation and heading

Information Security unit at a commercial bank.

Ahmed Hamdhan



Principal Consultant at Decrypted Solutions, Issaquah, Washington, United States. Motivated IT professional possessing broad industry experience leading cross-functional teams delivering technology solutions to business challenges. Recently managed definition through the delivery of large-scale containerized data center solution for Microsoft. Managed extremely large-scale infrastructure projects for multi-tenant space as well as large scale cloud infrastructure. Managed launch of global e-commerce site supporting transactions using all major credit cards for Microsoft ISV. Experience in evaluation, acquisition, and implementation of Data-Center Infrastructure, ERP, CRM Enterprise Content Management, and modular scalable data

center solutions. Experienced in handling multimillion-dollar RFPs. Researching and working on real-world solutions using Blockchain and Artificial Intelligence within Health-tech and Fin-tech verticals.

Ali Kazmi



Divisional Head, Branchless and Open Banking, Digital Banking Group, Allied Bank. 15+ years' experience in Banking Industry. Ranging from a front desk job in a retail banking group to leading digital banking products and business-generating activities at the Commercial and Corporate Levels. Worked with 3 out of the Top 5 Banks of Pakistan with a significant position. Currently working at Allied Bank Limited as part of the Digital Banking Team as Divisional Head for Branchless Banking and Open Banking. In the past 1 year, I have worked towards introducing payment acquiring business in avenues of IPG, QR, and Commercial POS, alongside working on improving customer experience with banking products and promoting financial inclusion with product innovation. Currently working with Branchless Banking and Open Banking. In July 2020, launched the Branchless Banking wallet of Allied Bank 'myABL Wallet'.

PANEL DISCUSSIONS – UMT

“Transforming Organizations to Purpose Driven, Integrated, and Sustainable Supply Chains”

In a world of exceptional disruption and market turmoil, transformation today revolves around the need to generate new value—to unfasten new opportunities, drive new growth, to deliver new efficiencies. All transformations require you to rethink how your organization creates value today and in the future. In this aspect, the first element of the theme emphasized the fact that organizations should think beyond the boundaries and bring the whole supply chain under one purpose. This unified purpose should become the key to driving the supply chain. The second element highlights the significance of integration beyond the boundaries with the upstream and downstream partners of the supply chain in addition to the internal part of the supply chain. The disintegration would only lead to inefficiencies and loss of competitive advantage. The third and most important element is that these supply chains should be sustainable i.e. not only economic sustainability but also social and environmental sustainability. This is the need of the hour. Success in the short run should not be the goal rather long-term and sustainable growth should be the overall goal.

Questions

1. What do you think are the major issues and hurdles the organizations are facing in this era of the new normal (post covid)?
2. Do you think that there is a need for transformation under the current circumstances?
3. Do you think that there exists the problem of goal conflicts all across the supply chain? Why?
4. Integration of supply chains has been the key to the success of the organizations – what is your take on that?
5. What do you think is the significance of the sustainable growth of the supply chains? Is it really necessary?

Panel Discussion Members

Mr. Asher Ramish (Moderator)



Assistant Professor HSM | Supply Chain Consultant. With the cross-cultural experience of more than 19 years in the corporate/private sector from organizations both in Pakistan and Germany, Asher brings with his concepts and knowledge about the revolutionary field of Supply Chain Management from abroad and is now considered among the breed of dynamic “Supply Chain Academician, Trainer & Consultant”. Asher has conducted numerous training in Pakistan in the Supply Chain related areas and provided specialized consultancy services in the same area. Besides his enrollment in a doctorate program in supply chain management at Putra Business School, Malaysia,

Asher previously, has done his MS in Production Management from the Technical University of Hamburg, Germany, on full scholarship.

Muhammad Ali



Director Procurement and Production Planning (Lotte Akhtar Beverages, PepsiCo Bottler Lhr), Muhammad Ali is an experienced corporate supply chain professional having 17 years of experience in the fields of inbound/outbound logistics, and procurement, warehousing, and strategic production planning. Currently, he is working with Lotte Akhtar Beverages (PepsiCo Bottler Lhr) as Director of Procurement & Production Planning. He is highly capable of synchronizing the supply chain as a whole. His core expertise includes efficient planning, developing strategic vendors, building relationships with a high level of integrity, continuous evaluation of the

operations and bringing efficiencies, and exploring a cost-effective solution. He did MBA from the Institute of Management Sciences (Pak-AIMS) and MS-Supply Chain Management from UMT.

Ahsan Umar



Ahsan Umar is a seasoned business executive having over 25 years of professional experience in the areas of marketing, sales, operations, and supply chain in companies such as Nestle, Total, Toyota, Metro, Servis, and Crescent textiles. He is currently working as Director of Operations at Masood Textile Mills Limited. He specializes in transforming organizations by aligning business strategy and operations throughout the supply chain and enabling the human factor to catalyze sustainable business growth. He did his MBA from IBA, MS supply chain from UMT, EMBA from LUMS, and Retail Leadership Excellence Accelerated Program from Harvard Business School.

Mansoor Lodhi

Director Supply Chain (International) CCL Pharmaceutical - A Passionate Leader and Internationally seasoned industry professional with strong Supply Chain, Technical, Manufacturing, and Commercial



acumen (Engineer & MBA of 25 years' experience) providing business solutions to achieve company objectives with strong interpersonal skills to adapt to local cultures. Strong experience with leading global multinationals (based out of three regional offices, collaborating across multiple geographies), as well as global setups, with a proven track record of over-achieving targets while managing budgets and teams. Proven ability and expertise in E2E Supply chain, Manufacturing models & Strategies, People and Process Development, Manufacturing, Continuous improvement, SHE, Productivity improvement, Project Management (Feasibility, Design,

Execution), Leading teams, etc.

Hassan Ahmed

Group Manager Supply Chain Planning (Treet Group). I have 14+ years of Experience, comprising PLANNING (including Demand & Supply Planning, Procurement Planning, Production Planning &



Scheduling, Materials Planning), PROCUREMENT (Raw, Packaging, Machinery & Equipment), FORECASTING (including Sales Targets Monitoring), LOGISTICS (including Negotiations, contracting for both Inbound and Outbound), IMPORTS (includes Development, Negotiations and Shipment handling) and WAREHOUSING, Targeted, Systemized and result in oriented approach. This has equipped me with Practical knowledge and Experience in End-to-End Supply Chain. Currently, being a part of a large group at Treet Group of Companies, Holistic Group Supply Chain Planning posed a huge challenge in meeting the demands of

the group.

Asif Rafique

Dy. General Manager Planning and Control Sapphire Retail and Textiles. Asif Rafique is a dedicated supply chain professional having experience of over 14 years in the area of Central Planning, Production Planning, Operations (Logistics / Warehouse), and SCM ERP functional in companies such as Merck Pakistan, BMB - Dubai, Shan Foods, Uniworth Retail, Sapphire Retail, and Textiles. He is currently serving at Sapphire Group in the Home textile division as Deputy General Manager of Planning and Control. He is specialized in the optimization of Business processes and efficacy of overall planning and operations by effectively transferring the process owner to human resources for continuous business growth. He did his MBA in Supply chain from UMT and MS in Supply chain management from UMT.



PANEL DISCUSSION - UMT

New Normal of Interdisciplinary Research

Human is by nature social [being]; Anyone who either cannot lead the common life or is so self-sufficient as not to need to and therefore does not partake of society is either a beast or a god.—Aristotle, Politics

Post-March 2020 world is dramatically different from the one before. Events ensuing after the outbreak of Covid-19 saw closing borders, and alteration in international travel patterns, making the new normal a way of life. As indicated by Aristotle, this new normal is fundamentally different from the values for which humans stand for. These events have adversely affected everyone's life and academicians are no exception. Researchers were required to find ways of carrying out their research endeavors without the luxury of fieldwork or the respondents willing to openly meet the researchers. Researchers from different fields found ways to overcome issues related to research under *social distancing*.

In our session on research collaboration, we not only seek to share the best practices of research under the new normal but the best practices of *collaborative research under the new normal*. Social integration of different knowledge streams is crucial to the generation of theory clearly defining interrelated concepts, and describing hypotheses related to the social fabric. We would like to understand if the influence of different knowledge areas helps better explain the social phenomenon

Discussion Points

- A review of challenges faced in research during the Covid-19 pandemic. Did the social distancing affect the way researchers go about their work? Did it open any new avenues? Has the pandemic opened any doors for interdisciplinary collaborations?
- Why is there a need for interdisciplinary collaboration in the new normal?
- What motivates researchers toward interdisciplinary research?
- What are the challenges in breaking down institutional silos and structures?
- How can HEC play a role in enabling multidisciplinary research? What has HEC already done in this regard?

Panel Discussion Members

Dr. Khurram Shahzad (Moderator)



I am currently associated with the University of Management & Technology, Pakistan as an Associate Professor. Some of my mainstream contributions to the academic landscape include the launch of “MPhil in Strategic HRM”, designing competency-based courses, running a research journal, and a landmark joint initiative (SME conference) of government and academia for promoting SMEs focused research in Asia. I am also associated with RMIT University, Australia since July 2016 where I have taught Management, HRM, and Entrepreneurship courses as a tutor, lecturer, and course/delivery coordinator in Melbourne, Singapore, and Vietnam. While teaching, I provide students with both ‘minds-on’ and ‘hands-on’ reflective learning experiences and encourage them to critically analyze the existing theories and practices to develop their own “theory of life and work” and this might be the reason I have received Good Teaching Score Awards many times both in Pakistan and Australia. Other than all this, I have worked in the corporate sector for 5 years in senior management positions.

Dr. Seemi Waheed



Seemi Waheed has worked for the Federal Government of Pakistan for more than 30 years, in the National School of Public Policy, Establishment Division. She exited the Government after attaining the highest position (BS-22). In her long career, she was an important member of civil officer mandatory promotion training programs for all levels, particularly the mandatory promotion training of BS 20 officers to BS 21. She was actively involved in the civil service training reforms during 2004-2008. She also worked as a Project Coordinator for Punjab Second Family Health Project funded by DFID/WB. Her research interests are in microfinance, public policy, collective action, and water policy. She is a Director on the Board of Directors, Punjab Rural Support Programme.

Prof. Dr. Niaz Ahmed Bhutto



Dr. Niaz Ahmed Bhutto is currently a Professor of Economics in the Business Administration Department at Sukkur Institute of Business Administration University Sindh. He was the head of the Business Administration Department for more than seven years. He also worked in various administrative positions to advance the mission of the university. He did his Post-Doctorate from Edward J. Bloustein School of Planning and Public Policy, Rutgers the State University of New Jersey USA in 2013 under the Fulbright Scholarship Program. He did his Ph.D. in Economics

from Hacettepe University Ankara, Turkey in 2007. He topped the Faculty of Arts in Bachelors and Masters and was awarded two times the gold medal by Shah Abdul Latif University Khairpur. He organized many national and international research conferences at Sukkur IBA. He is the approved supervisor for Ph.D. and MS by the Higher Education Commission of Pakistan & he is a research fellow in Policy Analysis and Modeling Group Turkey. He was awarded Best University Teachers Award for the year 2010 by HEC. Dr. Niaz Ahmed Bhutto has more than 22 years of teaching and research experience. He has published many articles in reputable journals and presented papers at international and national conferences. His areas of interest are Game Theory, Input-Output Economics, Sustainable Development, and International Trade and Finance.

Dr. Sara Subhan



I am an Assistant Professor, Qualified Clinical Psychologist, and Ph.D. Scholar at ICP, UMT Lahore. I am working as a Clinical Psychologist since 2011 and for the last 5 years, she is teaching and training the Post Graduate students of MS Clinical Psychology and MS Counselling Psychology. At UMT I am working for 4 years and teaching post-graduates Adult Counselling, School Psychology, Psychological Interventions, and Adult Psychopathology. I completed my MS in Clinical Psychology from Government College University, Lahore.

Dr. Iqbal Mehmood



I did my Ph.D. in Human Resource Management and Employment Relations from Auckland University of Technology (AUT), Auckland, New Zealand. AUT Business School enjoys its days in the sun, having both AACSB and EQUIS accreditations. Prior to this, I did my MS in Management from the University of Central Punjab and an MBA in Strategic Marketing from Manchester Metropolitan University Business School (a triple-crown accredited – EQUIS, AACSB, AMBA). Professionally, I started my career as a pharmaceutical sales and marketing representative. I worked in the pharma industry for almost 10 years. Indeed, it was an exciting profession. Nevertheless, thanks to insights and discovery, I am now in the teaching occupation for the last 11 years. I have worked at many prestigious Universities and joined HSM – UMT as an Assistant Professor in 2019. In a nutshell, I love my work and my workplace.

KEYNOTE SPEAKERS

SOHAIL MALIK



Digital Banking and Education System, Chief Digital & Financial Inclusion Officer, HBL Microfinance Bank LTD. Innovative professional with 2 decades plus of progressive experience within the Financial Products, Transformation, Automation, Digital Banking, and Telecom Markets. Having skills to drive business growth, capitalize on new revenue potential, and manage all aspects of daily business operations. Hands-on experience in creating Digital Bank from Scratch (Designing, Execution, Take Off), Digital & Out of the Box Concepts Executionist, Digital Banking Channels (Strategy, Planning, Setting Up, Penetration, Management), and developing Innovative Product Development, Fee Income, Transactional Income Products, AI/BI and Predictive Algos Implementations, Consumer Lending

Product Development & Sales

Dr. NYOMAN PUJAWAN



Dean, Professor Supply Chain Engineering at ITS | President, ISCEA Indonesia (isceaindonesia.com) | President, ISLI | Consultant

Nyoman Pujawan is a Professor of Supply Chain Engineering at the Department of Industrial Engineering and the Dean of the School of Interdisciplinary Management and Technology, Institut Teknologi Sepuluh Nopember (ITS), Surabaya, Indonesia. He is currently the President of the Indonesian Supply Chain and Logistics Institute (ISLI). He received a Bachelor's degree in Industrial Engineering from ITS, Indonesia, a Master of Engineering in Industrial Engineering from the Asian Institute of Technology (AIT) Bangkok, Thailand, and a Ph.D. in Management Science from Lancaster University, UK. He also holds

Certified Supply Chain Professional (CSCP) from APICS (USA) and CPLM (ISCEA, USA). He was a Lecturer in Operations Management at Manchester Business School, The University of Manchester, the UK 2003 – 2004. Over 40 of his papers have appeared in top-tier international journals including the European Journal of Operational Research, International Journal of Production Economics, International Journal of Production Research, Production Planning and Control, International Journal of Physical Distribution and Logistics Management, Supply Chain Management: An International Journal, International Journal of Logistics: Research and Applications, Business Process Management Journal, among others.

JAWAD RAZA



Corinium Global Top 100 Innovators in Data & Analytics | EVP - Head of Data Analytics, Big Data, AI at Meezan Bank Limited Chartered Accountant, Investment Banker, and Business Strategy VP with extensive experience in and passion for Natural Resources / Financial Institution companies and have executed deals with FTSE100 corps as well as SME's. SVP - Head of Data Analytics, Big Data, AISVP - Head of Data Analytics, Big Data, AI Meezan Bank Limited

TRILOCHAN POKHAREL



Mr. Pokharel is working at Nepal Administrative Staff College (NASC) as a Senior Director of Studies (senior faculty of public policy, governance, and federalism). He heads Governance and Development Management Learning Group and Centre for Federalism Studies at NASC. Mr. Pokharel has over two decades of professional and academic experience in public policy and governance. Mr. Pokharel has led a number of research projects on public policy, governance, and public sector reform. He was the team leader for the Nepal National Governance Survey 2017/18, lead author of the handbook of the Federal Governance System of Nepal, and the lead author and principal researcher for several publications and research projects. He has led consulting services to the

Government of Nepal, World Bank, Asian Development Bank, and other development partners. He is an executive member of the South Asian Network for Public Administration (SANPA) and visiting professor at Nepal Open University.

DR. SAMANTHA RATHNAYAKE



Senior Management Consultant, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka. Dr. Rathnayake counts over 20 years of management and learning solutions experience in diverse sectors including the Food and Agriculture Organization of United Nations (UN FAO), the ICICI Bank India, and the Sri Lanka Institute of Marketing (SLIM), and the Sri Lanka Foundation (SLF). He serves as a senior management consultant at the Postgraduate Institute of Management (PIM) of the University of Sri Jayewardenepura since 2016. At present, he serves as a Governing Council Member, Head of the

Technical Committee of the International/Regional Management Conference since 2017, Chairman of the panel of judges of the Best Management Practices Company Awards, and Chairman of Education, Research and Development Committee of the Chartered Professional Managers (CPM), Sri Lanka.

Message of Dr. Asif Raza

Rector University of Management and Technology

It is indeed a privilege and honor for the University of Management & Technology, Lahore, to be hosting the 8th International Conference on Business Management under the umbrella of the Association of Management Development Institutions (AMDIP). The conference is unique for its simultaneous conduct at the five partner institutions; Institute of Business Management (IoBM) Karachi, NUST Business School, Islamabad, Karakoram International University, Gilgit, IMSciences Peshawar, and UMT, Lahore. The participation of International Researchers from AMDISA, University of Sri Jayewardenepura, Sri Lanka, Nepal Administrative Staff College, and Villa College, Maldives, would add immense value to the event. I have my deepest appreciation and sincere gratitude for all the participants, particularly the international participants and sponsors of this flagship event of AMDIP and umt.



University of Management & Technology is a comprehensive research-led university with a strong focus on the quality of our graduates which is ensured through high-quality research and project-led teaching. The faculty and students published a commendable number of 1100 research publications in the year 2021, more than any other private university in the country, both in terms of number & quality. This was possible only through the major expenditures on research & research facilities. Another distinctive feature of UMT is its 48% female student and an equal percentage of female faculty population, a clear reflection of our merit-based policies. The University spends heavily on merit and need-based scholarships and a large percentage of our students benefit from the available provisions.

Hassan Murad School of Management (HSM), the lead organizing institution of this three-day event is among the top business schools in Pakistan and was probably the very first business school in Pakistan to receive accreditation by South Asian Quality Systems(SAQS). HSM also received the highest category of accreditation from the National Business Education Accreditation Council (NBEAC). The school is now vigorously pursuing its AACSB accreditation. The Business Administration programs of HSM are rigorous, result-oriented, focused, and application-based. The students are groomed by the finest business faculty available in the country to assume roles of leaders and managers in the fields of Marketing, Management, Human Resource Management, Supply Chain & Finance.

The theme of the Conference “Emerging New Normal for Resilient Organizations” would make us reflect on the deficiencies and unresolved problems of the pre-covid “Old Normal” that got exposed and further complicated the crisis. It will also enable us to evaluate the higher education systems and see how well prepared and resilient we are now, to meet the requirements of the “New Normal.”

Higher education institutions had to invest heavily in the development of digital infrastructure, teacher training, student services, and IT support. Institutions incorporated more flexible methods of designing and delivering content which increased access to higher education for many students. Now, learners, educators and researchers are connecting through these platforms more frequently and are finding new ways of collaborating. The University of Management & Technology did reasonably well to cope with the challenges of the “new normal” by virtue of our robust and elaborate IT Infrastructure and platforms. The transition from Face to Face mode of teaching to a completely online and hybrid mode of teaching & learning was relatively smooth. Yet, concerns related to effective conduct of practical work, accuracy, and fairness of assessments, and missing social interaction being vitally important were not easy to address.

I am sure through collective deliberations, we will devise innovative, flexible, cost-effective, and collaborative solutions to meet the challenges of the “New Normal” in the post-pandemic era. Let’s collectively make a determined commitment to collaboration at the institutional, national, and international levels.

I have my good wishes and appreciation for the organizing team, particularly Ms. Memoona Zareen, the conference manager.

Message of Dr Naveed Yazdani

Chief Organizer ICoBM

Dean, Hasan Murad School of Management, University of Management and Technology

Welcome to the 8th International Conference on Business Management (ICoBM) of Dr. Hasan Murad School of Management (HSM). ICoBM is an initiative of Shaheed Prof. Dr. Hasan Sohaib Murad (L) since 2010. Aligned with the Conference theme, we are pleased to inform you that this is the first Hybrid ICoBM organized by HSM. The Conference theme is most relevant to the current world scenario “Emerging New Normal for Resilient Organizations” and provides an opportunity for researchers to present their research and findings to academics and the corporate world. As a School of Management, we are acutely aware of our organizational and societal responsibilities in the emerging Post-COVID scenario. This conference has opened avenues of networking among researchers from different universities and business greats from the corporate sector. I am therefore thrilled to learn about the participation of scholars from across academia and the corporate sector to share their findings and disseminate knowledge among the participants and co-researchers on the aspect of COVID-19 impact on society in terms of creating newer ways of work and coordination. The unique feature of 8th ICoBM is that it will be held simultaneously in five cities of Pakistan: Islamabad, Karachi, Peshawar, Gilgit, and, Lahore. HSM at the University of Management and Technology Lahore is proud to hold such an event that has served as a platform for generating ideas for researchers and bridging the gap between academia and industry. In this era of economic uncertainty, resilience is one of the key aspects to deal with the turbulent environment and calamities such as COVID-19. Recent trends highlighted by academia and the corporate world indicate that the need for building resilience in organizational systems has increased tremendously after the recent pandemic as organizations face a reality quite different from what they were encountering a couple of years back. This new reality or New Normal is what requires resilience at the organizational level and therefore the importance and significance of this ICoBM cannot be underestimated.



Message of Mr Talib S. Karim

President AMDIP

President IoBM, Karachi

It is indeed a pleasure for me to welcome you to the 8th International Conference on Business Management (ICoBM) 2022 on the theme of "Emerging New Normal for Resilient Organizations." To support and promote research culture as well as to address the diverse needs of the audience, the conference includes multiple and concurrent research tracks on Management and HR, Marketing, Supply Chain, Information Systems, Finance, Economics, and multidisciplinary areas. Furthermore, both research papers and case studies have been included. An exclusive feature of the event is its outreach since this time, not only is it held simultaneously in multiple cities of Pakistan including Islamabad, Peshawar, Karachi, Gilgit, and Lahore, but it also offers papers presentations online. I see this conference going a long way to help AMDIP meet its mission of networking management education institutions across the country to critique the significance of resilience as an effective strategy to handle the uncertainties and hence the new world order COVID-19 has pushed us into.



I look forward to the deliberations of the conference and envision that they will help us present solutions to the challenges that will be the norm of the management fabric from now onwards.

Message of Dr. Naukhez Sarwar

President AMDIP Islamabad Chapter

Dean NUST Business School, NUST, Islamabad

With the increased momentum of digital transformation, the pressing need for addressing challenges related to digital transformation has become inevitable across all industry sectors. Educational institutions, the epicenters of knowledge creation, are no exception to these challenges, and over the past few years, an inclination toward integrating digital sources such as databases and web browsers, applications, online videos for learning, and simulations that enable users to add to their learning has increased manifolds. Furthermore, with the rise of digitalization, it can be assumed that intelligent machines may replace the majority of the existing workforce. Higher educational institutes need to focus on identifying the requirements of the industry and the market so that they can help students develop the required skills and enable them to work with intelligent machines. Thus, for universities to train the future workforce for hybrid working environments (involving humans and machines), they need to emphasize digital and technological literacy as well as enhance the critical thinking abilities and digital leadership qualities of the future workforce. However, the challenge to respond and evolve according to digital needs to analyze the needs of the stakeholders and guarantee the better provision of education for the learners, remain at large. The digital challenge to design classrooms and content and prepare instructors according to modern needs is not trivial and requires increased collaboration between academic institutions and across the industry sectors. With collaboration among academic institutions, challenges could be well understood, best practices for effective learning could be shared in a better manner, and a strategy to develop solutions could be chalked out to accomplish an innovative future. This is the time to recognize the need for a prosperous future which requires us to stay connected, collaborate, and celebrate.



Message of Dr. Muhammad Mohsin Khan

Vice Chancellor IMSciences, Peshawar

It gives great pleasure to record a few words on the auspicious occasion of this conference of the educational leaders with their focus on revitalizing their strengths for the new Normal after being badly hit by the continual waves of the Covid pandemic. In this regard, the first and foremost responsibility has to be shouldered by the academia for promoting the atmosphere of the new Normal through well-targeted objectives, so that the learning outcomes may be shared with all the stakeholders.



History has testified that challenges occur to test human resilience for seeking new opportunities through meaningful research-based upon pragmatic approaches and modalities. This task has to be achieved by the intellectuals of the higher education institutions across the country. In view of the above scenario, I strongly hope that this opportunity will provide us with avenues of new strengths for putting things on the track of normalcy such efforts will invigorate the inexperienced for the unexpected and will refresh their spirits for resuming their endeavours where they remained interrupted because of the pandemic.

Through this forum, the seminal message that I wish to convey to the researchers is that their contributions should focus on promoting the spirit of resilience at all levels of meaning, which is the only key to overcoming the hurdles and impediments. Here what I think pertinent to mention is that resilience is not an ideal to be yearned for but a skill learned through constant practice and continuous struggle in the face of challenges and hardships whatsoever.

Finally, let us pledge not to yield but explore new fields of research and knowledge management. May Allah Almighty give us courage and confidence for learning and practice resilience in our lives. Ameen

Pakistan Zindabad

Academic Session Chairs for Research Tracks



Dr. Rukhsana Kalim
HSM, UMT
Economics



Dr. Khuram Shehzad
HSM - UMT
Management & Leadership



Session Chair: Dr. Ijaz Yusuf
HSM - UMT
Supply Chain Management



Prof. Dr. Niaz Ahmed Bhutto
Sukkur IBA University
Economics



Mr. Adeel Sheikh
HSM - UMT
Case Study Track



Dr. Ahmad Ali
HSM - UMT
General Track



Dr. Iqbal Mahmood
HSM - UMT)
Doctoral Track



Dr. Muhammad Naeem
HSM - UMT
Doctoral Track



Session Chair: Mr. Asher Ramish
HSM – UMT
Supply Chain Management

ABSTRACTS

TRACK 1: MANAGEMENT & HR

ORGANIZATIONAL CULTURE AND EMPLOYEES WORK PERFORMANCE: ANTECEDENTS AND OUTCOMES OF THE TRAIT GREED

Muzaffar Abbas

National University of Modern Languages Islamabad

Dr. Qlander Hayat

National University of Modern Languages Islamabad, Pakistan

Dr. Syed Zaheer Abbas Kazmi

National University of Modern Languages Islamabad, Pakistan

ABSTRACT

In the recent era, research scholars' interest has been developed regarding dark personality traits, i.e. greed and its outcomes and consequences in organizations, however, more specifically, dark personality traits are still understudied fields of knowledge. The purpose of this study is to examine the antecedents and outcomes of the trait of greed in the employees of the banking sector, in Pakistan. According to contextual anomie and strain theory (CAST) trait greed is promoted by culture and the outcomes of the greed are greedy behaviors. Hence, for the collection of survey data, this study used the time-lagged data collection strategy and a total of 392 bankers are contacted at two points in time. Study results show that organizational culture positively influences the employee's task and contextual performance. Dispositional trait greed plays a significant positive mediating role between organizational culture and employees' task performance level, however, dispositional trait greed doesn't play a significant mediating role between organizational culture and employees' contextual performance.

Keywords: Dark personality traits, Greed, Employee's work performance, Task performance, Contextual performance, Organizational culture

HOW DESPOTIC LEADERSHIP AND CRONYISM IMPAIR EMPLOYEES' MENTAL HEALTH THROUGH JOB STRESS? MODERATING ROLE OF COWORKER SUPPORT

Hina Majeed

hina.majeed2018@outlook.com

University of Management & Technology

Dr. Syed Ahmad Ali

Assistant Professor, HEC Approved Ph.D. Supervisor

Dr. Hasan Murad School of Management (HSM)

Abdul Ghaffar

Lecturer

Dr. Hasan Murad School of Management (HSM)

ABSTRACT

This research focused on examining the impact of organizational cronyism on employee mental health through mediating the role of job stress, moderating role of despotic leadership between cronyism and job stress, and further examining the moderating role of coworker support between job stress and employees' mental health. From the target population of employees working in Lahore, Pakistan in the information and communication sector, data for research was obtained through a time-lagged survey comprising 286 respondents using convenient sampling. Moreover, the statistical tools of SPSS have been used to analyze the collected data while largely using Process Hayes (Model 1 and 4). Result: The research results show that cronyism is positively related to job stress and negatively related to employees' mental health. Job stress is negatively related to employees' mental health, while it mediates between cronyism and employee's mental health. The research also found that despotic leadership moderates the relationship between cronyism and job stress. Moreover, the research found that coworker support does not moderate the relationship between job stress and employees' mental health. This study has successfully identified the relationship between organizational cronyism and employees' mental health, which has not been delved into in previous works. This has subsequently provided managers with new perspectives regarding how organizational cronyism impairs the mental health of employees.

Keywords: Organizational cronyism, Despotic leadership, Job stress, Coworker support, mental Health.

EXPLORING THE ROLE OF HUMAN RESOURCE PRACTICES ON KNOWLEDGE SPILLOVERS: STUDY OF KNOWLEDGE INTENSE INSTITUTES

Mehreen Waheed

f2016051011@umt.edu.pk

University of Management & Technology

ABSTRACT

Purpose: The purpose of this study is to investigate the role of HR- practices in the creation of knowledge spillover that leads toward innovation. Another aim is to determine which HR- practices are more feasible to facilitate the knowledge spillover process. **Design/Methodology/Approach:** This research is based on a qualitative research paradigm. It's a descriptive nature of study employing an inductive research approach. Phenomenology is used as a complete research methodology to capture the essence of phenomenon (knowledge spillover) through subjective perspectives of HR managers lived experiences. For data collection, the informant's semi-structured interviews were conducted. Data were analyzed through phenomenological methods of analysis. **Findings:** In the light of in-depth data analysis, it is inferred that frequent employee interactions, a cooperative work environment participative leadership are considered the essence of knowledge spillovers. These three dimensions are validated through the subjective saturated evidence of informants. Dual-purpose of this research is full-filled as knowledge spillover leads toward innovation. Training & Development and Employee relations are the two major HR- practices that facilitate the knowledge spillover process effectively. **Practical Implications:** This study will be beneficial for academics & managers both. For academics, it gave a conceptual framework that supports further theory development. For managers, it opens new doors of innovation by emphasizing the pertinent role of HR practices & its effective implications lay the foundation of success in organizations.

Keywords: Knowledge spillovers, Phenomenology, Human resource practices, Participative leadership

ORGANIZATIONAL GRAPEVINE AS AN METAPHOR

Sehrish Bibi

MS (Management)- UMT

Email ID: S2019092007@umt.edu.pk/ asjokhan786@gmail.com

Abstract

This paper develops a conceptual framework and a range of propositions for empirically testing SME export managers' assessment and use of personal contacts as a vehicle for export information generation. The paper argues that the perceived value of such activities differs with the properties of the personal network, the export manager's international experience, and the use of information and communication technology in information generation. The final section of the paper discusses managerial implications and directions for future research.

EMPLOYMENT INSECURITY, WORK-FAMILY CONFLICT, AND BURNOUT IN MEN WORKING IN PRIVATE ORGANIZATION

Mahnoor Malik, Mudassir Rasool, Tehreem Sabir, and Dr. Shahnila Tariq

Department of Applied Psychology (SPP), University of Management and Technology Lahore

Abstract: The study was conducted to find the relationship between job insecurity, work-family conflict, and burnout in men working in private organizations. It was hypothesized that there is likely to be a relationship between job insecurity, work-family conflict, and burnout in men working in private organizations. A correlational research design was used to collect in-person data from (N=200) males working in a private organization with an age range of 25-40 years (M=34.45, SD=3.25) The sample was recruited by using a purposive sampling technique From different private organizations. Job insecurity scale, work-family conflict scale, and burnout scale. Pearson-product- moment correlation analysis showed that job insecurity and work-family conflict are positively correlated with burnout. Results further showed that Employment insecurity, Work-family-conflict, and Burnout significantly predicted burnout, in men. The findings of the research are discussed with reference to related international and indigenous research. Implications showed that people should get awareness by attending secessions in clinical setup, awareness campaigns should be run and counseling is very important to get awareness about mental health so that people can gain knowledge about mental health in order to avoid burnout.

Keywords: Job insecurity, work-family conflict, burnout, private organizations

**LIVED EXPERIENCE AND MANAGEMENT OF TYPE II DIABETES MELLITUS: A
COMPARATIVE STUDY OF MIDDLE AND OLD AGE PEOPLE APPLYING INTERPRETIVE
PHENOMENOLOGICAL ANALYSIS**

Sadia Butt

Iqra Mubeen

Dr. Naveed Yazdani

HSM, University of Management and Technology

Abstract

Diabetes is a complex chronic disease that impacts individuals' lifestyles in many different ways. It requires continuous medication and a restricted diet plan to reduce the complications and adverse impacts in the long term. This chronic disease has impacted people all over the world and decreased their quality of life. Managing glycemic levels is a crucial factor in diminishing the adverse impacts of type II diabetes. The purpose of this phenomenological research was to explore the lived experiences of middle and old age people who have diabetes type II. In this study, in-depth interviews were conducted with six participants between the age of 46-55 years and six individuals between age brackets 60-67 years who had type II diabetes. The participants shared their lived experiences with this chronic disease and how they managed their lifestyles and monitored glucose level fluctuations due to type II diabetes. This was a qualitative study using IPA (interpretative phenomenological analysis) to understand an individual's personal experiences with diabetes type II. Interviews were digitally recorded, transcribed, and then analyzed using an IPA approach. This analytical process involved reading and analyzing the transcripts several times, followed by meaning units with a focus on the descriptive comments, leading to super ordinate themes. Themes for all the transcripts were compiled while identifying connections between emergent themes. The analysis identified eleven (11) similar mega-themes in the middle and old age groups. Findings indicated continuous medication, self-management strategies, and family support as significant elements to prevent acute problems and minimize the risk of long-term complications of diabetes type II. Findings showed self-efficacy and self-awareness of patients with type-II diabetes predicts improved blood glucose level and adherence to self-copying practices. Better self-awareness and self-efficacy enable them to maintain their diabetes-care behaviors and manage diabetes in a better way.

Keywords: Diabetes type II, Interpretive phenomenological analysis (IPA), Family support, Diabetes self-management, Phenomenology, Middle and old age diabetes patients lived experience

FACTORS AFFECTING VIRTUAL TEAM PERFORMANCE: A THEORETICAL INTEGRATION

Sonduru Weerawardane

Lecturer, Faculty of Management, Horizon Campus, Malabe, Sri Lanka.

E- mail: sonduruw@yahoo.com/ sonduru@horizoncampus.edu.lk

MBA (PIM), B.B.Mgt (HRM) Sp. (Kel'ya), CBF, AAT passed finalist

Dr. A K L Jayawardane

Adjunct Senior Lecturer, University of New South Wales, Canberra and a Senior Consultant,

Postgraduate Institute of Management, University of Sri Jayawardenepura, Sri Lanka.

E- mail: ananda@pim.sjp.ac.lk / a.jayawardana@adfa.edu.au

ABSTRACT

In the current context, organizations require E leadership and virtual team performance to face the challenges within the dynamic environment. Though E leadership is a concept that has previously been discussed, the academic literature on this concept is scarce. The authors drew on the leader-member exchange theory and social cognitive theory to address these problems by proposing the mediation effect of technology self-efficacy and moderating effect of corporate culture on the relationship between E leadership and virtual team performance. This conceptualization contributes to the expansion of the understanding of virtual team performance through E leadership. It provides practitioners and managers with insights into strategies they can utilize to enhance the virtual team performance of the organizations.

Keywords: E leadership, Virtual team performance, Technology self-efficacy & Corporate culture.

ENTREPRENEURIAL LEADERSHIP AND OPERATIONAL PERFORMANCE AND GREEN PRACTICES DRIVE CONTINUOUS GROWTH OF A COMPANY: A CASE STUDY

Sattambiralalage Thilini Chanika Perera

Senior Associate, Stax Inc. Sri Lanka
thilinicp22@gmail.com

S. Rathnayake

Senior Management Consultant, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka
samantha@pim.sjp.ac.lk

ABSTRACT

Success arrives at people who believe in themselves and continuously strive for excellence in whichever phase they are in. A humble man who pursues high standards in quality establishes one of the foremost brands in the packaging industry in Sri Lanka. Korean SPA Packaging (Pvt) Ltd exhibits continuous growth over a long period. Continuous growth is measured through several factors—the three critical drivers of constant growth are identified as entrepreneurial leadership, operational performance, and green practices. The authors referred to in-depth research deliberations to explore the two drivers and the outcome and developed a conceptual framework to focus on the case study. The authors conducted ten in-depth interviews and four focus group discussions with a structured interview guide, apart from the secondary sources. The case study findings would help many businesses as executing entrepreneurial leadership is not bound to a particular industry but to any company that seeks more promising returns. The case showcases how leaders drive operational performance and green practices.

Keywords: Entrepreneurial leadership, Operational Performance, and Green Practices

COVID-19 PANDEMIC TO LEADERSHIP STYLES: THREAT OR OPPORTUNITY

Dr. Kiran Razzaq

Superior University

Email: kiran.razzaq22@gmail.com

Memoona Zareen

Ph.D. scholar at the University of Auckland

Email: memoona.zareen@gmail.com

ABSTRACT

Employee motivation is very crucial in achieving organizational goals. In order to get the employees motivated managers or leaders adopt different leadership styles. Due to the diversified values, attitudes, and behaviors of the managers, they lead their followers according to the given scenario. The objective of this research work is to investigate the impact of leadership styles (Transactional, Transformational, Laissez-faire) on employee motivation of banking sector professionals. Using the convenience sampling technique, data were collected from 550 bank employees. The results of the study indicate that the Laissez-faire leadership style has the most strong and significant impact on employee motivation during the Covid-19 pandemic among bank employees. This study presents implications for practitioners and policy makers to develop strategies that motivate employees to work wholeheartedly.

Keywords: Covid-19 pandemic, transformational leadership, transactional leadership, Laissez faire leadership, employee motivation

DOES VALENCE OF PRODUCT REVIEW MATTERS? THE MEDIATING ROLE OF TRUST AMONG ONLINE SHOPPERS IN THE UK

Dr Kiran Razzaq

Superior University

Email: kiran.razzaq22@gmail.com

Maria Naeem

University of Bradford

Email: marianaeem3106@gmail.com

ABSTRACT

With the rapid increase of e-commerce, electronic word of mouth has emerged as an important means of referring users while making decisions to buy products or services. Therefore, it is crucial to build good electronic word of mouth for the success of the business. Keeping in view the importance of electronic word of mouth, the present study empirically investigates the impact of electronic word of mouth on customers' buying intention in the presence of a potential mediator i.e. trust. With the help of a survey-based questionnaire, the data were collected from 575 respondents by using a convenient sampling technique from the universities of Bradford city, UK. The results confirm the internal reliability and validity of the constructs existing in this study. Further, the results of regression establish the positive and significant relationship between electronic word of mouth and customer's buying intentions; that claim that trust is a potential mediator. The results also indicate that the individuals are more inclined towards purchasing with a favorable given electronic word of mouth. Therefore, policymakers may develop policies that help higher management to build an effective electronic word of mouth for individuals, where they can share their experiences with other colleagues, family members, friends, etc. The act will help create good electronic word of mouth about products or services that will perceive a sense of trustworthiness in others and intent to buy.

Keywords: Electronic word of mouth, customers' buying intentions, trust

TRACK 2: MARKETING

E- GROCERY RETAIL TRANSFORMING CONSUMER BUYING PREFERENCES IN KARACHI, PAKISTAN

Anam Lalwani

SZABIST

anam.lalwani@szabist.edu.pk

Ahmer Parvez

SZABIST

mba2035104@szabist.pk

ABSTRACT

Research on the transformation of consumer buying preferences in the grocery industry of Pakistan. The purpose of this paper is to explore the consumer shift toward E-Retail. Design/methodology/approach – This cross-sectional descriptive study focus on understanding the change in buying patterns of consumers located in Karachi. Through the quantitative survey techniques, responses have been collected from 384 respondents located in various parts of the city. Application interface, free delivery, discounts, convenience, and positive WOM from friends and family have contributed to change in consumer behavior. Research limitations/implications – The study was conducted in one of the metropolitan cities of Pakistan, i.e. Karachi. The study was also restricted to four factors that were used to determine technological transformation across the field. There can be other elements in the equation as well like the overall customer experience, emotional engagement, data analytics, the use of machine learning, and artificial intelligence to name a few. The results might vary with testing the same theme with different variables and different setups of the target population. This research has implications for businesses and marketers as it identifies the variables that positively contribute to the success of e grocery format from another nonfunctional retailing format. Moreover, this research identifies consumer concerns that might endanger the survival of e-grocery retail formats. This study contributes by identifying and explaining both a challenge and an opportunity for businesses and marketers involved with E-commerce and online grocery shopping in particular.

Keywords – E Grocery Retailing, Consumer Behavior, Consumer Buying Preference

ROLE OF SOCIAL MEDIA IN FEMALE ENTREPRENEURIAL GROWTH: EMPIRICAL STUDY OF SINDH USING FACEBOOK AND INSTAGRAM

Ms. Aiza Aziz Qureshi
MBA- Marketing
Lecturer – Management Sciences – SZABIST Hyderabad
aizaqureshi918@gmail.com

ABSTRACT

The research overviews the role of social media in accelerating the growth of female entrepreneurship. With the help of social networking, female entrepreneurs have found a new and effective way to run their businesses. Social Media has modified the concept of Female Entrepreneurship by providing them ease and a mass medium through which they can run their business by preserving their privacy. There are many female entrepreneurs who run their online pages for buying and selling either independently or through some social media community that connects them to their customers directly. Whether it is a make-up artist or cook, the buyer of imported makeup, or even a freelancer, social media has given a platform to female entrepreneurs to connect easily to the customers directly with no intermediate. This research can contribute to taking measures toward female entrepreneurship growth as the results shows a positive relationship between promotion, work-life balance, customer relationship management, and female entrepreneurial growth through social media. This research shows the evidence that social media has contributed a lot to female entrepreneurs by providing them the platform through which they can easily run a business. This research is limited to Sindh only.

Keywords: Female Entrepreneurship, Social Media Marketing, Facebook, Instagram.

TRACK 3: SUPPLY CHAIN MANAGEMENT

A SYSTEMATIC APPROACH TO ANALYZING THE ENABLERS OF SUPPLY CHAIN RESILIENCE IN AN EMERGING ECONOMY: A FUZZY AHP APPROACH

*Abdul Rehman Shaikh **

Department of Business Administration, Sukkur IBA University, Sukkur 65200, Pakistan
Corresponding author: arshaikh83@gmail.com; arehman.msmgts21@iba-suk.edu.pk

Dr. Sarwar M. Azhar

Dr. Hasan Murad School of Management (HSM), University of Management & Technology, Lahore
54770, Pakistan

Dr. Tashfeen M. Azhar

Dr. Hasan Murad School of Management (HSM), University of Management & Technology, Lahore
54770, Pakistan

ABSTRACT:

This paper aims to identify, using literature review and expert panel input, the enablers of supply chain resilience (SCR) in the Pakistani context. The enablers were categorized and ranked using expert panel input. The extant literature review was carried out to explore and identify the enablers of supply chain resilience. A panel of experts from the industry was formed for the relative ranking of enablers. The expert panel was contacted to make a pair-wise comparison of the main categories and each enabler using triangular fuzzy numbers for ranking the enablers. This study found sixteen key enablers of supply chain resilience. These enablers were classified into three different categories and analyzed using Fuzzy AHP. The results reveal that the enablers of supply chain resilience in emerging economies are prioritized in order of financial enablers, technological enablers, and then social enablers. Sensitivity analysis is performed to test the robustness in the ranking of the enablers. The study is the first of its kind to identify SCR enablers and develop a ranking model of enablers in the Pakistani context. The results can help managers/policy-makers to understand the most significant enablers for implementing supply chain resilience. The ranking can help managers systematically focus on the key enablers.

Keywords: Supply chain resilience, supply chain design, enablers of supply chain resilience, supply chain risk management, disruptions.

FRAMEWORK FOR PERFORMANCE MEASUREMENT SYSTEM FOR INTERNAL SUPPLY CHAIN OF RAILWAYS: A STUDY FROM PAKISTAN

Abdus Salam Muhammad
District Controller of Purchase
Pakistan Railways, HQ Lahore
m.abdussalam@gmail.com

Mudasser Ali Khan
Ph.D. Scholar,
Institute of Business Management, Karachi
mudasser.2014@gmail.com

Abstract

Internal Supply Chain is one of the most important activities of engineering extensive, geographically distributed organizations like Railways. Public Sector organizations have a different style of reference and need to be addressed by keeping in view their specific nature and terms of reference. The four key aspects of this study are a public organization, geographically distributed, engineering extensive, and a logistics service provider. The system of forwarding logistics and reverse logistics constitutes the internal supply chain of Pakistan Railways. The issue is both the activities were managed through a system designed more than 90 years ago, that has evolved over the years, but the key performance indicators which in some cases are also known as key success indicators need to be designed properly. The lack of a proper performance measurement system resulted in a lack of realizing the importance of the process of an internal supply chain in the whole organization. The purpose of this study is to fill in this gap and design a framework for a performance measurement system specifically designed for Pakistan Railways Internal Supply Chain. The proposed performance measurement system is based on KPIs and is bifurcated in terms of forwarding logistics, and reverse logistics, and is subdivided into Strategic, Tactical and Operational categories.

Keywords: Pakistan Railways (PR), Forward Logistics (FL), Performance Measurement System (PMS), Key Performance Indicators (KPIs), Resilience

PUBLIC PROCUREMENT PROJECT PERFORMANCE IN THE HEALTH CARE SECTOR OF PAKISTAN

Sajjad Ahmed

Department of Operations & Supply Chain, University of Management & Technology, Pakistan,
sajjadbzu@gmail.com

ABSTRACT

Measuring the procurement performance in the healthcare sector is critical for understanding how to maintain a balance between contract governance and trust. In this quantitative research, a theoretical model illustrates public procurement project performance (PRF) as a result of the moderating effect of Contract Governance (CG) and trust. The data was collected from supply chain and procurement professionals associated with the healthcare sector of Pakistan with a sample size of 183 professionals. The results showed that staff competency (SC) has a partially positive impact on public procurement project performance (PRF), while trust moderates the relationship of staff competency (SC) with PRF negatively. As a result, this study focuses on procurement planning (PP) assessing its impact on performance in Pakistan. It determines individual staff competencies as well as the impact on performance. It demonstrates the impact of the staff competencies on performance partially. It uncovers the foundations of the study as when we increase trust as moderators, the staff competency vs performance relationship decreases by increasing the trust factor which indicates that the skills of Procurement staff must be enhanced through on-job training.

Keywords: Staff competencies, public procurement planning, trust, contract governance, public procurement project performance.

REINFORCING RESILIENCE ON THE SUPPLY-SIDE: SEQUENTIAL INTERVENTION BY SUPPLIER FLEXIBILITY AND SUSTAINABILITY

Bilal Akbar, Haris Aslam, Faizan Abdullah

Department of Operations and Supply Chain,
University of Management and Technology, Lahore, Pakistan

ABSTRACT

The research study attempts to investigate the direct impact of supplier integration (SI) on supply-side resilience (SSR) with the double intervention by supplier sustainability (SS) and supplier flexibility (SF). The researchers were also interested to explore and examine that how these two distinct intervening variables (SS) and (SF) can act in conjunction and sequentially mediate the linkage between supplier integration (SI) and supply-side resilience (SSR). The research is theoretically grounded in the dynamic capability view (DCV) and the researchers hypothesize that integration of the focal firm with its suppliers leads to sustainability on the supplier's side, which makes them more flexible to work with during disruptive circumstances and results in reinforcing resilience on the supply side. The authors pilot tested the study conveniently at 50 sample size through a cross-sectional design, with a research survey as a data collection tool, targeting SCM professionals in various industries throughout the country and resulting in the final sample size of 181 for the final analysis. The research findings confirmed the postulated notion and the resulted outcome from every hypothesis turned out to be significant. These findings establish and support the author's conjectures that (SI) directly impacts (SSR) in a positive manner. The results also confirm the existence of sequential mediation through the intervention of (SS) and (SF) between the focal and the factor variables. This research advances the body of knowledge and contributes theoretically the supply chain research by identifying the underlying mechanisms through which supplier integration augments supply-side resilience sequentially through sustainability and flexibility.

Keywords - Supplier Integration (SI), Supplier Sustainability (SS), Supplier Flexibility (SF), Supply-side resilience (SSR)

PERFORMANCE MEASUREMENT SYSTEM FOR RESILIENT SUPPLY CHAIN USING REVERSE LOGISTICS IN RAILWAYS: A CASE FROM PAKISTAN

Abdus Salam Muhammad

District Controller of Purchase
Pakistan Railways, HQ Lahore
m.abdussalam@gmail.com

Mudasser Ali Khan

Ph.D. Scholar,
Institute of Business Management, Karachi
mudasser.2014@gmail.com

Abstract

Pakistan Railways has an elaborated system of reverse logistics. Being a transport body itself, it has its unique capabilities of supplying the required material to the destinations within the organization and disposing of the undesired/ waste generated by the system. To make the system resilient in nature, reverse logistics is distinctive and quite sophisticated in nature. The problem is despite having such an elaborated system of reverse logistics resilience while dealing with diversified items, the key performance indicators also known as key success indicators yet need to be designed properly. The result of this lack of information is in undermining the whole process of reverse logistics. As such, there is a simple system of performance measurement for the resilient supply chain's reverse logistics i.e., clearance of surplus items, value addition through workshops, and sale of scrap in terms of quantity and price only. This comes under recycling/disposal whereas the remaining areas are ignored while calculating the role of reverse logistics performance. The purpose of this study is to fill in the gaps and design a framework for performance measurement with respect to reverse logistics of Pakistan Railways and to make their supply chain more resilient, especially in Post Covid era. The designed performance measurement system is based on KPIs which are different from Strategic, Tactical, and Operational in the internal and external perspectives while keeping in view the time horizon in the short as well as long term.

Keywords: Pakistan Railways (PR), Resilience, Reverse Logistics (RL), Performance Measurement (PM), Performance Measurement System (PMS), Key Performance Indicators (KPIs), Key Success Indicators (KSIs), Balanced Score Card (BSC) Method.

ROLE OF MARKETING CAPABILITY AND INTER-ORGANIZATIONAL INFORMATION & COMMUNICATION TECHNOLOGIES IN TEXTILE SUPPLY CHAIN MANAGEMENT

Rizwan Shabbir

Assistant Professor, Lyallpur Business School, Government College University Faisalabad

Email: rizwanshabbir@gcuf.edu.pk

Muhammad Rizwan

MSBA Scholar, Lyallpur Business School, Government College University Faisalabad

ABSTRACT

Businesses often invest substantial amounts in ICTs, but for getting a competitive edge, ICT resources should be embedded with other available resources and capabilities as described by RBV theory. This study distinguishes ICT into inter and intra-organizational contexts and investigates their effects on supply chain performance (SCP) along with marketing capability (MC). The hypothesized relationships were investigated using questionnaire data from 50 textile firms in Pakistan. Findings showed that inter-organizational ICT and MC do not directly impact SCP; however, their relationship with SCP is mediated by the information sharing (IS) ability of supply chain integration (SCI). Intra-organization ICT moderates the effects of IS and CR on SCP. Practically, this study helps the manager to understand the separate effect of inter and intra-organizational ICT on SCP and assist them in utilizing the resource and capabilities in the best combination to get a competitive advantage.

Keywords: Supply chain management, Cooperative relationship, Marketing capability, supply chain integration, Information sharing, Inter-organizational ICT, Intra organizational ICT

EFFECT OF THE LEAN PRACTICES AND LEAN CULTURE ON THE IMPLEMENTATION OF INDUSTRY 4.0 – A CAUSAL-PREDICTIVE HIERARCHICAL COMPONENT MODELING APPROACH.

Mohsin Ali

1 Ph.D. Scholar, Institute of Business Management, Karachi, Pakistan, std_29109@iobm.edu.pk

Syed Muhammad Fahim

2 Assistant Professor, Department of Marketing, Institute of Business Management, Karachi, Pakistan, muhammad.fahim@iobm.edu.pk, ORCID ID: 0000-0001-8147-669X

Syed Aamir Alam Rizvi

Ph.D. Scholar, Institute of Business Management, Karachi, Pakistan, std_29235@iobm.edu.pk

ABSTRACT

The purpose of this research is to identify associations among lean practices and lean culture as independent variables, green practices as mediating or intervening variables, and the industry 4.0 implementation process as the dependent variable with a moderating effect of job experience. The sample size consisted of 256 professionals actively working in the manufacturing industry in Pakistan. (Smart PLS) was used for data analysis. After applying regression analysis, advanced techniques such as PLS Predict, and Importance Performance Map Analysis (IPMA) were also used to check model predictive relevance and critical variables' importance and performance. The results show that lean practices and culture positively affect industry 4.0 implementation. In contrast, green practices mediate the effect of lean practices and lean culture on the industry 4.0 implementation process. But job experience only moderates the impact of lean practices on industry 4.0 but has no role in moderating lean culture's effect on the industry 4.0 implementation process. This study will help organizations identify critical factors for more advanced technology implementations like Industry 4.0. Manufacturing firms should consider lean practices, lean culture, and green practices when implementing the industry 4.0 process and provide a culture that supports the implementation process. This study explored the role of lean practices and lean culture in implementing industry 4.0 and green practices as a mediating variable between lean practices and industry 4.0. At the same time, job experience as a moderator does not have much role in the implementation process except with lean practices.

Keywords: - Industry 4.0, Lean Practices, Green Practices, Lean Culture

OVERCOMING CHALLENGES AND OBSTACLES IN THE IMPLEMENTATION OF INDUSTRY 4.0 IN SUPPLY CHAIN

Afifa

S2021087004@umt.edu.pk

University of Management & Technology

Abstract:

Purpose: The 4th industrial revolution is the latest adaptation for the production and manufacturing industry, it is predictable to remain growing so far in the future. As the perception of industry 4.0 comprises the combination of various technologies into an autonomous, information, and instrument-based self-regulating production system, eventually, the main impartiality of this study is to identify and overcome several challenges and obstacles associated with the execution of industry 4.0 in Supply Chain. The implementation of industry 4.0 in the supply chain is the key component that has boosted the ability of its operations. Further, the study also identified the relevant action plan or recommendations that can be helpful for organizations for the successful execution of industry 4.0 in supply chain management. Finding prevailing challenges, giving solutions, and executing the recommended plan is the main theme of the study to adequately implement the 4 industrial revolutions in supply chain management. A critical literature review has been made to highlight many of these challenges comprising the multiple categories of Operational, Production, Organizational, Environmental, Technical, and Economical aspects standing in the way of executing industry 4.0 in the supply chain. The literature review and collective findings of various relevant studies help us to develop a framework and to generate an action plan out of this critical analysis. Further findings of the theoretical framework are established to recognize various obstacles, their reasons, and their impact on the supply chain and the action plan to resolve the prevailing issues. This study found that industry 4.0 is expected to fetch unique trials or challenges and breaks imminent in the supply chain. This study discussed numerous execution challenges and is expected to propose an effective framework for the efficient adoption of industry 4.0 in the supply chain. The framework of study gives certain solutions that can help organizations to grow sustainably in a complex and highly competitive environment. This study is anticipated to help the supply chain executives in understanding the obstacles and challenges to effective implementation of industry 4.0 in their network through an appropriate action plan.

IMPLEMENTATION OF SUPPLY CHAIN 4.0 IN THE BANKING INDUSTRY: PERCEIVED DRIVERS AND BARRIERS

Aqsa Yousaf

f2020087007@umt.edu.pk

MS Supply Chain Management – UMT

ABSTRACT:

Industry 4.0 is very new to the banking sector, and remarkable advancement and growth are predicted in the future. The general idea about Supply chain 4.0 is that it comprises different automated technologies, internet of thing (IoT), cloud computing, sensors, big data analytics, Radio Frequency Identification (RFID), and others of 21 century for the restructuring of supply chain planning, production, distribution, and design. The main impartiality and purpose of this study are to identify the perceived drivers and barriers to the implementation of supply chain 4.0 in the banking sector. Further, this study extends and identifies the relevant recommendations that can be helpful for banking sector for the successful implementation of industry 4.0. The main theme of the study covers the prevailing challenges, available and possible solutions, and execution of the recommendation for implementation of 4.0 in the banking sector. A critical literature review has been conducted to highlight the challenges faced by banking sector in implementation of industry 4.0. The literature review and overall findings have helped to develop a relevant framework that addresses all the challenges and then helps to generate an action plan out of this critical analysis. The findings of the established framework are helping us to recognize the drivers and barrier, their reasons, and impacts that are troublesome and complicated for the implementation of industry 4.0 in the banking industry. This study found that the collaboration of industry 4.0/fin-tech and banking sector has a lot of potentials. However, the challenges that come with this collaboration are the real barrier to the implementation of 4.0 in banking sector. The study discusses a number of drivers and barriers and proposes an efficient framework for implementation of industry 4.0 in banking sector. The framework of study gives certain solutions that can help banks to grow sustainably and operate smoothly in a complex and highly competitive environment. This study is conducted and anticipated to help the banking professionals in understanding, identify, and resolving the drivers, barriers, and challenges for the implementation of industry 4.0 in the banking sector aligned with their core banking systems through an appropriate action plan.

Keywords: Technology; banking 4.0; industry 4.0; digitalization; challenges and barriers; fin-tech; supply chain 4.0

TRACK 4: BANKING & FINANCE

CALENDAR ANOMALIES AND MARKET VOLATILITY IN SELECTED CRYPTOCURRENCIES

Farah Naz

Department of Accounting & Finance, Kinnaird College for Women, Lahore Pakistan

Madeeha Sayyed

Department of Accounting & Finance, Kinnaird College for Women, Lahore Pakistan

Ramiz-ur-Rehman

Lahore Business School, The University of Lahore, Lahore, Pakistan

Muhammad Ishfaq Ahmad

Lahore Business School, The University of Lahore, Lahore, Pakistan

ABSTRACT

This study examines the day-of-the-week and January effects on the top-performing cryptocurrencies with the highest capitalization during the sample period. The study uses the daily closing returns of selected currencies for August 7, 2015 to August 20, 2020. The day-of-the-week results indicate that the Monday effect in the daily analysis generated a positive and significant coefficient for all five currencies and this anomaly is present in the cryptocurrency market. However, for all currencies, the December returns showed a significantly higher pattern as compared to January. This tendency indicates some prospects of lucrative trading. Thus, although the presence of these effects exists for some currencies, there is no regular and persistent pattern. However, the evidence of negative Monday returns in this period is somewhat consistent with the relevant empirical literature. The study has some implications for investors, in that they can formulate strategies to produce abnormal returns. Investors can form diverse portfolios by combining various cryptocurrencies using intraday price statistics and can devise strategies based on the intraday patterns using a similar analysis as that in this study.

Keywords: calendar anomalies, cryptocurrency, Efficient Market Hypothesis, Monday effect, January effect, MGARCH

ADOPTION OF GREEN BANKING PRACTICES: A SYSTEMATIC LITERATURE REVIEW AND BIBLIOMETRIC ANALYSIS.

Dr. Ahsan Riaz *

Assistant Professor, Lyallpur Business School, Government College University, Faisalabad,
Pakistan. *Email: ahsanriaz@gcuf.edu.pk; drarz8886@gmail.com

Nimra Riaz

Lecturer, Government College for Women, Faisalabad, Pakistan.

Dr. Nadeem Nazir

Lecturer, Government College for Women, Faisalabad, Pakistan.

Nadia Sadiq

Lecturer, Government College for Women, Faisalabad, Pakistan.

ABSTRACT

This paper aims to analyze studies on the adoption of green banking practices and identify gaps in the current knowledge base to justify future research approaches. In recent years, green banking has received much interest from researchers. The current study examines 44 articles regarding adopting green banking practices published in the Scopus database using the systematic literature review (SLR) method. Most research work is survey-based and focuses primarily on green banking practices as per the content analysis. As per findings, green banking adoption is essential for the banking industry. Previous work has significant flaws, such as the lack of an empirical and conceptual approach and a systematic theory development study, opening many new avenues for future research. Developing a more profound knowledge of green banking adoption could be one of the future study paths recommended in this paper. There is limited evidence in the review of the adoption of green banking practices until now. This paper examines adopting green banking practices in Scopus database articles and includes a PRISMA flow chart to categorize them. Following that, several emerging trends in green banking adoption are identified to assist researchers in identifying gaps in the literature and the direction of future research. Researchers, finance professionals, and others interested in this study will find the paper helpful in understanding the importance of green banking adoption. To the authors' best knowledge, no comprehensive systematic literature review (SLR) using the PRISMA method has been published on this issue in academic journals.

Keywords: A systematic Literature review, Green Banking, PRISMA, Bibliometric Analysis.

TESTING KEYNESIAN HYPOTHESIS: EMPIRICAL EVIDENCE FROM MENA REGION COUNTRIES ECONOMIC GROWTH AND GOVERNMENT EXPENDITURE NEXUS

Ayesha Siddiq

PhD Scholar, Department of Economics and Statistics University of Management and Technology Lahore. f2021330005@umt.edu.pk

* Presenter: Ayesha Siddiq (f2021330005@umt.edu.pk)

Hafeez ur Rehman

Professor of Economics, Department of Economics and Statistics, HSM, University of Management and Technology, Lahore. hafeez.rehman@umt.edu.pk

Mubbasher Munir **

Lecturer of Statistics, Department of Economics and Statistics, HSM, University of Management and Technology, Lahore. mubbasher.munir@umt.edu.pk

** Correspondence Author: Mubbasher Munir (mubbasher.munir@umt.edu.pk)

ABSTRACT

Globally, and particularly in developing economies, government spending patterns have shifted dramatically in recent decades. To determine the Keynesian hypothesis, this paper examines ten countries in the Middle East and North Africa region from 2001 to 2020. It is dependent on government spending. Additionally, several control variables were used to estimate their effect on economic growth. Driscoll and Kraay and Random Effect models of panel data were used to establish a significant relationship for MENA region countries. The study's findings indicate that for every percentage point increase in government spending, economic growth increases by 10% to 11%; thus, we concluded that there is evidence to support the Keynesian hypothesis for MENA region countries.

Keywords: Keynesian Hypothesis; Economic Growth; Government Expenditure; Middle East; North Africa Region Countries.

FIXED POINT THEOREMS, CONTRACT CURVE AND DISPROVEN GRAHAM CONJECTURE: ORDER OR DISORDER?

Mirza Adil

Abstract:

This article is an attempt to project the abstract result of recently disproven Graham's conjecture of combinatorics mathematics onto the market and exchange theory in Economics, especially in the contract curve Pareto-efficient allocations and the extended equilibrium notions of contract curve to Brouwer's fixed point theorem. The implication of the refuted conjecture is about exploring the possibility of finding a designed mapping of disorder to be projected onto stochastic randomness. For instance, the deterministic fixed point raises the prospect of finding a stochastic fixed point. (Engl 1978)

THE EMERGENCE OF NEUROCAPITALISM IN THE POST-PANDEMIC WORLD

Muzamal Tariq

(MPhil Research Scholar) University of Management and Technology

muzammiltariq90@gmail.com

Dr. Ahmad Raza

Associate Professor, ahmad.raza@umt.edu.pk

Department of Sociology, School of Social Science and Humanities. University of Management and Technology

ABSTRACT:

This paper aims to present a holistic view of neurocapitalism in the post-pandemic world: the understanding that how capitalism has transformed with the structure of the economy and has reached a new evolutionary form of neurocapitalism. This is how modern technology is connected with the structure of capitalism. This paper is the result of an analysis based on multiple studies undertaken by researchers in economics, psychology, and sociology. Furthermore, this research demonstrates how cognitive decision-making affecting profit and capital creation is shaped by the non-localized, simultaneous, and intensely hi-tech connected economic activity. In short, the authors of this paper conclude that neurocapitalism is nothing but creating capitalistic advantage by the consumption of human brain activity at the speed of light.

Keywords: Capitalism, Emergence, Neurocapitalism, Phases of Capitalism, Technology, and Neurocapitalism, Cognitive Decision Making.

NEXUS BETWEEN GOVERNANCE PRACTICES AND LEVERAGE ADJUSTMENT SPEED IN BANKING SECTOR

*Naila Hameed**

Faculty Member, the Department of Management Sciences, The Islamia University of Bahawalpur,
Pakistan

*Corresponding Author, email: naila_kpr@yahoo.com

Muhammad Naveed

Associate Professor, the Faculty of Management Sciences, Shaheed Zulfiqar Ali Bhutto University,
Islamabad, Pakistan

ABSTRACT:

Corporate finance theory is found to have a significant impact on the pattern of financial leverage in commercial banks. Whereas, the dynamic nature of leverage decision predicts the adjustment process towards targeted leverage. This study tried to explore the dynamics of leverage and adjustment process in the banking sector of Pakistan. More specifically it tries to highlight the impact of governance indicators on the speed of the adjustment process. For this purpose speed of adjustment is captured through a more sophisticated system dynamic approach over a period of 17 years. Furthermore, the leverage deviation and adjustment approach is used to investigate the impact of governance indicators on accelerating or hampering adjustment speed in the financial sector. Along with a few firm-level factors, board size and audit reputation are the major contributors to adjustment speed.

Keywords: leverage, corporate governance, adjustment speed, banks, system dynamic, factors of adjustment

THE IMPACT OF FINANCIAL DISTRESS ON TAX AVOIDANCE: EMPIRICAL EVIDENCE FROM EMERGING ECONOMY OF PAKISTAN

Muhammad Tasnim Khan

Dr. Hasan Murad School of Management
University of Management Technology, Lahore, Pakistan
Email: tasnim.khan@umt.edu.pk

Nida Siddique

UCP Business School
University of Central Punjab, Lahore, Pakistan
Email: nida.siddique201@gmail.com

ABSTRACT

As a universal, tax is the most potential source and a key pillar for regulatory bodies and government revenue. It investigated that the income from tax collection is the highest percentage rather than another source of revenue. Therefore, this study investigates the impact of financial distress on tax avoidance with moderating role of firm size. The study applies time-series historical data analysis started from 2015 to 2020 five years. The study applies OLS regression analysis to analyze the data. The study uses board size, board independence, and gender diversity as corporate level control variables while leverage, capital expenditure ratio, firm profitability, and market to book ratio are used as firm's level control variables. From a risk-shifting behavior theory perspective, financial distress is the reason for increasing incentives for principals or shareholders and their agents or managers through corporate tax avoidance strategies. So, the OLS regression analysis reports that financial distress has a positive and significant impact on corporate tax avoidance. This study is restricted to secondary time-series data analysis. This study applies OLS regression analysis, for new researchers can also apply fixed effect, and random effect with Hausman test specification. The study extends the literature by investigating the relationship between financial distress and corporate tax avoidance in the emerging economy. Finally, the study provides some important insights into corporate tax avoidance in terms of financial distress that should be very helpful for regulatory bodies, government, policymakers, and related stakeholders.

Keywords – Financial Distress, Corporate Tax Avoidance, Firm Size, PSX.

DETERMINANTS OF SMEs EXPORT PERFORMANCE IN NIGERIA: DATA SCREENING AND PRELIMINARY ANALYSIS

*Mukhtar Salisu Abubakar, Norhuda Abdul Rahim, Raja Nerina Raja Yusof, Mohamed Hisham Haji
Yahya*

School of Business and Economics, Universiti Putra Malaysia,

*Corresponding author Email: msaldow@yahoo.com

Phone: +2348034642885

ABSTRACT

The objective of the present study is to investigate the determinants of SME export performance in Nigeria. A data screening and preliminary analysis were conducted in order to deal with the problems that should be resolved after data collection but before the main data analysis is run. The essence is to clean the data to a format suitable for multivariate analysis. A sum of 450 questionnaires was dispersed to the SME owners/managers in Nigeria using a convenient sampling procedure. Therefore, the assessment of missing value, univariate and multivariate outliers, multicollinearity, and convergent and discriminant validity were performed. Similarly, in order to ensure the attainment of normality, skewness and kurtosis were equally checked. The exercise was prepared in the Statistical Package for Social Science (SPSS) version 24 and Smart PLS 3.2.9 version, the results of the preliminary analysis were found to satisfy the conditions for undertaking multivariate analysis.

Keywords: strategic orientations, data screening, export performance, small and medium enterprises, and Nigeria.

TRACK 5: ECONOMICS

THE IMPACT OF ACCESS TO ELECTRICITY AND CLEAN FUEL FOR COOKING ON POVERTY IN LOW AND MIDDLE-INCOME COUNTRIES

Nabila Asghar

Associate Professor, Department of Economics and Business Administration

Division of Management and Administrative Science

The University of Education Lahore. (Pakistan)

Email: nabeela.asghar@ue.edu.pk (Corresponding Author)

Muhammad Asif Amjad

Ph.D. Scholar, Department of Economics and Statistics (HSM)

University of Management and Technology Lahore. (Pakistan)

Email: m.asifamjad22@gmail.com

ABSTRACT

Energy is considered the oxygen of an economy. The present study tries to evaluate whether access to electricity is helpful to decline extreme poverty in low and middle-income countries. For this purpose access to electricity to the total population, rural and urban populations in extreme poverty are studied from 1990 to 2020. This study applied the non-linear Panel ARDL econometrics technique to obtain the empirical results of the energy poverty Kuznets curve. The study concludes that access to electricity to the total population, rural and urban populations proposes the inverted U-Shaped Kuznets curve. It means an initial increase in access to electricity increases extreme poverty but later leads to declining poverty. Based on these findings the study proposes that the countries that face lower access to electricity should focus on the access to electricity for each individual which plays a significant role to decline extreme poverty.

Keywords: Poverty, Electricity, Kuznets curve, energy poverty

THE DIFFERENTIAL EFFECT OF INTERNAL AND EXTERNAL REMITTANCES ON LABOR PARTICIPATION AND EMPLOYMENT CHOICES IN PAKISTAN

Waqas Shair (Corresponding author)

Lecturer, School of Economics & Finance, Minhaj University Lahore, Pakistan

Ph.D. Scholar, Department of Economics, University of the Punjab Lahore, Pakistan

Email: waqasshair689@gmail.com, waqas.eco@mul.edu.pk

Contact: +92-313-4390092

Dr. Muhammad Nawaz, Muhammad Tayyab

Assistant Professor, School of Commerce & Accountancy, Minhaj University Lahore, Pakistan

Email: drnawaz.sca@mul.edu.pk

ABSTRACT

This article scrutinizes the effect of external and internal remittances on the outcomes of the labor market in Pakistan. The study uses data from PSLM – HIES 2018-2019. The results reveal that an individual from a remittance-receiving household is less likely to participate in labor, vis-à-vis the individual from a non-receiving household. The external and internal remittance inflow increase the labor supply for the labor participating individual. In addition, a higher amount of external remittances increases the likelihood of participation in self-employment than wage-employment which supports the positive effect of remittance inflow on labor supply. The higher amount of internal remittances is associated with an increase in the likelihood of participation in farming. In short, our analysis supports the fact that the effect of external remittance is more pronounced on labor market outcomes than internal remittances. The findings of the study assist the labor economist in observing the obstacles in the labor force participation and policymaker to understand the entrepreneurial level and economic activities in the remittance-receiving households to turn the effect of remittance as a job creator.

Keywords: migration, external remittances, internal remittances, occupational choice, labor participation, Pakistan

DEVELOPING DEMAND-PULL SUSTAINABILITY: A CASE OF KNOWLEDGE ECONOMY

Mubasher Iqbal

Ph.D. Scholar at University of Management and Technology

Dr. Rukhsana Kalim

Professor of Economics, University of Management & Technology, Lahore, Pakistan

Dr. Noman Arshed

Lecturer Economics, University of Management & Technology, Lahore, Pakistan

Abstract

The economic activity that led to environmental sustainability is widely explored in literature, but the potential of knowledgeable consumers on driving the markets toward greener production is underexplored. This study tried to explore the demand-based variant of the Environmental Kuznets Curve (EKC). For this purpose, this study has collected secondary data from World Bank for 147 countries from 2008 to 2018 to estimate FMOLS model. The first outcome of the study is that demand partially follows the EKC pattern to affect the environment. Secondly, the innovation component of the knowledge economy reduces the time to eco-friendly demand transition. Further, renewable energy consumption, population density, and financial development are those factors that significantly affect carbon emissions. Hence innovation can increase customer awareness globally to induce responsible consumption practices.

Keywords: Financial development; Recycled Goods; Knowledge Economy; STIRPAT

CAN ENVIRONMENT KUZNETS CURVE BE MODERATED – A CASE STUDY OF SAARC COUNTRIES

Mubasher Iqbal

Ph.D. Scholar at University of Management and Technology

Dr. Rukhsana Kalim

Professor of Economics, University of Management & Technology, Lahore, Pakistan

Abstract

Due to the increase in the complication of the economic activities the quality of the environment is being affected. The Environmental Kuznets curve (EKC) laid down the foundation of an inverted U-shaped relationship between economic activity measured in terms of industrialization and environment quality. Based on this idea, there is a certain threshold of economic activity beyond which the economy becomes mature and resorts to environment friendlier means. Certainly developed economies have already crossed this threshold while developing countries are approaching. This study has focused to test the existence of U-shaped or inverted U-shaped EKC and how moderator and cross product are transforming it. For this purpose, a sample of SAARC countries is selected from 1990 to 2018. The estimated results with the help of panel quantile regression confirm both U and inverted U-shaped relationships between industrialization and carbon emissions. Further, the moderator and cross product are found those determinants which not only alter the cut-off value but also transform the shape of EKC. This study finds that the incorporation of globalization, competition, and governance in the industry is reducing carbon emissions.

Keywords: Environmental quality, Environment Kuznets' curve, industrialization, governance, globalization, competitiveness.

TRACK 6: GENERAL

IMPACT OF COVID-19 ON EDUCATION LEVEL OF UNIVERSITY, STUDENTS IN AZAD JAMMU AND KASHMIR MUZAFFARABAD (PAKISTAN).

Dr. Fozia Munir

Assistant Professor, Comsats University, Islamabad.

Irfan Gujjar

Msc student, Kashmir Institute of Economics, University of Azad Jammu and Kashmir,
Muzaffarabad.

ABSTRACT

The COVID-19 pandemic situation not only affects the health, income, and productivity of people. This crisis also exposed the various insufficiencies in the education system. In recent literature, on the present subject, many factors have been identified that have a negative effect on the economic growth of a country during the pandemic situation. However, the pandemic situation has also had a stark impact on higher education institutions as universities closed for a long time and this phenomenon has a negative impact on students learning. In this context, the study is conducted to analyze the Impact of Covid-19 on the Education of Students in (Azad Kashmir) Pakistan. The basic hypothesis is that “Covid-19 pandemic situation affects the Education of Students” The hypothesis is tested using Primary data that was collected from the students of UAJK and a questionnaire was used to collect the data. The Sample size of our study is 210 students. The empirical results indicate that remain the other factors same as “Study Duration during Covid-19” which is a core factor that helped us to conclude this investigation. The empirical results revealed that Covid-19 has negatively affected the education level and learning outcome of the students of the University of Azad Jammu and Kashmir.

Keywords: COVID-19, Education system, Learning outcome, Factor

WOMEN AND CLIMATE CHANGE

Faseeha Saif (Mphil Scholar), Dr. Ahmad Raza (Associate Professor)

University of Management and Technology

ABSTRACT:

The purpose of this research is to investigate the role of women in climate change and how women are affected by climate change. Climate change is certainly a current concern that affects Pakistan and practically every nation. Climate change is becoming more difficult in Pakistan. Those locations where women are forced to provide for their families are most affected, increasing the number of women suffering from health problems. According to the findings of the literature study, climate change is having a particularly negative impact on women. To get this crisis under control, the federal and local governments must work together to ensure that catastrophic conditions are not exacerbated.

Keywords: Women, Climate change, Social Impact, Economic Impact, Environmental Impact

MINDFUL CONSUMER AND SUSTAINABLE CONSUMPTION: CAN MINDFULNESS DRIVE SUSTAINABLE PRACTICES?

Rajapaksha Mohotti Kankanamalage Samudrika Rasanjalee

Lecturer (Probationary), Faculty of Management Studies, Sri Lanka Technological Campus,

E – mail – samu.rasanjalee@gmail.com

A K L Jayawardana

Adjunct Senior Lecturer, University of New South Wales, Canberra and a Senior Consultant,

Postgraduate Institute of Management, University of Sri Jayawardenepura, Sri Lanka.

E- mail: ananda@pim.sjp.ac.lk / a.jayawardana@adfa.edu.au

ABSTRACT

The continuous increase in consumption has been recognized as a major factor leading to the degeneration of ecological resources. Much attention has been received to the emerging research arena of sustainable consumption. To confine unsustainable consumption spurring protection of the nature around us for the long run, policymakers and environmental associations have developed numerous initiations and legislations. However, such efforts were deemed unsuccessful with insufficient external factors driving an individual to be sustainable in consumption. Recent literature has recognized that mindfulness cultivates greater personal wellbeing and more ecologically sustainable lifestyles. Despite the progress in understanding the benefits of mindfulness and the quest to explore the relationship between mindfulness and feelings of connection to the natural world, there is still a lack of understanding of the phenomenon's essence, as proved by the vast number of different definitions found in the literature. Therefore, to address these problems, the authors drew upon the Theory of Intention, Attention, and Attitude in exploring how and why mindfulness may drive an individual toward sustainable consumption practices. The proposed conceptualization contributes to the existing knowledge about mindfulness and sustainable consumption in filling lacuna of the sources triggering mindfulness which ultimately may induce sustainable consumption practices. The insights gained from this study would facilitate the policymakers and organizations to identify how mindfulness could be properly incorporated in the initiations they undertake, intending to promote sustainability by enhancing environmental wellbeing.

Keywords: Sustainable consumption, mindfulness, consumer, overconsumption

INVESTIGATING THE CONCEPT OF SPATIAL RESILIENCE IN A NON-VERBAL APPROACH IN HUMAN-ENVIRONMENT RELATIONSHIP

Bahare Bahramifard

Master's Student in Architectural Engineering, Faculty of Architecture and Urban Planning, Ferdowsi
University of Mashhad, Iran.
bahare.bahramifar@mail.um.ac.ir

Mohammad Mahoud

Teaching and Research Assistant, Department of Construction and Engineering Management,
MehrAlborz
University (MAU), Tehran, Iran.
mohammad_mahoud@yahoo.com (corresponding author)

Rahim Rahimi

Ph.D. Student in Architecture, Faculty of Architecture and Urban Planning, Tehran University of
Arts, Iran, r.rahimi@student.art.ac.ir

ABSTRACT

The concept of “resilience” has emerged to make it possible to achieve the goals of sustainable development, and is a part of the process of planning and designing the environment. Therefore, it is necessary to design and build the environment in such a way that involves the features of spatial resilience. The environment reflects, directs, and controls communications. Communications refer to the relationship between people, but the meaning is a different concept that refers to the people's interaction with the environment. Built environments are spatial and temporal borders to express human mental meaning that are feasible through non-verbal communication. In non-verbal communication, the properties of the built environment can meet spatial resilience. Although the indicators of measuring spatial resilience are directly related to the physical and environmental aspects of the built environment, resilience is a subjective concept and refers to the meaning taken from the space. In fact, “meaning” is also a subjective concept; and is understood through perception. The process of environmental perception begins with human-environment interaction and then takes a subjective form through selecting environmental information and adapting them to the previous findings. In this regard, some factors such as environmental, cultural, and social conditions result in the diversity of the person's experiences and consequently his/her mental images. Finally, this process forms several meanings in the individuals' minds. This paper investigates and analyzes how human communicates with the built environment through a non-verbal approach. The obtained results indicate that the ultimate goal of design is to reveal the meanings, or in other words, to objectify the subjective concepts and meanings of users. Human displays meaning through constructing something. Each man-made product can be considered a symbol or an instrument that attempts to regulate certain proportions between humans and the environment. This issue is achieved through meaning.

Keywords: Spatial Resilience; Meaning; Perception; Built environment; Non-Verbal Communication.

THE IMPACT OF PERCEPTION IN ARCHITECTURE ON SPATIAL RESILIENCE

Rahim Rahimi

1. Ph.D. Student in Architecture, Faculty of Architecture, Tehran University of Art, Iran.
r.rahimi@student.art.ac.ir

Mohammad Mahoud

2. Teaching and Research Assistant, Department of Construction and Engineering Management,
MehrAlborz
University (MAU), Tehran, Iran. mohammad_mahoud@yahoo.com (corresponding author)

Bahareh Bahramifar

3. Master's Student in Architecture, Faculty of Architecture, Urban Planning, and Islamic Arts,
Ferdowsi, University of Mashhad, Iran. bahare.bahramifar@mail.um.ac.ir

ABSTRACT

Spatial resilience is one of the new dimensions of resilience, which aims to preserve life and the continuous presence of users in space while maintaining their identity and performance. How perceive the architectural space is one of the ways affecting spatial resilience. In the current century, the subject of the relationship between humans and the environment, as well as the capability to translate it into the language of environmental design and architecture, have been considered by researchers in this field of study. In this regard, it is important to know the human properties of his living environment and the way of making connections between these two factors. This article is an analytic review of the philosophical discussions of perception, theories of psychological knowledge, how to perceive the environment and its impact on the design of the environment. These studies show that in practice, the perception stages (emotion, perception, cognition) are inseparable. However, in architecture, each of them can be addressed separately, and finally, create a product that fits the mind of the audience.

Keywords: Spatial Resilience; Perception; Relationship; Architecture; Environmental psychology.

COMPARATIVE ANALYSIS OF PERFORMANCE OF PUBLIC AND PRIVATE HOSPITALS THROUGH OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM. A CASE STUDY OF DISTRICT

Mahjabeen Panhwar, Iffat Batoool Naqvi, Nazish Panhwar, Sarfraz Sikandar Panhwar, Sumbal Parveen Shaikh
Dadu, Sindh.

ABSTRACT:

Occupational health and safety are very important for employees in the workplace it primarily focuses on protecting workers in the workplace from injuries, accidents, workplace violence, slips, falls, chemical agents, and hazards. Healthcare workers at their workplace face a wide range of hazards due to their poor working conditions, particularly in public hospitals. The aim of this research is to compare the effect of working conditions and labor standards on employee performance of public and private hospitals in District Dadu Sindh. It was a descriptive cross-sectional study conducted among employees of public and private hospitals in Dadu including doctors, nurses, and paramedical staff. The quantitative method was used to collect the data for the study. Distributed 320 questionnaires, 160 for public hospitals and 160 for private hospitals. A simple random technique was used to collect the data for the study. Data were analyzed using SPSS 21 Software. Results were obtained by Percentages, Descriptive statistics, multiple regression, and ANOVA test. Findings: Results indicated that there is no significant relationship between working conditions and employee performance of public and private hospitals and significant relationship between Labour standards and employee performance of public and private hospitals. The overall working environment is good at the private hospital. Working conditions in public hospitals are not good and there is workplace violence they don't have drinking water facilities and washing facilities. The management of public and private hospital should improve working conditions and make strategies to set flexible work hours for employees and provides a safe and healthy environment to employees so that their performance should be improved.

Keywords: Occupational health and safety management system, working conditions, labor standards, employee performance.

GLOBALIZATION, DEMOCRACY AND SOCIAL SPENDING IN PAKISTAN: A TIME-SERIES ANALYSIS, 1972-2020

Sarah Hakeem

sarah.hakeem@juw.edu.pk

Lecturer, Department of Economics, Jinnah University for Women

Dr. Saghir Pervaiz Ghauri

saghir.ghauri@gmail.com

Associate Professor, Department of Economics, Jinnah University for Women

Dr. Mirza Aqeel Baig

aqeel.baig@iobm.edu.pk

Assistant Professor, Department of Economics, Institute of Business Management

ABSTRACT

The study investigates the impact of globalization and democracy on the aggregate level of social spending for Pakistan for the period 1972-2020. The investigation includes how governments react to the challenges of globalization with welfare policy decisions that are located more toward reducing cost (" efficiency theory") otherwise ensuring individuals’ government assistance (" compensation theory"). Empirical evidence based on Johansen Cointegration and VECM indicate the long-run and short-run dynamics between globalization, democracy, and social spending. The normalized cointegrating results show that the globalization variables (trade and financial openness) are inversely related to social spending, reflecting the existence of the “efficiency thesis”, while democracy has a positive association with social spending. The other control variable results also indicate a significant impact on social spending, specifically debt service and inflation rate have a negative impact while the economic development and unemployment rate have a positive and significant relationship with social spending in the long run.

Keywords: Globalization, Democracy, and the welfare state

CONFERENCE ORGANIZING TEAM



Prof. Dr. Naveed Yazdani
Conference Chair ICoBM,
Dean Dr. Hasan Murad School
of Management



Ms. Memoona Zareen
Conference Chair ICoBM,
Secretary AMDIP



Dr. Mian Haris Aslam
Chairperson, Department of
Operations and Supply Chain, HEC
Approved Assistant Professor,
HSM UMT



Dr. Farrah Arif
Chairperson, Department of
Marketing, Acting CEO of
Institute of Knowledge &
Leadership, Associate
Professor, HSM UMT



Dr. Dawood Mamoon
Chairperson, Department of
Economics, Professor, HSM
UMT



Dr. Ammar Aftab Raja
Acting Chairperson Department of
Information System Assistant
Professor, HSM UMT



Dr. Khurram Shhazad
Chairperson Department of
Management, Associate Professor,
HEC Approved Phd Supervisor
(HSM)



Dr. Syed Ahmed Ali
Assistant Professor,
Department of Management,
HSM



Asher Ramish
Assistant Professor, Dr. Hasan
Murad School of Management



Ramla Sadiq
Assistant Professor,
Department of Economics, Dr.
Hasan Murad School of
Management



Ali Hussain Bukhari
Lecturer, Department of
Marketing, Dr. Hasan Murad
School of Management



Dr. Ali Asghar
Conference Secretary,
Research Fellow, Dr. Hasan
Murad School of Management



Kamran Hameed
Lecturer, Department of
Management, Dr. Hasan Murad
School of Management



Syeda Shiza Kazmi
Research Associate, CMR, Dr.
Hasan Murad School of
Management



Muhammad Usman,
Senior Manager Academics,
Dr. Hasan Murad School of
Management UMT



Neelofar Ayesha
Assistant Manager, Dr. Hasan
Murad School of Management
UMT

Affiliated Journals



Journal of
Management and Research



Journal of
Quantitative Methods

EMPIRICAL
ECONOMIC
REVIEW



UMT-AIR

JARMS
Journal of
Applied Research in
Multidisciplinary Studies

JFAR
Journal of Finance and Accounting Research



Organization
Theory Review



Venue:

Hakeem Saeed Seminar Hall, University of Management and Technology,
C-II, Johar Town, Lahore

