

Pir Mehr Ali Shah
Arid Agriculture University, Rawalpindi



University Institute of Management Sciences
Self-Assessment Report for MBA(Agribusiness) Program
(2012-14)

Program Team

Director:

Prof. Dr. Rauf-i-Azam (Director UIMS)

Coordinator:

Mr. Shuja Illyas (Assistant Professor)

Members:

Mr. Ahmed Imran (Lecturer)

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Introduction

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR), a public sector university. UIMS was established in 1996 with the inception of MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the current (accumulated) enrollment of about 900 students in BBA, MBA(Professional), MBA (Agribusiness), MDM, MS (Management Sciences) and PhD (Management Sciences). The three and half years MBA Agribusiness program at UIMS is the major strength of this institute. The program comprises of 7 semesters. Internship and research based projects are key factors that transform students into appropriate candidates for jobs as well as higher education in Agribusiness disciplines. Every year 50 students are admitted into this program, who by going through vigorous training is absorbed in the leading organizations of Pakistan. Thousands of the graduates of UIMS are already serving the nation and making a great impact both socially and economically.

The institute, in spite of its lowest fees in the region, is working on self-sustained basis and has not required, to this day, any funding from HEC, Government of Punjab or any other body of the federal or provincial governments. Instead, it contributes significant amounts every year to the overall income of the university helping support other functions and programs of the university.

UIMS, for being a part of an agriculture university and having low fees, typically attracts students from the middle and lower-middle class communities of the rural and suburban areas, who possess bigger potential of bringing greater change in the overall outlook of the society. We boast that

our graduates do not only change their own lives as individuals rather they become catalyst of change in their extended families and in many cases even in the communities they belong.

CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

The self assessment is based on a number of criteria. To meet each criterion several standards must be satisfied. This section describes how the standards of the Criterion 1 are met.

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

Mission statement (UIMS)

Our mission is to contribute to society, specifically to corporate sector, by producing innovative and creative individuals through quality education and research regarding management sciences. We also believe in developing entrepreneurial insights in students by emphasizing on social responsibility and ethical values.

Mission statement (MBA – Agri Business)

To impart the basic entrepreneurial and Agri-business skills in students which can help them to build their carriers and help agribusiness organizations to achieve their ultimate potential. Also to develop strong communication and interpersonal skills which can help them succeed in their professional life.

Documented measurable objectives

The Strategic objectives of the programme are as under:

1. The primary objective of the programme is to develop the management competencies required to establish and support profitable agribusiness in a competitive global business environment.
2. Produce graduates who are conversant with the myriad problem facing the Agribusiness world and the capability to provide solutions
3. To equip participants with commercial orientation and a sound knowledge of the structure and technologies of the agribusiness sector.

Main elements of strategic plan to achieve mission and objectives

- We follow Differentiation Strategy by nurturing distinctive competence of quality education.
- We achieve differentiation by hiring visiting faculty from industry having strong theoretical background, practical expertise and repute and also by development of permanent faculty.
- We differentiate ourselves by introducing modern disciplines (subjects).
- We conduct Research Projects at small scale in order to develop deep theoretical understanding.
- We introduce modern technology and infrastructure not to be competent but to differentiate from others.
- We orientate all the employees that how his or her job can affect the learning process of students and quality of education.

Table 1: Program Objectives Assessment

Objectives	How Measured	When Measured	Improvement Needs Identified	Improvement Made
1- The management competencies required to establish and support profitable agribusiness	Through exams ,quizzes, and assignments	During and at the end of each semester	Difficulty in communicating in English.	Emphasis on presentations and language learning.
2- Produce graduates who are conversant with the myriad problem facing the Agribusiness world and the capability to provide solutions	Through case analysis and articles.	During the semester	Real exposure to business environment.	Introduction of different dimensions of economics and Real Case studies of business
3.To equip participants with commercial orientation and a sound knowledge of the structure and technologies of the agribusiness sector.	Through case analysis and articles.	During the semester	Real exposure to business environment.	Real Case studies of agri-business

Program Learning Outcomes

All the students in MBA –Agri business program should be able to:

1. the students will have the knowledge of food industry that includes farm service sector, processor, producer and marketer.
2. The students will have the Knowledge of Natural resources that are involve in the production of food.
3. The agri business students will have the analytical thinking, problem solving and communication skills to address farms, agri business and agricultural Industry problems
4. The agribusiness students will have the understanding of agricultural economics, agricultural finance and credit, agricultural policy and agricultural statistics to address the agricultural industry problems
5. The agribusiness students will have the grasp of contemporary agricultural economic issues and will be able to develop creative solutions for it.

Standard 1-2: The program must have documented outcomes for graduating students. It must be documented that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

Outcomes	Objectives			
		1	2	3
	1	+++	+++	++
	2	+++	+++	++
	3	++	+++	+++
	4	++	+++	++
	5	++	+++	+++

- + = Moderately Satisfactory
- ++ = Satisfactory
- +++ = Highly Satisfactory

COURSE EVALUATION FOR THE PERIOD OF 2012- 2014

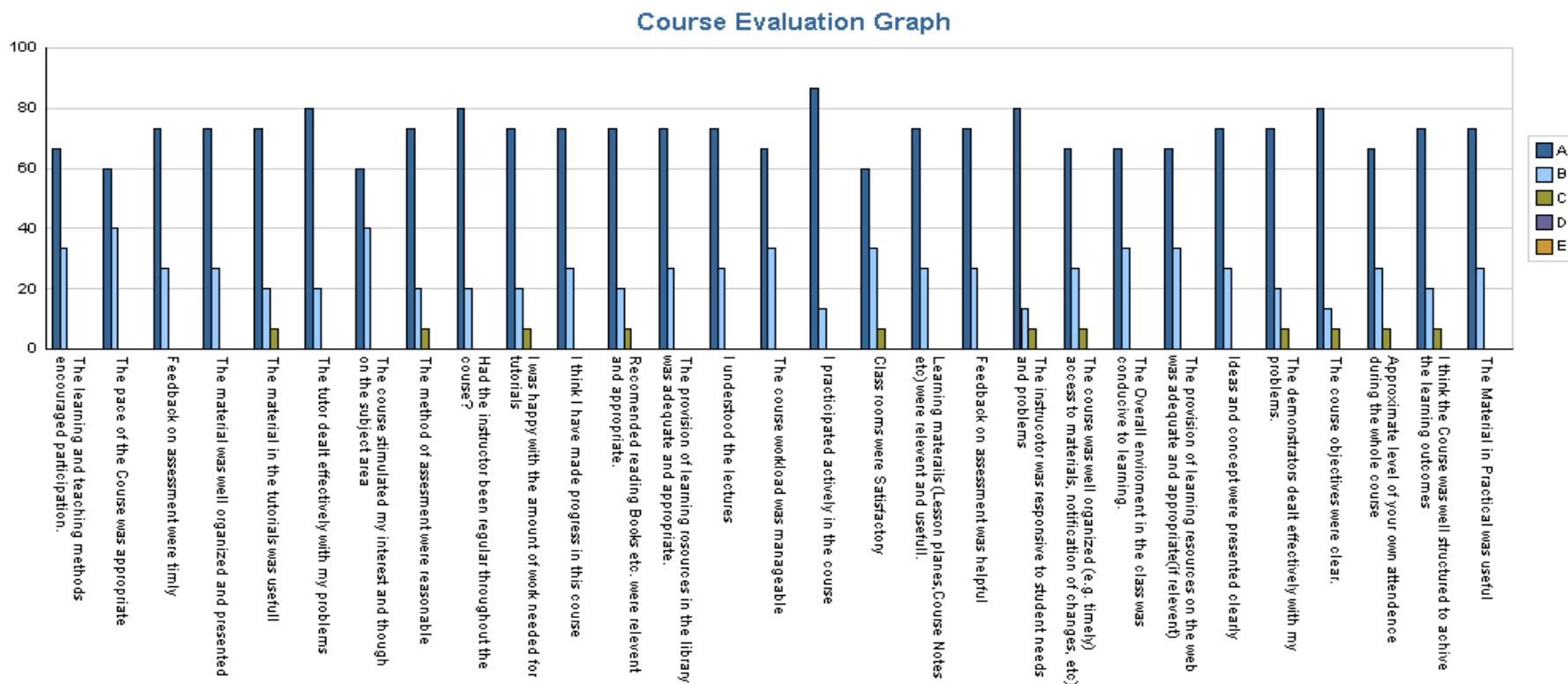
Student course evaluation

The courses of the respective teachers were also evaluated as per Proforma - 1.

Overall comparative evaluation and detailed evaluation for each course is given below. Detailed course evaluation is illustrated with the help of a bar chart. There is a bar for each quality dimension / parameter of a course. Each bar extends to a maximum value of "A" that shows highly satisfactory evaluation by students and to a minimum value of "E" that shows Highly Unsatisfactory feedback.

The overall course evaluation is given below. The following graph shows an overall evaluation (average score) of all the courses on a scale of "A" that were being taught for the period of 2012-2014. An overall score of "A" shows a highly satisfactory course evaluation, "B" shows a satisfactory response by students, "C" show that students are uncertain course evaluation, "D" shows an unsatisfactory course evaluation and "E" shows highly unsatisfactory response by the students for the course.

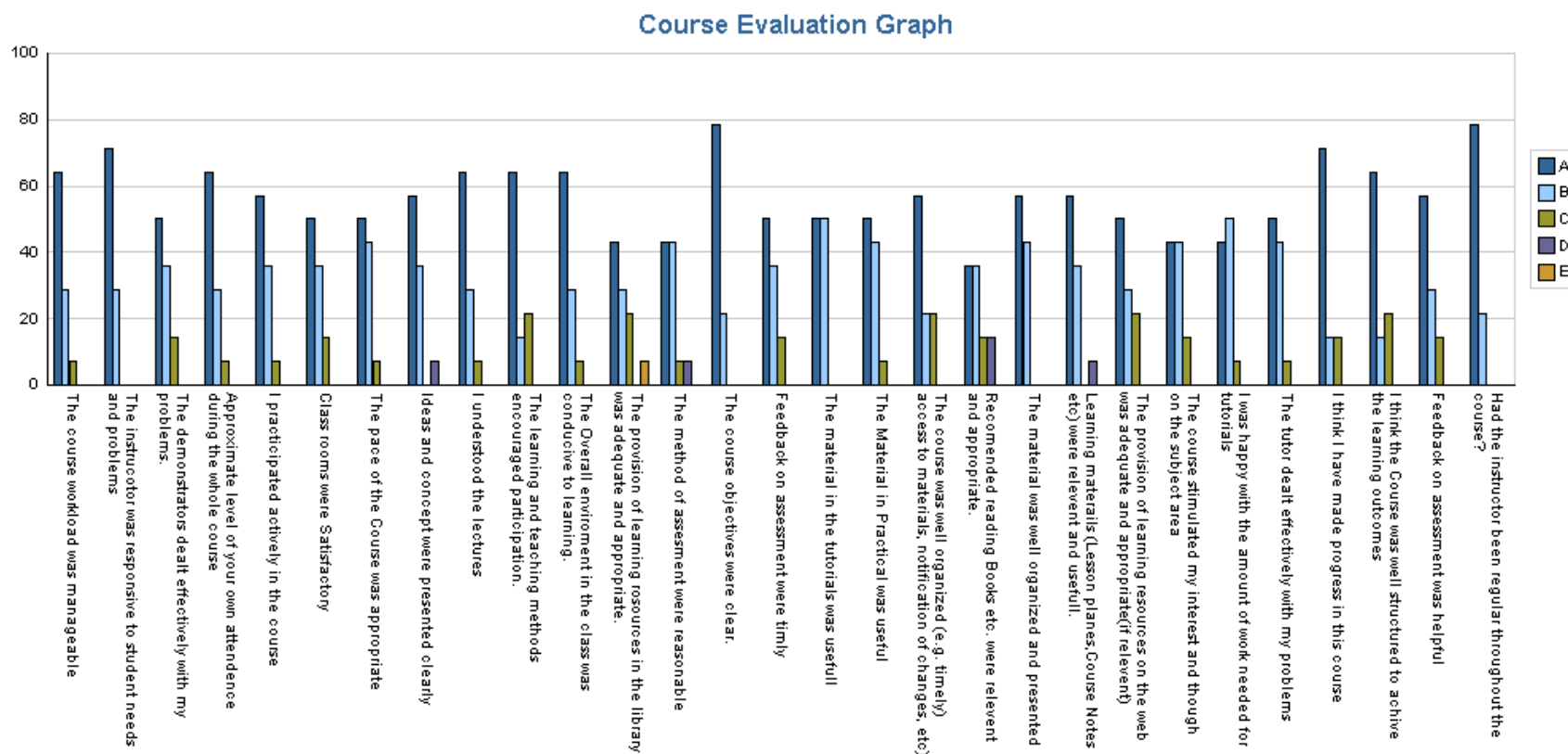
Dr. Abida Ikram (BIO-701, Biology)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. Students are highly satisfied that course are manageable and tutor dealing with course problems is effectively.

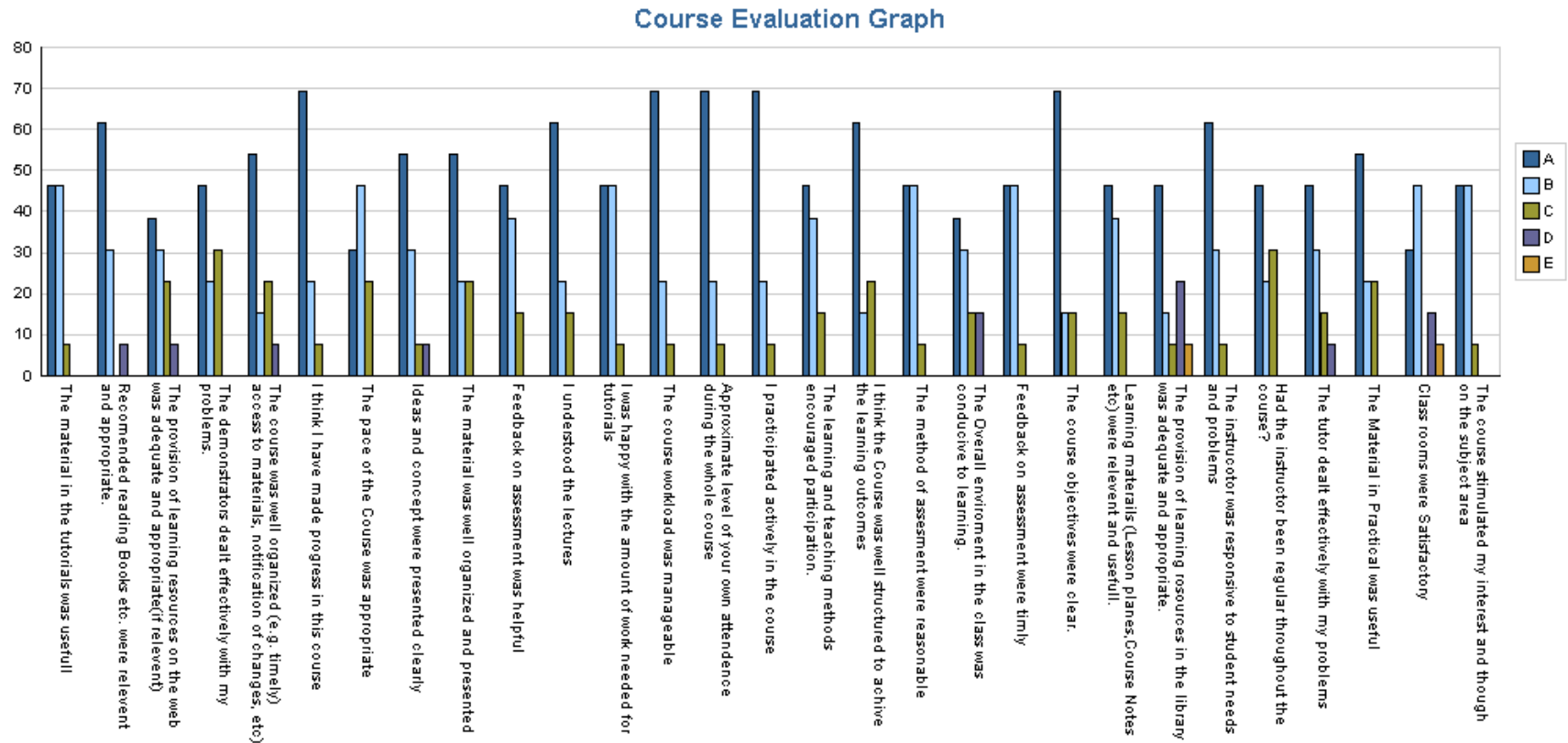
Dr. Fayyaz ul Hassan (AGB-701, General Agriculture)



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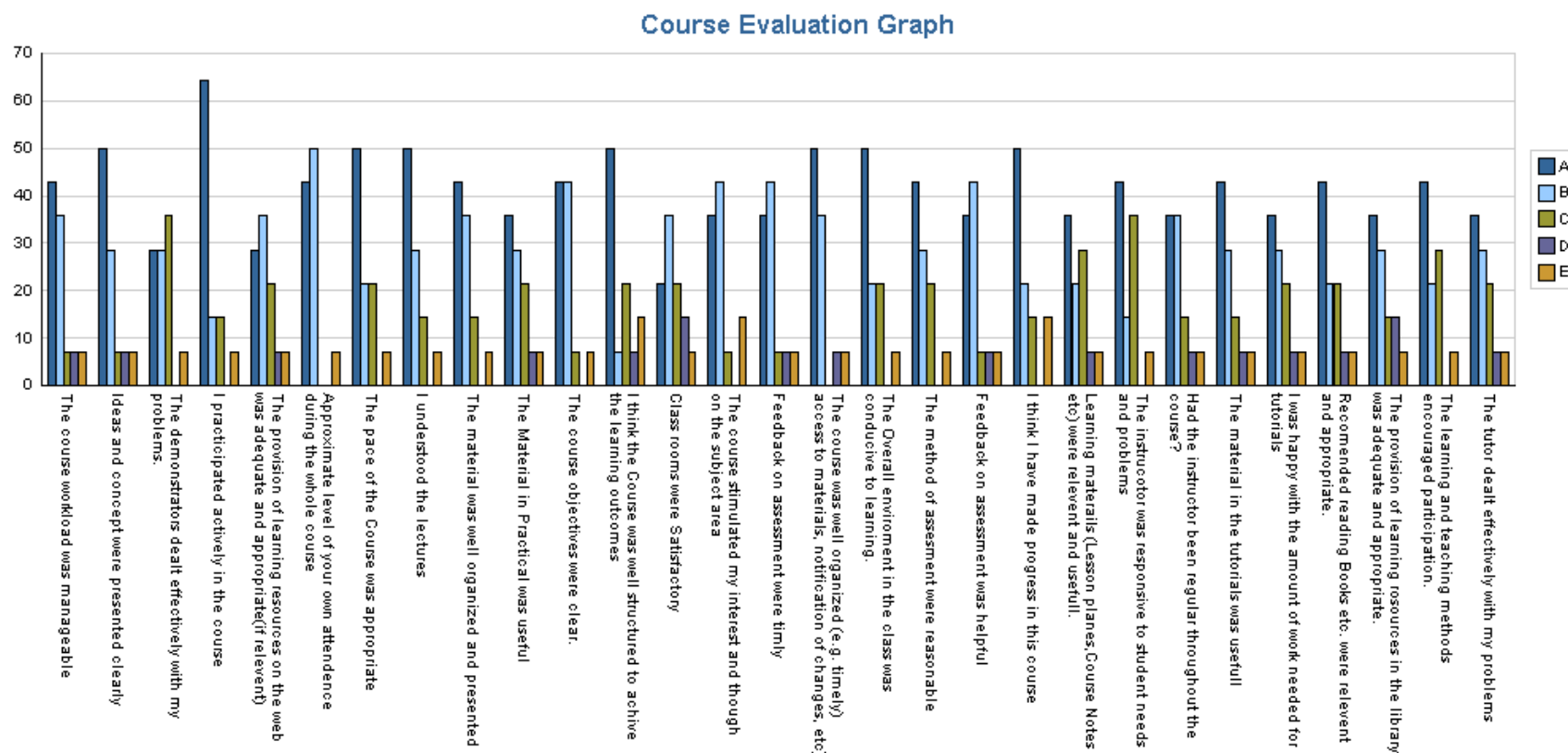
Mr. Iftikhar Hussain (ICT-701, IT in Business-I)



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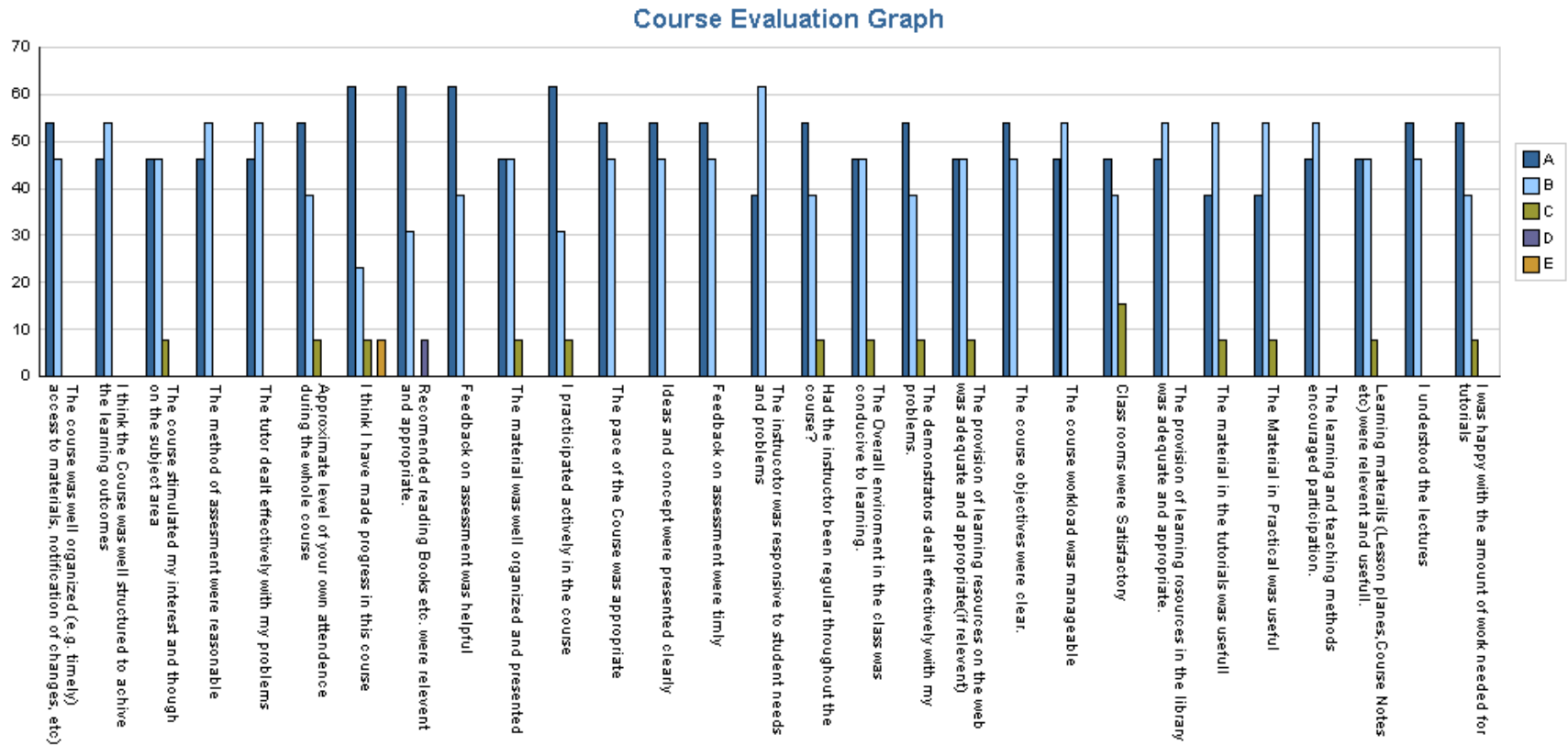
Mr. Faisal Hameed Butt (ENG-701, Functional English)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. Students highly satisfied that they take their classes regularly on time. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. Also needs to well organize the course.

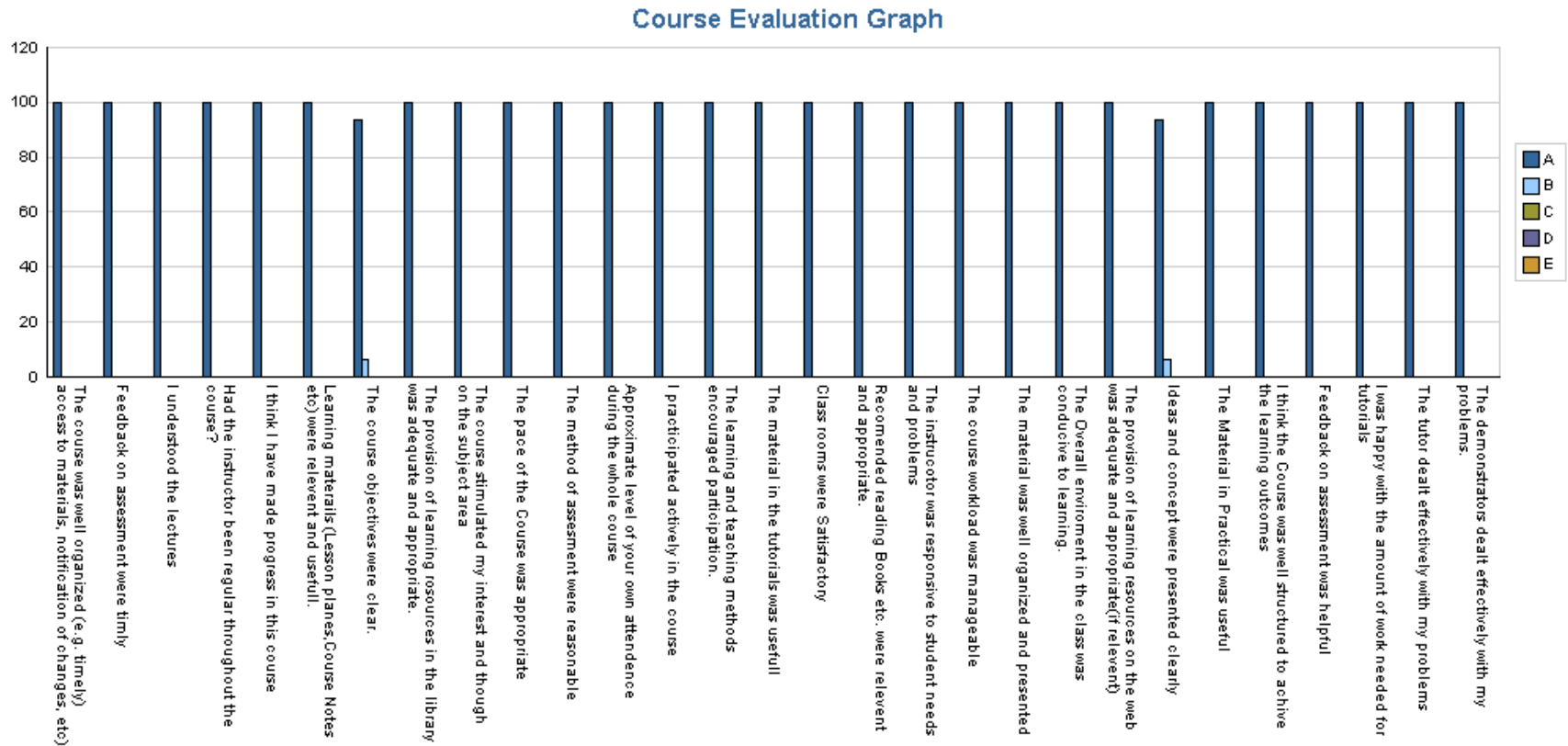
Ms. Shumaila Zafar Awan (MGT-720, Introduction to Business)



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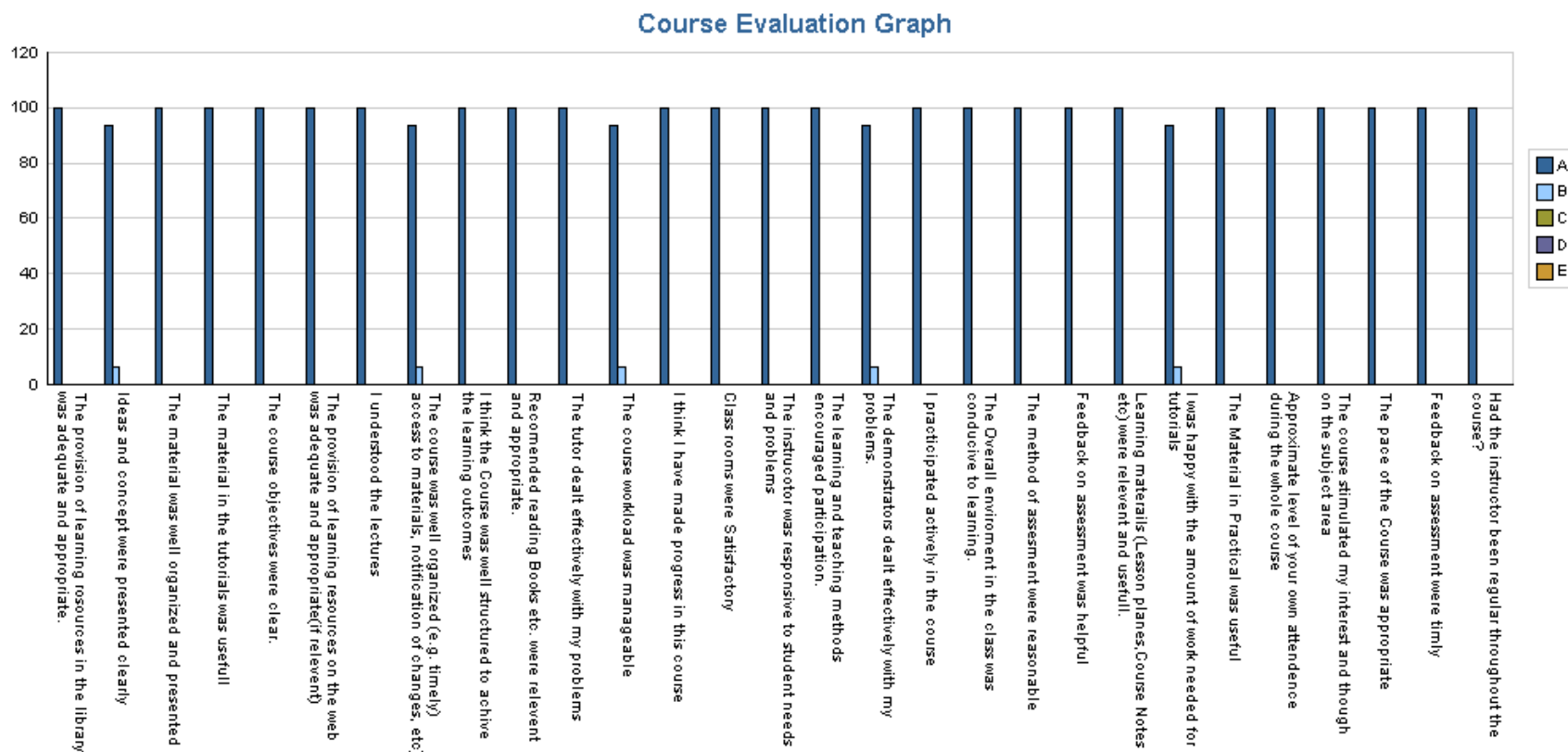
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. Student feedback is about that they make a progress and material is relevant also teacher is quick to respond the course problem.

Ms. Saba Bashir (PSY-701, Social Psychology & Self Development)



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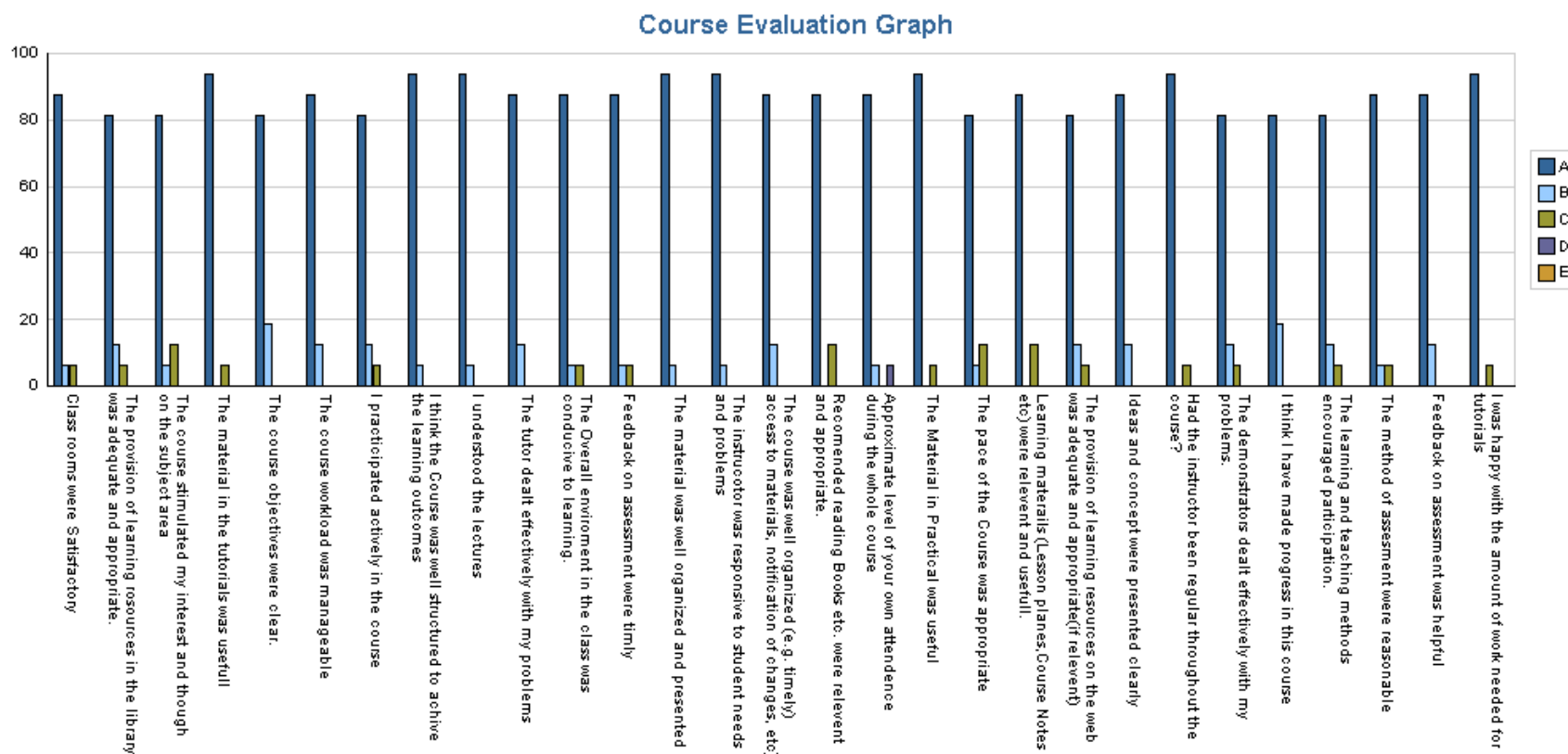
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. Students were overall highly satisfied but there is need to improve the course objectives as well as ideas and objectives.



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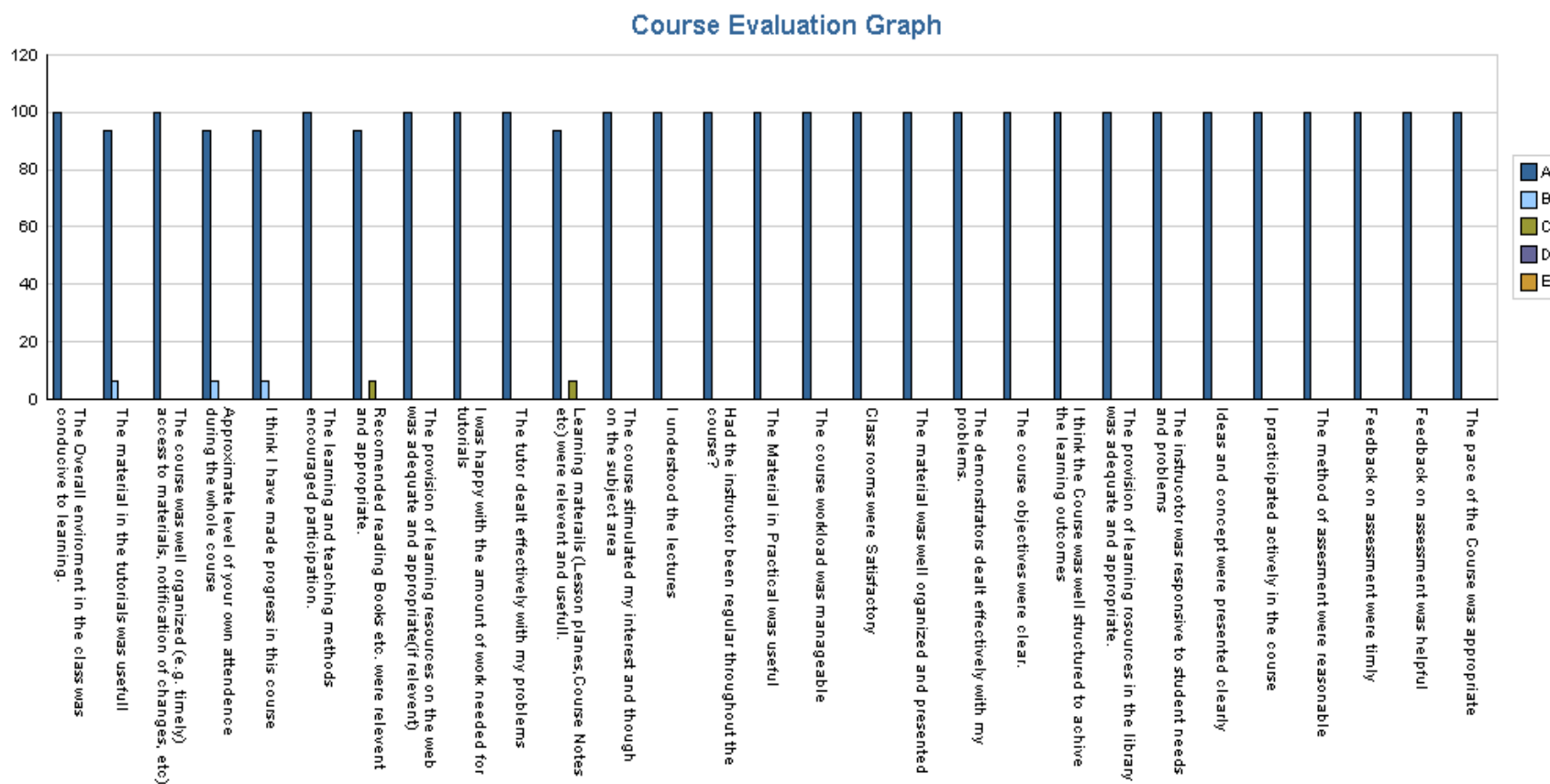
Dr. Muhammad Razzaq Athar (ECO-702, Macro Economics)



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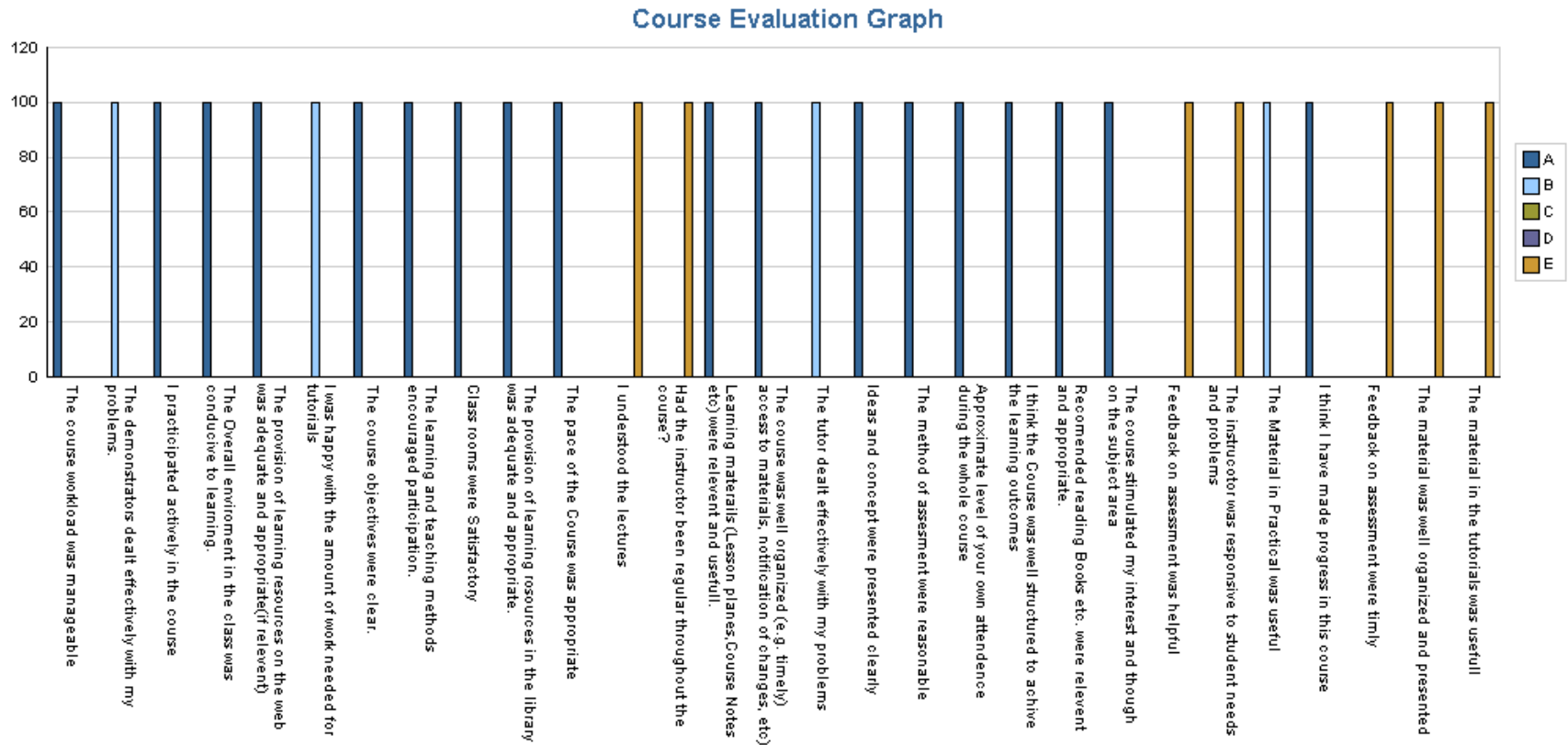
Mr. Bilal Karim (AGB-703, Agri. Entrepreneurship)



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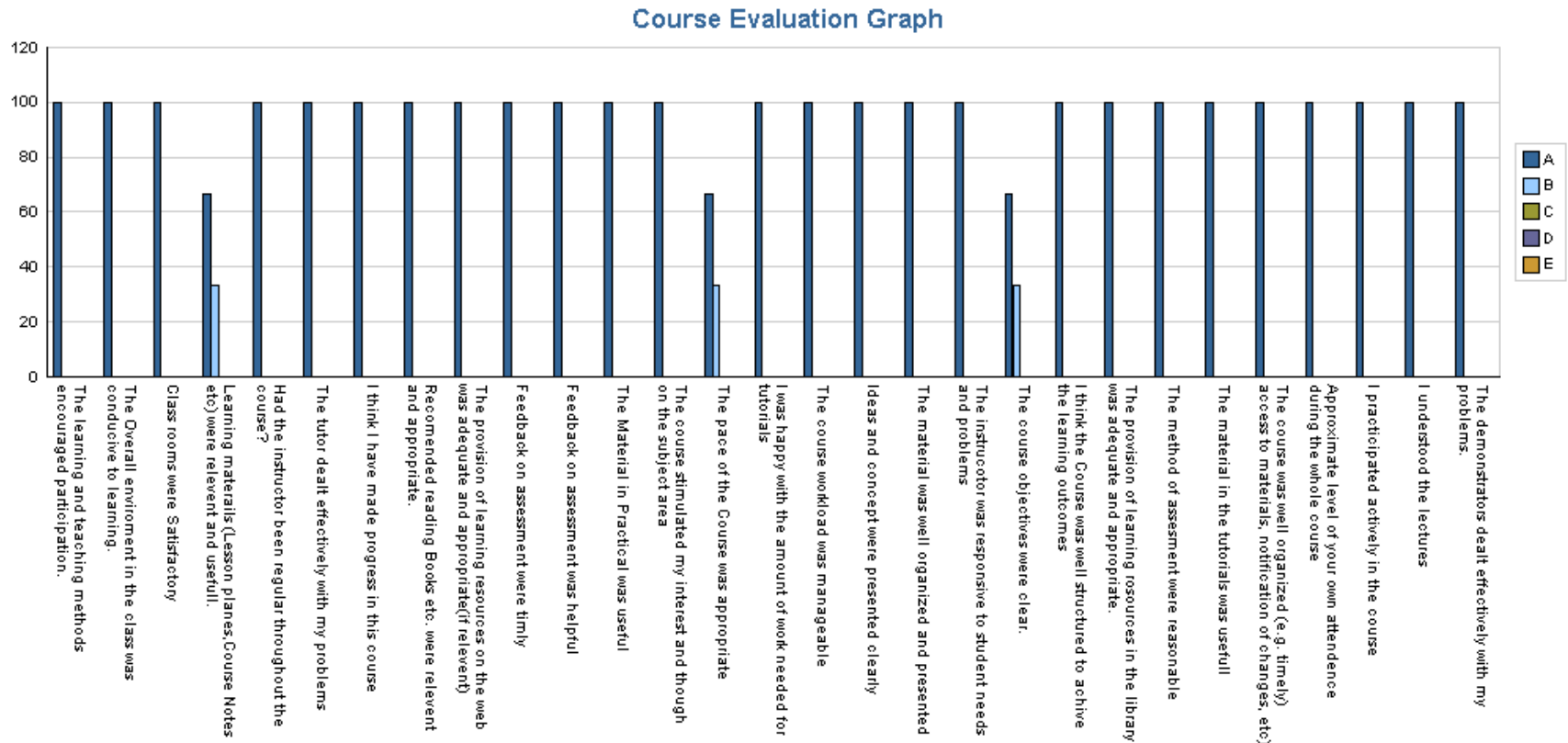
Dr. Ghulam Shabbir Khan Niazi (MGT-709, Statistical Methods in Business)



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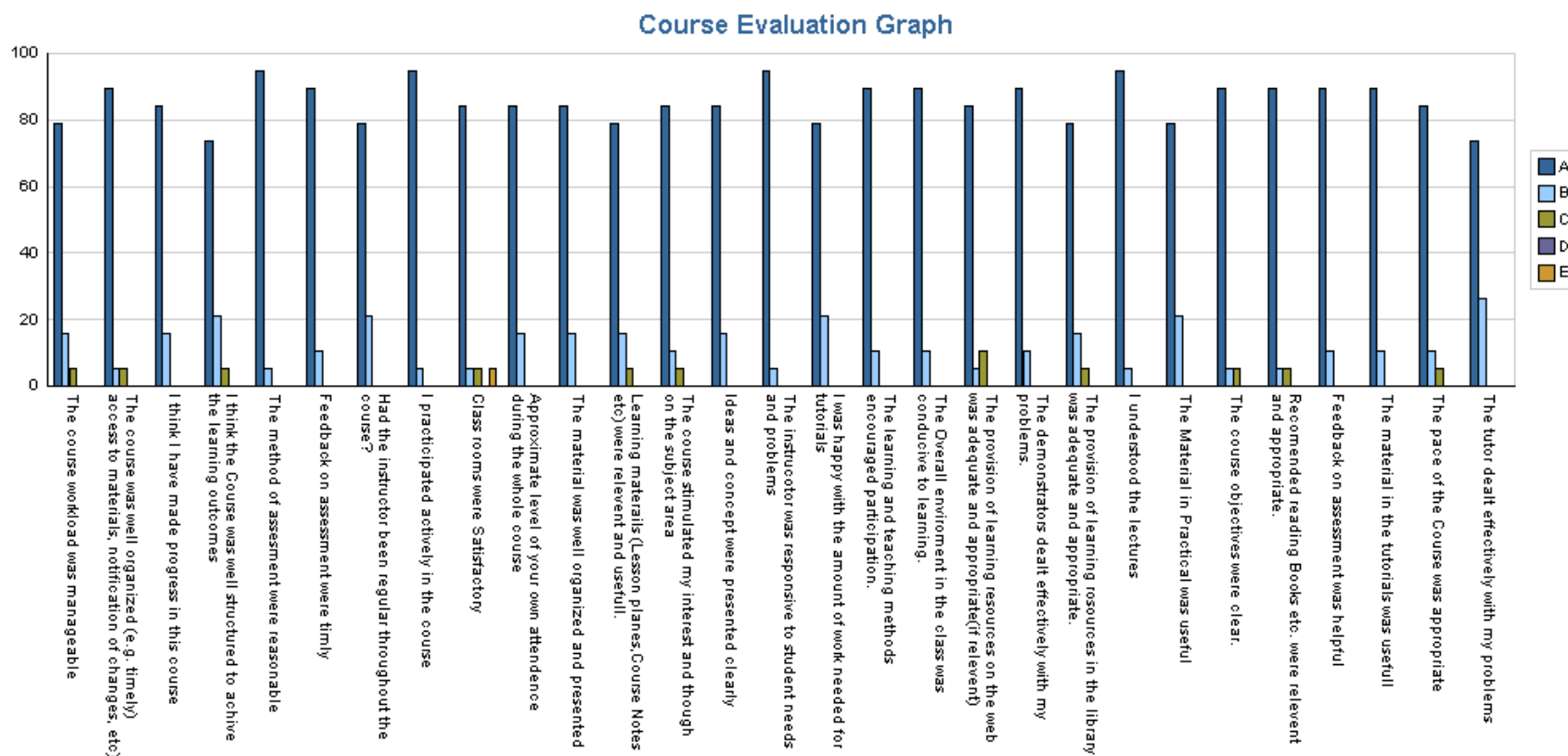
Mr. Zia Ur Rehman (MGT-701, Principles of Marketing)



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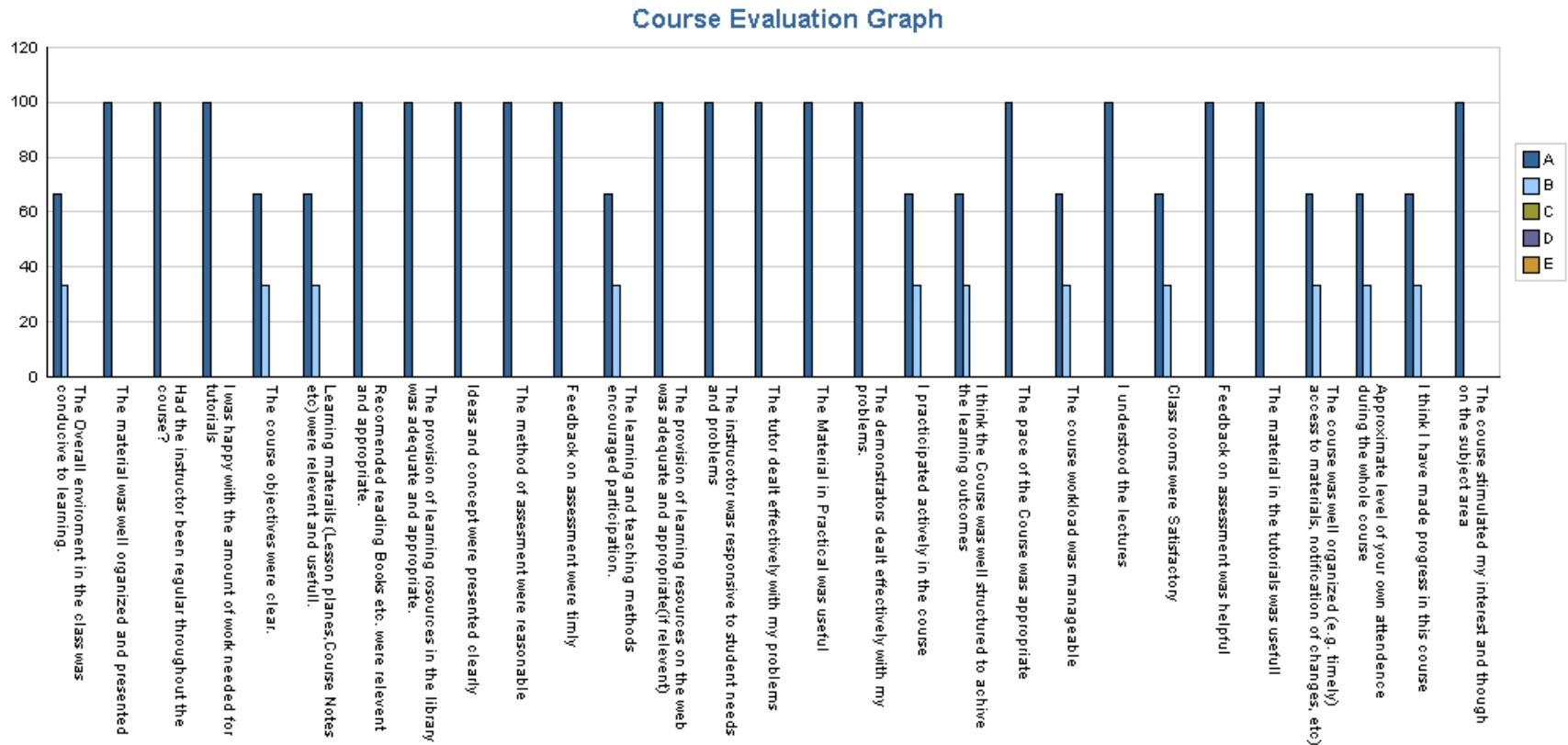
Ms. Bushra Zulfiqar (MGT-702, Principles of Accounting)



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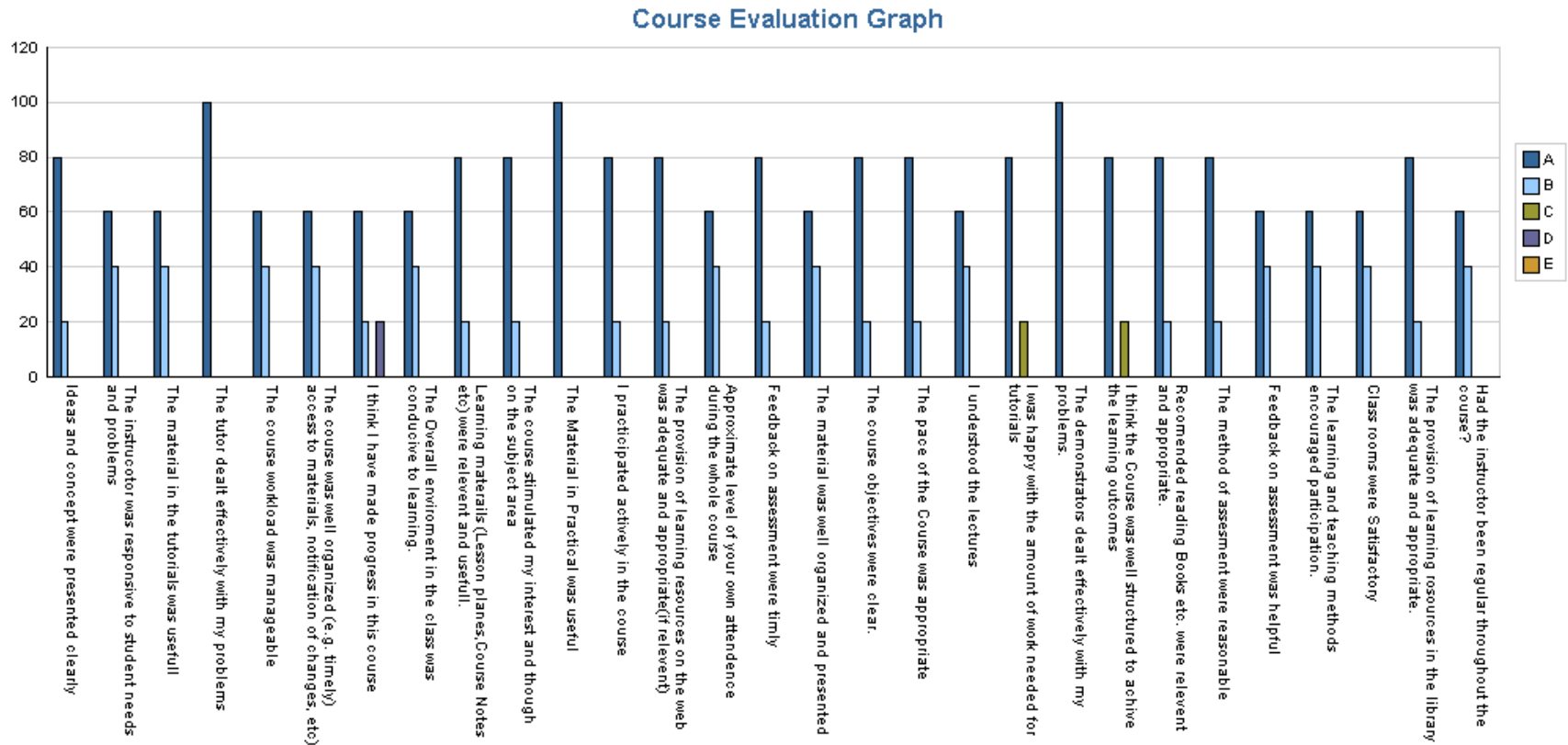
Ms Afsheen Faima (MGT-703, Principles of Management)



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GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives course stimulated student's interest. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress and need to improve learning and teaching methods.

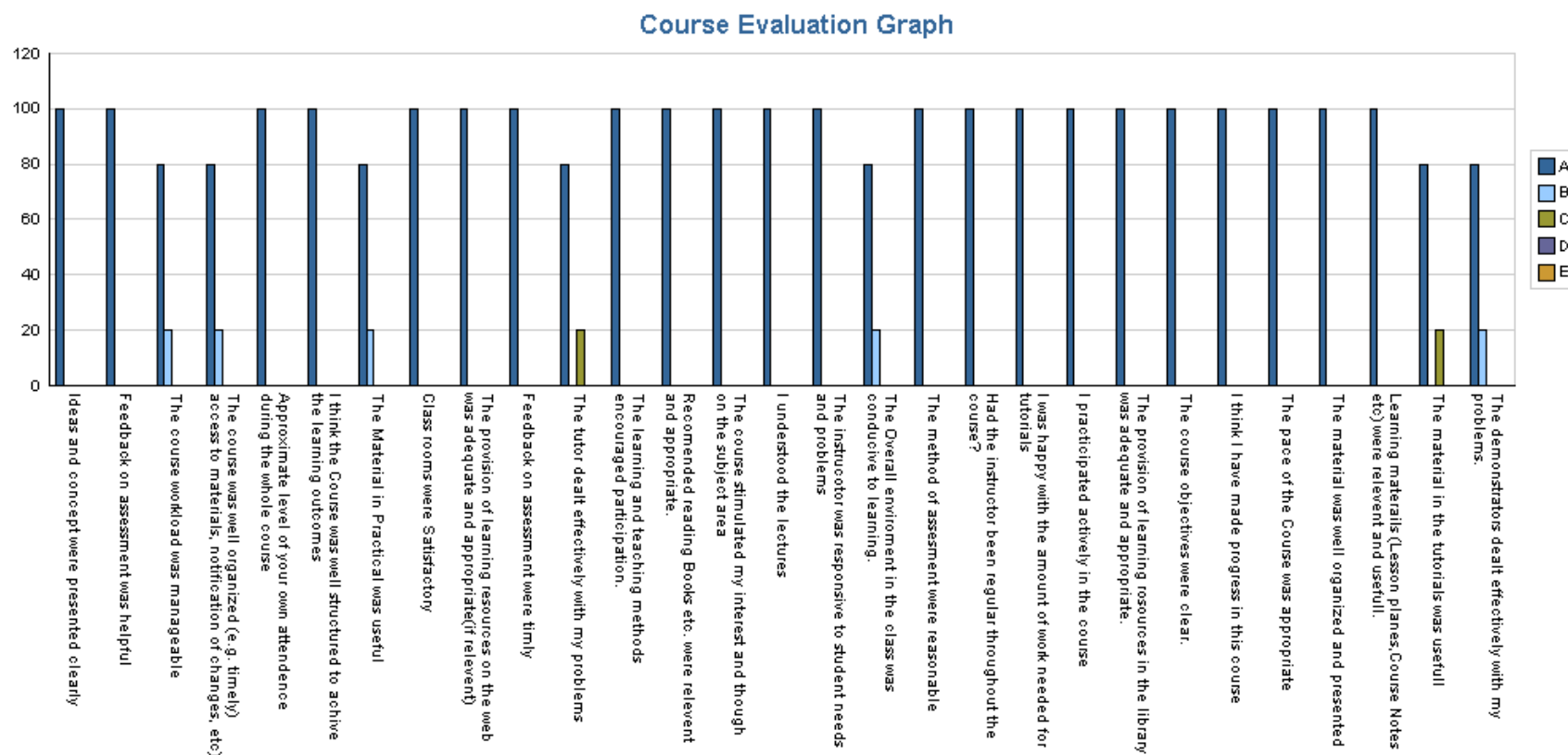
Mr. Shakeel M. Danial (MGT-706, Business Communication)



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GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, practical material is useful enough and tutor dealt effectively with course problems.. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

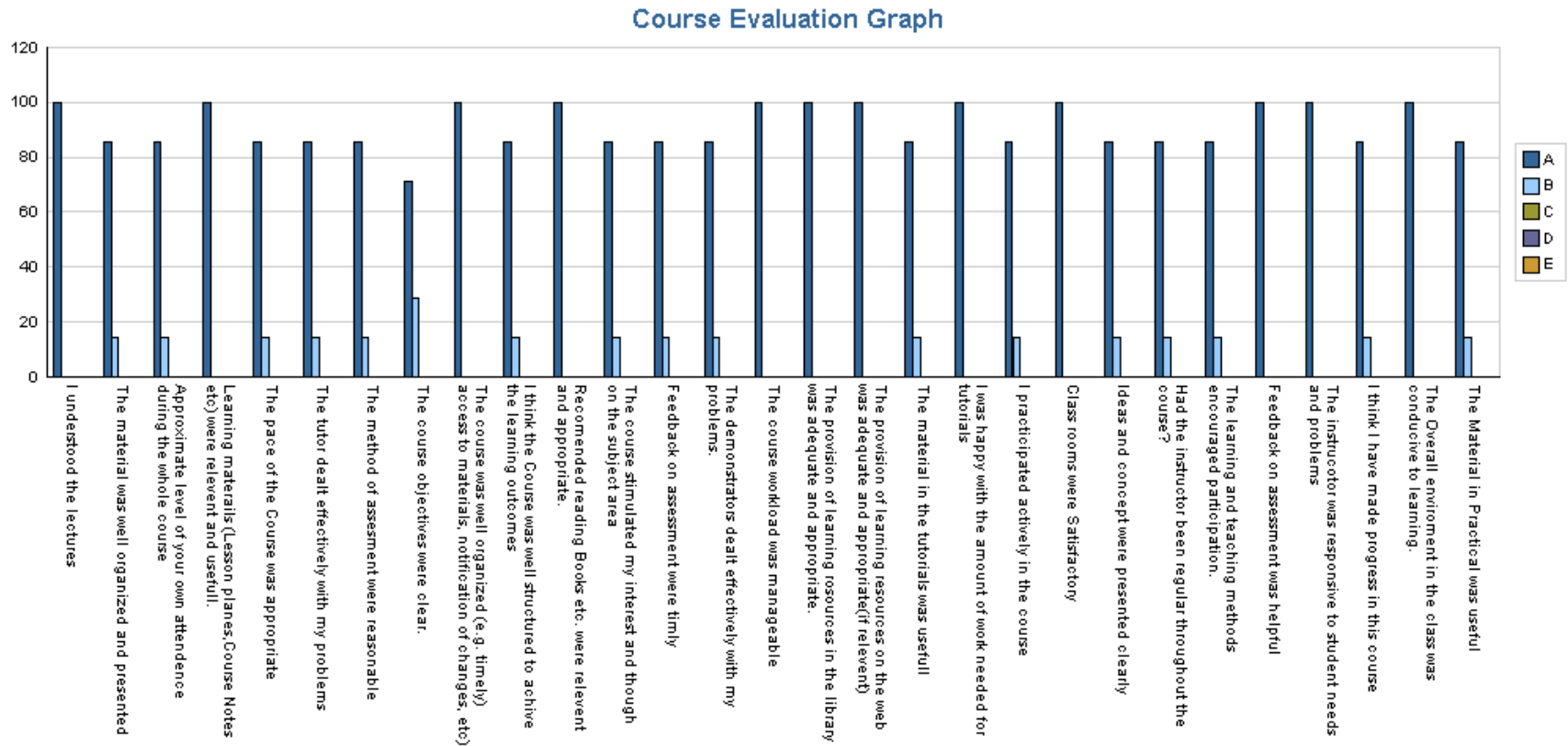
Mr. Nasir Mehmood (ECO-704, Production Economics in Agriculture)



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Mr. Shuja Ilyas (MGT-716, Strategic Business Management)

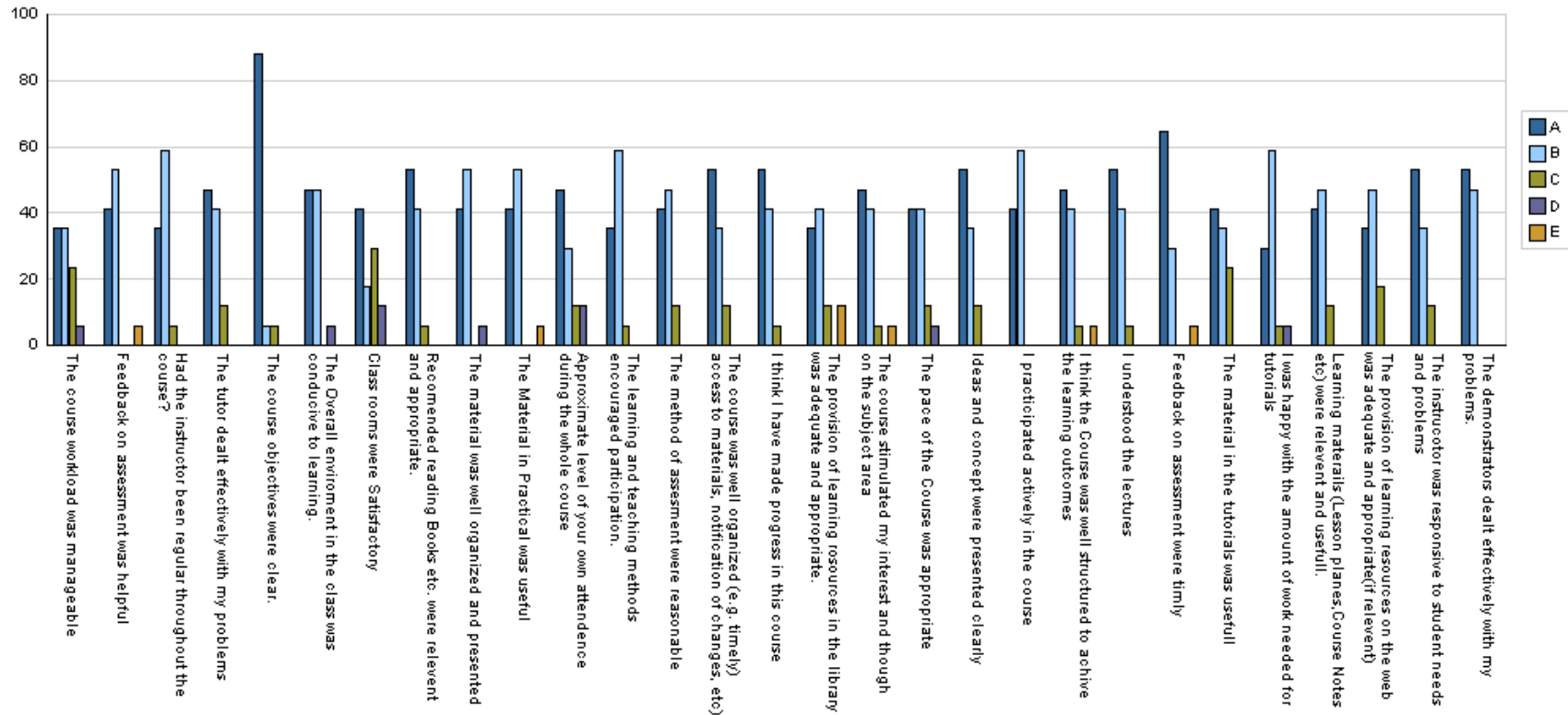


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GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives the material is useful that is provided for learning and ideas are clear. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

Ms. Shumaila Mazhar Awan (MGT-713, Human Resource Management)

Course Evaluation Graph

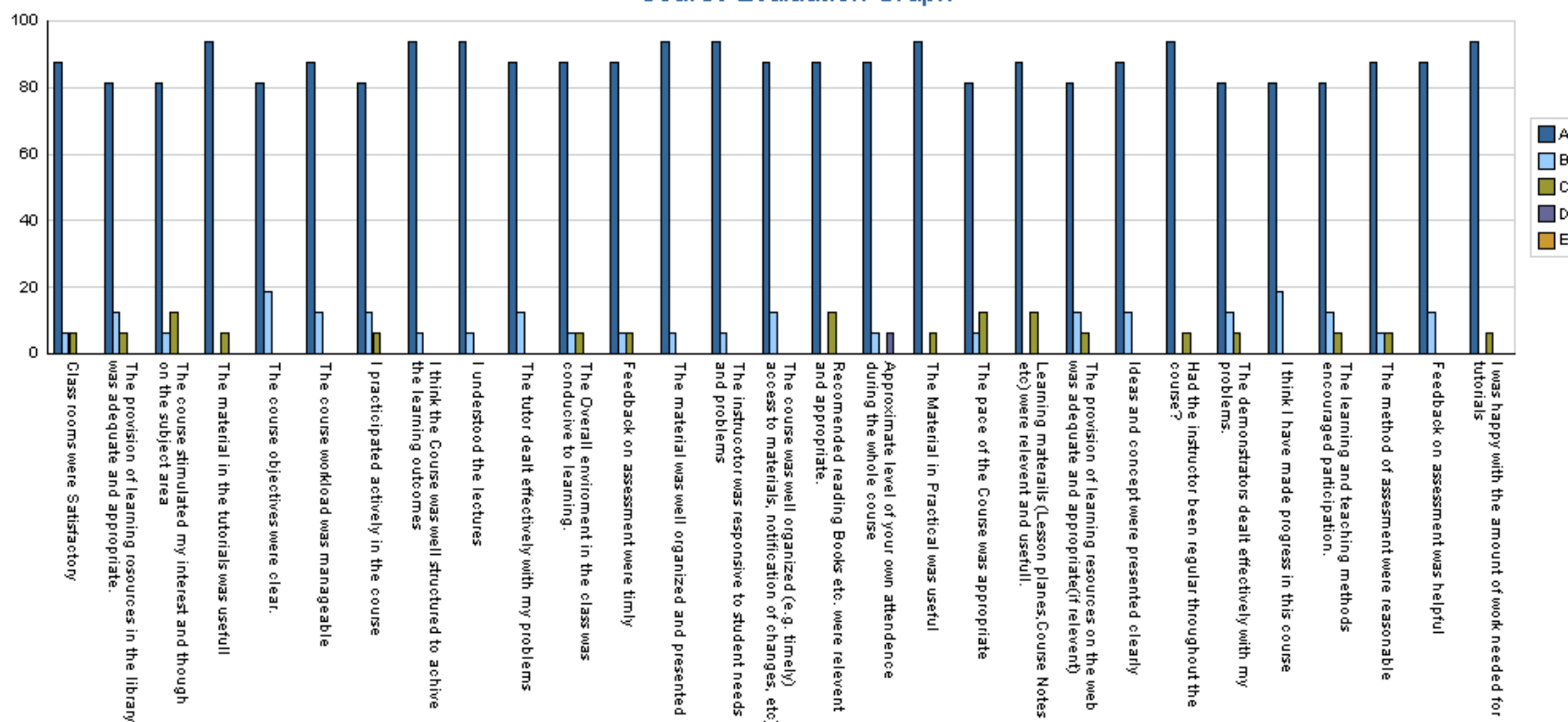


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Mr. Khalid Sohail (MGT-712, Financial Management)

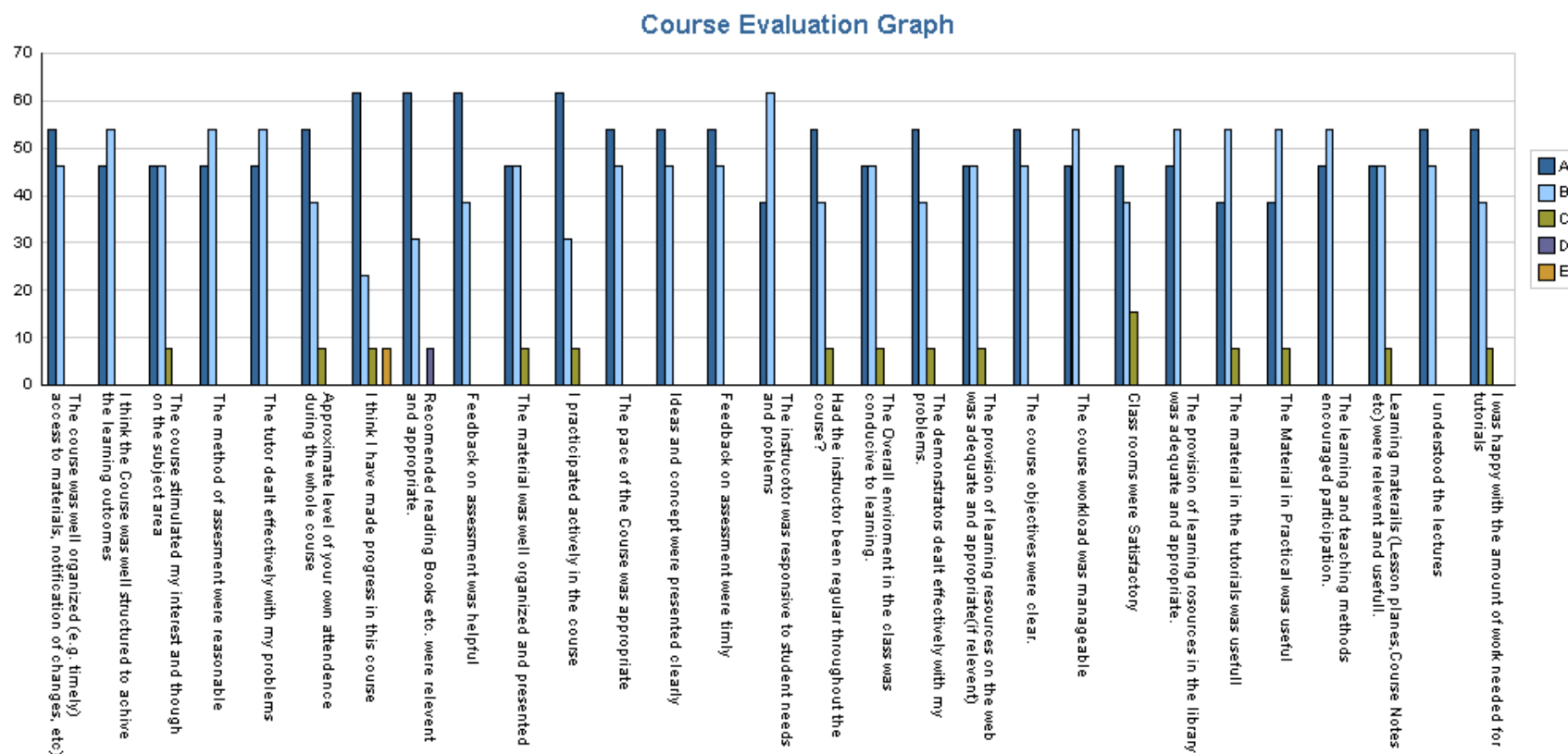
Course Evaluation Graph



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GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives and material was well organized and very useful students are satisfied that they had made progress. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

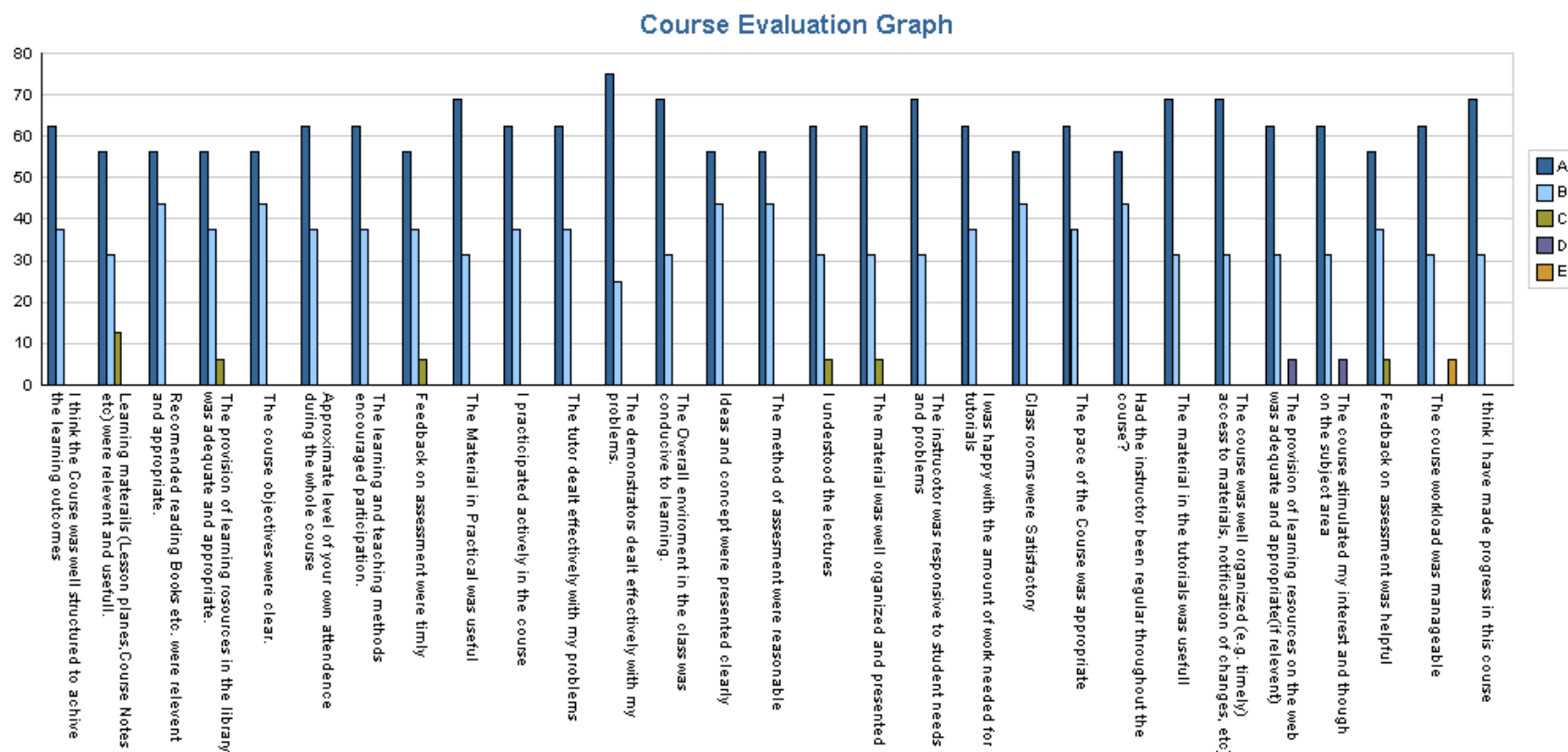
Mr. Muhammad Imtiaz Malik (AGB-707, Agri Credit Management)



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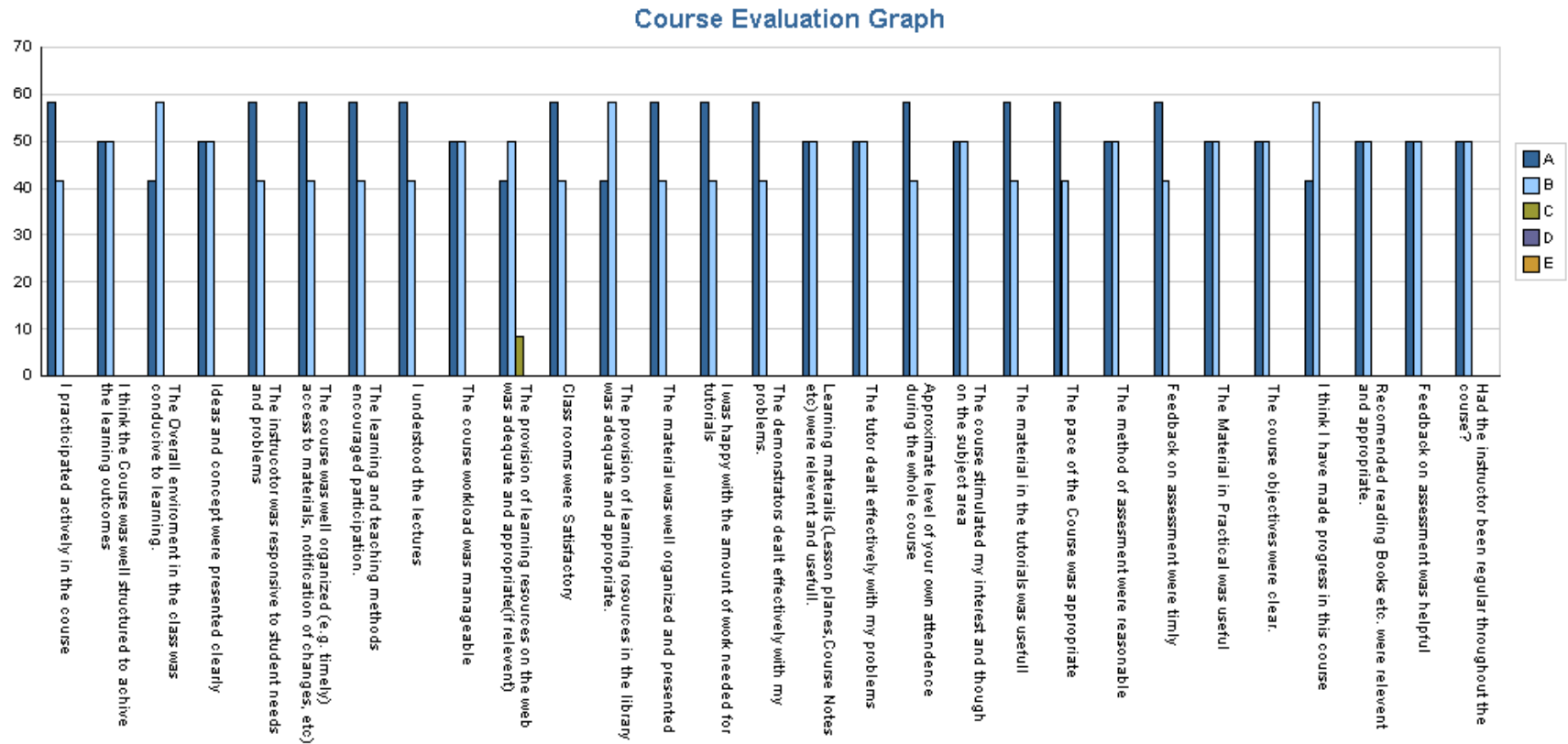
Mr. Ahmad Imran (MTH-701, Business Mathematics)



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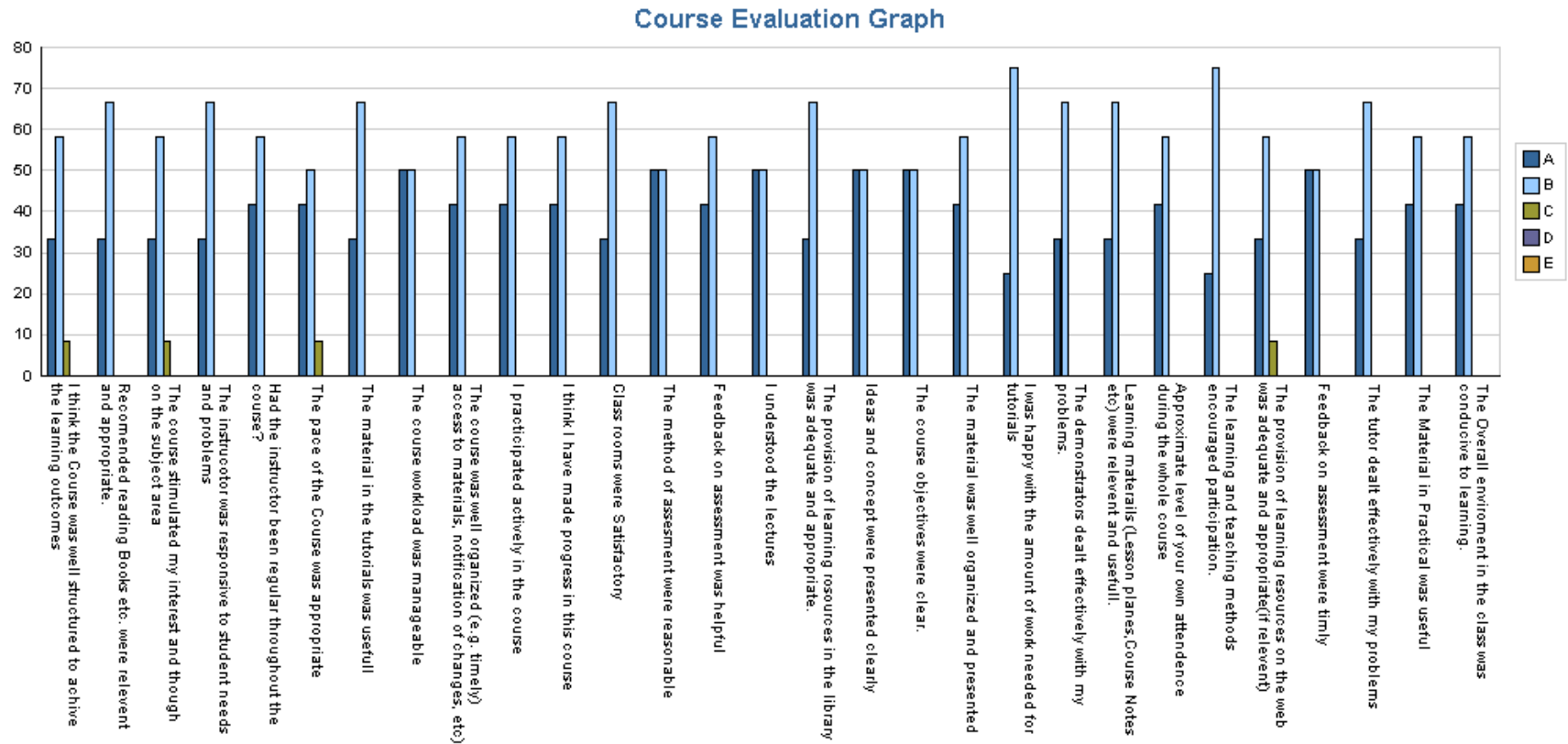
Ms. Sidra Shahzadi (ECO-701, Micro Economics)



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GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives and learning teaching method is good according to the course and material. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress and need to clear the learning resources.

Mr. Omair Gull (ICT-702, IT in Business-II)

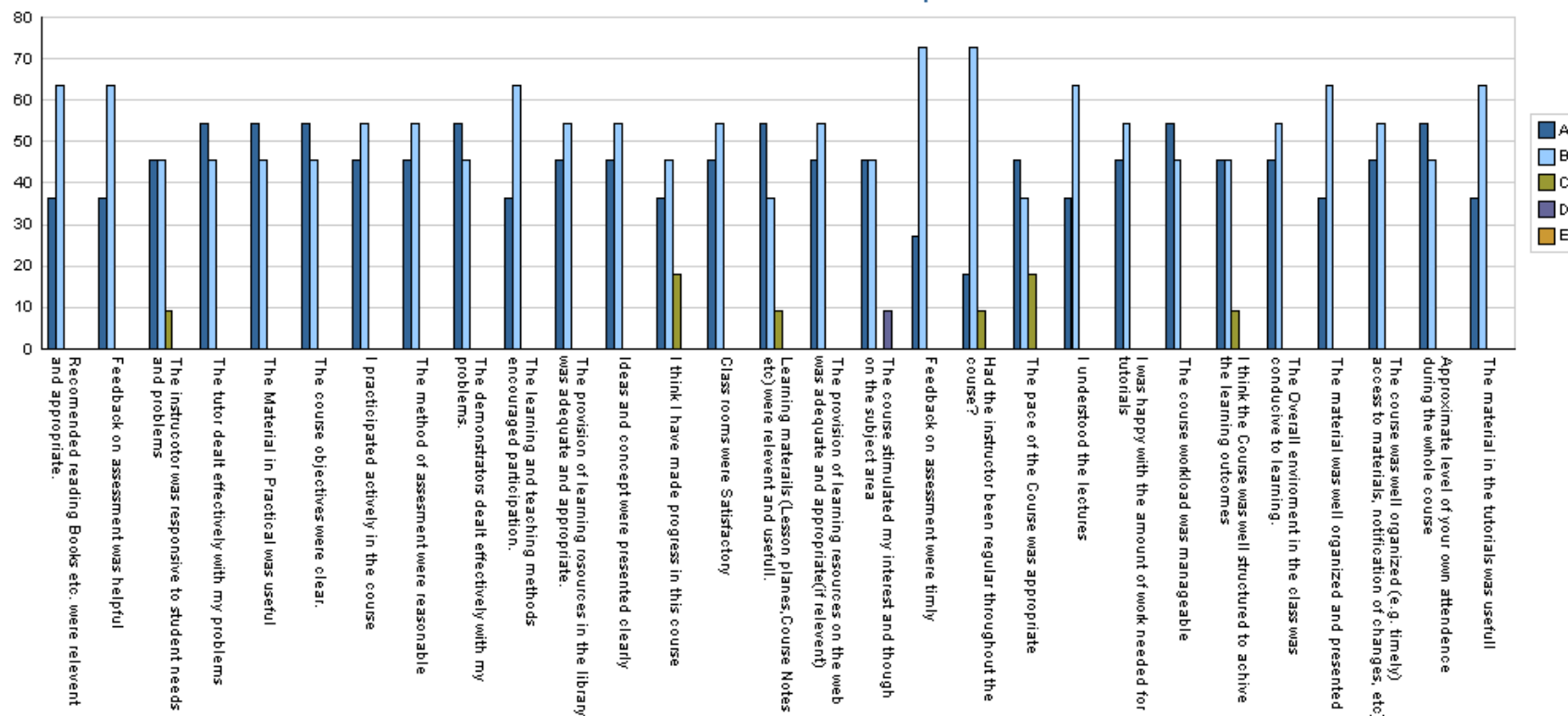


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Mr. Syed Razzi ul Hasnain (ENG-702, Communication Skills)

Course Evaluation Graph

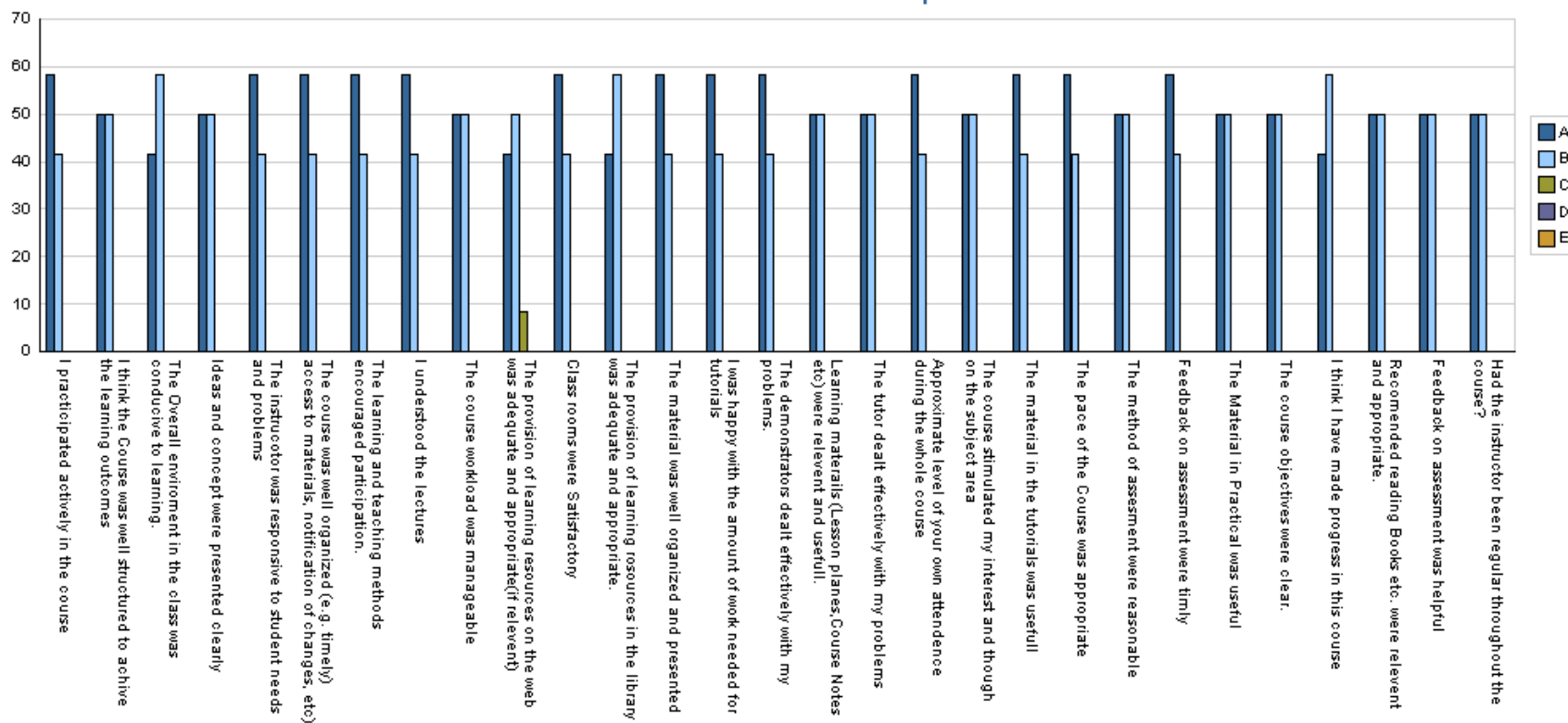


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives; tutor is quick in response to the course problems. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress and need to improve the structure of the course to achieve the objectives.

Dr. Khalid Qureshi (AGB-702, Introduction to Horticulture)

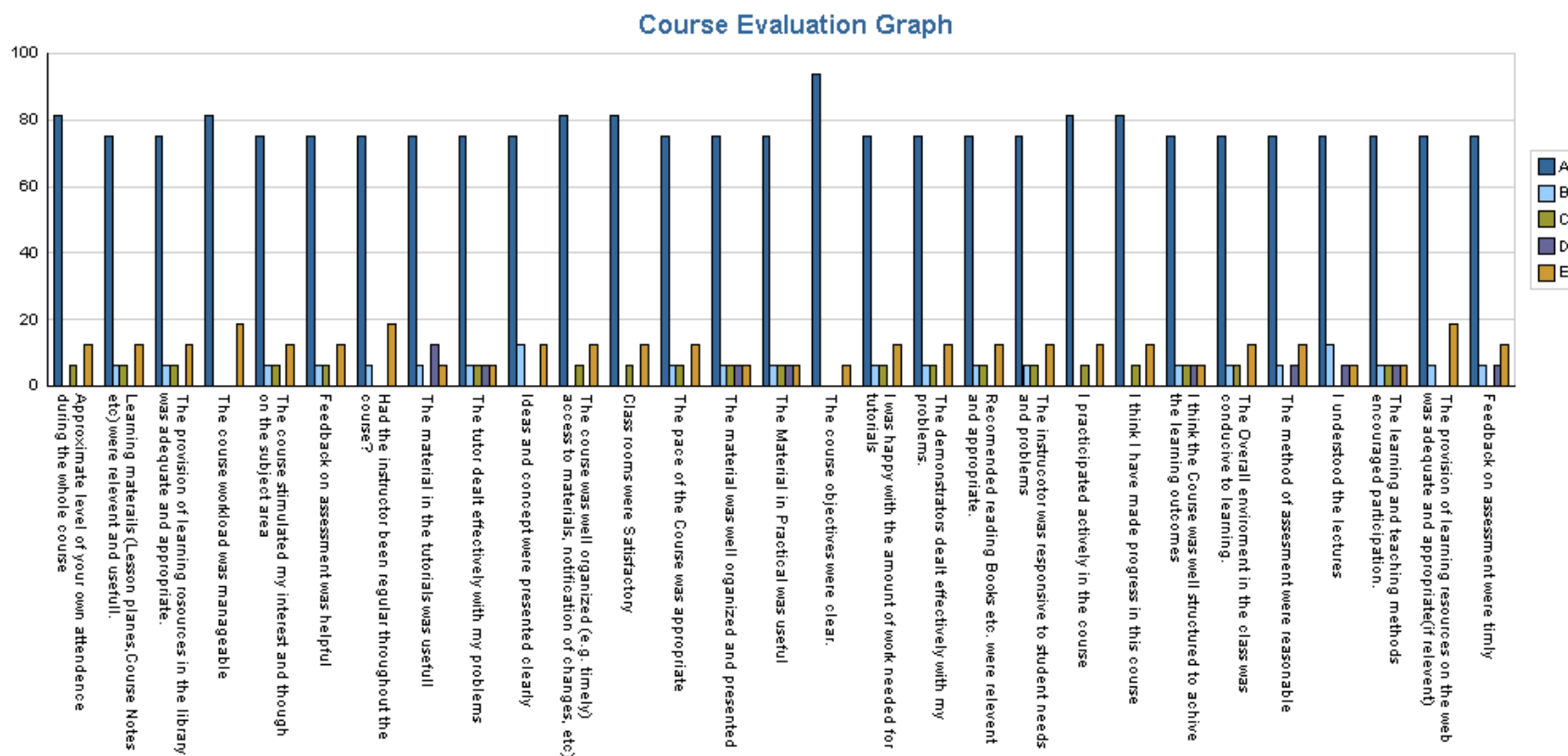
Course Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress, need to improve the learning resources provided on the web.

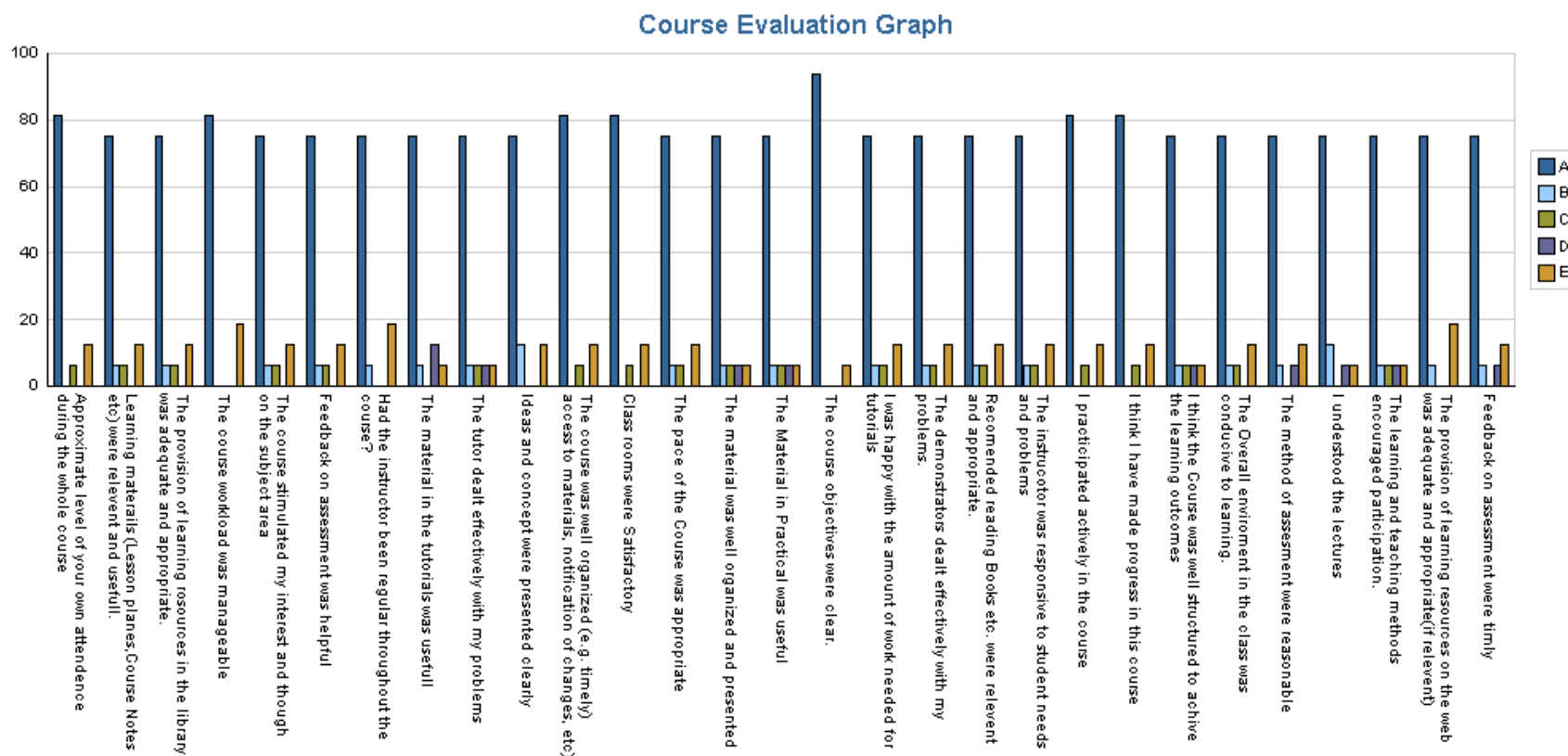
Mr. Nasir Mahmood (ECO-703, Agricultural Economics)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives course is well organized. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress and there is need to improve the practical material.

Mr. Muhammad Shahbaz Bhatti (AGB-704, Food Processing, Preservation & Packaging)

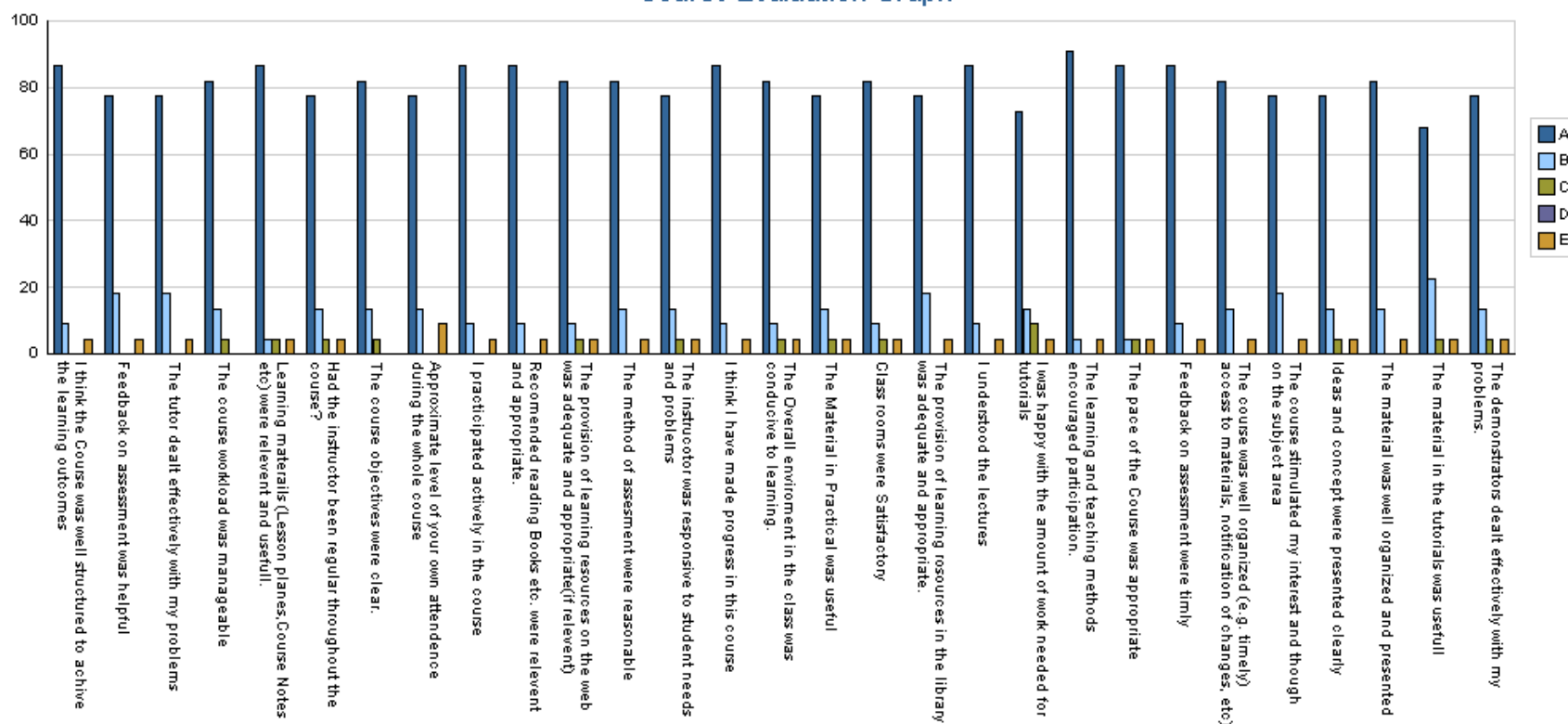


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives and the work is not overloaded, and material is quit relevant. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

Dr. Tanveer Ahmad (AGB-705, Livestock, Dairy and Poultry Development)

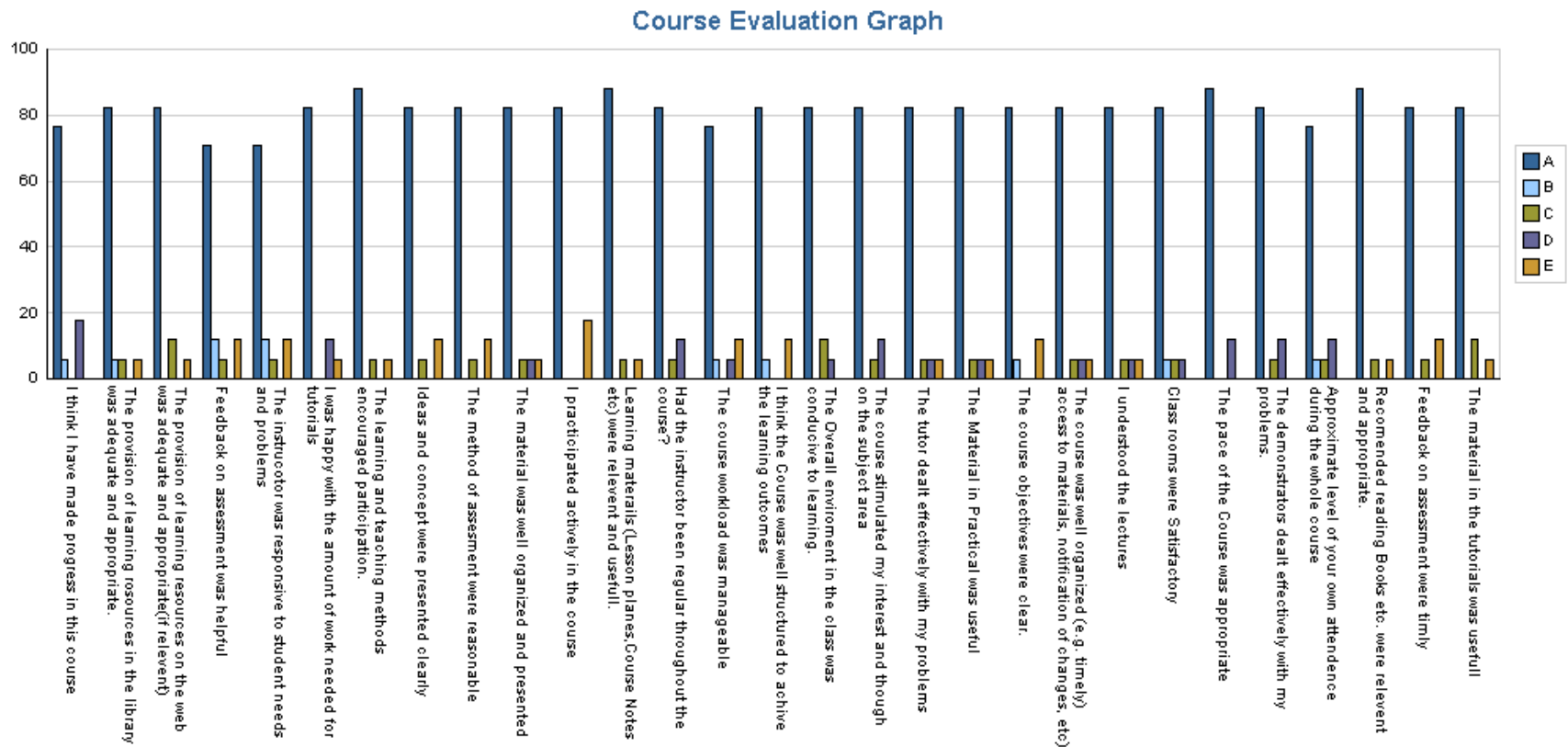
Course Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, according to the course the teaching and presentation method is satisfied. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

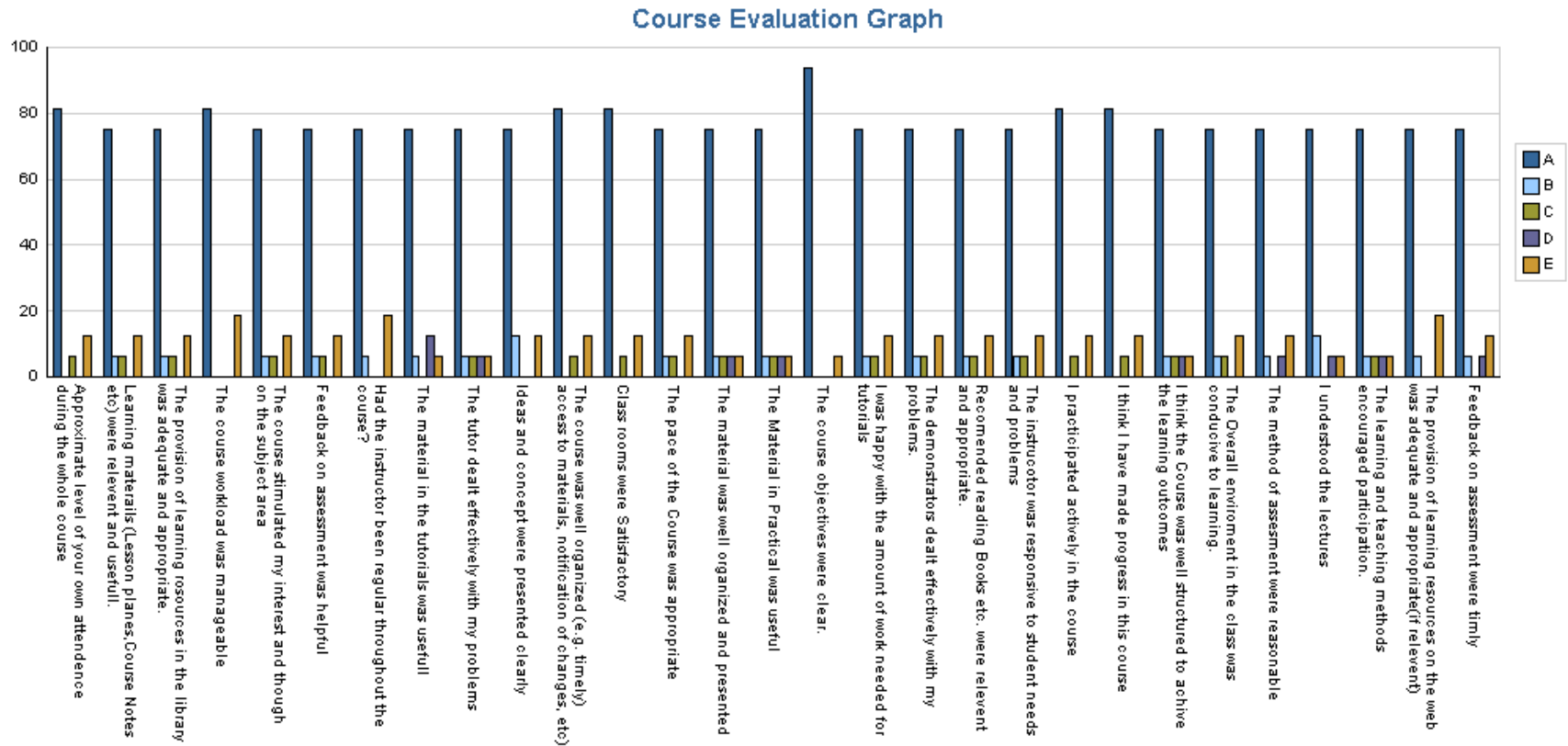
Mr. Ishfaq Ahmed (MGT-730, Business Law)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. also need to improve the material provided and make it more organized.

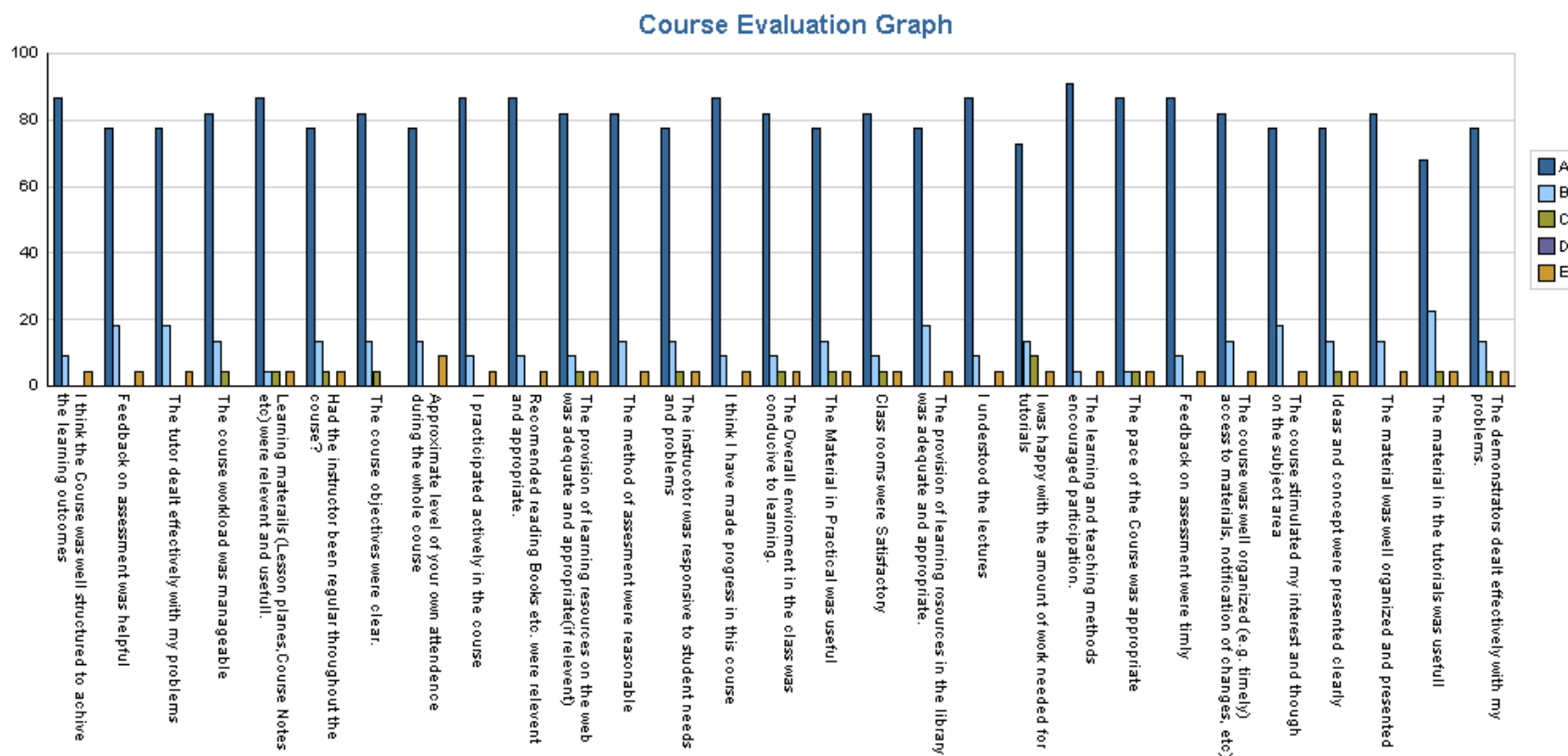
Mr. Waseem Ahmed (MGT-777, Research Methods)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, and the course was well organized also presented well. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

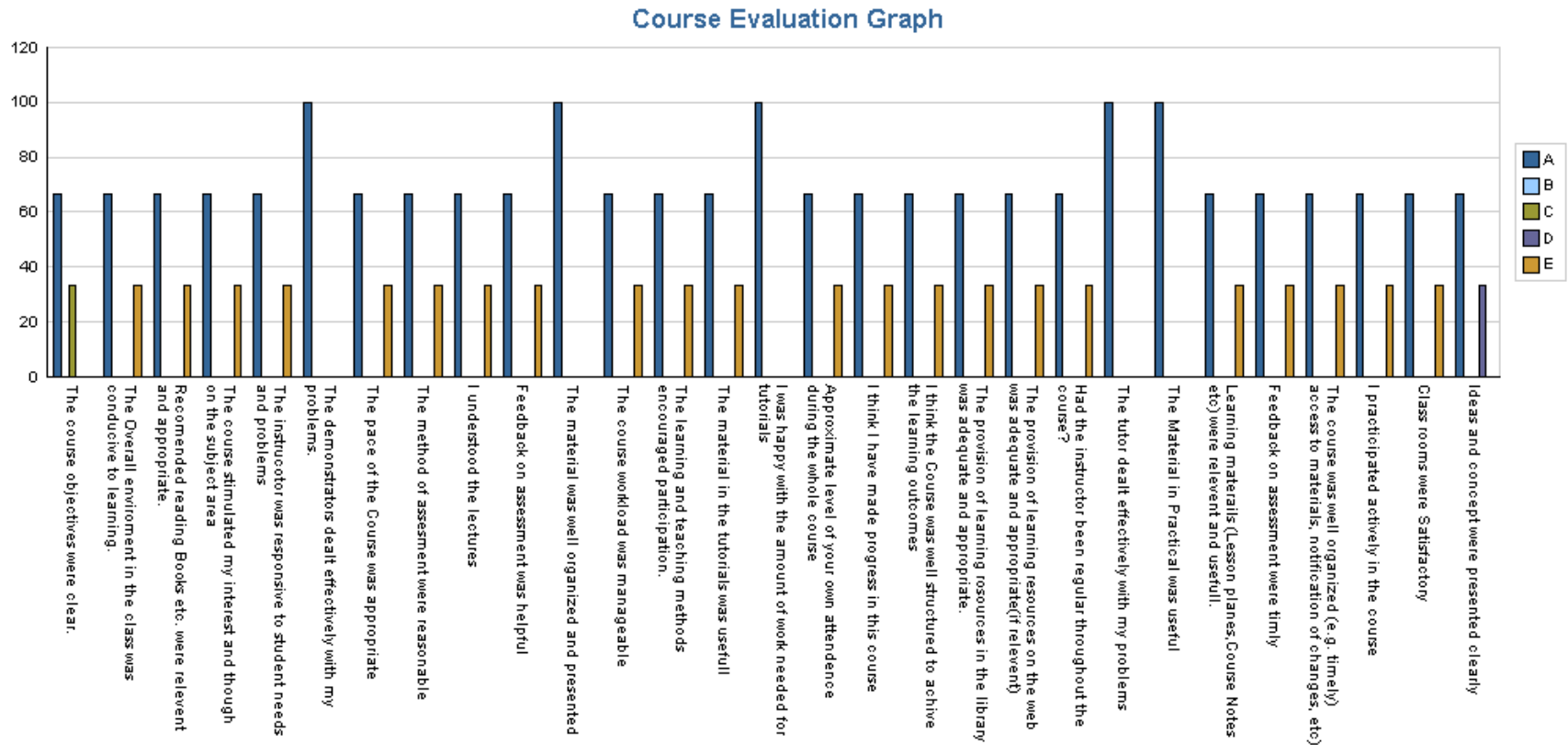
Mr. Bilal Karim (AGB-706, Agri Marketing Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

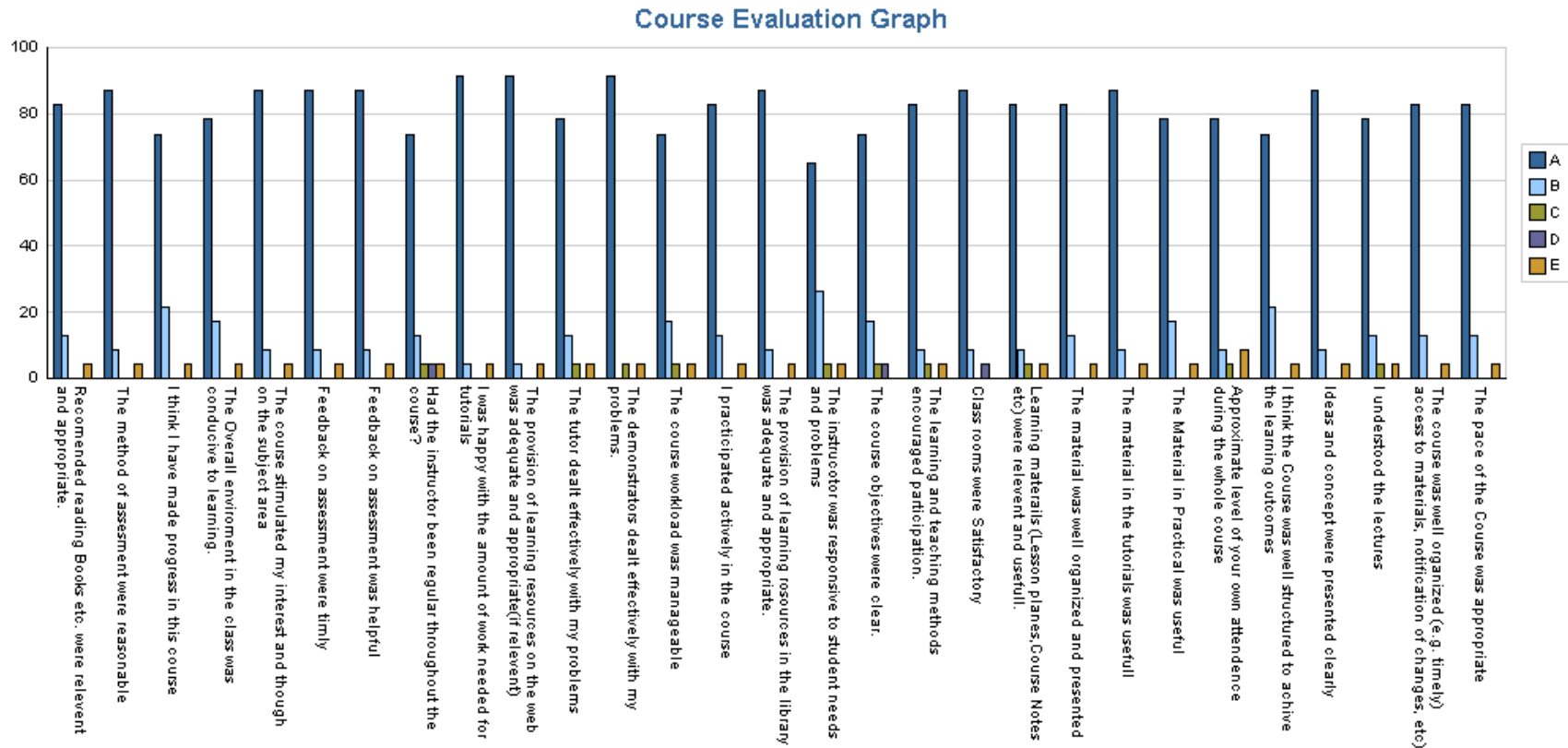
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives and learning teaching method is satisfied. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress and also need to improve the recommended material.

Mr. Mubarik Hussain (MGT-710, Organizational Behavior)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

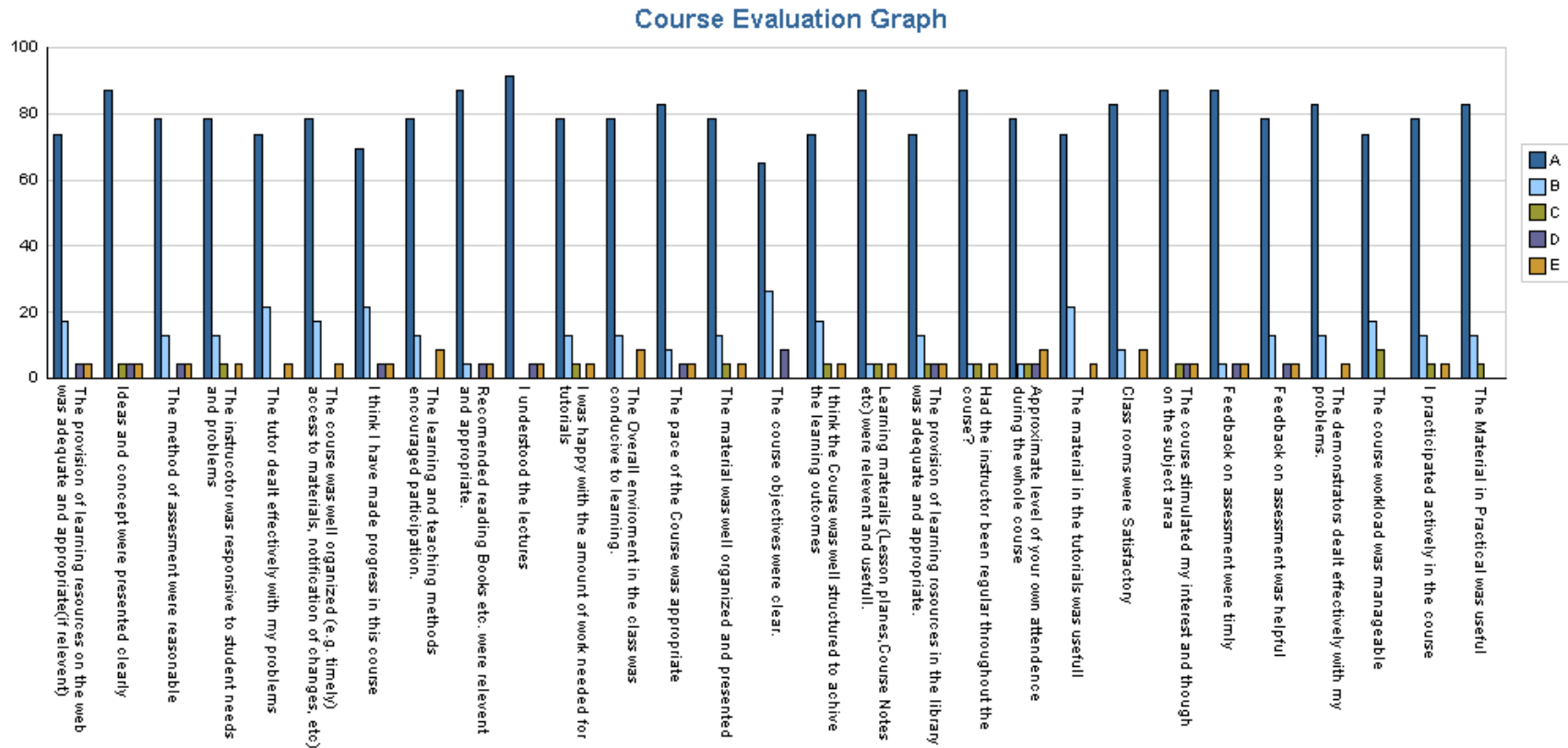
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, students were highly satisfied with the learning material and its amount. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress, also need to make ideas more clear.



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress. also need to improve the ideas and content presented.

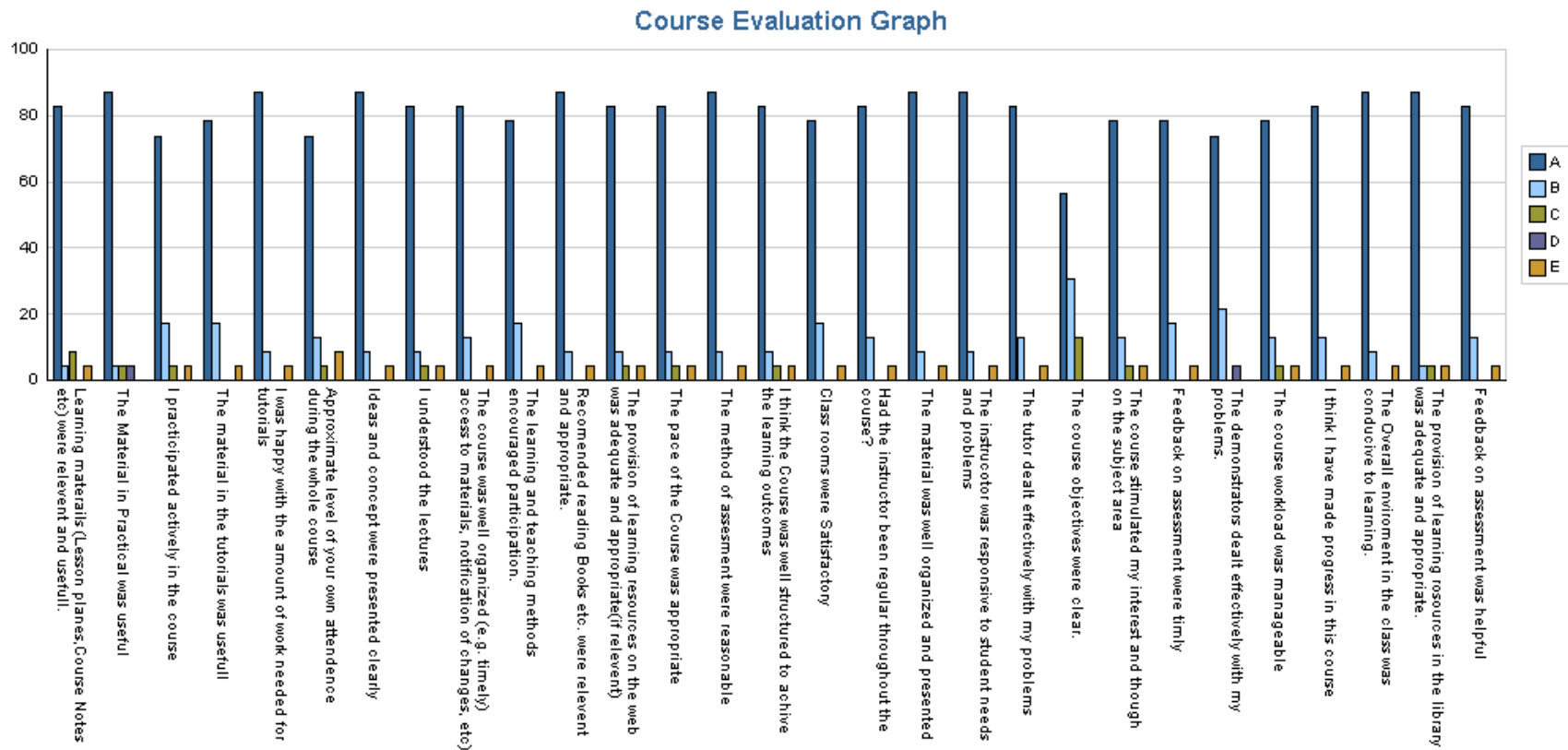
Mr. Malik Muhammad Faisal (MGT-729, Project Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, students were highly satisfied with amount of work that is provided for the learning. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

Mr. Ammar Asghar (MGT-763, Managerial Accounting)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

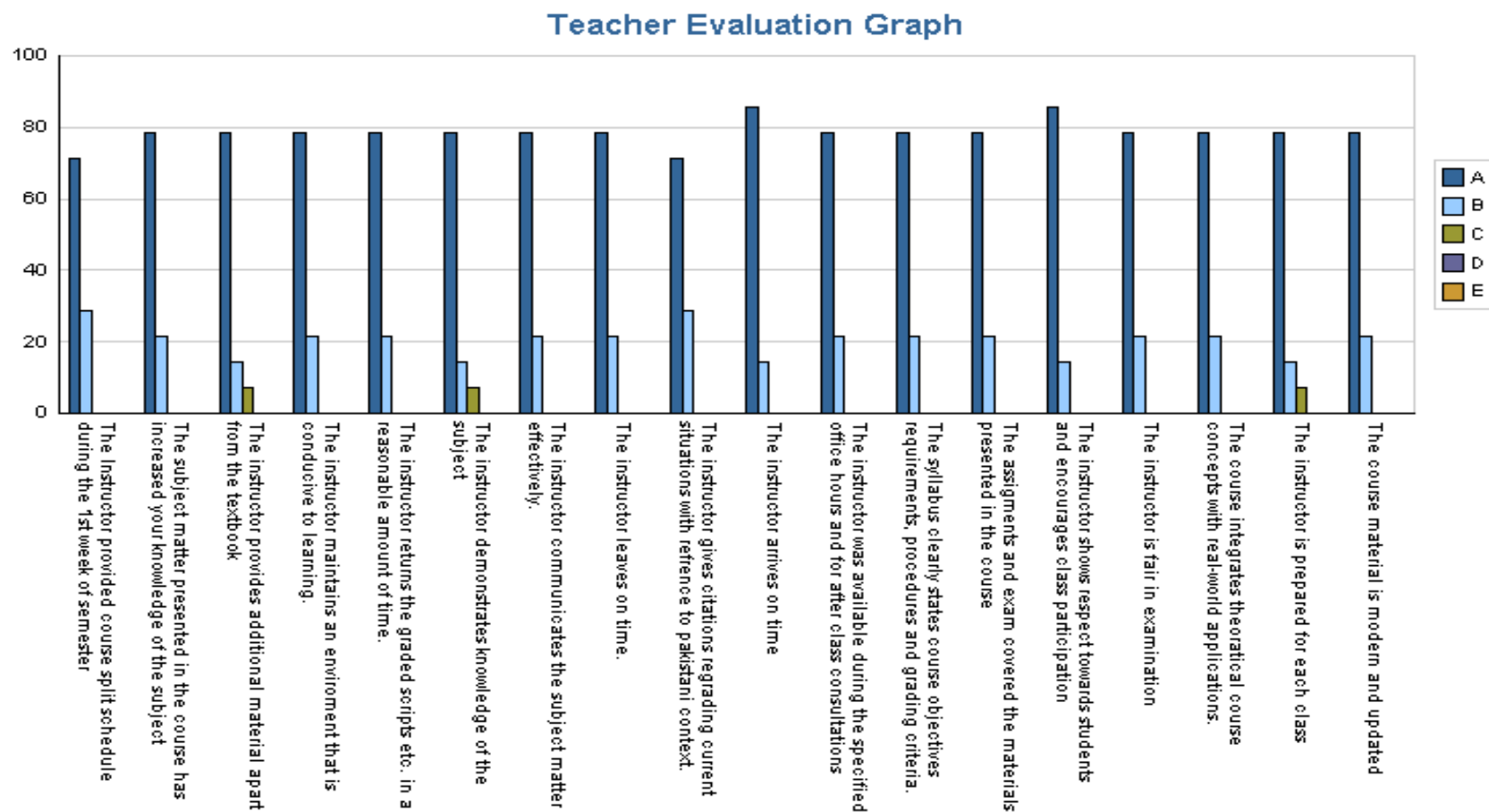
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the course in all quality aspects. Especially the students were quite content with the course's material, its language, sequence of the topics and clarity of course objectives, students were satisfied with the material that is presented and well organized. But there is a need to make the provision of learning resources, environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context. Students are highly satisfied that it shows a good progress.

TEACHER EVALUATION, FOR THE PERIOD OF 2012- 2014

Teacher evaluation

University Institute of Management Sciences offers various degrees in management sciences. The department consists of 18 full time and more than fifty visiting faculty members. All of the faculty holds relevant academic degrees and are qualified in teaching at the level. The courses are carefully formulated and appropriate teaching methodology is hired. Majority of the full time faculty holds higher degrees and rest are in the process. All the faculty members are evaluated by the students at the end of the semester in accordance with Proforma- 10. The results are graphically presented on the following pages. However, the current strength of the teaching faculty is far less than what is actually needed and the institute has to rely on the visiting faculty. If more faculty members are hired then the teaching quality may be improved. Furthermore, the process of improving the level of education for full time faculty is being emphasized and the faculty is encouraged to acquire higher qualifications.

Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a bar for each quality dimension / parameter of a teacher's performance. Each bar extends to a maximum value of 5 that shows highly satisfactory evaluation by students and to a minimum value of 1 that shows highly dissatisfied feedback. The following graph shows an overall evaluation (average score) of all the teachers on a scale of 5 that taught for the period of 2012-2014. An overall score of 5 shows a highly satisfactory teaching, 4 shows a satisfactory response by students, 3 shows that students are uncertain if the teacher taught well, 2 shows an unsatisfactory teaching performance and 1 shows highly unsatisfactory response by the students for the teacher.

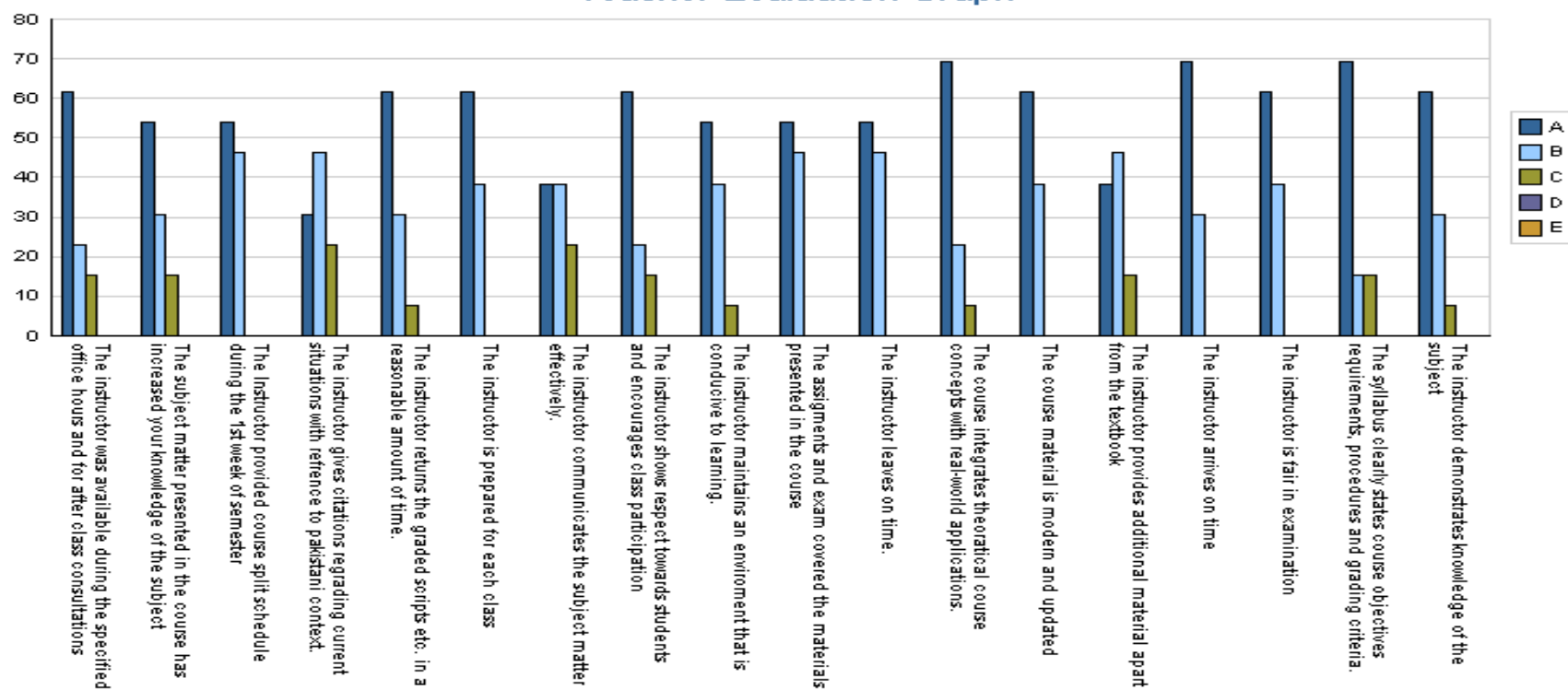


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his behavior, and clarity of course objectives. But the teacher needs to make available citations according to the current situation in Pakistan, the class environment more conducive to learning, and make course objectives clear before teaching the contents.

Dr. Fayyaz ul Hassan (AGB-701, General Agriculture)

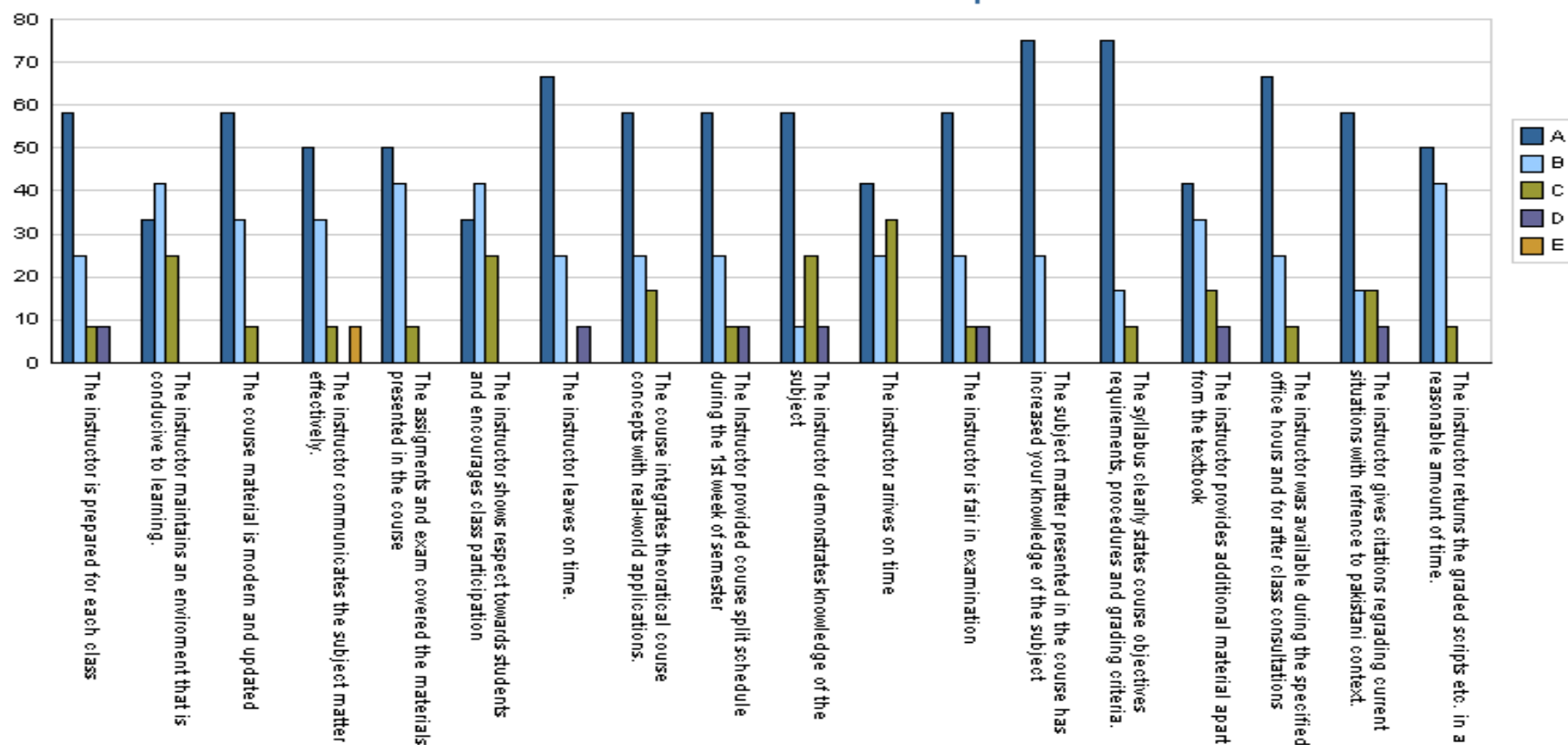
Teacher Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to evaluate the objective requirement and procedures, his punctuality, his fair marking pattern, and preparation of contents before class. But the teacher needs to make the improvement in communication of subject matter, in providing the additional material about the course content and relate topics to Pakistani context.

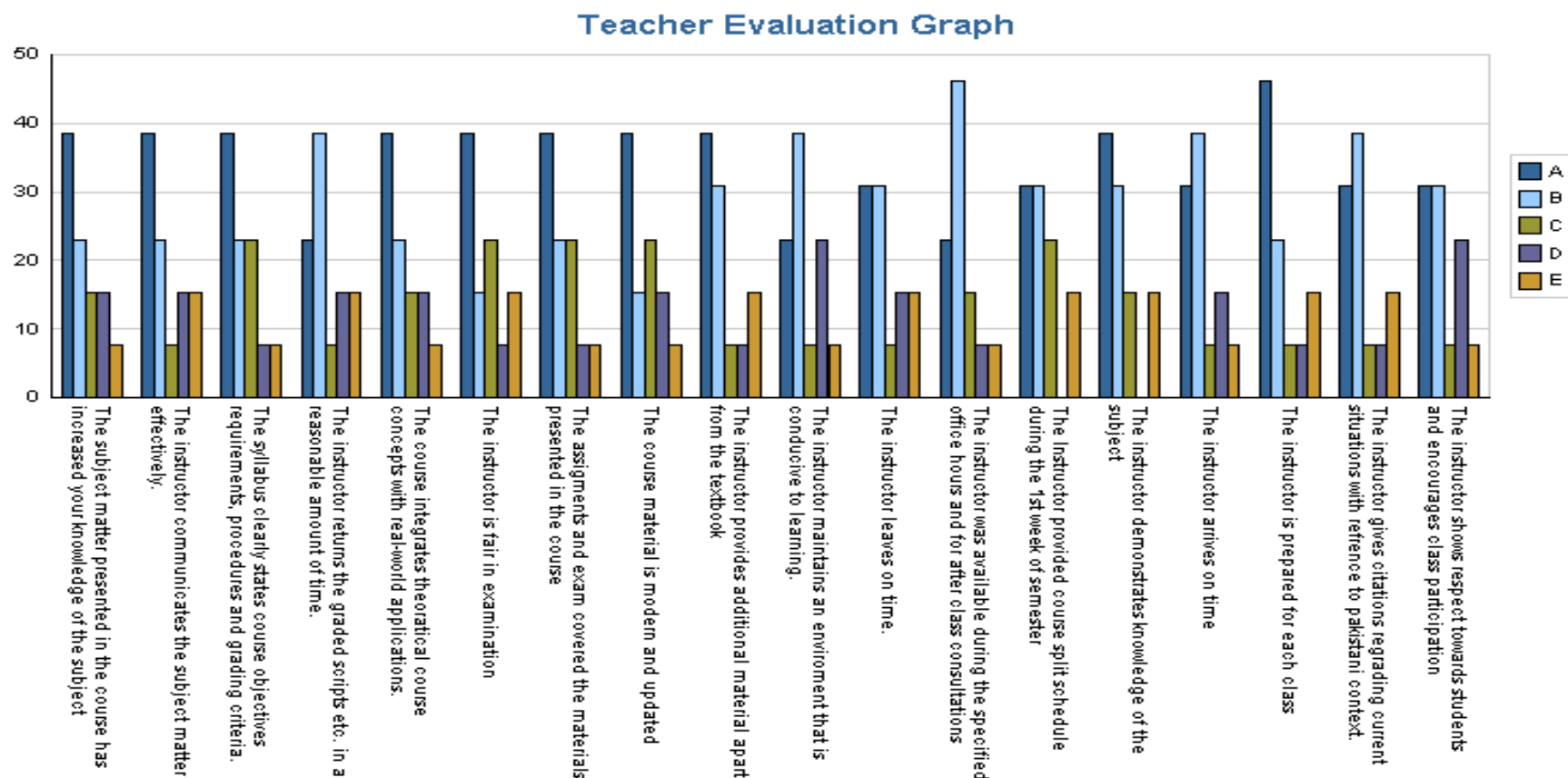
Teacher Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to evaluate the course objective requirements, procedure and grading pattern, his knowledge delivering style, and his availability in office hours. But the teacher needs to make the class environment more conducive to learning, in encouragement of students to take participation in class and to be punctual

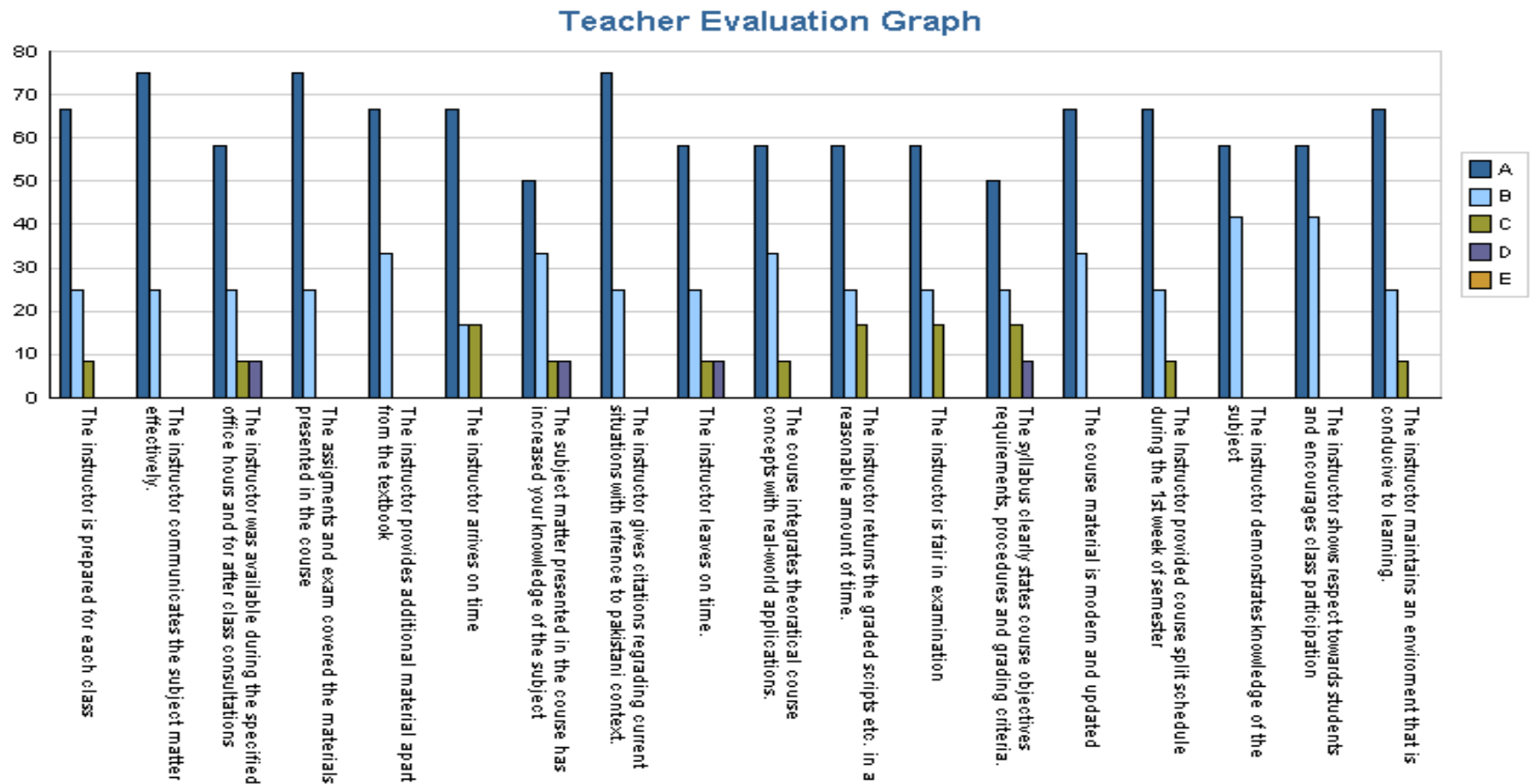
Mr. Faisal Hameed Butt (ENG-701, Functional English)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to , make course objectives clear before teaching the contents, availability in office hours, and relate topics to Pakistani context. But the teacher needs to make the course content updated and generalized and students thinks he his not fair in their evaluation.

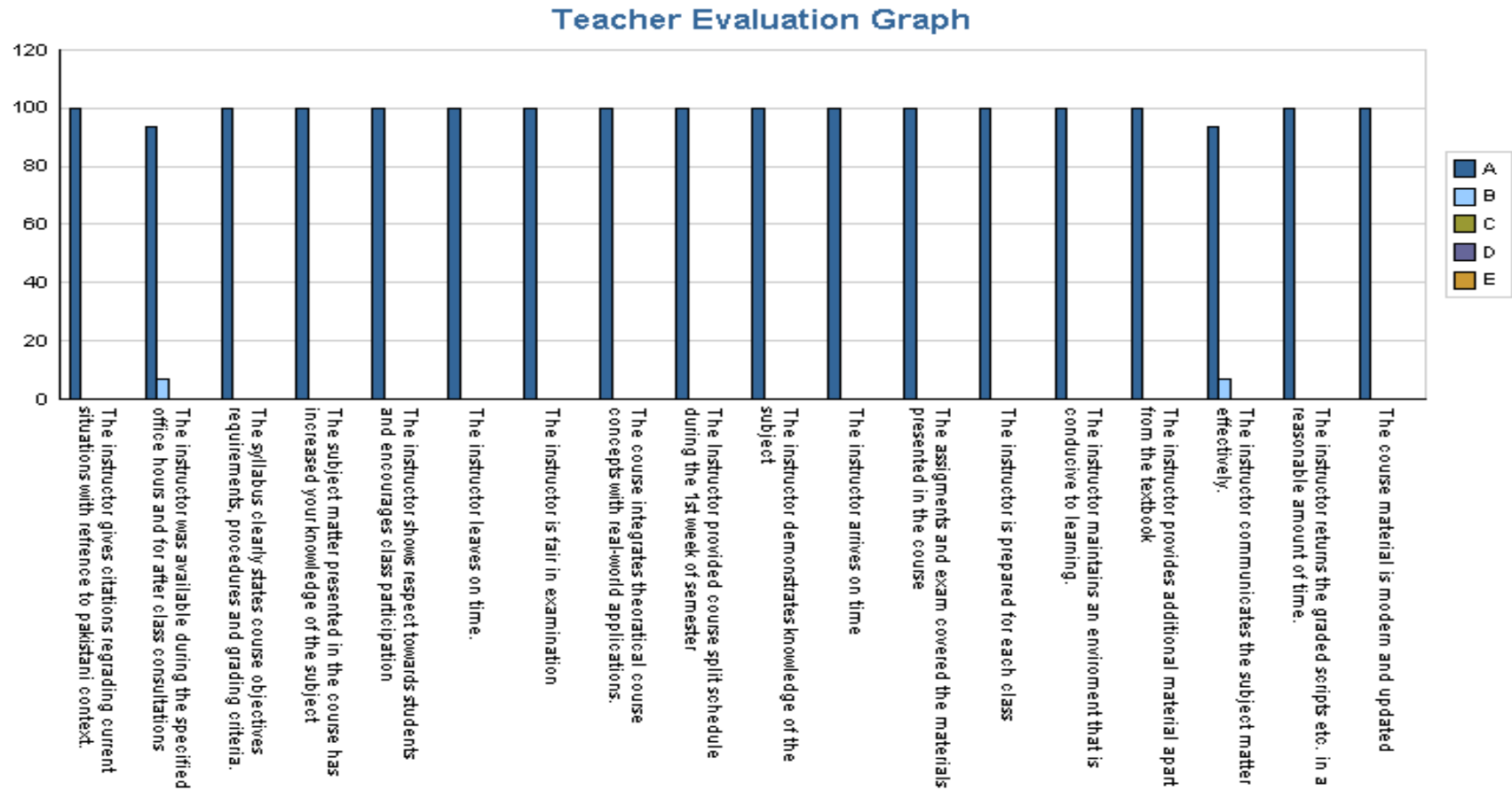
Ms. Shumaila Zafar Awan (MGT-720, Introduction to Business)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

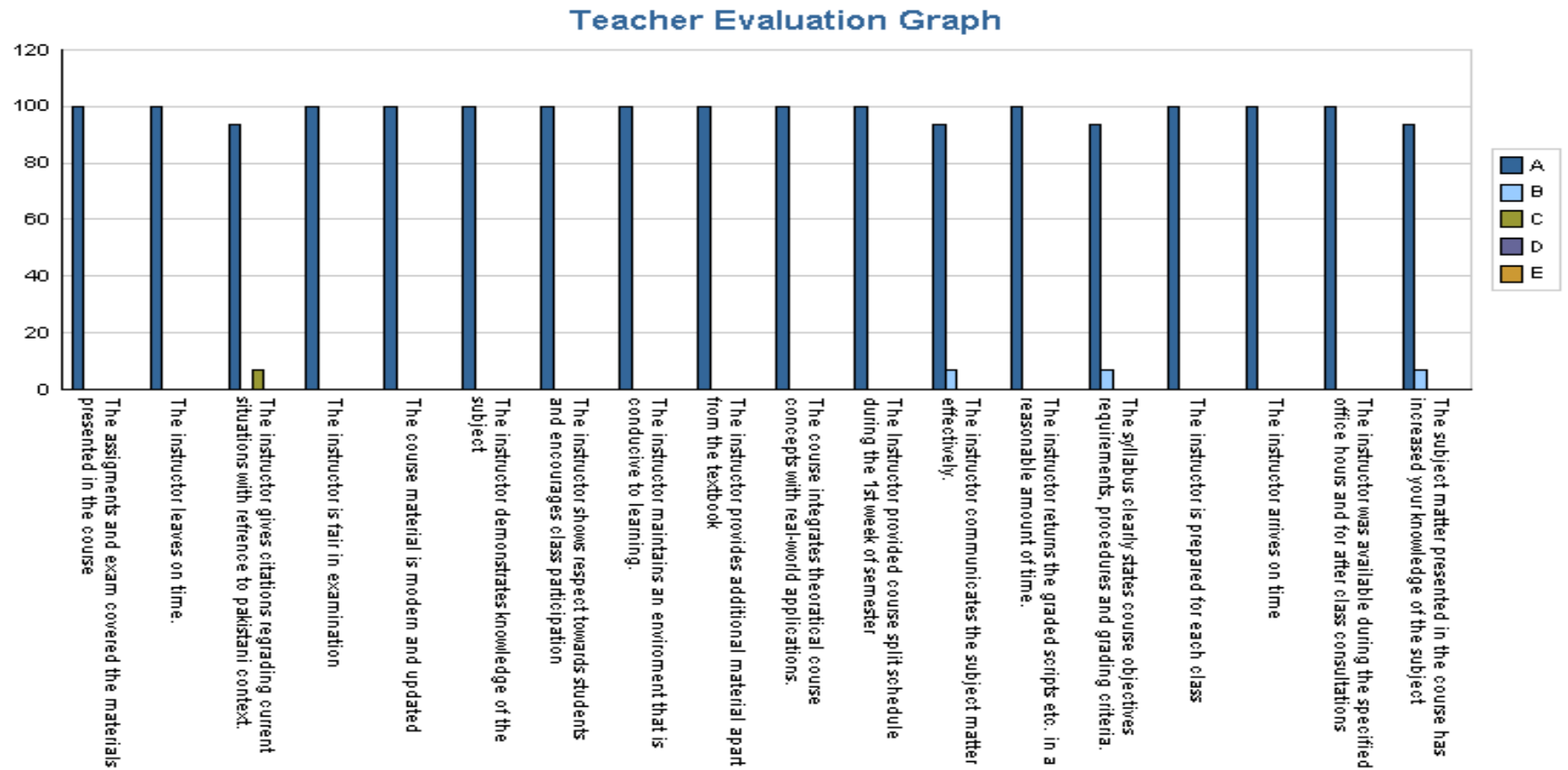
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, relating the topics to Pakistani context, his evaluation pattern and clarity of course objectives. But the teacher needs to make the clarity in course objective requirements, procedures, and grading.

Ms. Saba Bashir (PSY-701, Social Psychology & Self Development)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

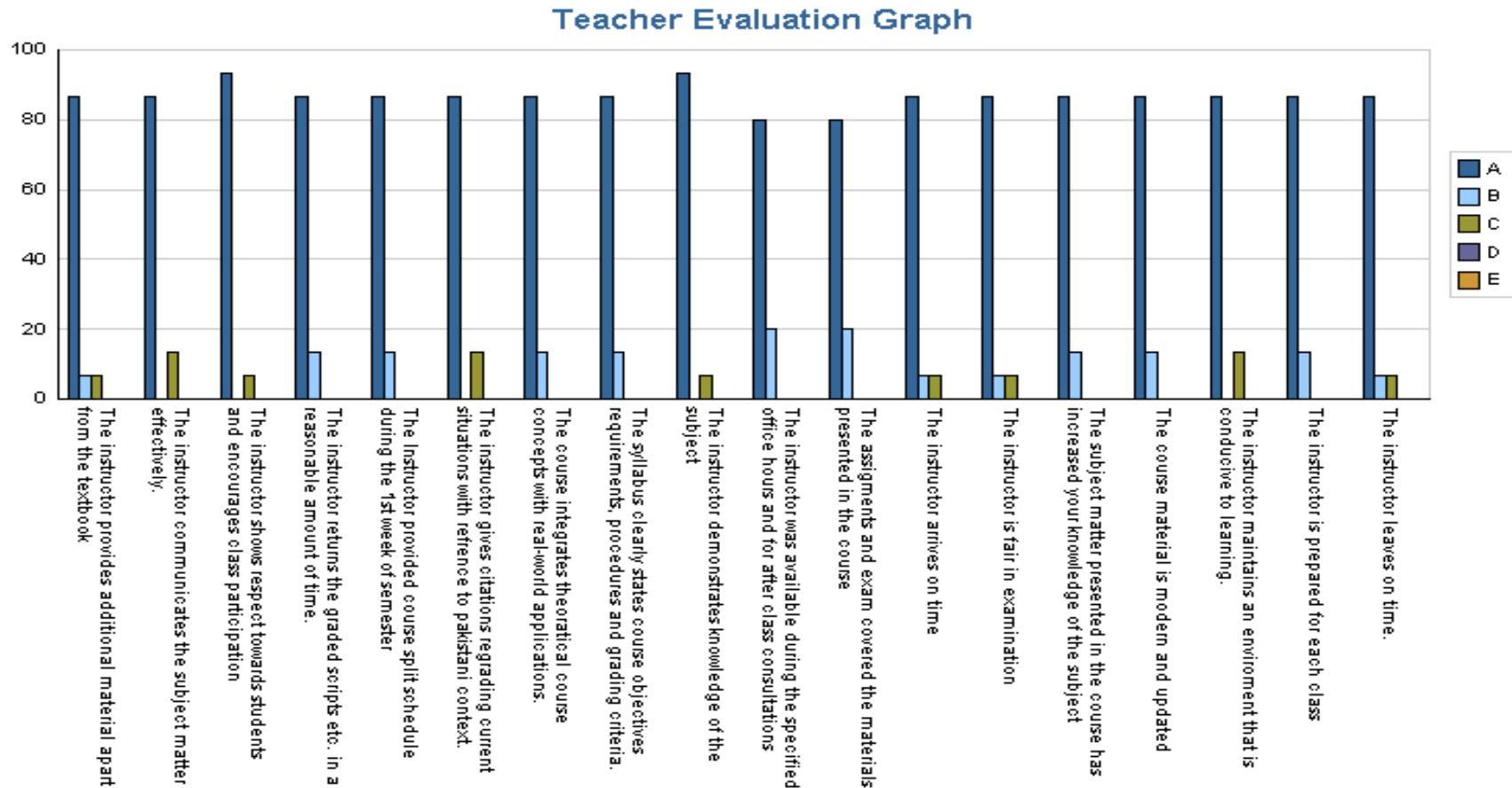
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. She needs just a little more improvement in subject matter affection and availability timings.



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. The teacher needs a little more effort in making the subject matter more effective and in relating topics to Pakistani context.

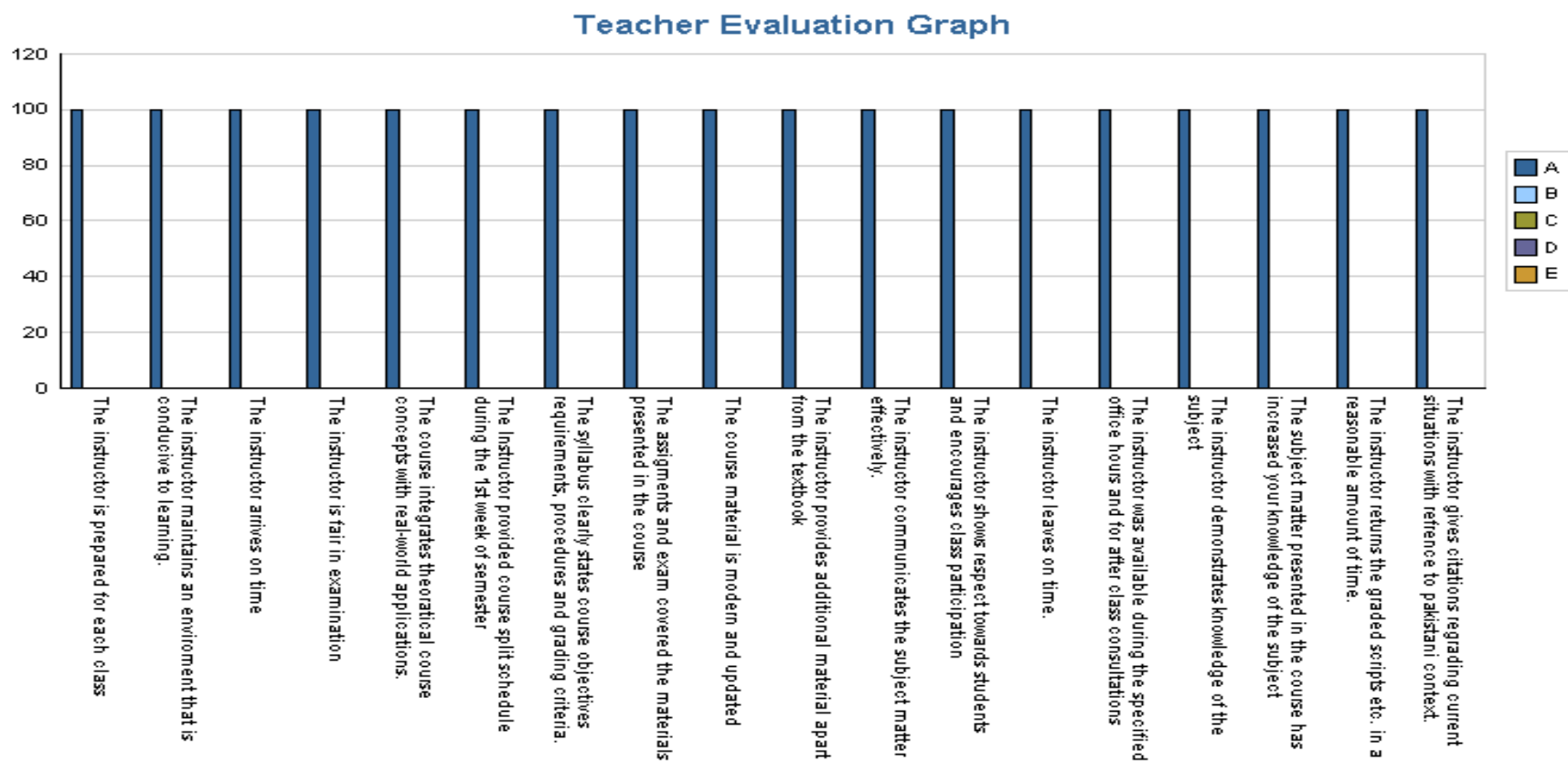
Dr. Muhammad Razzaq Athar (ECO-702, Macro Economics)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

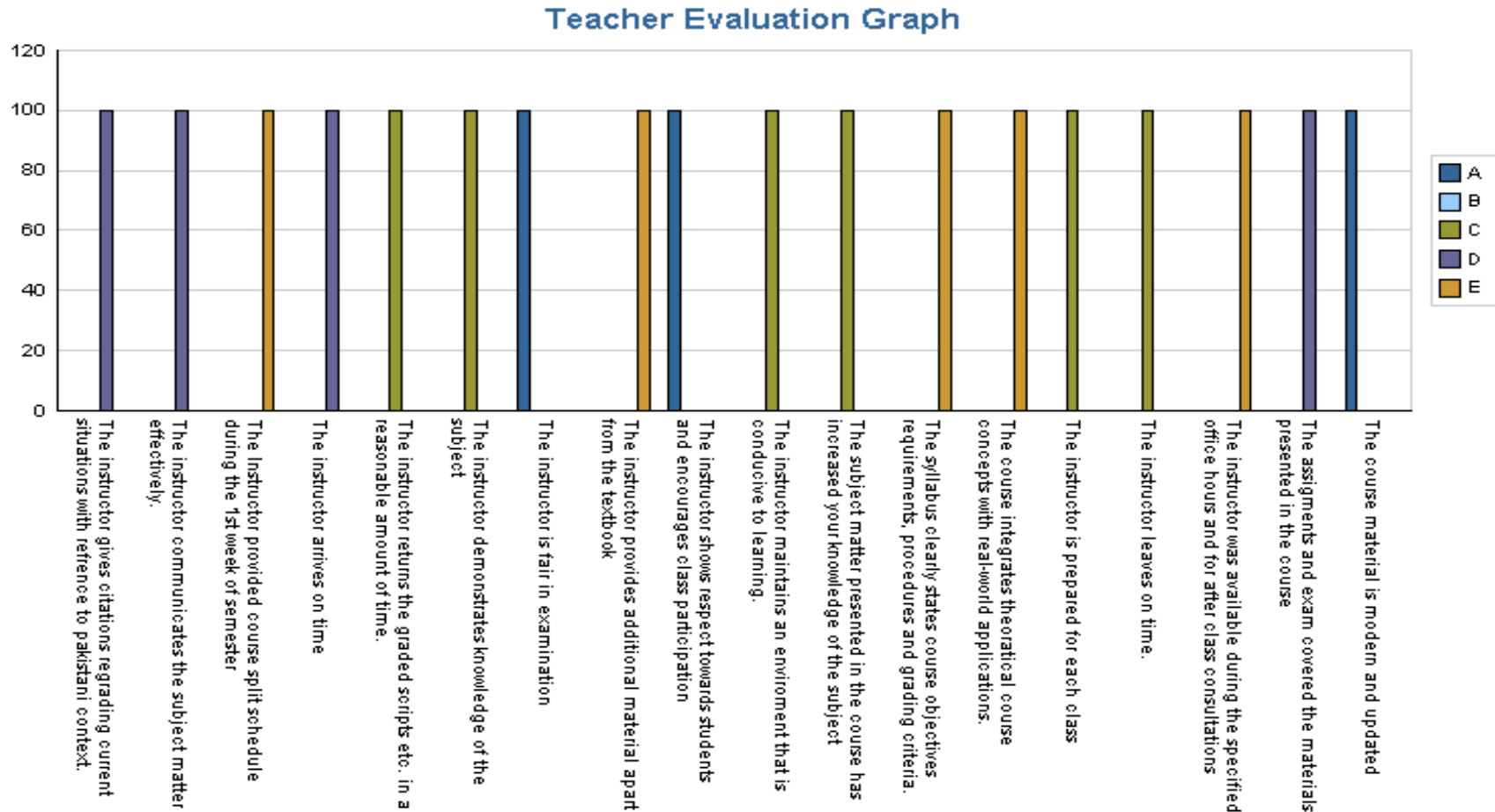
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to make course objectives clear before teaching the contents, making available the updated and modern contents of the course and clarity of course objectives. But the teacher needs to make communication of the course contents more clear, and make the environment more conducive to learn.

Mr. Bilal Karim (AGB-703, Agri. Entrepreneurship)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

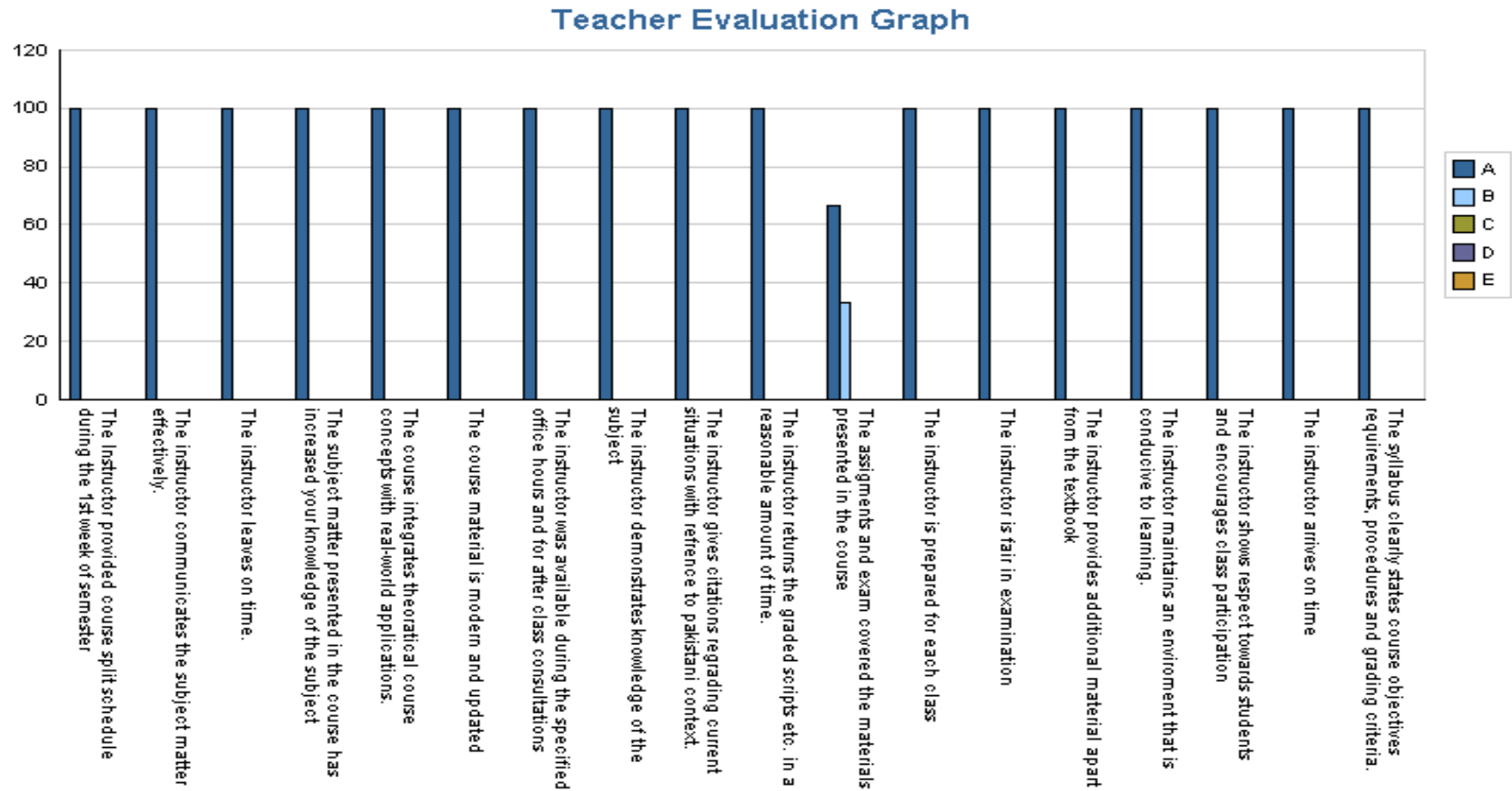
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in his ability to make the class environment conducive, making the content of the topic according to the live examples as it will be more better if these examples belong to Pakistan. He needs to be more effective in preparation of contents before class and make available the relevant and updated subject material.



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in the aspects of making the updated course material available, in evaluation of exams and teacher encourages the students class participation. But the teacher needs to make the class environment more conducive to learning, availability in office hours and relate topics to Pakistani context.

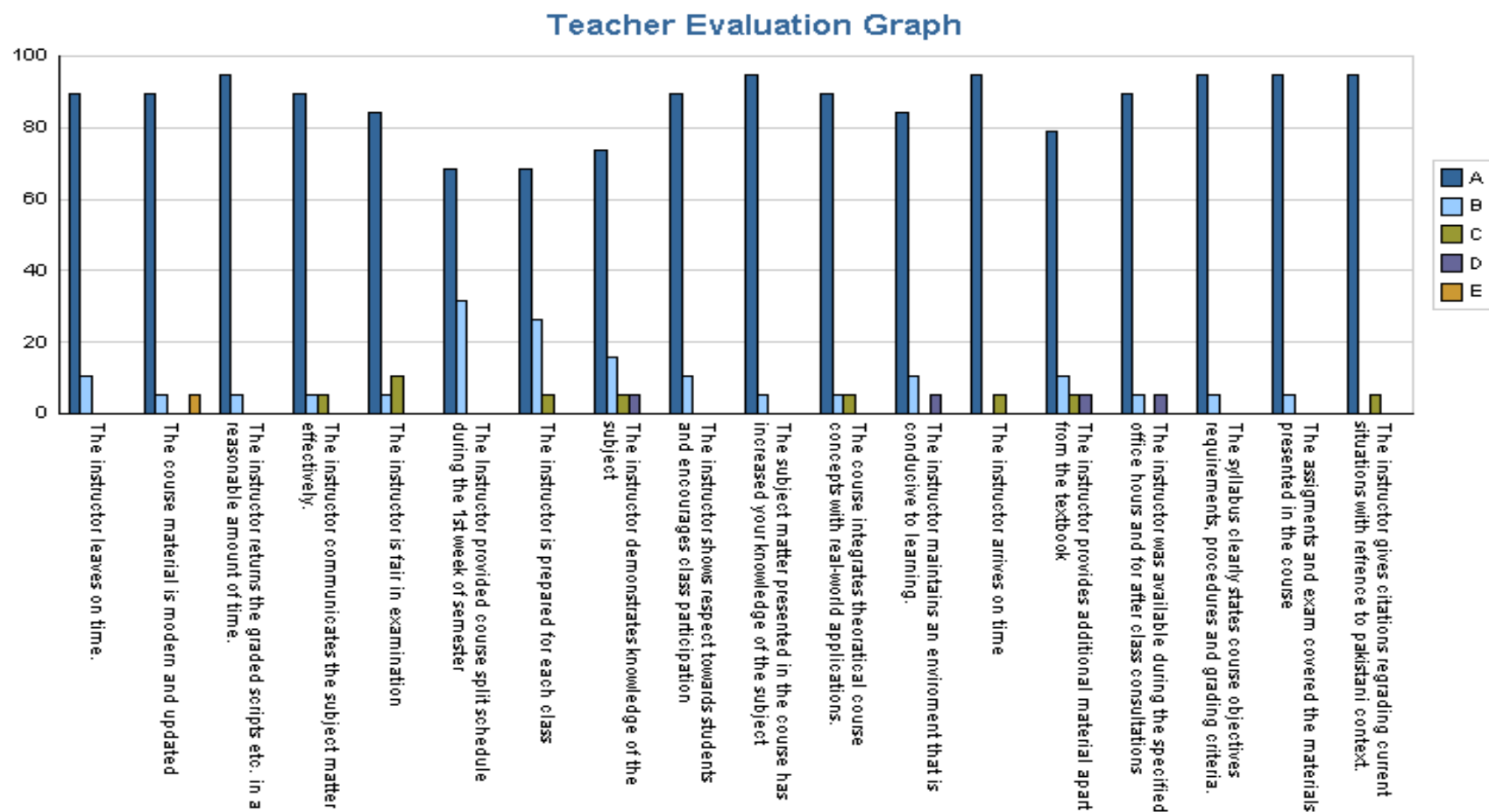
Mr. Zia Ur Rehman (MGT-701, Principles of Marketing)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in his ability to deliver the knowledge, make the class environment more conducive, and his punctuality. But he need to be improve a little more fair in assigning and evaluation the assignments that it should be understandable to the students.

Ms. Bushra Zulfiqar (MGT-702, Principles of Accounting)

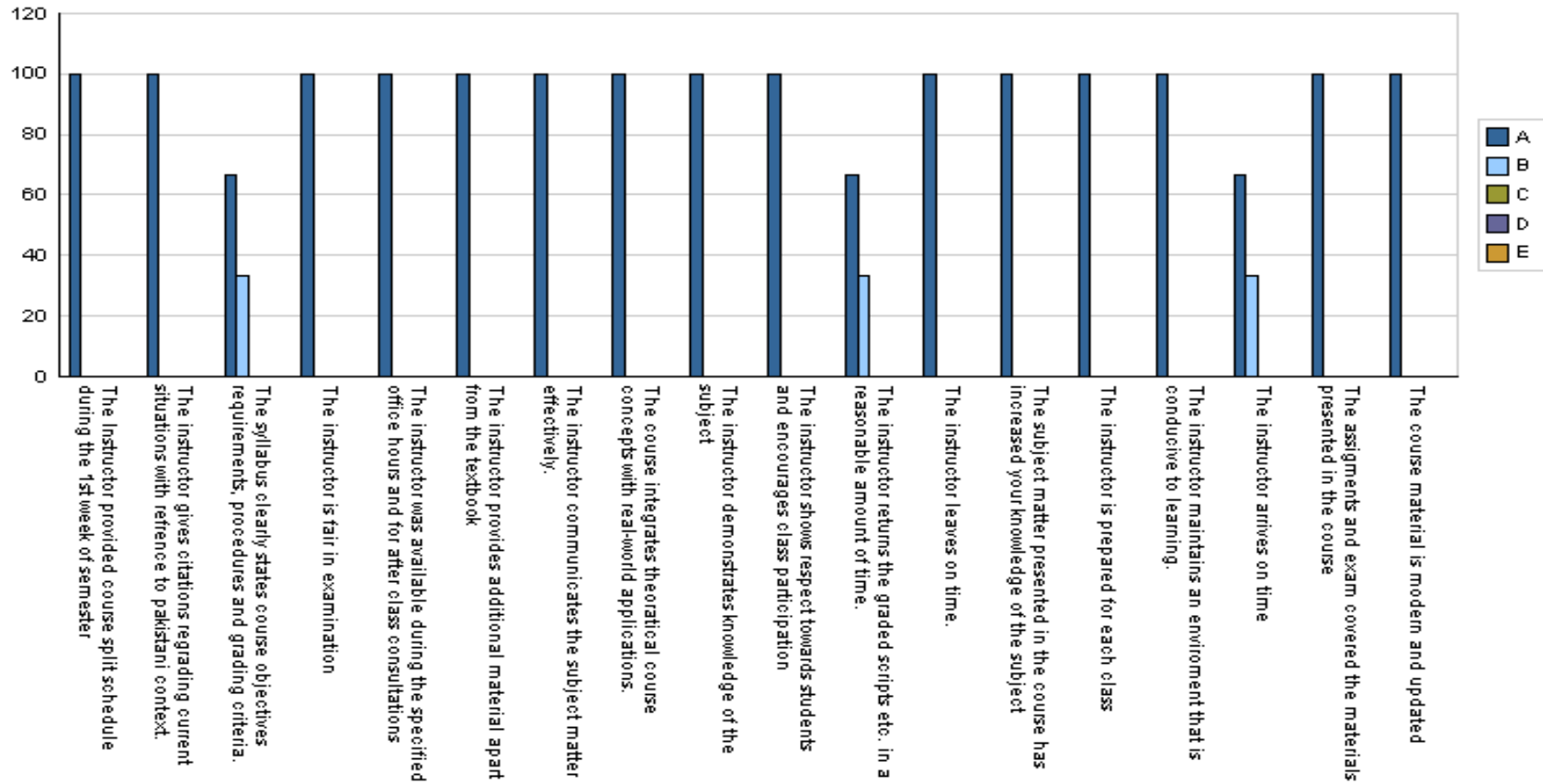


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in her ability to make the students understand the contents of the subjects and encourage them to participate in class. She is also quit well in making the class environment more conducive. She needs just a little more effort in encouraging the students to participate in class.

Ms Afsheen Faima (MGT-703, Principles of Management)

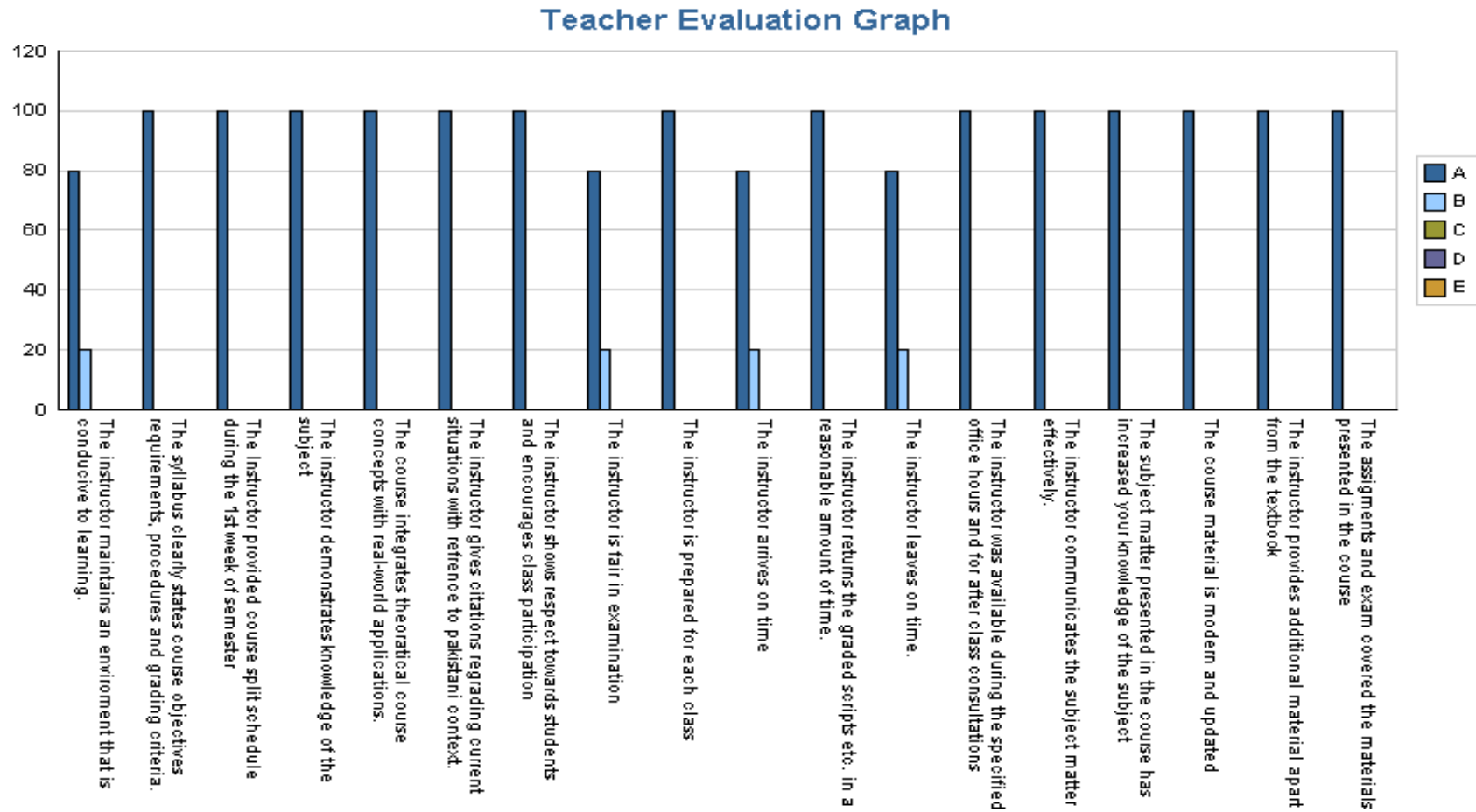
Teacher Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Need to be a little focus on class timings. Especially in her ability to make the class environment more conducive, in making the clear sense of the topic before class, and making available the additional material of the subject material.

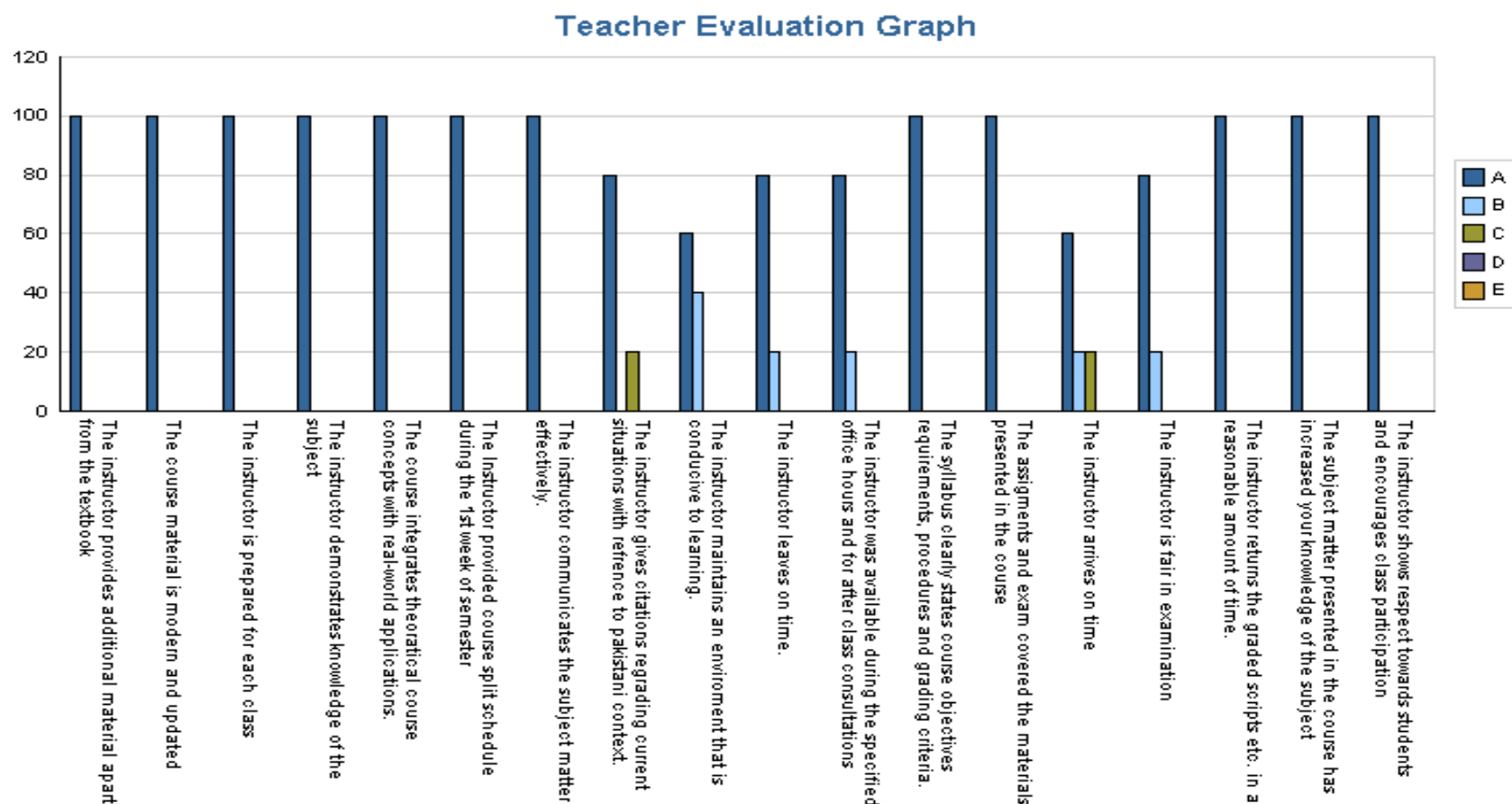
Mr. Shakeel M. Danial (MGT-706, Business Communication)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in his ability to deliver the knowledge, make the class environment more conducive, and his punctuality. But he need to be improve a little more fair in assigning and evaluation the assignments that it should be understandable to the students.

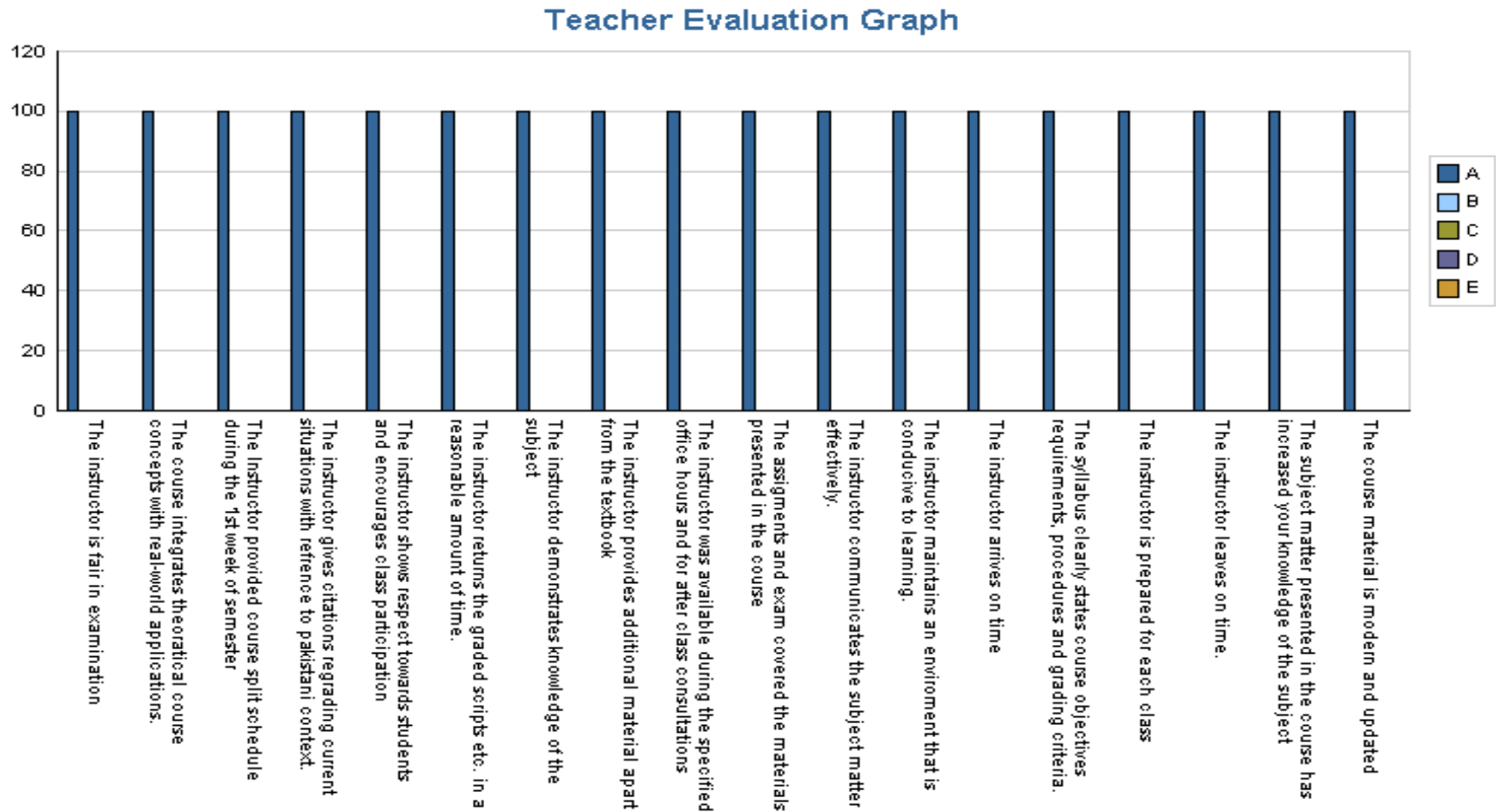
Mr. Nasir Mehmood (ECO-704, Production Economics in Agriculture)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

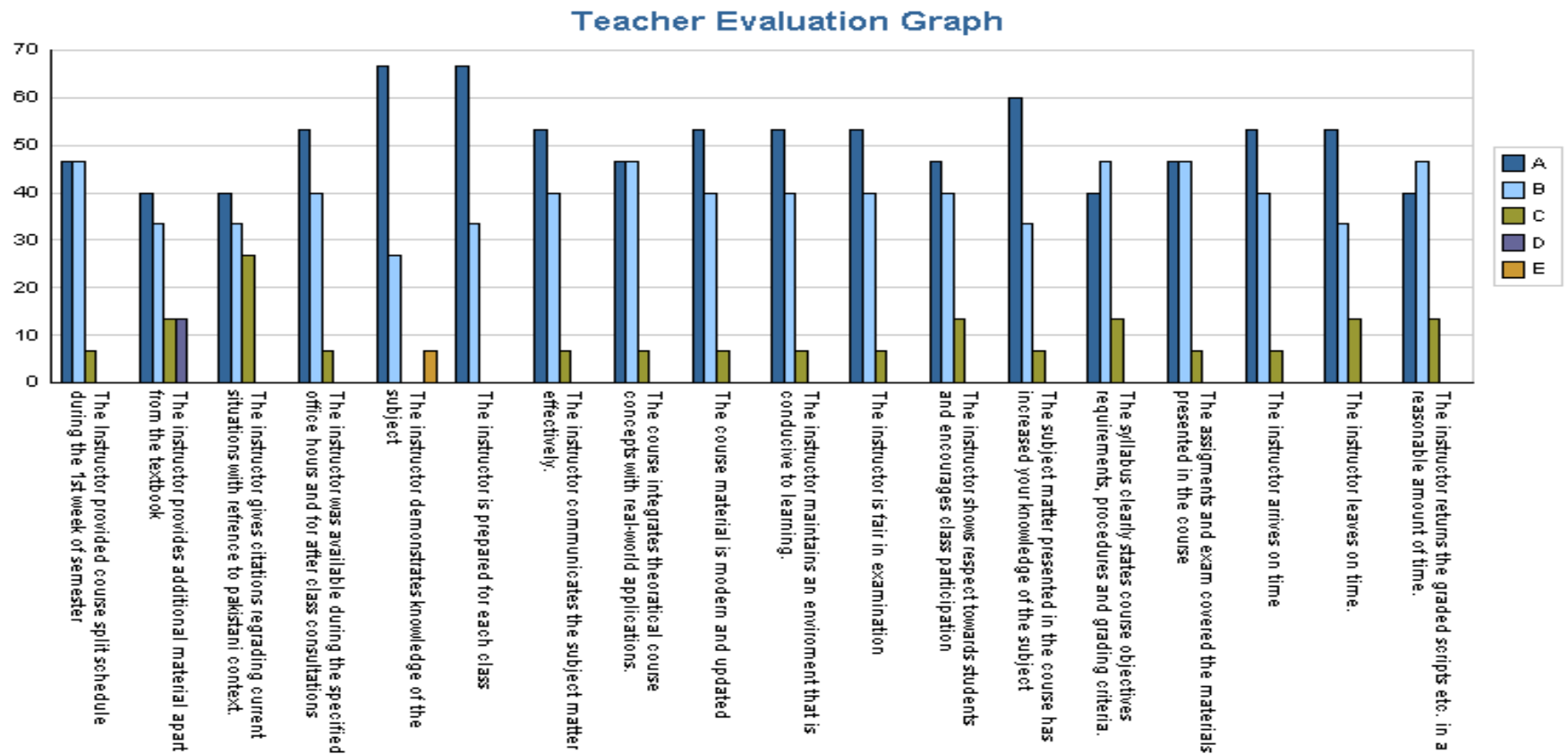
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in his ability to deliver the knowledge, make the class environment more conducive, his punctuality, and students think their knowledge is increased after this course study. But he needs to make efforts in making available the citation of current situation in Pakistan.

Mr. Shuja Ilyas (MGT-716, Strategic Business Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

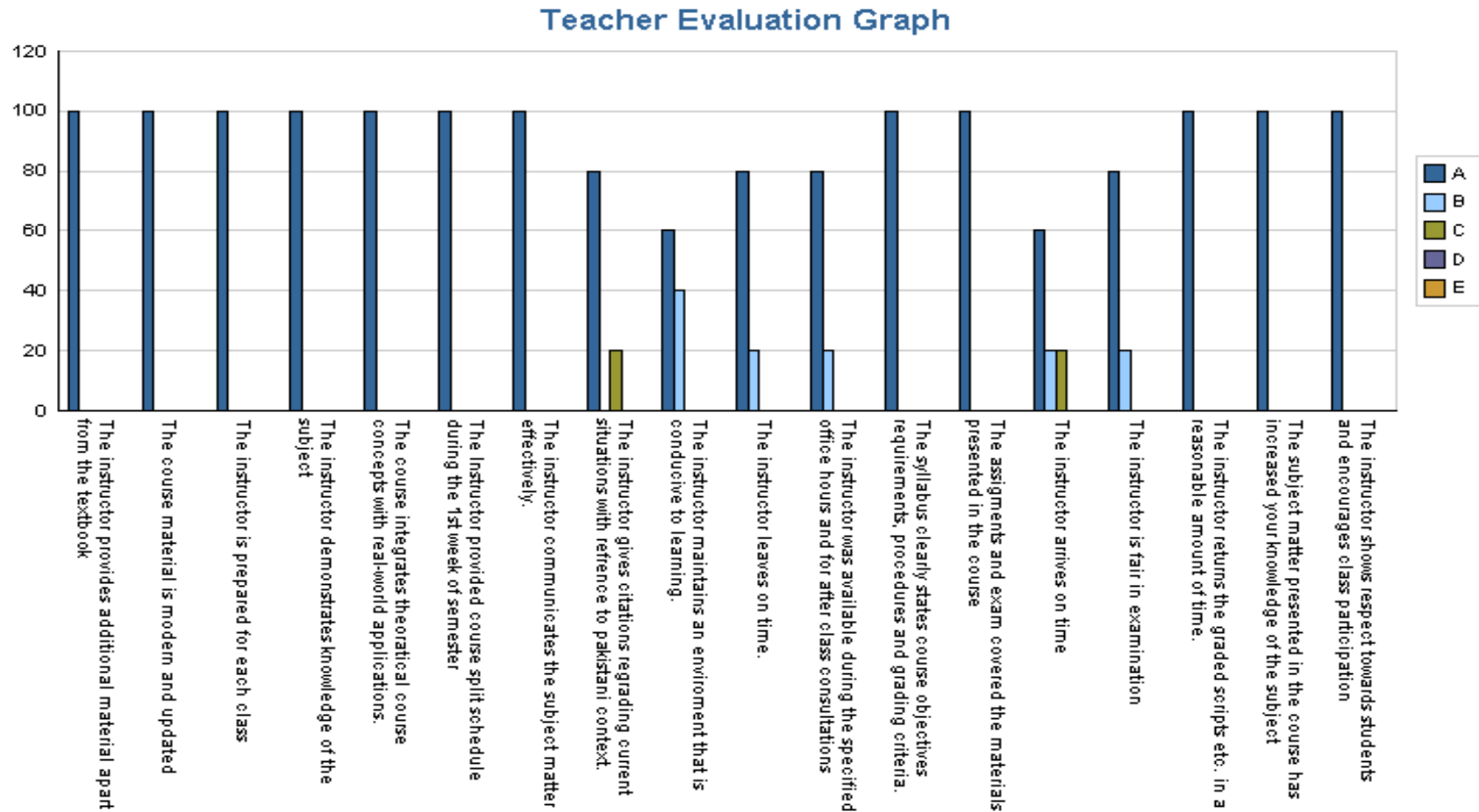
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in conducting a productive class environment, encouraging the students in class participation, and making the additional source of content available other than textbooks, but he need to be more punctual, be fair in marking the exam papers and be prepare before class.



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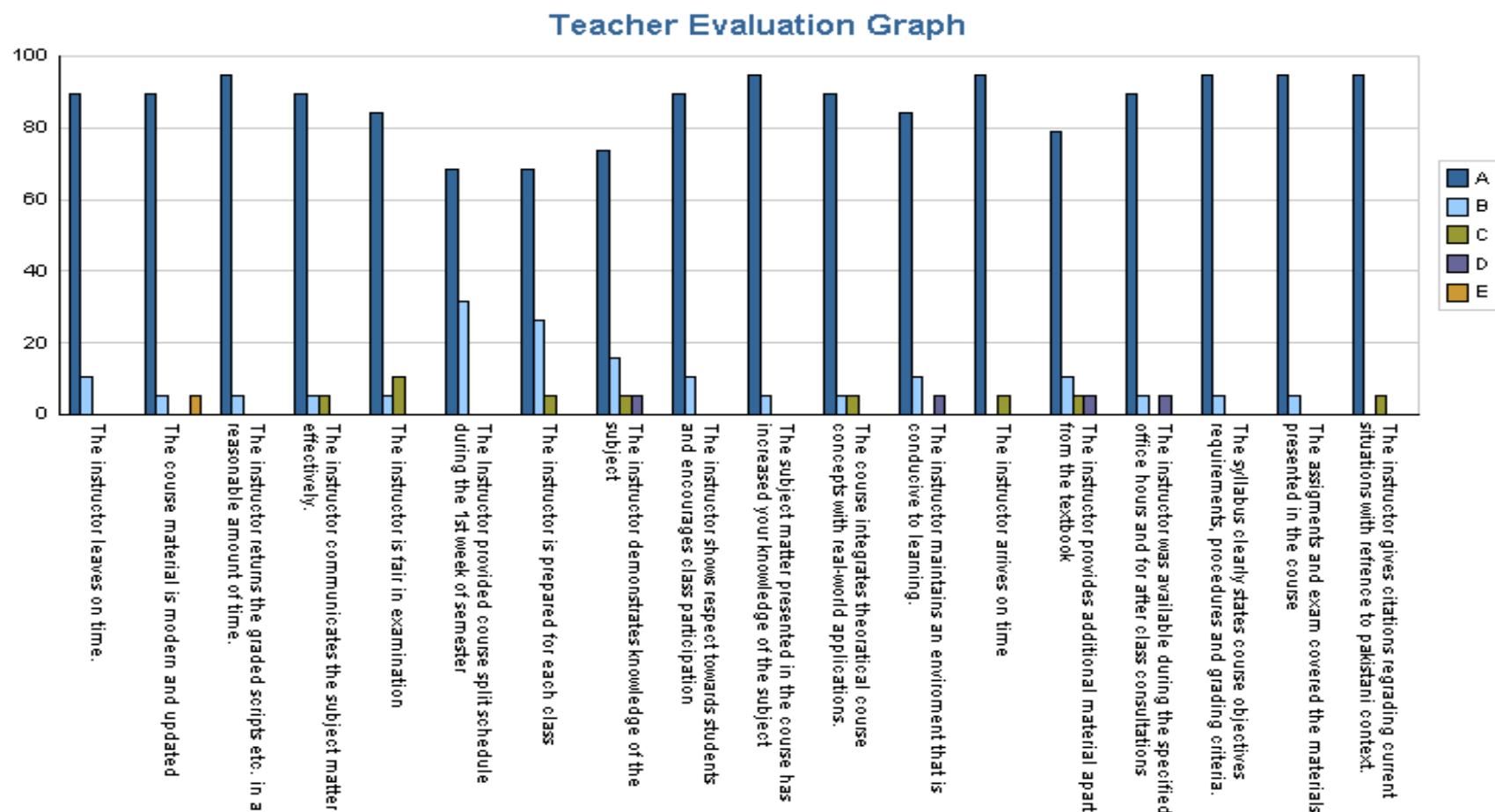
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to make course objectives clear before teaching the contents effectively communicate subject matter, her punctuality, making addition in students' knowledge and clarity of course objectives. But the teacher needs to make available the additional material apart textbooks and relate topics to Pakistani context.

Mr. Khalid Sohail (MGT-712, Financial Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially, in making the source of subject matter and additional information available to the students. He needs to be punctual and cite the topic according to the current situation of Pakistan. And if possible, be available to the students during office hours.

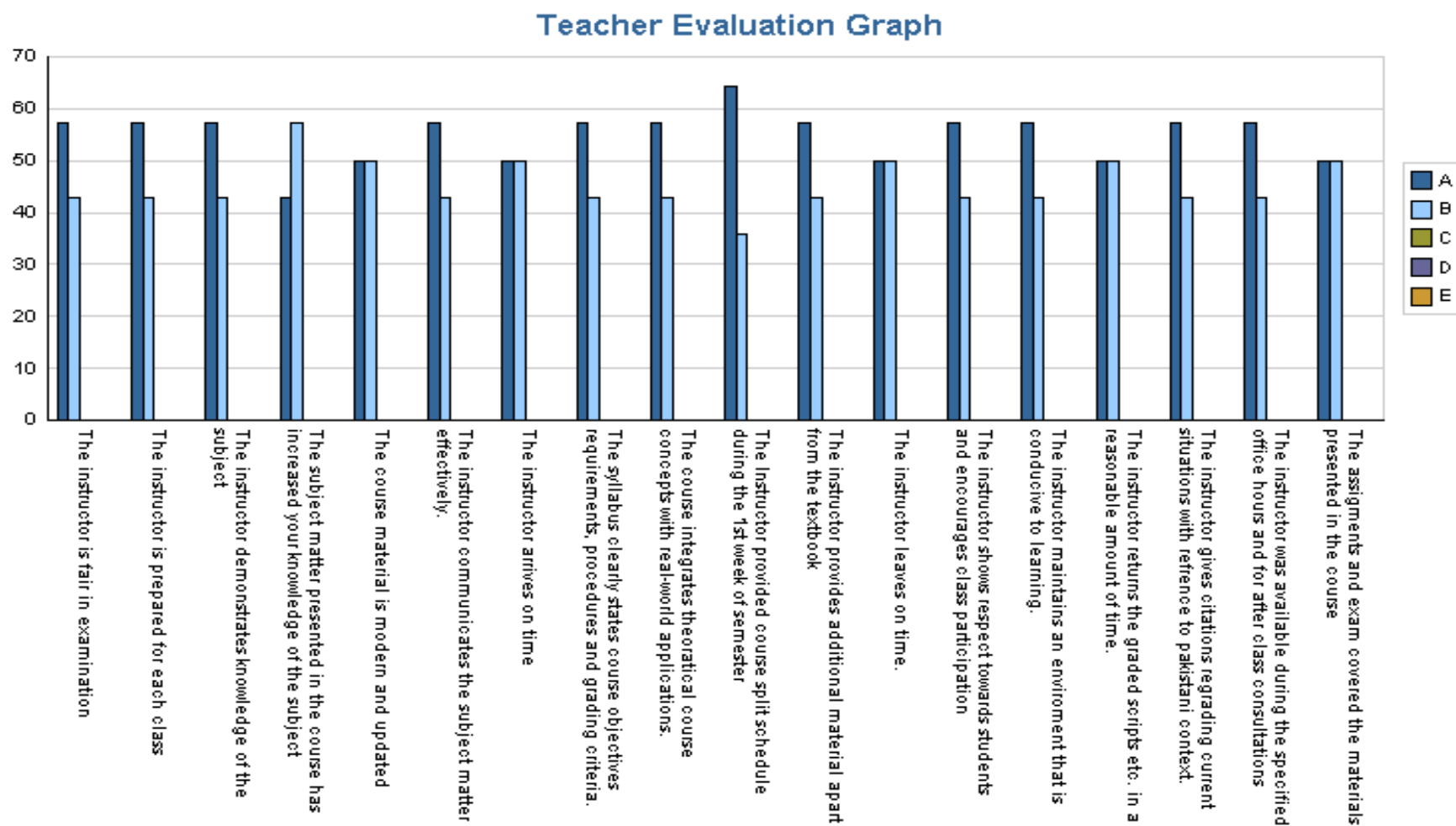


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially in his ability to cite the contents according to the current situation in Pakistan, his punctuality, making addition in students' knowledge and clarity of course objectives. But the teacher needs to make available the additional material apart textbooks. And if possible teacher should be available during office hours.

Students think he is not fair in evaluation of exams and in punctuality.

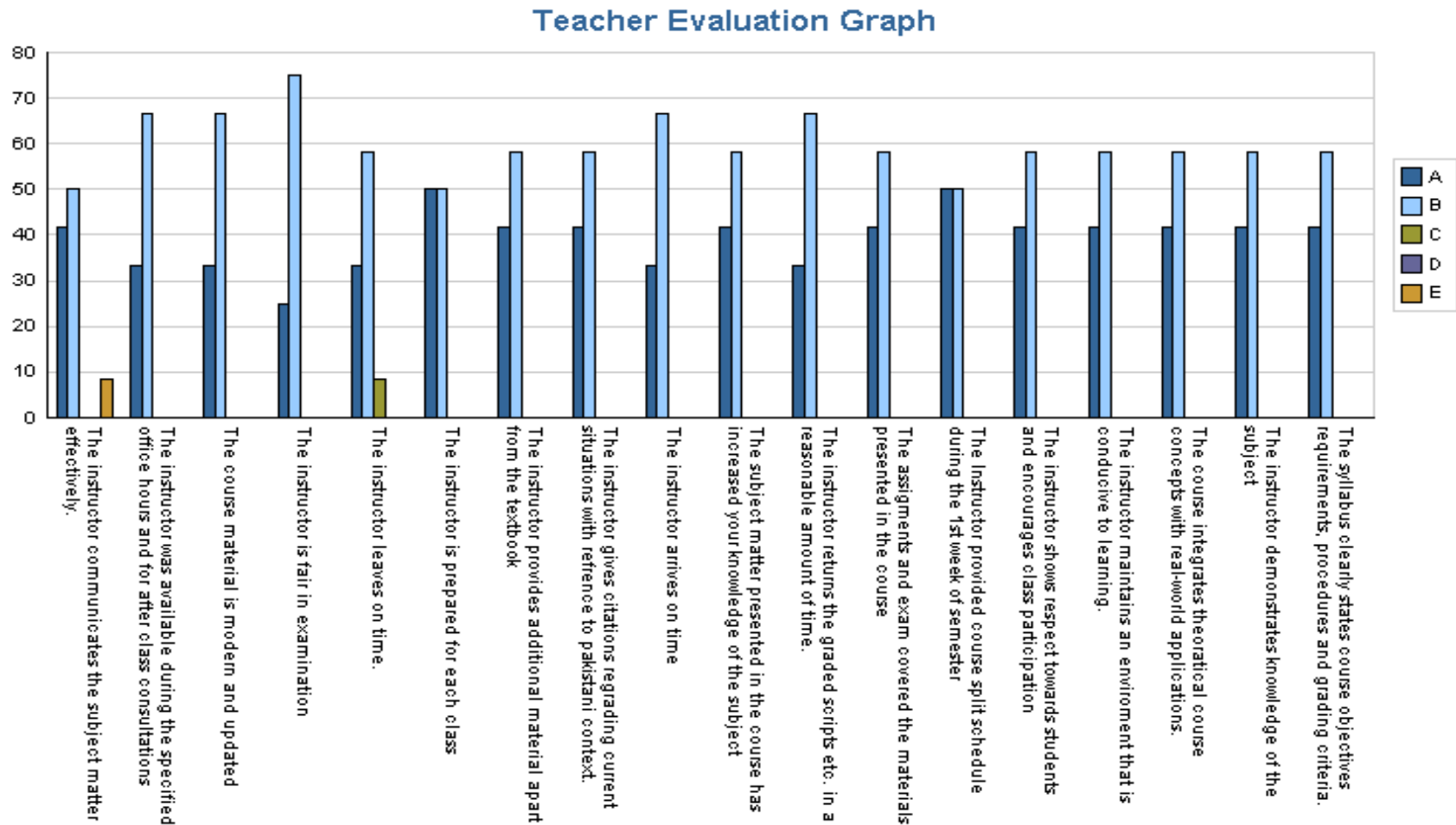
Mr. Ahmad Imran (MTH-701, Business Mathematics)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. . Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. The teacher needs a little more effort in relating topics to Pakistani context.

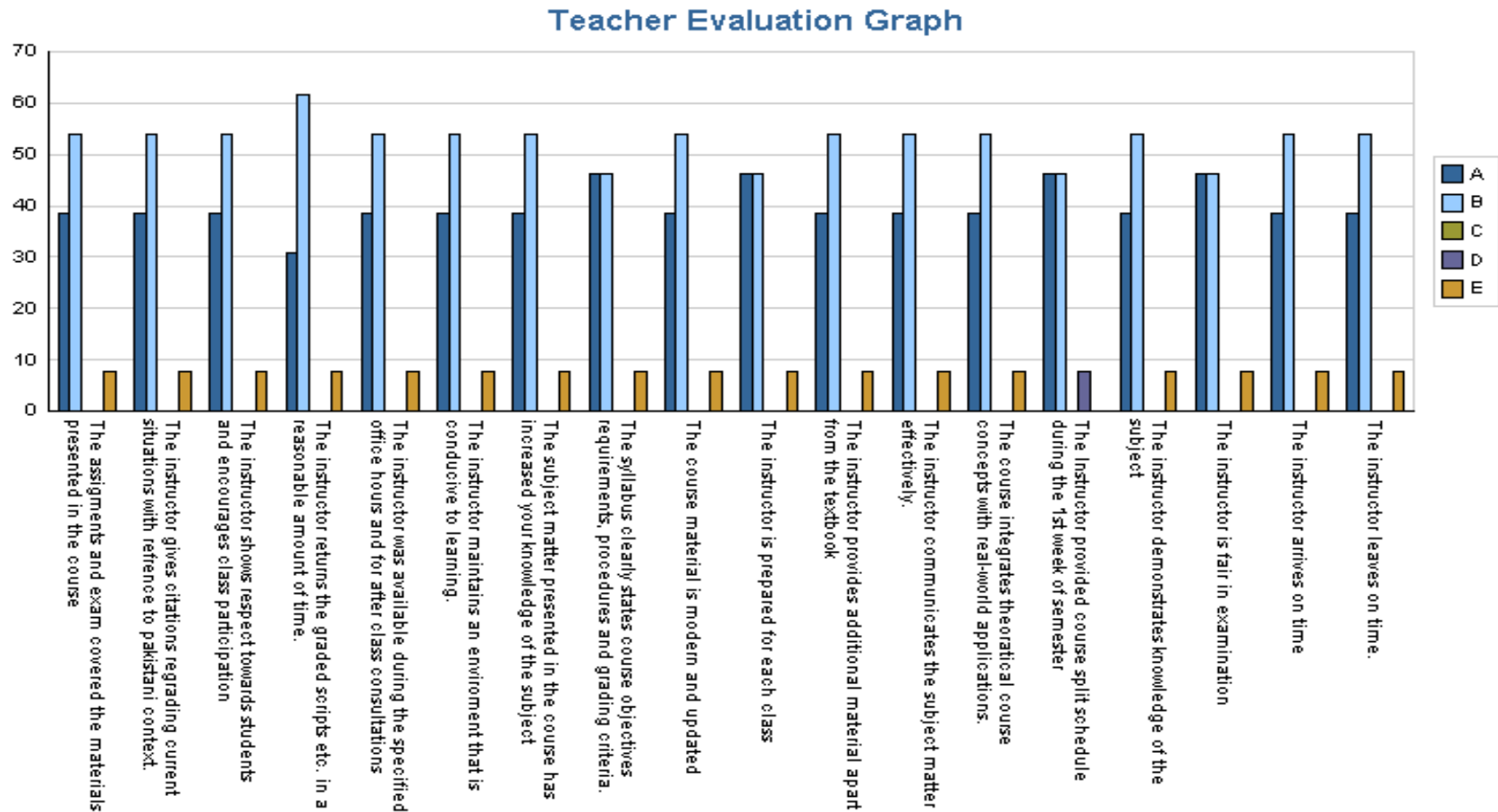
Ms. Sidra Shahzadi (ECO-701, Micro Economics)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. She has to make a little more effort in making the subject matter more effective. Especially the students were quite content with teacher's ability to make course objectives clear before teaching the contents effectively communicate subject matter, her punctuality, making addition in students' knowledge and clarity of course objectives. But the teacher needs to relate topics to Pakistani context. And make available the additional material apart textbooks.

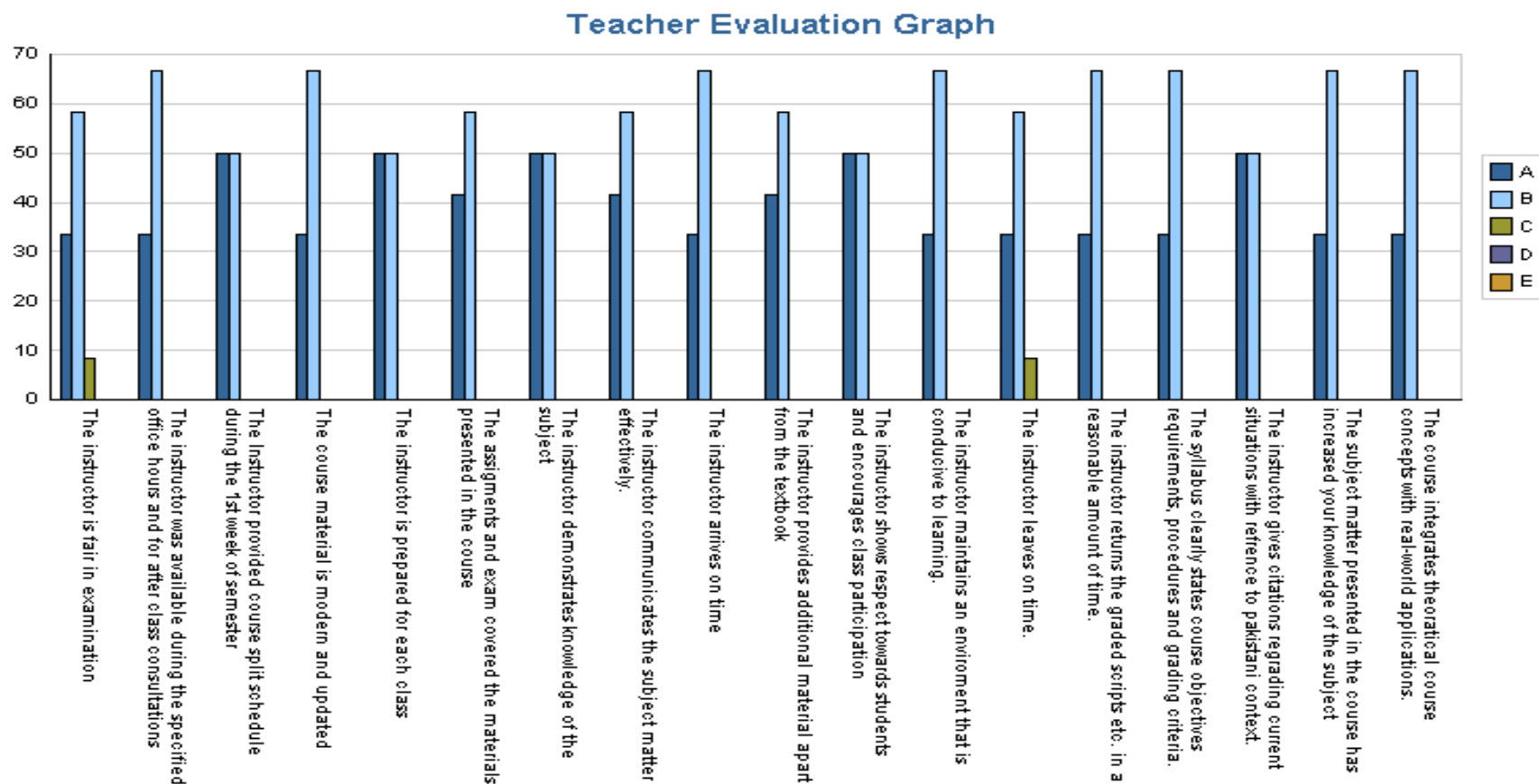
Mr. Omair Gull (ICT-702, IT in Business-II)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

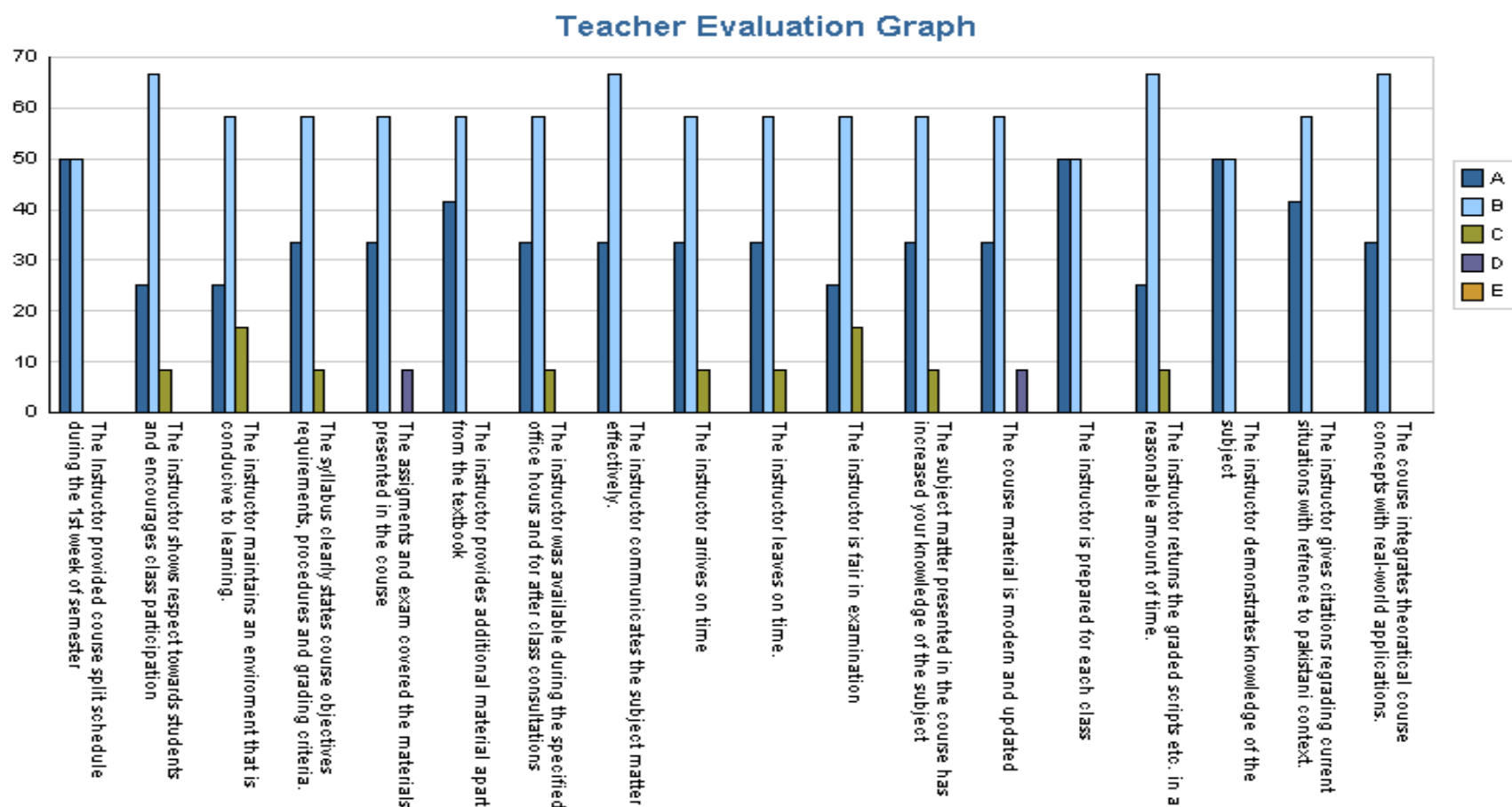
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Majority of the students are satisfied in almost all aspects but some of the students commented totally against of the teacher. He needs to make some more effort in making the class environment more conducive and productive.

Mr. Syed Razzi ul Hasnain (ENG-702, Communication Skills)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

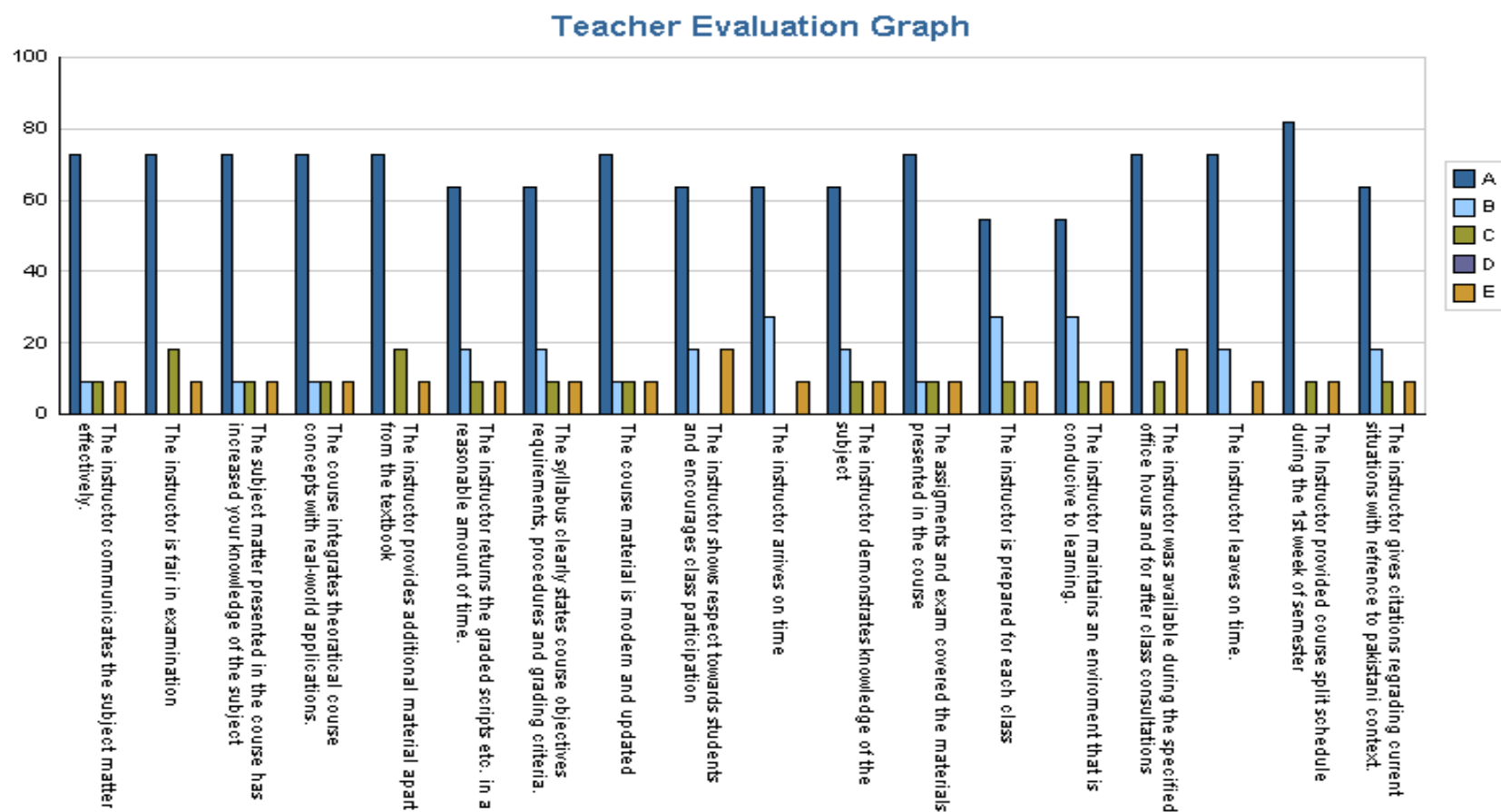
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his availability in office hours and clarity of course objectives. But the teacher needs to be a little more punctual and the students think he is unfair in marking pattern of exams.



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours his behavior and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to the current situations.

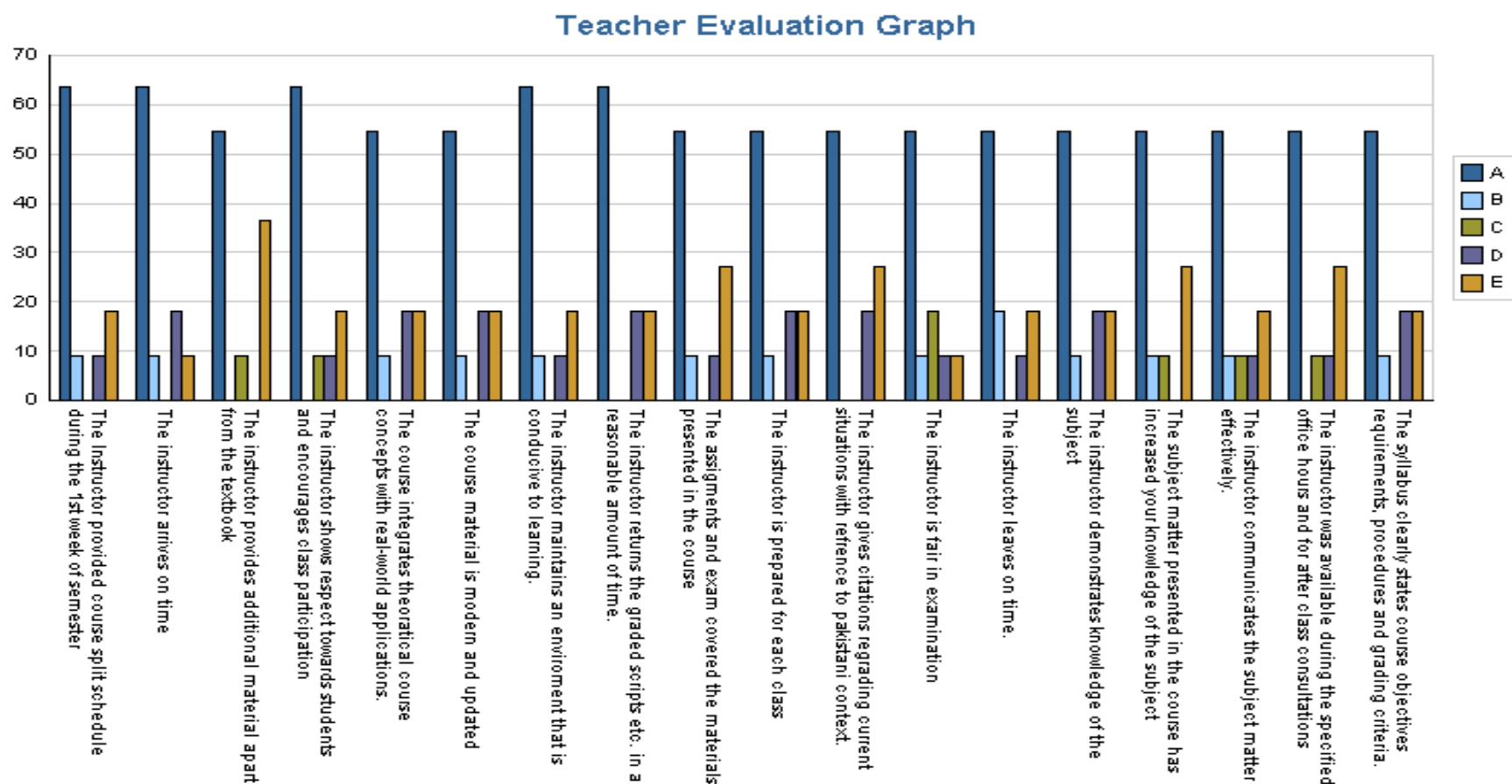
Mr. Nasir Mahmood (ECO-703, Agricultural Economics)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents to be fair in marking and relate topics to Pakistani context.

Mr. Muhammad Shahbaz Bhatti (AGB-704, Food Processing, Preservation & Packaging)

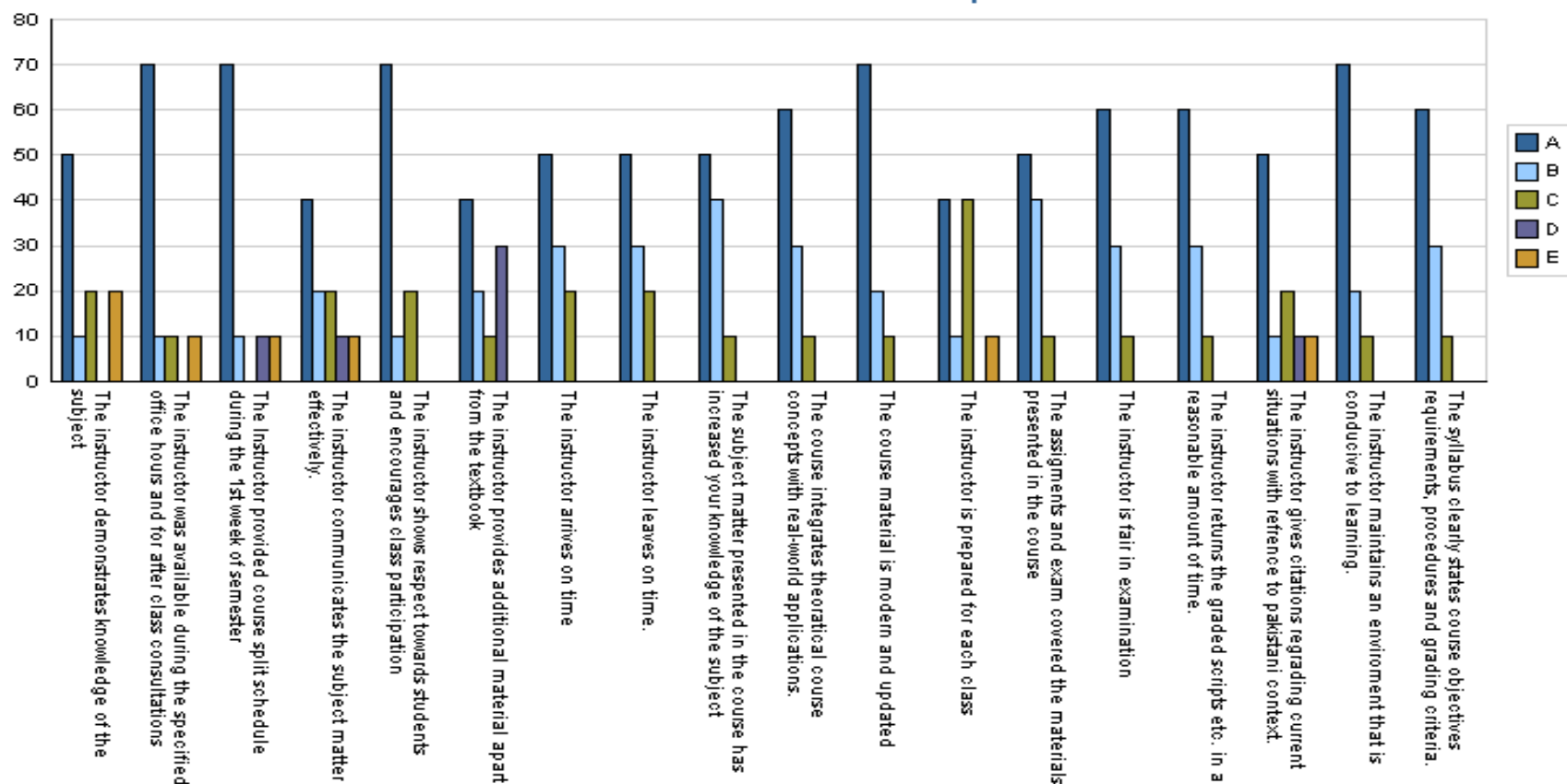


A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his knowledge about the subject and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents and make available information sources.

Dr. Tanveer Ahmad (AGB-705, Livestock, Dairy, and Poultry Development)

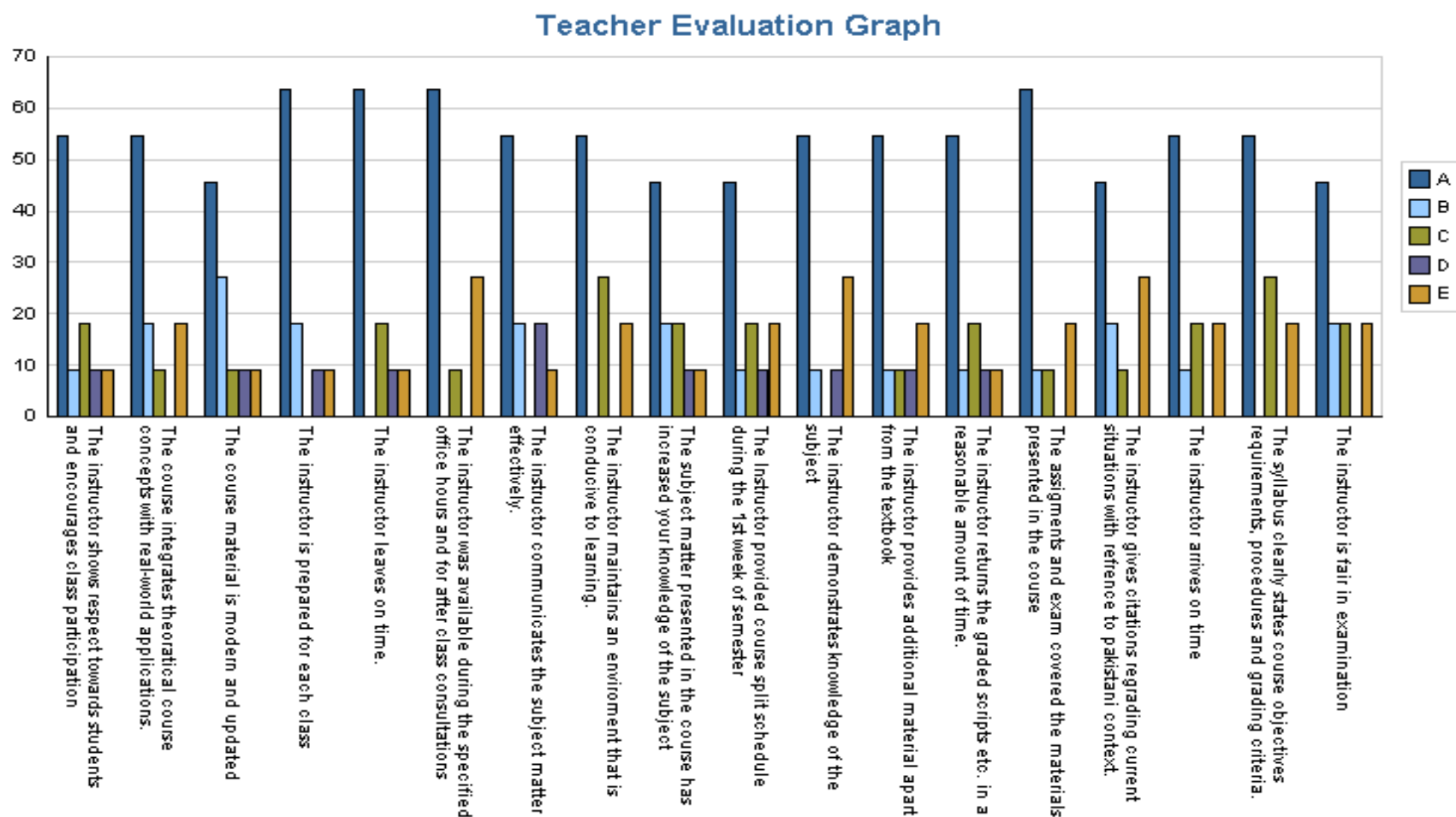
Teacher Evaluation Graph



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to make available the updated material, his fairness in evaluation of students through exams assignment and class participation, and clarity of course objectives. But the teacher needs to be punctual, make the class environment more conducive to learning and make course objectives clear before teaching the contents.

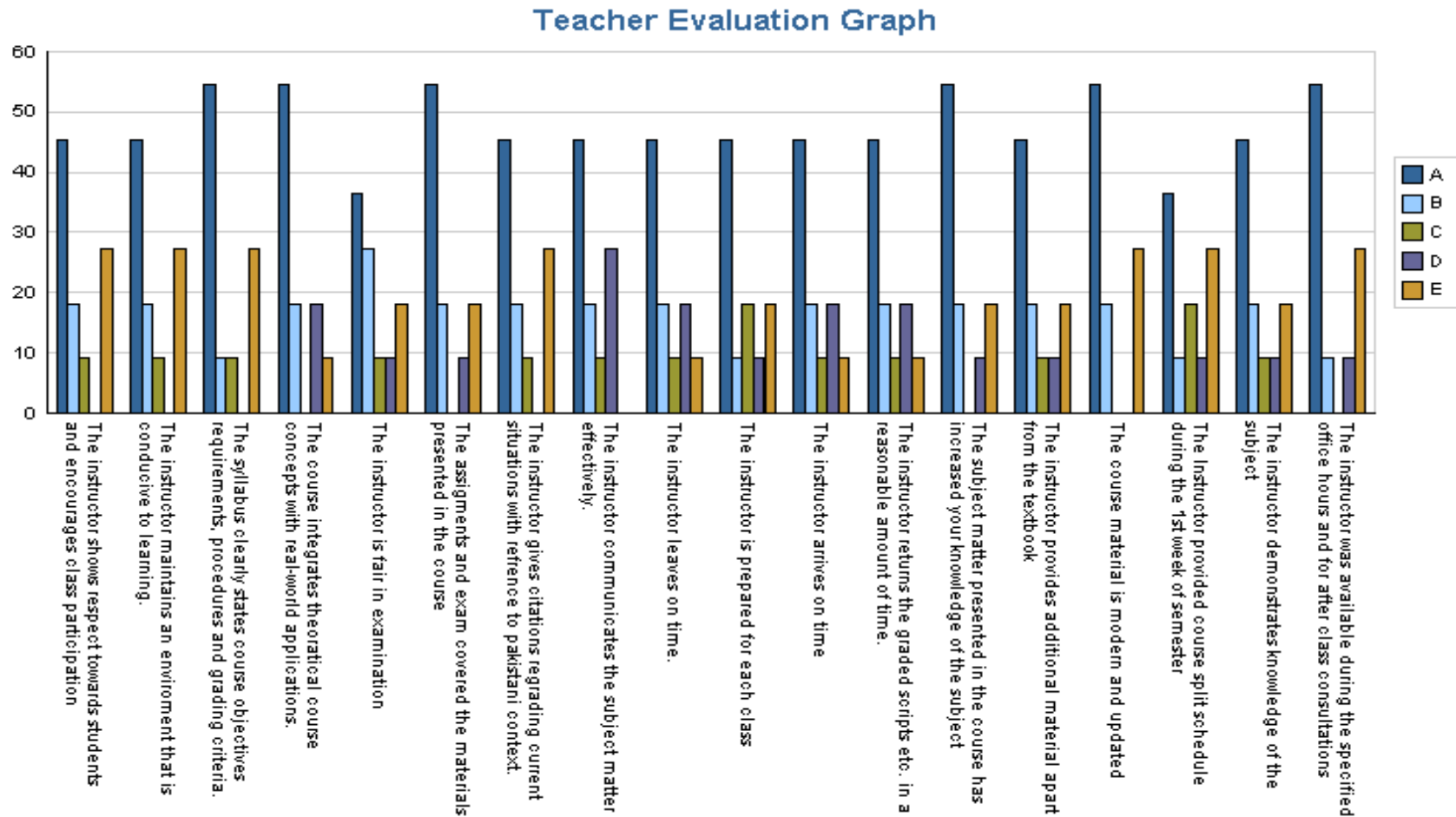
Mr. Ishfaq Ahmed (MGT-730, Business Law)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to evaluate the students through assignments, class participation and exams, effectively communicate subject matter, his punctuality, and clarity of course objectives. But the teacher needs to make available the course contents outline, sources of subject material and additional material other than textbooks also.

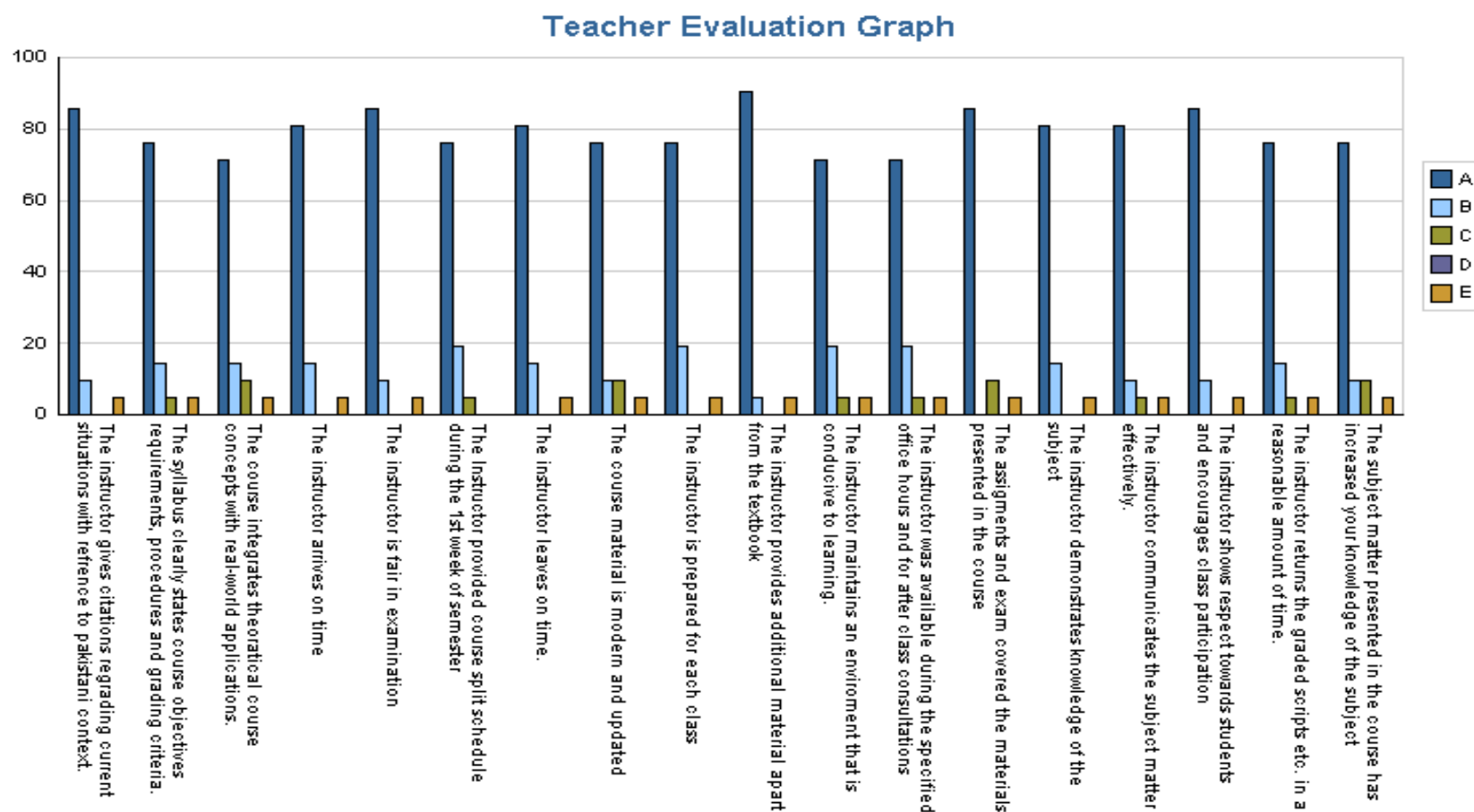
Mr. Waseem Ahmed (MGT-777, Research Methods)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to be effective in course objective requirements procedures and orientation of material. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents, relate topics to Pakistani context and make course material available.

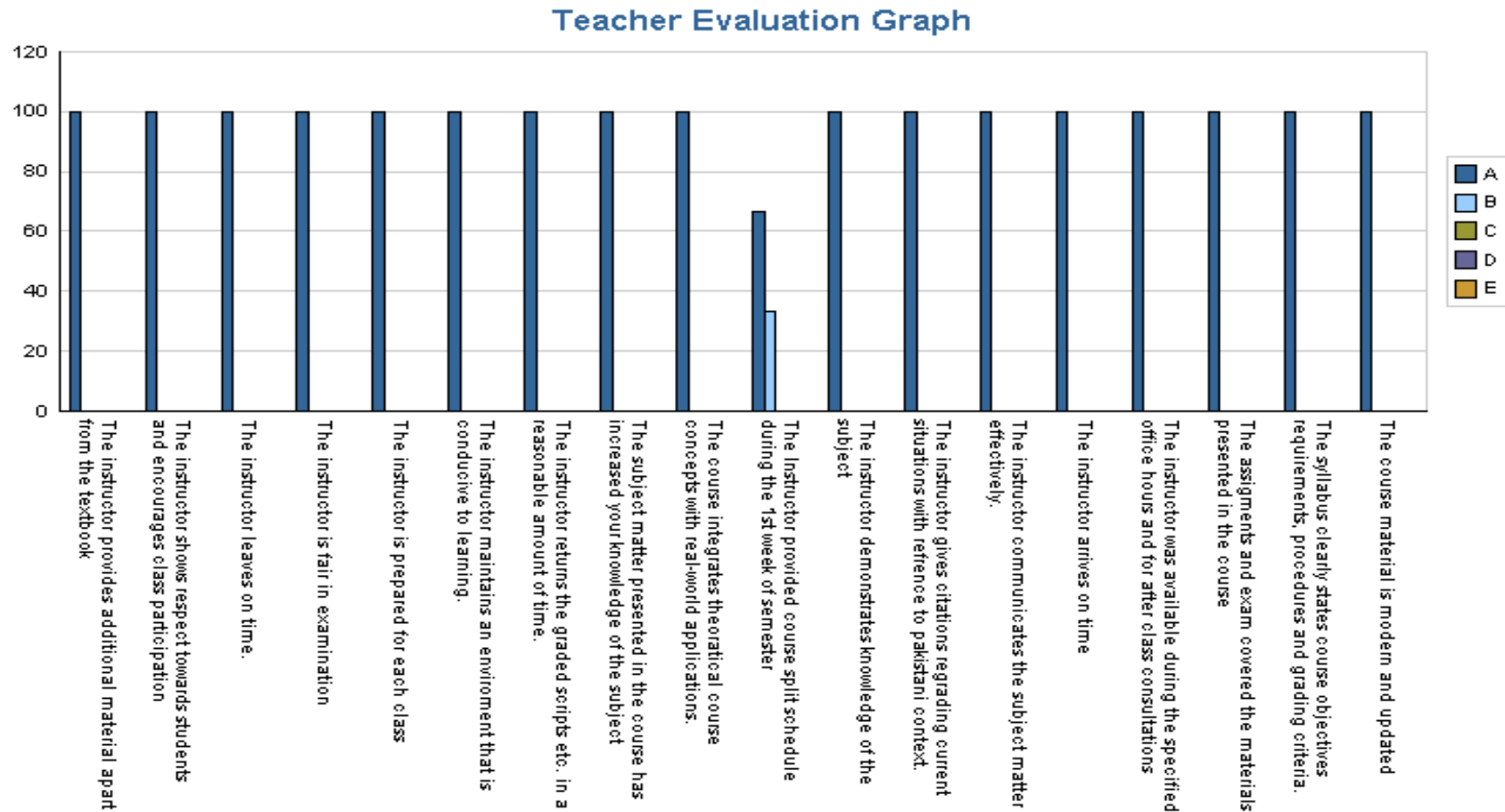
Mr. Bilal Karim (AGB-706, Agri Marketing Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

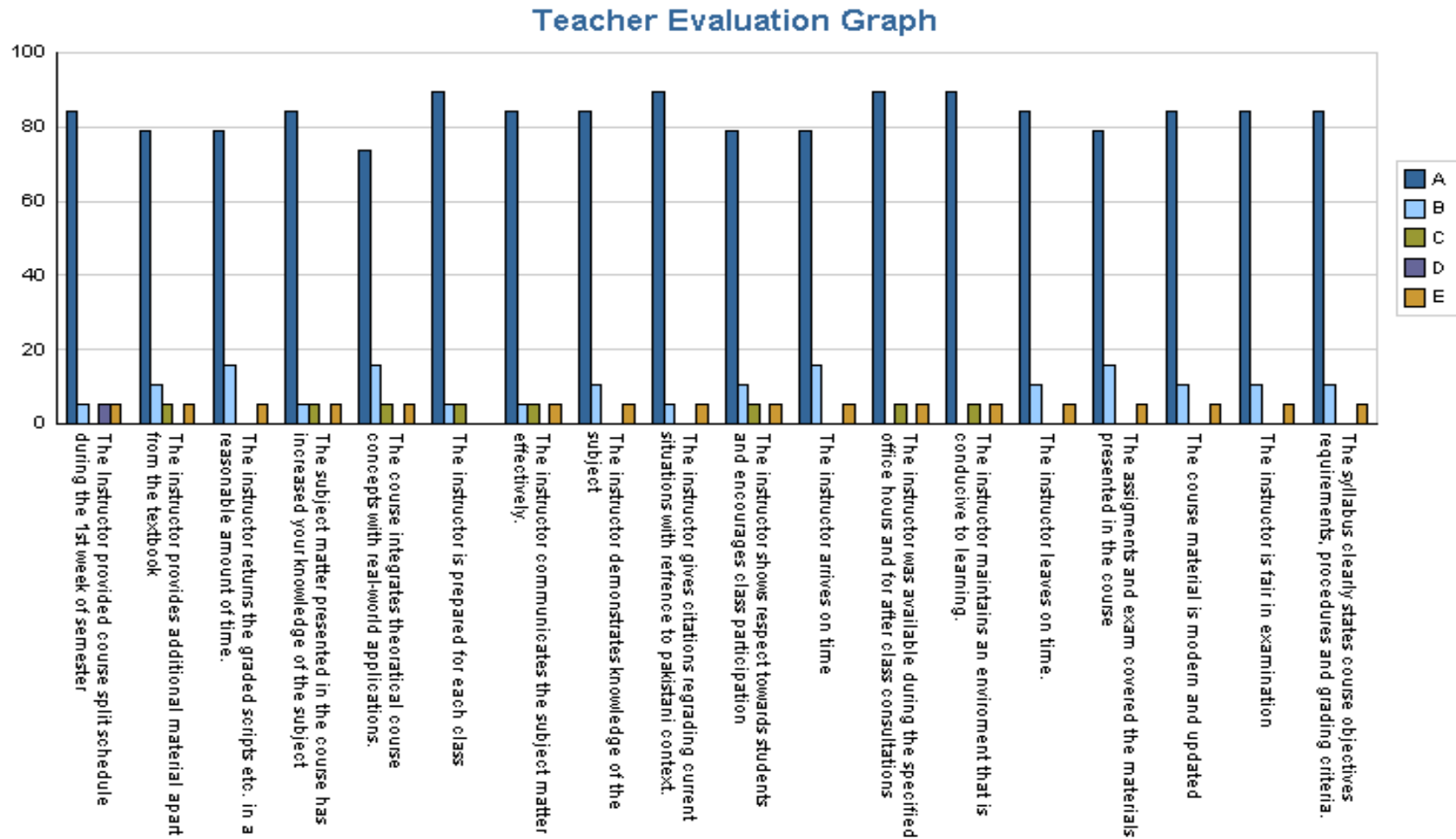
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, making the material available and polite behavior. But the teacher needs to make the clear sense of the course, make available the updated and modern material make course objectives clear before teaching the contents and relate topics to Pakistani context.

Mr. Mubarik Hussain (MGT-710, Organizational Behavior)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

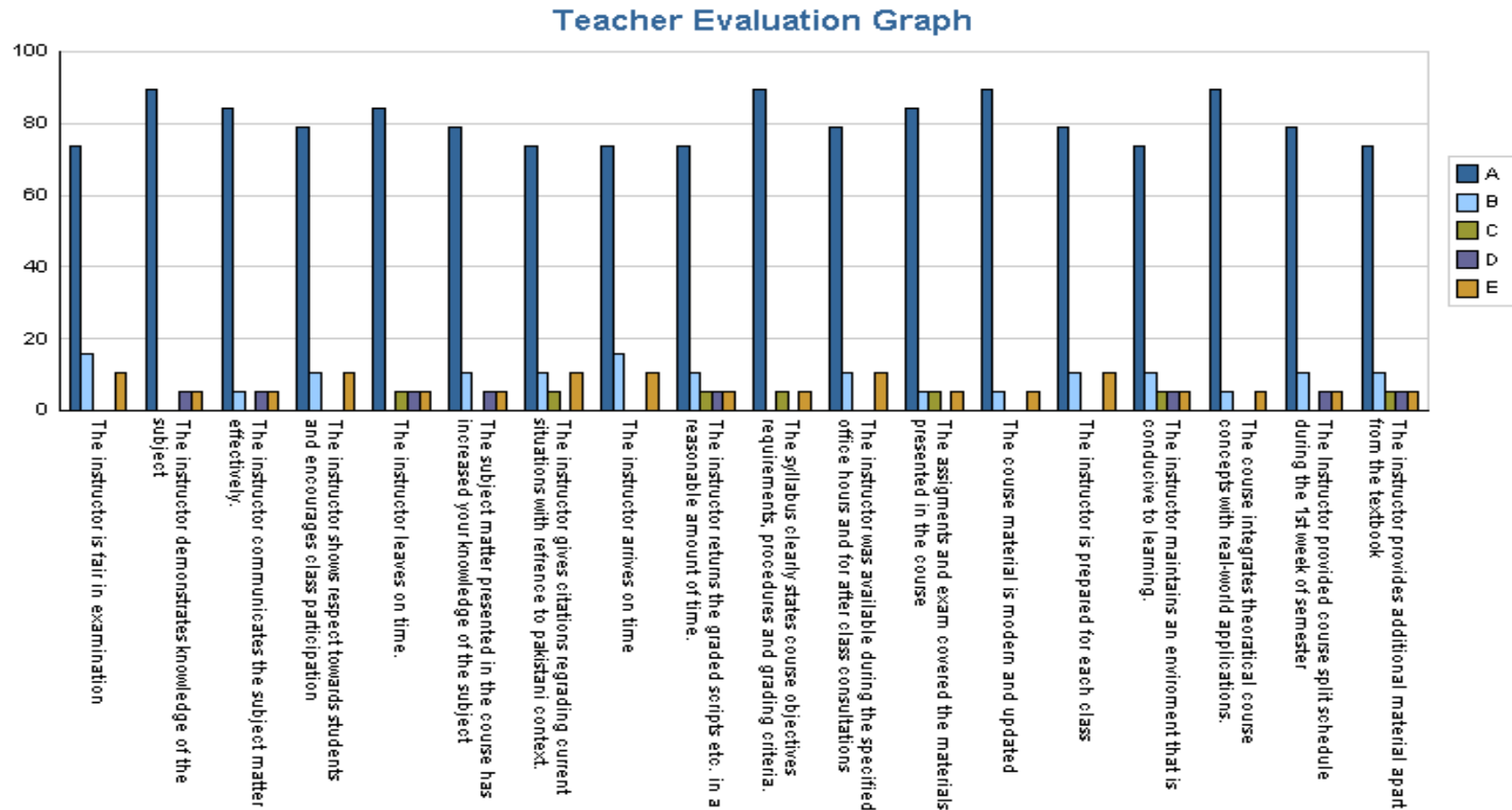
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. He needs a little more effort in being prepared before class.



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite satisfied with teacher's teaching style, making available the additional material rather than textbooks. But he needs to be punctual.

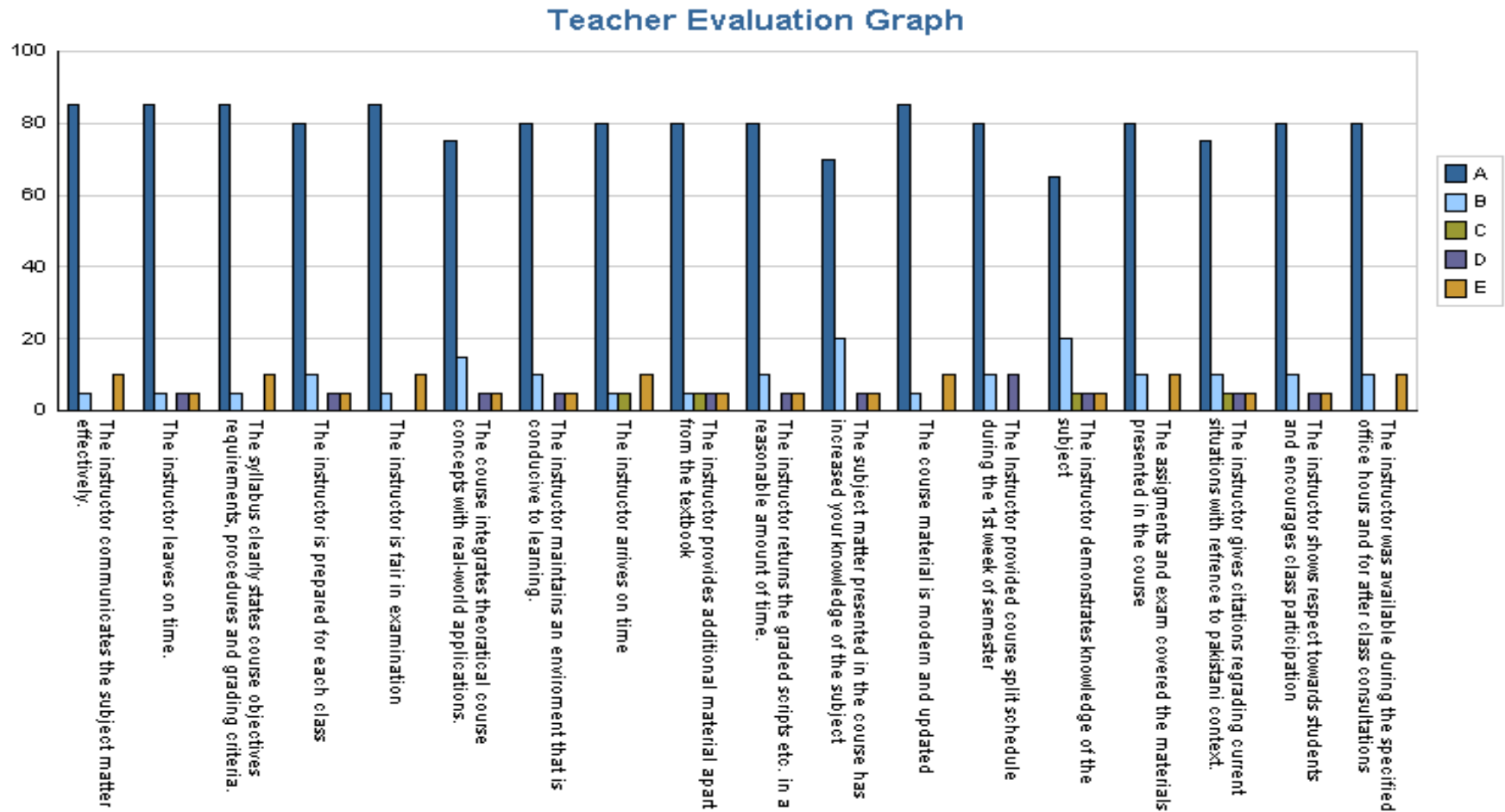
Mr. Malik Muhammad Faisal (MGT-729, Project Management)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to make the class environment more conducive, making available the additional material other than textbooks, and encouragement of the students to take part in the class. But the teacher needs to make course objectives clear before teaching the contents and students are not satisfied with his evaluation in exams.

Mr. Ammar Asghar (MGT-763, Managerial Accounting)



A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain; D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher's ability to effectively communicate subject matter, his respective and positive behavior, his punctuality, his availability in office hours and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning and need to be a little slower in delivering the information.

Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.

Faculty members' research activities indicate that there are 16 research publications on the credit of faculty in **fall-12 to spring-14**(Detail is given in Annexure 1).

We also have research project of 3 credit hours compulsory for each student which reflects that research culture is being inculcated among faculty and students at the institute.

Table 3: Present performance measures for research activities (Oct. 1st 2012 – Jun30, 2014)

Faculty	Publication	Others (Conference proceedings)	Projects
Dr. Rauf-i-Azam	5	Nil	nil
Dr. Abdul Rehman	5	Nil	Nil
Ms. Bushra Nasreen	--	Nil	Nil
Mr. Kashif Saeed	-	Nil	nil
Dr. Rabia Imran	-		Nil
Dr Abdur Razzak	-	Nil	Nil
Dr Farida Faisal	-	Nil	Nil
Mr. Ahmed Imran Hunjra	6	7	Nil
Mr. Shuja Ilyas		1	Nil
Ms Afsheen Fatima	-	-	nil
Mr Zia ur Rehman			Nil
Total	16	8	

Major Future Improvement Plans

- To impart quality education using audio visual aids along with provision of latest literature, cases, journals, books, reviews and access to digital library.
- To develop business graduates who meet future challenges.
- To emphasize research on specific industrial problems of national as well as international importance.
- Overall enhancement of knowledge and skills of faculty members in relation to the latest global advancements in this discipline through exchange programs, short training, and collaborative research projects within and outside Pakistan.

Employer Survey (Proforma – 8)

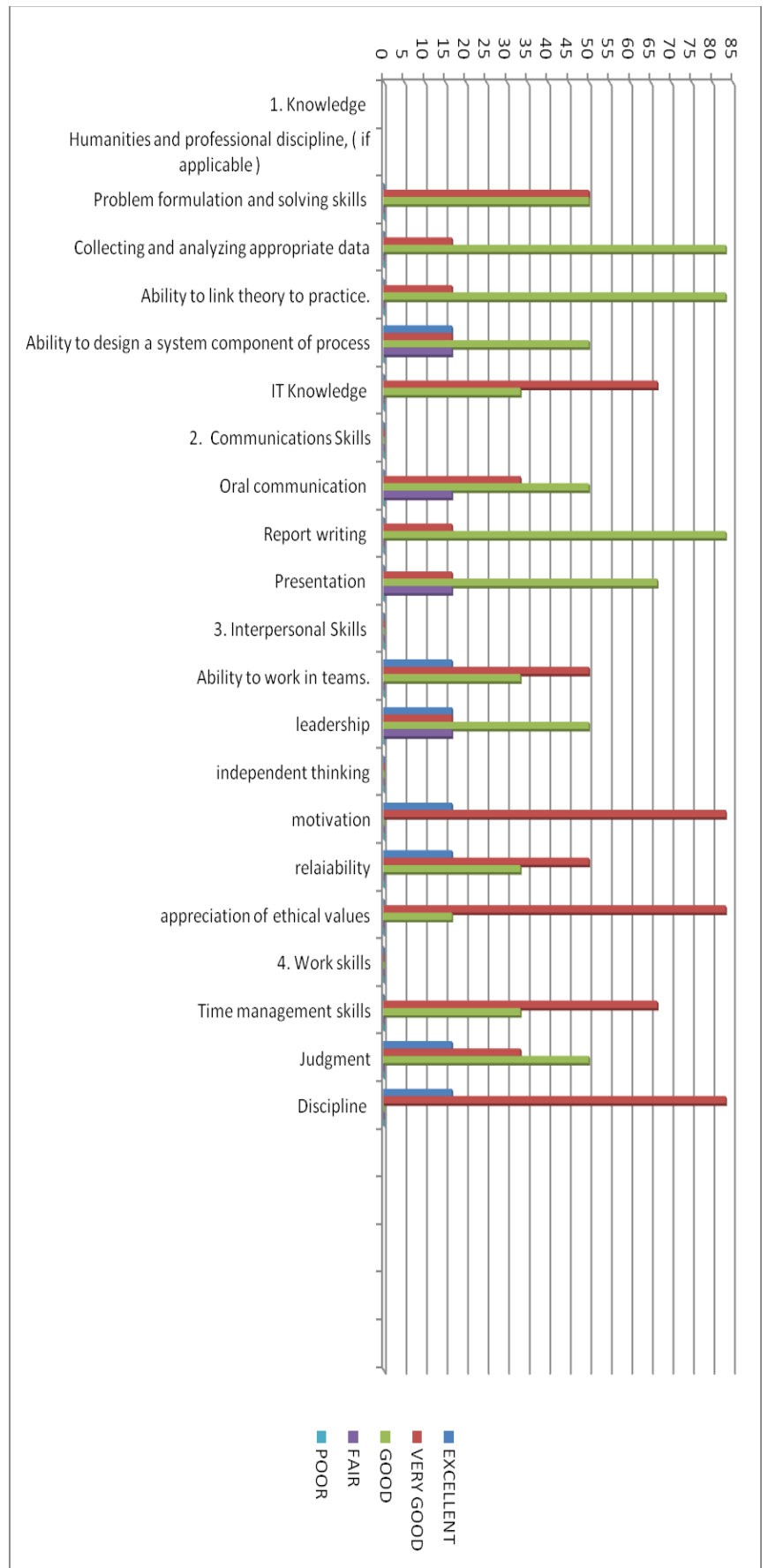
The employer survey was sent to many organizations but only six replied. They include **university of Gujra, University of education Lahore, ZTBL, U-fone, Max foster PVT ltd. and one other.** These organizations employ more than 25 UIMS graduates. The feedback is very encouraging. The employers found the graduates very reliable, good team players and excellent in communication skills. Detailed results of the survey are shown on following page. The analysis is done on a scale of 5 where;

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair and 1 = Poor

The illustration below summarizes views of the employers about the UIMS graduates employed with them. Purpose of the survey was to know the employers' comments on the quality of education regarding: knowledge, communication skill, work skills and interpersonal skill possessed by our graduates.

Survey reflects that our graduates have scored high on all the criteria mentioned. This indicates that our graduates are adequately prepared in various knowledge, skill and attitude areas and show good potential in any given environment. The employer also suggested the following

- The students should be given practical training to conduct financial analysis of different Agri-business Projects, enabling them to highlight the risks involved in Project implementation
- The students should be offered a special course on Banking Laws and Practices.
- Special course be designed for IT solutions in banking sector.
- A course on latest agricultural technologies developed at national and international level be designed specially for non-agri graduates



CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION

Degree Title: MBA Agribusiness (3.5)

Purpose: All the courses for degree program were developed by a committee of experts and taught professors, subject-matter specialists from other universities and research organizations from Pakistan. When and if needed, curriculum is revised or updated. At department level, Board of Faculty, which comprises of senior faculty members, is responsible for updating the curriculum. This body is authorized to formulate syllabus and course content. The director of the Institute chairs the meetings of this body. The curriculum is then submitted then to the University Academic Council for approval. All the changes, modifications, additions, and deletions with respect of the curriculum are given final approval by this body.

Credit Hour Requirements:

A student must complete 102 credit hours in 3.5 academic years/7 semesters (minimum length of a semester is 12 teaching weeks).

Degree Plan:

Students are admitted on open merit based on their previous academic record. The minimum duration of studies is 7 semesters (3.5 academic years).

Admission eligibility:

The following requirements need to be met to acquire admission in MBA – Agri-Business Program.

Stream I: To be placed in the 1st semester

1. BA/B.Sc./B.Com or equivalent qualification with a minimum of 2nd Division.
2. Admissions will be on the open merit basis; based on academic achievements in Bachelor Program

Stream II: To be placed in 5th semester (Minimum duration of degree is 1½ years)

1. B.Sc. (Agriculture) 4-years degree.
2. Admissions will be on the open merit basis; based on academic achievements in B.Sc. (Agriculture)

Degree requirements

On the whole a student has to study 102 credit hours. Students are also required to undergo an internship at some organizations of good repute and size to have a practical exposure. Degrees are awarded after successful completion of the required number of credit hours (courses) followed by internship report. Minimum Grade Point Average (GPA) for obtaining the degree is 2.50. To remain on the roll of the university a student is required to maintain the following minimum Cumulative Grade Point Average (CGPA) in each semester.

Semester	CGPA/CGPA	
	MBA (3-1/2 Years)	MBA (1-1/2 Years)
1st	1.50	2.00
2nd	1.75	2.25
3rd	2.00	2.50
4th	2.20	-
5th	2.30	-
6th	2.40	-
7th	2.50	-

Examination and Weightage

a) Theory

In theory paper, students' evaluation is done by mid-term examination, assignments/quizzes and final examination. The final examination is compulsory. A student who misses the mid-term examination is not allowed any make-up

examination and is awarded zero marks in that examination. In case a student does not appear in the final examination of a course, he/she is deemed to have failed in that course. In theory, weightage to each component of examination is as prescribed here under:

Mid Examination	30%
Assignments/Quizzes	20%
Final Examination	50%

b) Practical

For practical examination (if applicable) 100% weightage (for the practical part) is given to the practical examination in the final.

Eligibility for Examination

A student is eligible to sit in the final examination provided that he/she has attended not less than 75 % of the classes in theory and practical, separately. The minimum pass marks for each course are 40%.

Scheme of studies

Scheme of studies is given in the table below.

Table 4: Scheme of studies

SEMESTER-I

S. No.	Course No.	Course Title	Credit Hours
1.	BIO-701	Biology	2(2-0)
2.	AGB-701	Introduction to Agriculture	3(3-0)
3.	ICT-701	IT in Business I	3(3-0)
4.	ENG-701	Functional English	2(2-0)
5.	MGT-720	Introduction to Business	3(3-0)
Total Credit Hours			13

SEMESTER-II

S. No.	Course No.	Course Title	Credit Hours
1.	MTH-701	Business Mathematics	3(3-0)
2.	ICT-702	IT in Business II	3(3-0)
3.	ENG-702	Communication Skills	2(2-0)

4.	ECO-701	Micro Economics	2(2-0)
5.	AGB-702	Introduction to Horticulture	3(3-0)
Total Credit Hours			13

SEMESTER-III

S. No.	Course No.	Course Title	Credit Hours
1.	PSY-701	Social Psychology & Self Development	2(2-0)
2.	MGT-709	Statistical Methods in Business	3(3-0)
3.	MTH-702	Introduction to Logic	3(3-0)
4.	AGB-703	Agri. Entrepreneurship	3(3-0)
5.	ECO-702	Macro Economics	2(2-0)
Total Credit Hours			13

SEMESTER-IV

S. No.	Course No.	Course Title	Credit Hours
1.	ECO-703	Agricultural Economics	2(2-0)
2.	MGT-777	Research Methods	3(3-0)
3.	AGB-704	Food Processing, Preservation & Packaging	3(3-0)
4.	AGB-705	Livestock & Dairy Development	2(2-0)
5.	MGT-730	Business Law	3(3-0)
Total Credit hours			13

SEMESTER-V

S. No.	Course No.	Course Title	Credit Hours
1.	MGT-703	Principles of Management	3(3-0)
2.	MGT-702	Principles of Accounting	3(3-0)
3.	MGT-701	Principles of Marketing	3(3-0)
4.	ECO-704	Production Economics in Agriculture	3(3-0)
5.	ENG-703	Advanced Business Communication	3(3-0)
Total Credit Hours			15

SEMESTER-VI

S. No.	Course No.	Course Title	Credit Hours
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1.	MGT-729	Project Management	3(3-0)
2.	MGT-763	Managerial Accounting	3(3-0)
3.	AGB-706	Agri Marketing Management	3(3-0)
4.	MGT-710	Organizational Behavior	3(3-0)
5.	MGT-711	Operations Management	3(3-0)
Total Credit Hours			15

SEMESTER-VII

S. No.	Course No.	Course Title	Credit Hours
1.	MGT-713	Human Resource Management	3(3-0)
2.	AGB-707	Agri Credit Management	3(3-0)
3.	MGT-712	Financial Management	3(3-0)
4.	MGT-716	Strategic Business Management	3(3-0)
5.	AGB-737	Internship	3(0-6)
Total Credit Hours			15

Standard 2-1: The curriculum must be consistent and support the program's documented objectives.

The following table shows that the curriculum of the MBA Agribusiness(3.5) program is consistent with its objectives.

Table 5: Program Objectives Assessment

Subjects	Objectives		
	1	2	3
BIO-701, AGB-701, ICT-701, ENG-701, MGT-720, MTH-701, ECO-701, ICT-702,	+++	++	+++
ENG-702, AGB-702, PSY-701, MTH-702, ECO-702, AGB-703, MGT-709, ECO-703,	++	+++	++
AGB-704, AGB-705, MGT-730, MGT-777, MGT-701, MGT-702, MGT-703	++	++	+++
MGT-706, ECO-704, AGB-706, MGT-710, MGT-711, MGT-729, MGT-763	++	++	+
AGB-707, MGT-712, MGT-713, MGT-716, AGB-737 or MGT-798	+	+	++

+ = Moderately Satisfactory

++ = Satisfactory

+++ = Highly Satisfactory

Standard 2-2: Theoretical backgrounds, problem analysis and solution design must be stressed within the program's core material.

Table 6: Detail of courses representing theoretical background, problem analysis and solution design.

Elements	Courses (Codes)
Theoretical Background	BIO-701, AGB-701, ICT-701, ENG-701, MGT-720, MTH-701, ECO-701, ICT-702, ENG-702, AGB-702, PSY-701, MTH-702,
Problem Analysis	ECO-702, AGB-703, MGT-709, ECO-703, AGB-704, AGB-705, MGT-730, MGT-777, MGT-701, MGT-702, MGT-703
Solution Design	MGT-706, ECO-704, AGB-706, MGT-710, MGT-711, MGT-729, MGT-763, AGB-707, MGT-712, MGT-713, MGT-716, AGB-737 or MGT-798

Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body

The curriculum does satisfy the core requirements of the program and efforts are made to add value to the program through revisions and modifications from time to time.

Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body/councils.

The curriculum satisfies the basic requirements of HEC by following the structure and outlines of courses provided by HEC and with the academic council. However efforts are being made to add value from time to time.

Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body/ council.

Information provided against standard 2-1 reflected our curriculum satisfies professional requirements needed for business professionals.

Standard 2-6: Information Technology Component of the Curriculum Must Be Integrated Throughout the Program

While the curriculum was prepared, all aspects of information technology were considered and after a critical analysis, relevant aspects were integrated into the program as:

- Four computer and I.T. courses (6 credit hours) were included in the curriculum to fulfill the I.T. requirements for the students of MBA Agribusiness (3.5).
- However efforts are undertaken to add value from time to time.

Standard 2-7: Enhancing Oral and Written Communication Skills of the students

The 2 courses aimed at enhancing communication skills have been integrated in the curriculum of MBA Agribusiness (3.5).

- Assignments are given to MBA Agribusiness (3.5) students on specific titles (part of the course) which are presented orally and are submitted as written report, to increase their oral and written communication skills.
- As it is important to note that in every course students have to present at least one topic of their interest or on current topic in the form of presentation with the help of multimedia and or A. V. aids.

CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Information regarding laboratory would be covered in this section

Lab Title:	Computer Lab
Location and area:	University Institute of Management Science
Objectives:	It aids in teaching computer courses and supports the students in developing their IT skills.
Courses Taught:	Computer App. In Business
Major Apparatus/Equipment:	Computers
Safety regulations:	No specific safety regulations are there.

Standard-3.1: Laboratory manuals/documentation/instructions for experiments

No specific lab manual is available however some manuals for individual computers are available whose record is not properly kept. The laboratories are not specious and inadequate.

Standard-3.2: There must be support personal for instruction and maintaining the

Currently three lab attendants are available to maintain the computers and to ensure the availability of internet.

Standard-3.3: The University computing infrastructure and facilities must be

Computing facilities support: Not available to all faculty members and the students.

Shortcoming in computing infrastructure: No sufficient computing infrastructure is available. Computers with internet facilities should be available to all faculty members as well as postgraduate students. At least two more labs are required in order to provide students, computing facilities more appropriately.

CRITERION 4: STUDENT SUPPORT AND ADVISING

The University organizes support programs for students and provide information regarding admission, scholarship schemes etc. Institute in its own capacity arranges orientation and guided tours of the institute. Director Students Affairs is also there and arranges various cultural activities and solves the students' problems. However currently there is no Parent/Teacher association.

The institute provides adequate support to students in order to complete their degrees in timely manner.

Standard-4.1: Courses must be offered with sufficient frequency and number for

Courses are taught as per HEC criteria and approved by Academic Council.

Standard-4.2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.

Both theoretical and practical aspects are focused to prepare the students for upcoming challenges. Theoretical problems are explained and assignments are also given to the students whereas, for practical exposures internship program is run, study tours are organized and distinguished guest speakers are invited from the industry to keep them update on the latest developments in the area.

- Courses are structured and decided in the board of studies meeting.
- At commencement of each semester, faculty members interact frequently among themselves and with students. Students are welcome to ask question in class and even after the class.
- Emphasis is always given for an effective interaction between each batch.

Standard-4.3: Guidance on how to complete the program must be available to all students and access to qualified advising must be available to make course decisions and career choices.

Several steps have been taken to provide guidance to students by different ways such as:

- Students are informed about the program requirement through the administration office.
- Through the personal communication of the teachers with the students.
- Students can also contact with the relevant teachers whenever they face any problem.
- Realizing the need for exploring job opportunities for the university graduates, Directorate of Placement Bureau has been established.

CRITERION 5: PROCESS CONTROL

This section deals with the process of admission, registration, faculty recruitment, and other such activities.

Standard-5.1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

Criteria set by HEC. For this purpose an advertisement is published in the National newspapers by the Registrar office.

Standard-5.2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

- The student name, after completion of the admission process, is forwarded to the Registrar office for proper registration in the specific program and the registration number is issued to the student.
- Students are evaluated through Mid, Final and Practical exams and through Assignments.
- Registration is done for one time for each degree but evaluation is done on the basis of semester results and enrollment is done each semester.
- Only those students, who fulfill the criteria of the University, are promoted to the next semester.
- In general, the students are registered on competition bases keeping in view the academic and research standards.

Standard-5.3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

Recruitment policy followed by the University is the same as recommended by the HEC. Induction of all posts is done as per rule.

- Vacant and newly created positions are advertised in the national newspapers, applications are received by the Registrar office, scrutinized by the scrutiny committee, and call letters are issued to the short-listed candidates on the basis of experience, qualification, publications and other qualities/activities as determined by the University.
- The candidates are interviewed by the University Selection Board, and principal and alternate candidates are selected.
- Selection of candidates is approved by the Syndicate for issuing orders to join within a specified period.
- Induction of new candidates depends upon the number of approved vacancies.
- Standard set by HEC are followed.
- At present, no procedure exists for retaining highly qualified faculty members. However, the revised pay scales structure is quite attractive.
- HEC also supports appointment of highly qualified members as foreign faculty Professors, National Professors and deputes them to the concerned universities.

Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. **The process must be periodically evaluated to ensure that it is meeting its objectives.**

To provide high quality teaching, department periodically revises the curriculum in view of field requirements, innovations, and new technology.

- With the emergence of new fields, new courses are introduced and included in the curriculum.
- Students usually buy cheap Asian editions of technology books. These are also available in the University library, where documentation, copying and internet facilities are available.
- Most of the lectures are supplemented by overheads, Multimedia, slides and handouts.
- All efforts are made that the courses and knowledge imparted meet the objectives and outcome. The progress is regularly reviewed in the staff meetings.

Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.

The controller of examinations announces the date regarding commencement of examination. After each semester, the controller office notifies results of the students. The evaluation procedure consists of quizzes, mid and final examinations, practical, assignments, reports, oral and technical presentations. The minimum pass marks for each course is 40%. The weightage to each component of examination is as prescribed here under:

Mid Examination	30%
Assignments	20%
Final Examination	50%

Grade points are as follows

Marks Obtained	Grade	Grade point	Remarks
80-100%	A	4	Excellent
65-79%	B	3	Good
50-64%	C	2	Satisfactory
40-49%	D	1	Pass
Below 40%	F	0	Fail

- Gold medals are awarded to the students who secure highest marks. Degrees are awarded to the students on the convocation that is held every year.

CRITERION 6: FACULTY

Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The majority of the faculty must hold a Ph.D. in the discipline.

Currently there are eighteen full time faculty members including the director of the institute, two of them is on study leave. This faculty is not sufficient to run such a big institute that is why we have to go for a large number of visiting faculties.

Table 7: Faculty distribution by program areas

Program/Area of specialization	Courses in the area and average number of sections	Number of faculty members in each area	Number of faculty with PhD degree
Agriculture	15 courses 1sections (Evening)	-	-
Management	12 courses 1 sections (Evening)	8	3 PhD

Note: The Director of institute (Professor), one Associate Professor and 4 Assistant Professors hold PhD degrees in Operations Management, Development Economics, Finance, and Human Resource Management respectively. PhD degree of seven faculty member and MS degrees of two faculty members are in progress and two faculty members have completed MS degree.

Standard 6-2: All faculty members must remain current in the discipline and Sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place. Effective Programs for Faculty Development

- Professional training and availability of adequate research and academic facilities are provided to the faculty members according to the available resources.
- Currently one faculty member is abroad on study leave for doctoral degree as sponsored by the HEC, whereas, one member is doing his Ph.D. from a local university.
- Existing facilities include mainly internet access, which is available through local area network. In addition library facility with latest books is also available.
- Support for attending conferences can lead to enhancement of research initiatives at the university.
- Course load and administrative responsibilities are so much that the research work is affected a lot. The reason for lesser research papers and lesser projects is the unmanageable work load on the existing faculty.

Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.

Faculty Survey

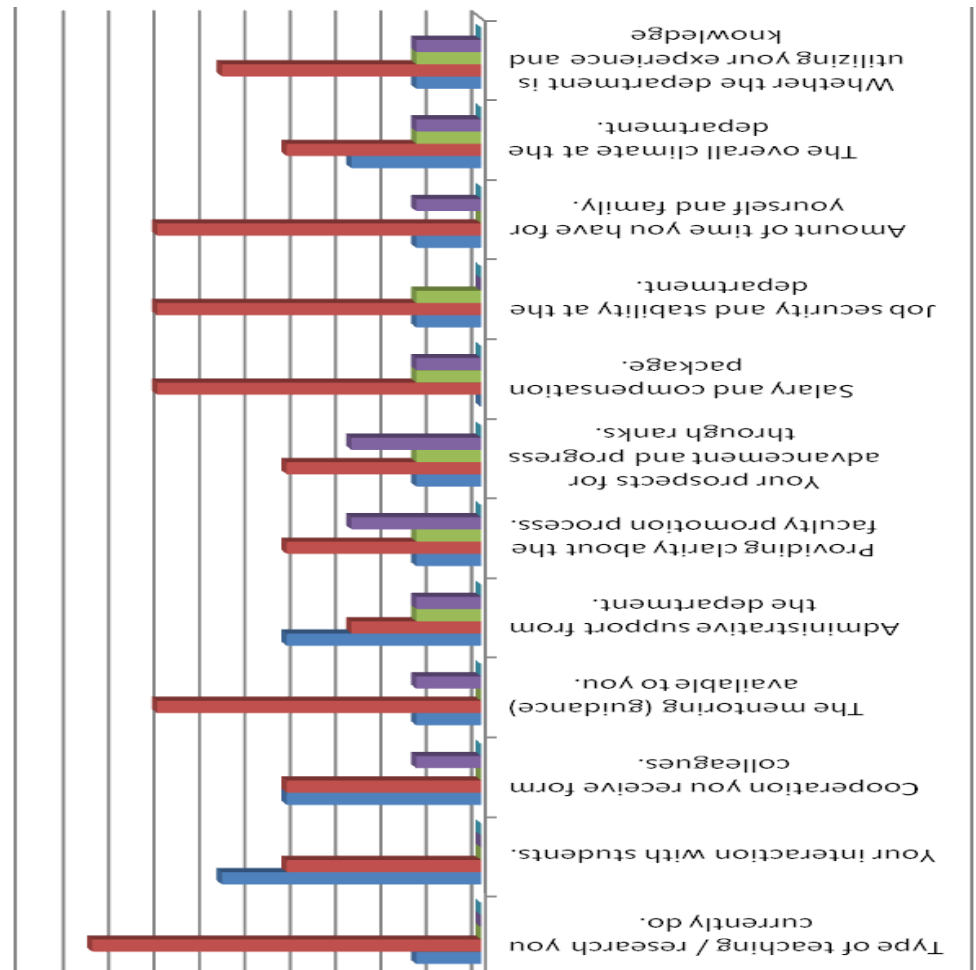
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's further education, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well equipped computing lab and library

The detailed results of the survey (**proforma-5**) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.



CRITERION 7: INSTITUTIONAL FACILITIES

Standard- 7.1: The institution must have the infrastructure to support new trends in learning such as e-learning.

The faculty has access to internet and digital library which is very helpful for the high quality education and producing research of international standard.

However the department has the following shortcomings/problems:

- The basic infrastructure for e-learning like computers and multimedia are in insufficient quantity. The lab has only 25 computers which facilitate the whole institute.
- The internet services are not up to the mark. The speed of internet is slow and often internet does not work. The intercom is connected with the internet and the services are often breached.
- Majority of equipment's (CPU, Mouse, Keyboard etc.) is either out of order or outdated.
- Untrained supporting staff.
- Fans, tube lights and air-conditions are out of order and are not properly and timely repaired.

Standard- 7.2: The library must possess an up-to-date technical collection Relevant to the program and must be adequately staffed with professional personnel.

The Institute's Library is technically equipped however there are limited numbers of books that can only meet basic requirements. It has 2100 books of various disciplines gradually growing but at a slow pace of about 200 to 300 books a year. It's a small library in term of space and facilities with no catalogue systems.

Standard- 7.3: Class-rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibilities.

Currently the class rooms are not enough and the space is not only limited but also some basic facilities are lacking. Some of the classrooms are equipped with multimedia which helps the learning process. But we need more multimedia to perform efficiently. Moreover, the technical support is not enough to sustainably maintain whatever technical capability is possessed. Computer labs are less in number and with minimal supporting staff, which effect practical training and research activities. Similarly faculty offices are equipped but are in need of up-gradation.

CRITERION 8: INSTITUTIONAL SUPPORT

The university administration has been struggling hard to strengthen all the Departments upgrade them and establish new faculties and Institutes. The university is also trying to attract highly qualified faculty.

Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.

There are insufficient financial resources to maintain the present needs of the department. There is a need for increasing the financial resources allocated to the institute to upgrade institutional library and computer facilities. Opportunities for improvement in qualification and foreign trainings may be provided for the faculty members so that they may maintain their competence.

Standard- 8.2: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

Library Budget: The institute is provided with Rs. 200,000 to 300,000 per annum as library budget.

Computer Lab: No specific budget for computer Lab is available however the institute gets about Rs.150, 000 to Rs.300, 000 for the purchase of Machinery & Equipment and an overall budget of Rs. 50,000 to 75,000 for Repair and Maintenance of the Machinery and Equipment.

Currently a computer lab of about 25 systems is available which are networked and internet connectivity is also available. However, this facility is not adequate to cater for the needs of the student body that we have (approximately 150 students of MBA Agri are enrolled at a time). Each program offered at UIMS has courses in IT applications and additionally there are assignments, presentations and projects for which students require to work on computers. Besides many classes have 50

students and as the lab has only 25 computers they do not get a chance to work individually during a class.

Summary and conclusions

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR). UIMS was established in 1996 with the inception of BBA, MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the new enrollment of approximately 35 students in MBA – Agri (1.5 and 3.5) every year.

UIMS has been short on resources throughout its life but despite all these hardships it has been growing qualitatively and quantitatively. However, now it has reached a stage where if not strengthened it may fail to sustain its achievements and start deteriorating.

UIMS is severely deficient in the following areas and needs to be strengthened.

a) **Faculty:** The UIMS fulltime faculty consists of only 18 people that include 9 lecturers, 8 Assistant Professors and 1 Associate Professor. The fulltime faculty handles approximately 50% of the overall academic load and to take care of the rest of the load UIMS relies on the visiting faculty. In order to improve the quality of education imparted by the institute it is imperative that an extensive faculty development program be undertaken. Moreover, the incompatible remuneration packages also hamper the efforts to attract senior faculty especially in the discipline of management sciences to which some solution needs to be figured out.

b) **Infrastructure:** The infrastructural requirements of the institute need a big boost. Right now UIMS is operating in the building which was originally built as agricultural-research-labs and although renovated and restructured it is neither enough nor suited for the needs of a modern business school. Therefore, it is required that a larger customized building be constructed for the institute which has

enough lecture halls equipped with modern multimedia facilities, computer labs, library, a seminar hall, space to conduct corporate trainings, a small business incubation center, office space for the faculty and staff, common area for male/female students and amenities.

c) **Equipment:** Currently UIMS has two Computer Labs that house 24 core i-3 computer each but most of the sections of the classes at UIMS have 50 students and if a course needs lab support it is never possible to provide it to the whole of the class at a time. In all such classes 2 - 3 students share one computer for their work. Some of the courses that require active usage of computers are IT Applications for Business – I, IT Applications for Business - II (taught to all the classes), e-Commerce. This Comp-Lab support falls far short of the needs of the large student body and needs to be enhanced. There should be at least two more such labs.

The survey of graduating students (proforma – 3) was conducted from students graduating in fall 2013 and fall 2014. There were 4 respondents. The survey reveals that the MBA (Agri Business) – 3.5 & 1.5 programme enhanced the graduates' communication and presentation skills and the infrastructure and environment was conducive to learning. The programme lacked in all of the other criteria. The contents were outdated and faculty could not meet the objectives of the programme. The programme couldn't develop problem solving skills, team work and planning ability. The graduates believed that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars, workshops etc. Also the financial aid and scholarships were not enough to full fill the needs of all needy students. According to graduates' opinion the programme wouldn't last long if university dosent take any steps to develop industry linkage and sets up a placement department for their graduates especially agri business graduates.

The Alumni survey (proforma – 7) was sent to more than 70 ex-students through google forms. There were 14 respondents to the survey who are employed at different prestigious organizations throughout the country. These organizations include Planning Commission Pakistan, Hitech Lubricants, Bahria Town etc. The

alumni survey reveals that MBA- Agri Business (3.5 & 1.5 years) at UIMS equipped their graduates with enough problem solving, data analysis, communication skills. Also they are proving to be good leaders with excellent interpersonal skills. However alumni felt deficiencies in IT and report Writing Skills provided by the programme, campus infrastructure and showed a concern about the reputation of the institution at national and international level. As per alumni the programme needs to be linked with Agriculture Business industry. Seminars and Job fairs at campus may help to introduce the degree to such businesses. There should be specializations within agri business programme Agri-Marketing, Agri-economics etc.

The feedback from employer survey (proforma – 8) is very encouraging. The employer found the graduates very reliable and good team players. The employer also suggested the following

- The students should be given practical training to conduct financial analysis of different Agri-business Projects, enabling them to highlight the risks involved in Project implementation
- The students should be offered a special course on Banking Laws and Practices.
- Special course be designed for IT solutions in banking sector.
- A course on latest agricultural technologies developed at national and international level be designed specially for non-agri graduates

The teacher evaluation (proforma 1) and course evaluation (proforma-10) showed mixed results for the faculty and will serve admin in better course allocation in next semesters to come.

Annexure 1: List of Publications by Faculty

Dr. Rauf I Azam

1. Saad Mahmood, Saman Attiq and Rauf I Azam "Motivational Needs, Core-Self-Evaluations and their link with Job Satisfaction: Evidence from Telecom Sector of Pakistan", Pakistan Journal of Commerce and Social Sciences, Vol. 8, No. 1, pp. 149-169, 2014.
2. Muhammad Shahzad Ijaz, Ahmed Imran Hunjra, Zahid Hameed, Adnan Maqbool and Rauf I Azam, "Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of Karachi Stock Exchange", World Applied Sciences Journal, Vol. 23, No. 6, pp. 863-870, 2013.
3. Lubna Riaz, Ahmed Imran Hunjra and Rauf I Azam, "Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception: A Conceptual Study", Middle-East Journal of Scientific Research, No. 12 (6), pp 789 – 795, 2012.
4. Javed Mahmood Jasra, Rauf I Azam and Muhammad Asif Khan "Impact of Macroeconomic Variables on Stock Prices: Industry Level Analysis", Actual Problems of Economics, No. 8 (134), pp. 403 – 412, 2012
5. Saman Attiq and Rauf I Azam "How Individual Social Values Stimulate Consumer's Purchase Decision Involvement and Compulsive Buying Behavior", Actual Problems of Economics, No. 7 (133), pp. 300 – 308, 2012.

Dr. Abdul Raheman

1. **Abdul Raheman**, Khalid SHoail, Bushra Zulfiqar etc (2014), "Short run and Long run performance of Initial Public Oferings in Pakistan" *Pakistan Business Review(PBR)*. Vol.16, No. 3, pp. 613-645
2. **Abdul Raheman**, M. Khalid Sohail, Bushra Zulfiqar, Akbar, Imran & Tanzeel ur Rehman (2012) 'Foreign Exchange Risk Exposure in Firms Listed at Karachi Stock Exchange' *International Research Journal of Finance and Economics*, Issue 91, pp. 29-38
3. M. Khalid Sohail, **Abdul Raheman**, Bashir Ahmed Fida and Azhar, (2012) " Effects of Index Reconstitution under Different States of Market" *Journal of Basic and Applied Scientific Research*, Issue 2 (7), pp. 7128-7141.
4. Ammara Mubashir, **Abdul Raheman** and Bushra Zulfiqar, (2012) " Co-Alignment among Corporate Strategy, Financial Structure and Firm Performance in Non-Financial Sector of Pakistan" *Journal of Basic and Applied Scientific Research*, Issue 2 (7), pp. 7107-7114.
5. M. Khalid Sohail, **Abdul Raheman**, Ummara Noreen, Bashir Ahmed Fida and Bushra Zulfiqar, (2012) " Index Re-composition Effects: Comparison of Different Models" *Journal of Basic and Applied Scientific Research*, Issue 2(4), pp.3294-3301.

Mr. Ahmed Imran Hunjra

1. S. A. Khan, S. A. Qureshi, and **A. I. Hunjra**, "CRM Implementation: A Descriptive Study of the Service Industry in Pakistan. *World Applied Sciences Journal (ISI-Journal)*, Vol.30 (03), p, 355-361: February 2014. ISSN: 1818-4952.
2. M. S. Ijaz, **A. I. Hunjra**, Z. Hameed, A. Maqbool and R. I. Azam. Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of KSE. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (06), p, 863-870: June 2013. ISSN: 1818-4952.
3. E. U Hassan, F. Shahzeb, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**. Impact of Affect Heuristic, Fear and Anger on Decision Making of Individual Investor: A Conceptual Study. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (04), p, 510-514: April 2013. ISSN: 1818-4952.
4. L. Riaz, **A. I. Hunjra**, and R. I. Azam, "Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (6), p, 789-795: June 2012. ISSN: 1990-9233.

5. S. Iqbal, K.U. Rehman, **A. I. Hunjra**, “Consumer Intention to Shop Online: B2C E-Commerce in Developing Countries”. *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (4), p, 424-432: November 2012. **ISSN: 1990-9233**.
6. S. A. Qureshi, K.U. Rehman **and A. I. Hunjra**, “Factors Affecting Investment Decision Making of Equity Fund Managers”. *Wulfenia Journal (ISI-Journal Impact factor 0.269)*. Vol.19 (10), p, 280-291: October 2012. **ISSN: 1561-882X**.

Annexure 2:

Detailed course contents of MBA Agribusiness (3.5) Degree Program

SEMESTER-I

S. No.	Course No.	Course Title	Credit Hours
1.	BIO-701	Biology	2(2 – 0)
2.	AGB-701	General Agriculture	3(3 – 0)
3.	ICT-701	IT in Business-I	3(3 – 0)
4.	ENG-701	Functional English	2(2 – 0)
5.	MGT-720	Introduction to Business	3(3 – 0)
Total Credit Hours			13

BIO-701 BIOLLOGY

2(2-0)

Introduction:

This subject introduces the students about the basics of biology and terms. It is required for better understanding of the advanced courses in the field of agri businesses.

Contents:

Concepts about Biology: Branches of Biology, Abiogenesis and biogenesis, origin of life, Basic characteristics of living organisms. Cell: Basic unit of living things; Prokaryotes, Eukaryotes, How cells make organisms (meiosis and mitosis) History, cell theory. Morphology and anatomy of plant organs: (Roots, stem, leaves and flowers) Reproduction of flowering plant, seed structure and germination, fruit development and types. Biodiversity: Classification of various groups of plants and animals. Metabolism and biological processes: Concepts of ecosystems: Types and components of ecosystems, energy flow, food chain, food web. Environmental complex: Introduction to biotechnology.

Books:

1. Raven, Johnson, Losos and Singer. Biology, 8th Edition. The McGraw Hill Companies Ltd. 2008.
2. H. Damman, R. Lue, C. K. Yoon M. L. Cain, Discover Biology, 3rd Edition, Norton, 2007
3. Solomon, Berg, and Martin, Biology, 7th Edition, Thomson Learning, 2005
4. Reece and Campbell, Biology, 7th Edition, The Benjamin/Cummings, 2004

AGB-701 GENERAL AGRICULTURE

3(3-0)

Introduction:

The objective of this course is to familiarize the students with basic concepts of agriculture, agriculture system of Pakistan and major issues of agriculture.

Contents:

Agriculture: Definition. History, importance, branches and allied sciences; Agriculture of Pakistan: salient features, significances in economy, background, land use and organization/structure; Agro-meteorology, climate and weather of Pakistan; Crop seasons and main crops; soil and plant growth, soil cultivation, sowing crop production, irrigation methods, crop protection, weed management, cropping pattern/cropping system, crop rotation, fertilizers/manures, Fish farming, poultry farming, Agricultural machinery/farm implements, Major agricultural issues in Pakistan.

Books:

Franklin S. Haris, The Principles of Agronomy, General Books LLC, 2009

S. C. Panda, Agronomy, 3rd Edition, Satnam, 2008

P. Balasubrananiyan, Principles and practices of Agronomy, 2nd Edition, Agrobios India, 2007

Seth G. Pritchard, Crop and Environmental Changes, 1st Edition, CRC, 2005.

Jhon H. Martin, Warren H. Leonard, David L. Stamp, Richard P. Waldren, Principles of Field Crop Production, 4th Edition, Prentice Hall, 2005

ICT-701 IT IN BUSINESS – I

3(3-0)

Introduction:

The course will develop an understanding of the fundamentals of Information Technology and various facets of its usage in business and our daily life. The course provides a practical introduction to the Information Technology. The practical aspects of the course covers using MS Word, MS Excel, MS PowerPoint, MS Project. Students will be given lab assignments.

Contents:

Introduction of Information Technology, Internet Terminology, Browsing, Searching, Email, Computer Hardware: CPU, Memory, Motherboard, Computer Hardware: Storage: Magnetic, Optical, Computer Hardware: Input/Output Devices, Computer Software, Languages, MS Word : Creating and Formatting Documents, MS Word : Using some additional tools, Computer networks : introduction, Intranets, Extranets, and enterprise collaboration., Telecommunication networks, GSM, CDMA, FTTH, Wi-Max, , MS Excel: Spreadsheet overview, Data entering, formatting, editing, MS Excel: formula, function, chart, MS Excel: sort, filter, validate, naming, series, MS Excel and MS Word : Practice and test, MS Project: Project Planning, GANTT chart, Entering tasks, MS Project: Completing Project Plan., E-

Commerce: Introduction and Concerns and issues, Process of developing an E-Commerce site, Introduction to E-Banking, E-money, E-wallet, Information Security: Threats and their Remedies., Expert Systems, Robotics and Virtual Reality, MS PowerPoint: Creating, Formatting and editing slide shows., Mail Merge using MS Word with MS Excel, Ethical Issues in Using Information Technology, Future Developments in Information Technology,

Books:

1. James O'Brien and George Marakas, Management Information System, 9th Edition, Tata McGraw-Hill, 2009
2. Peter Norton, Introduction to Computers, 6th Edition, McGraw Hill Technology education, 2006
3. Ralf Stair, Fundamentals of Information System, 3rd Edition, Pearson India, 2006
4. Barbara McNurlin, Ralph Sprague, and Tung Bui, Information Systems Management in Practice, 6th Edition, Pearson India, 2005
5. James A. Senn, Information Technology in Business, 2nd edition, Addison Wesley Longman, 1998

ENG-701 FUNCTIONAL ENGLISH

2(2-0)

Introduction:

The course focuses on the student's ability to communicate successfully across cultural boundaries. Students will be exposed to theories and concepts of effective oral and written communication skills. This course intends to prepare the students to be able to collect, organize and present information in an understandable and logical order.

Contents:

Vocabulary, Antonyms: Giving antonym of words/words and making a sentence will be the new word. Synonyms: Giving synonym of a word and making a sentence with the new word. Filling in the blanks selecting right word out of four synonymous words. Homonyms: Filling in the blanks with a suitable word from out of pair or trios of homonyms. Contracting sentences to distinguish the leanings of pairs or trios. One-Word Substitution: Going one word for a statement, a phrase. Using only word for a phrase in a sentences. Practical Grammar, Sentence structure: Functional kinds of a sentence such as Interrogative, Assertive, Imperative etc. Structural kinds of sentences such as simple, compound, complex. Transformation of sentences: Combining two/three simple/compound sentences in to a single compound as complex sentence. Parts of Sentence: Pointing out subject, verb, object, predicate complement in a given sentence/sentences. Rules for structure of sentences: Syntax – rule for arrangement and sequence of words used in a sentence. Phrases: Definition, types and functions.

Parts of Speech: Major words classes such as Noun, Pronoun, Adjective etc.
i. Nouns-with further classifications (regular, countable, uncountable, gender of number and kinds such as proper noun, common noun etc. Pronouns-with further classifications such as personal pronoun's Relative Pronouns etc. Verbs: Kinds of use of three forms of verbs. Adjectives – with further classifications. The three degrees of comparison and their usage. Adverbs – with further classifications such as adverb of place, time manner etc. Prepositions – with further classifications. Confiructions – with further classifications such as simple, compound, co-coordinating, correlative etc. Interfictions: Definition and usage. Auxiliary verbs & their usage, Determiners: Definitions & usage. Infinitive form & usage. Participle:

Present participle, past participle & their usage. Gerund: Definition of usage. Genitives: Definition, types of Functions. Tenses: Types, structure, Function Conversion into negative and Interrogative etc. Active & Passive Voice: Concept and change of Voice (Active into passive & Passive into Active) Direct & Indirect: Concept & Change of narration (Direct into Indirect & Indirect into Direct) Articles: Definition, Kinds (Definite & Indefinite) & their usage. Composition & Comprehensive, Essay writing, Answering questions on a given passage & making précis of the Passage (giving suitable title). Book / Novel Review.

Books:

1. Bloor, T. & M. Bloor. The Functional Analysis of English. A Hallidayan Approach. 2nd edition. London: Arnold. 2004.
2. Eggins, S. An Introduction to Systemic Functional Linguistics. 2nd edition. London: Continuum. 2004.
3. Halliday, M. An Introduction to Functional Grammar. Revised by C. Matthiessen. 3rd edition. London: Arnold. 2004.
4. Thomson, J. & Martinet, A. V. A practical English Grammar. Oxford University Press. 1980

MGT-720 INTRODUCTION TO BUSINESS

3(3-0)

Introduction:

This course is the first in our Business Studies degree and forms the core of the Certificate in Business Studies. It explores the question ‘what is a business?’ and investigates the business functions of human resource management, marketing, accounting and finance. Different internal and external elements of a business are introduced, and the context in which a business operates explained. You’ll explore the common aims and characteristics of business – investigating what makes them different. Business structures, cultures and functions are identified and the political, social, economic, technological and ethical considerations affecting business are introduced. You’ll also be encouraged to make use of internet resources.

Contents:

Business, Meaning, nature scope and importance, Problems of business, Function of business, Qualities of good businessman, Sole proprietorship, Partnership, Joint stock company, Co-operative Society, Combination, Trade, Marketing, Channel of Distribution, Sales promotion, Advertising, Whole selling, Business risk, Insurance, Finance, Management, An introduction to human resource management in business An introduction to accounting and finance in business An introduction to marketing in business Different ways of looking at business.

Books:

1. Amit Shah, Business: An Introduction, 2nd Edition, Career Education, 2010
2. Louis Boone, David Kurtz; Contemporary Business, 13th Edition, Wiley, 2009
3. Micheal R. Czinkota, International Business, 7th Edition, Thomson India, 2009

4. Jeff Madura, Introduction to Business, 4th Edition, South-western college Publisher, 2006
5. William Nichols, James McHugh, Susan McHugh, Understanding Business, 8th Edition, McGraw-Hill/Irwin, 2006

SEMESTER-II

S. No.	Course No.	Course Title	Credit Hours
1.	MTH-701	Business Mathematics	3(3 – 0)
2.	ECO-701	Micro Economics	2(2 – 0)
3.	ICT-702	IT in Business-II	3(3 – 0)
4.	ENG-702	Communication Skills	2(2 – 0)
5.	AGB-702	Introduction to Horticulture	3(3 – 0)
Total Credit Hours			13

MTH-701 BUSINESS MATHEMATICS

3(3-0)

Introduction:

This course covers the mathematical processes and techniques currently used in the fields of business and finance. It includes a review of basic business math skills with particular emphasis on percentages, interest, discounts, arithmetic of payroll, taxes, bank statements, reconciliation, trade and cash discounts, establishing retail prices, consumer credit, simple interest, compound interest, annuities, business and consumer loans.

Contents:

Fundamental Concepts of Modern Mathematics, Introduction to Set Notation, The Real Numbers, Solution Sets for Equations and Inequalities, Graphs, Slopes and Linear Equations Applications of Percentages in Business Equations and Inequalities, Graphs and Functions, Introduction to Matrices with Applications, Introduction to Linear Programming, Mathematics of Finance, Probability and its Application, The Derivatives, Integration, Simple interest, Compound interest, Simple Annuities, General Annuities, Debt Reduction, Sinking Funds, Capitalization and Wasting Assets, Stocks and bonds.

Books:

1. Teresa Bradley, Essential Mathematics for Economics and Business, 3rd Edition, Wiley, 2008.
2. Glencoe, Mathematics with Business Applications, 6th Edition, Glencoe/McGraw-Hill, 2006.
3. Hummelbrunner, S A. and K. S. Coombs. Contemporary Business Mathematics with Canadian Applications. 7th ed.. Scarborough, Ontario: Prentice-Hall Canada Inc., 2005.
4. Nelda R. Roueche, Virginia Graves and Michael D. Tuttle, Business Mathematics, 9th Edition, Prentice-Hall Inc., 2005.
5. Frank S. Budnick, Applied Mathematics for Business, Economics and the Social Sciences, 4th Edition, McGraw Hill Higher Education, 1993.

Introduction:

The purpose of the course is to give students a thorough understanding of the principles of economics that are applied to the functions of individual decision makers, both consumers and producers, within the larger economic system.

Contents:

Microeconomics is conceptual approach. Demand, supply and market equilibrium, elasticity of consumer demand and supply. Theory indifference curve theory of cost production, cost concepts, social vs private consumption, choice of input by firm, equilibrium of the firm. Market structure. Market equilibrium, price discounts & product differentiation. Theory of consumer behavior, consumer samples, income & substitution effect.

Books:

1. Samuelson and nordhaus, micro-economics, 19th Edition, Mc-Graw hill/Irwin, 2009
2. McConnell and Brue, Economics: Principles, problems and policies, 17th addition, McGraw Hill Inc New York, 2007
3. Roger LeRoy Miller, Economics Today, 13th Edition, Addison Wesley, 2007
4. Koutsoyiannis, Modern Microeconomics, 2nd Edition, Palgrave Mcmillan, 2003.

Introduction:

The course is designed to give concept of information systems and their importance for business success. Different information technology applications in business to manage better and how it will provide support to decision makers for strategic business decisions will be discussed. Different applications like hospital information systems, corporate information systems, city information systems, crime information and control systems, Transaction process system etc. will be discussed.

Contents:

Introduction, History of information systems and its importance, application software, basic components etc. Using information technology for electronic commerce, Current focus on information use, problems in implementing global information systems, GIS implementation strategies, Ethical implications of information technology, Moral, ethics and the law, Ethics and information services, codes of ethics, System theory and methodologies, system model of the firm, use of system in firm, The systems approach, problem solving, preparation, definition, and solution efforts, System life cycle methodologies, Planning, analysis, designing and implementation phase, Computer as problem solving tool, The role of hardware and software in problem solving, Multimedia and its importance in problem solving, The database and database management system, Data communication, networks and Computer based information systems.

Books:

1. James O'Brien, Management Information Systems, 9th Edition, Mc-Graw hill/Irwin, 2008
2. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems-Managing the Digital Firm, 10th edition, prentice hall, 2007
3. Raymond Mcleod, Management Information Systems, 10th Edition, Prentice Hall, 2006
4. Larry Long & Nancy Long, Introduction to Computer Information System, 5th Edition, Prentice Hall college Div, 1996.

ENG-702 COMMUNICATION SKILLS**2(2-0)****Introduction:**

To provide thorough knowledge, about the nature of verbal and non verbal communication and to make the students able to use their communication skills effectively, in oral and written presentations. Business proposals, business letters, writing a report all present problems to people, when they confront them for the first time. Effective communication is a skill, and hence it can be learned. Students will also be able to improve reading, writing and speaking skills at the end of the course.

Contents:

Introduction to Course, Benefits & Methods and Basics of Effective Communication, Review of the requirements, Speaking, Listening and Non Verbal Communication: How to improve speaking, listening and non-verbal skills of communication, The Seven C's of Effective Communication, Fundamentals of English Grammar and Usage (parts of speech, tenses, punctuation and vocabulary), Report Writing, basic types, purpose and fundamentals of effective report writing, Skills required and reasons to write effective reports, Designing and Using Visual aids in presentations, their appeal and methods of presentation, Writing Memorandums and Informal Reports, Proposals: Planning and writing external and internal proposals, Business Letters: Organization, basic formats, planning and types of business letters, Communicating through Internet and other technologies, Designing Forms and Questionnaires, Reading for Main Idea, Skimming and Scanning details in different texts, Listening Comprehension, Listening for details, strategies for improving listening skills, Defining Audiences: How much the audience know about the topic, audiences' roles in the situation, their community attitudes, work sheet for defining audiences, Researching and Summarizing: Definitions, purpose, basic skills for summarizing and researching, planning summaries and collecting information from people and published material, Oral Presentations: Evaluation and comments by the instructor. Strategies of Successful Speaking: Preparing Oral Presentations, Ways of delivering oral message, strategies of oral and nonverbal delivery, Oral Presentations: Evaluation and comments by the instructor.

Books:

1. John.V. Thill, Courtland L. Bovee, Excellence in Business Communication, 7th Edition Mc Graw Hill 7th Edition, 2010.

2. Bovee, Thill, Schatzman, Business Communication Today, 10th Edition, Prentice Hall, 2009.
3. James S. O'Rourke, Management Communication – a Case/Analysis Approach, 2nd Edition, Pearson India, 2008
4. Shirley Taylor, Communication for Business-A Practical Approach, 4th Edition, Financial Times Management, 2005
5. Herta A Murphy, Herbert, Jane P Thomas, Effective Business Communication 7th Edition, Mc-Graw Hill / Irwin, 1997.

AGB-702 INTRODUCTION TO HORTICULTURE

3(3-0)

Introduction:

Objective of this course is to enable the students to understand the importance and role of Horticulture in agricultural growth.

Contents:

Introduction, History, Importance and future scope, Definition and divisions of horticulture, Classification of horticultural crops (Fruits, vegetables, Ornamentals), Factors limiting growth of horticulture, Plant parts, their modifications and functions (Stem, Leaf, Roots), Phases of plant growth (vegetative and reproductive), Plant environment; climate (temperature, light, humidity etc.) and soil (structure, texture, fertility etc), Plant growing medias and preparation, Nursery production of horticulture plants (Fruits, vegetables, ornamentals), Propagation of horticultural plants, (Sexual, Asexual), Diseases and insect pest of horticulture plants, Growth regulators and their uses in horticulture, Horticulture in modern world and in Pakistan, Horticulture as profession, Concept of tissue culture.

Books:

1. George Acquaah, Horticulture principles and practices, 4nd Edition, Prentice Hall, 2008
- C R Adams, M P Early, K M Bamford, Principles of Horticulture, 5th Edition, Butterworth-Heinemann, 2008
- [Richard N. Arteca](#), Introduction to Horticulture Science, 1st Edition, Delmar Learning, 2006
2. Reliey, H. E., C. L. Shry (Jr), Introductory Horticulture, 6th Ed, Thompson Learning Inc., 2002.
3. Janick, J, Horticulture Science, 4th edition, W.H. Freeman, 1986.

SEMESTER-III

S. No.	Course No.	Course Title	Credit Hours
1.	PSY-701	Social Psychology & Self Development	2(2 – 0)
2.	MTH-702	Introduction to Logic	3(3 – 0)
3.	ECO-702	Macro Economics	2(2 – 0)
4.	AGB-703	Agri. Entrepreneurship	3(3 – 0)

5.	MGT-709	Statistical Methods in Business	3(3 – 0)
Total Credit Hours			13

PSY-701 SOCIAL PSYCHOLOGY & SELF DEVELOPMENT 2 (2-0)

Introduction:

Course studies human behavior in its social context to reveal how one's feelings and actions can be influenced by other people. Class examines processes of human interaction and the social influences of family, membership groups, mass media, and socioeconomic class on individuals and groups. Instruction explores basic concepts and theoretical and research perspectives on social processes. Students examine elected forms of social reaction patterns, including socialization, attitudes, language acquisition, collective behavior, deviant behavior, prejudices, and violence.

Contents:

Developing a critical understanding of theories and research in social psychology. Investigating the social behavior and experience of ourselves and others. Four key social psychological perspectives: cognitive social, phenomenological, discursive psychological, and social psychoanalytic. Family relationships, conflict, the self, emotions, and the body through different theoretical approaches. Key topic in social psychology (such as attitudes, close relationships, individual differences, conformity, and inter- and intra-group processes) from a range of different theoretical perspectives. Social cognition, The self, Attribution and perception of others, Attitudes and attitude change, Prejudice, discrimination and stereotypes, Interpersonal attraction, Helping behavior, Aggression, Groups, Cultural influences.

Books:

1. Robert A. Baron, Nyla R. Branscombe, and Donn R. Byrne, Social Psychology, 12th Edition, Pearson India, 2010
2. Elliot Aronson, Timothy D. Wilson, and Robin D Akert, Social Psychology, 7th Edition, Prentice Hall, 2009.
3. Shelley E. Taylor, Letitia Anne Peplau, and David O. Sears, Social Psychology, 12th Edition, Pearson India, 2009
4. Peter O. Gray, Psychology – a competency based assessment model for social workers, 2nd Edition, Thomson India, 2007.

MTH-702 INTRODUCTION TO LOGIC

3(3-0)

Introduction:

This course is primarily intended to serve as a foundation for the development of logical and critical thinking. Main focus of the study will be on learning the art of reasoning for a clear and concise communication. The study will include deduction, induction, informal fallacies, classical logic, symbolic logic and a brief introduction to formal logic involving its modern applications in computers and other intelligent machines.

More of the focus will remain on classical logic because it is more intuitive and therefore more important for everyday as well as business applications rather than the highly technical

formal logic. However, as the importance of the structures defining correct argumentative reasoning is not any lesser, accordingly, our course will have to become somewhat formal once we move to the analysis of syllogistic reasoning and other deductive procedures. But overall, we'll confine ourselves to the analysis of propositions and classes as outlined in classical logic books.

Contents:

Concepts, Definitions, Propositions, Uses of Language, Recognizing and Analyzing Arguments, The Validity of Arguments and Fallacies, Deductive Logic, Categorical Propositions and Categorical Syllogisms, Rudimentary Propositional Calculus and Truth-functional Arguments and Inductive Logic.

Books:

1. Harry Gensler, Introduction to Logic, 2nd Edition, Routledge, 2010.
2. Patrick J. Hurley, A Concise Introduction to Logic, 10th Edition, Wadsworth Publishing Company, 2008.
3. Irving Copi & Carl Cohen, Introduction to Logic, 12th Edition, Pearson Education (US or Indian edition), 2006.
4. Wolfgang Rautenberg, A Concise Introduction to Mathematical Logic, 2nd Edition, Springer, 2006.

ECO-702

MACRO ECONOMICS

2(2-0)

Introduction:

This is an intermediate level course, both in drawing on your previous exposure to macroeconomics, and acting as prelude to further study. An overall theme is that macroeconomic theory is useful in helping us to understand real-world events, and in particular, to understand the role of macroeconomic policy. Specific theoretical ideas which recur are the importance of grounding macroeconomic theory in microeconomic reasoning and relatedly, the key role which economic agents' expectations of the future play in determining economic outcomes.

Contents:

Macro-economic conceptual approach, measurement of national income unemployment and inflation, aggregate demand and aggregate supply, classical and Keynesian theories of employment, equilibrium in national income, Keynesian model, fiscal and monetary policy. Taxation and types, meaning of incidence, effect and impact of trade cycle, theories of trade cycle, remedial measures, economic policies of taxation, fiscal policy, monetary policy.

Books:

1. N. Gregory Mankiw, Macroeconomics, 5th edition, Southwestern college, 2008.
2. Gupta, Macroeconomics, 5th Edition, Atlantic, 2008

3. Richard Froyen, Macroeconomics – Theories and Policies, 8th Edition, Pearson India, 2008.
4. R. Hall, John B. Taylor, and David Papell, Macroeconomics – economic growth, fluctuation and policy, 6th Edition, Wiley, 2005
5. Dornbusch, Fischer, Macro Economics, 8th edition. McGraw-Hill Publishing Company, 2004.

AGB-703 AGRI. ENTREPRENEURSHIP

3(3-0)

Introduction:

The purpose of this course is to explore dimensions of new venture creation and growth and to foster innovation and new agri business formations in independent and corporate settings. We will be concerned with content and process questions as well as with formulation and implementation issues that relate to conceptualizing, developing and managing successful new ventures. The course may appeal to individuals who have a strong desire to become entrepreneurs, as well as to those who consider joining start-up companies as employees (as an alternative to considering jobs in consulting, investment banking, or established firms). Similarly, students who intend to work in the venture capital industry or in professional businesses supporting entrepreneurial firms will benefit from the course.

Contents:

The Nature And Importance Of Entrepreneurs, The Future Of Entrepreneurship, Entrepreneurship defined as well as related terms, Variety in Entrepreneurship, The Entrepreneurial And Intrapreneurial Mind, The Individual Entrepreneur, International Entrepreneurship Opportunities, Legal Issues For The Intreprenuers, Characteristics successful entrepreneurs share, Entrepreneurial skills, Innovation, Identifying and assessing opportunity, The Business Plan: Creating And Starting The Venture, The Marketing Plan, The Financial Plan, The Organizational Plan, Sources Of Capital, Informal Risk Capital And Venture Capital, Preparing For The New Venture Launch: Early Management Decisions, You - the idea machine, Planning your venture, Business plan generation, The major course project, Planning a presentation.

Books:

1. Bruce R. Barringer, Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Prentice Hall, 2009
2. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, 8th Edition, south-western college Publication, 2008
3. Robert D. Hisrich, Michael P. Peters, Entrepreneurship, 7th Edition, Mc-Graw hill, 2006
4. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, 7th Edition, McGraw-Hill/Irwin, 2006.
5. Joseph Prokopenko and Lgor Pavlin, Entrepreneurship Development in Public Enterprises, international labour office, 1991.

MGT-709 STATISTICAL METHODS IN BUSINESS

3(3-0)

Introduction:

Virtually every functional area of business makes use of data. As a businessperson you must understand the language of statistics because statistics will help you collect, organize, analyze and obtain information from data so that you can make informed decisions. This course is designed so that all of the important business-related topics in applied statistics can be introduced in a one semester. Do not however, expect to be fluent in statistics in just one semester – there are hundreds of highly specialized methodologies in statistics, and they cannot all be studied in such a short period of time.

Contents:

Descriptive Statistics Introduction To Statistics Role Of Statistics In Business Constructing A Frequency Distribution Graphing Frequency Distribution Measures Of Central Tendency Choosing Measures Of Central Tendency Percentiles, Deciles And Quartiles Measures Of Dispersion Range And Semi-Inter quartile Range Variance, Standard Deviation Coefficient Of Variation Chebyshev's Inequality probability, Sample Spaces And Events Definitions Of Probability Addition And Multiplication Rules Of Probability Conditional Probability Baye's Theorem Probability Distribution Discrete Probability Distribution Expected Values And Variance, Continuous Probability Distribution The Binomial Distribution The Poisson Distribution Hyper geometric Distribution The Normal Distribution sampling And Sampling Distribution. Population and Sample Parameters And Estimators Reasons For Sampling, Random Sampling Stratifies Random Sampling Systematic Sampling Cluster Sampling, Sampling Distributions Point And Interval Estimation Determination Of Sample Size Testing Of Hypothesis The Rationale Of Hypothesis Testing Type Of Errors Testing Hypothesis About One Mean Testing Hypothesis About Two Means Testing Hypothesis About Proportions Goodness Of Fit Contingency Table Analysis Regression And Correlation Analysis, Time Series And Index Numbers, Set Theory And System Of Linear Equations, Metrics, Differentiation And Integration.

Books:

1. Sher M. Ch., Introduction to Statistical Theory, Ilmi Kitab Khana, 2009.
2. Alan Agresti, Barbara Finlay, Statistical Methods for the Social Sciences, 4th Edition, Allyn & Bacon, 2008.
3. Michael Sullivan, Statistics: Informed Decisions Using Data, 2nd Edition, Prentice-Hall Inc., 2006
4. Richard A. Johnson, Statistics: Principles and Methods, 5th Edition, Wiley, 2005.
5. William L. Carlson, Betty Thorne, Applied Statistical Methods for Business, Economics, and the Social Sciences, 1st Edition, Prentice-Hall Inc., 1997.

SEMESTER-IV

S. No.	Course No.	Course Title	Credit Hours
1.	ECO-703	Agricultural Economics	2(2 – 0)
2.	AGB-704	Food Processing, Preservation & Packaging	3(3 – 0)
3.	AGB-705	Livestock & Dairy Development	2(2 – 0)
4.	MGT-730	Business Law	3(3 – 0)
5.	MGT-777	Research Methods	3(3 – 0)
Total Credit hours			13

ECO-703 AGRICULTURAL ECONOMICS

2(2-0)

Introduction:

This course explores the economic foundations for public policy analysis related to agricultural issues in rural areas. The emphasis of this course is on concepts and introduction of various tools required for policy analysis and empirical research in agricultural economics. In particular, the course aims to deepen students' understanding of how economic theory can be theoretically and empirically applied to policy problems of agricultural sectors.

Contents:

Topic 1 Introduction to agricultural economics, Consumer theory in agricultural economics, Estimation of demands for agricultural commodities and policy implication, Producer theory in agricultural economics, Structural form approach (profit function approach) on supply sides: Estimation of profit, supply and factor demand functions, Reduced form approach on a supply side: Supply response model, Behavior and welfare under risk in agricultural economics, Price distortions of policy interventions in agricultural economics, Climate change and agricultural production, or household models and policy analysis.

Books:

1. John B. Penson Jr., Oral Capps Jr., C. Parr Rosson, Richard Woodward, Introduction to Agricultural Economics, 5th Edition, Prentice Hall, 2009.
2. Ayal Kimhi, Israel Finkelshain, the economics of natural and human resources in agriculture, Nova Science, 2009
3. Lewis Cecil Gray, Introduction To Agricultural Economics, Macritchie press, 2007
4. Gail L. Cramer, Clarence W. Jensen, Douglas D. Southgate, Jr., Agricultural Economics and Agribusiness, 8th Edition, Wiley, 200.

AGB-704 FOOD PROCESSING, PRESERVATION & PACKAGING 3(3-0)

Introduction

This module considers how foods are processed, the effects of processing on nutrition, chemical analysis of foods, nutrition labeling, food safety, spoilage and food-borne disease and the size and importance of the food industry in Pakistan.

Contents:

Introduction to food preservation and processing, Food preservation by heat treatment, Food preservation by low temperature, Food preservation by chemicals and removal of moisture, Biological food spoilage and preservation, Irradiation preservation of food, Control of insect pests, recent developments and future trends. Food packaging, Food Labeling, Food Labeling continued, Food quality and safety systems: Codex, Alimentarius Commission: HACCP, Food laws and their implementation, Food laws and their implementation continued microbial, enzymic, non-enzymic spoilage, food pests, effects of environmental conditions, shelf-life. Nutrition and food processing: analysis for nutrition content; nutrition labeling, effects of processing on the macro- and micro-nutrients, dietary fibre, nutrition and toxicology of foods; functional foods and health. Microflora of fresh foods; use as food ingredients; fermented foods; food safety in relation to microbiology, additives and processing. Current food legislation its objectives: implementation and enforcement; the activities, size and scope of the European food industry; the concept of added value.

Books:

1. Fellows, P. J., Food Processing Technology, 3rd Edition, CRC Oress, 2009
2. Paul, A. A. & Southgate, D. A. T, McCance & Widdowson's The Composition of Foods (Summary Edition), 6th Ediotion, Royal Society of Chemistry, 2002
3. Pomeranz, Y. & Meloan, C. E., Food Analysis, Theory and Practice, 3rd edition, Springer, 2002
4. James, C. S, Analytical Chemistry of Foods, 1st edition, springer, 1998
5. Henry, C. J. K. & Heppell, N. J., Nutritional Aspects of Food Processing and Ingredients, Aspen Publishers, 1998
6. Fox, B. A. & Cameron, A. G, Food Science, Nutrition & Health, 6th Edition, Edward Arnold, 1995
7. Egan, H. & Kirk, R. S., Pearson's Composition and Analysis of Foods, 9th edition, Longman publishing group, 1991.

AGB-705 LIVESTOCK, DAIRY AND POULTRY DEVELOPMENT 2(2-0)**Introduction:**

This course introduces students with the basics of livestock, its management, and development of dairy products, milk, and meat and fiber production

Contents

Principles of Livestock Management, Characteristics of a good Farm Manager, Livestock population and its trend, Livestock breeds of Pakistan, general farm animal management practices, care and management of calves, young stock, pregnant and lactating animals, feeding animals for maximum milk, meat and fiber production, housing of farm animals, farm animals disease prevention program, animals transportation, integrated livestock production, feasibility reports for dairy, beef, sheep and goat enterprises.

Books:

1. Ensminger, M. E., Dairy Cattle Sciences, 4th Edition, Prentice Hall, 2005
2. Shah, S. I., Animal Husbandry, 1st Edition, National Book Foundation, Islamabad, Pakistan, 2004
3. Laura Zigman, Animal Husbandry, Dial Press Trade, 2001
4. H. J. Swatland, Structure and Development of Meat Animals and Poultry, 1st Edition, CRC Press, 1994.
5. Banerjee, G. C., A Text Book Of Animal Husbandry, 3rd Edition, Oxford Publishers, New Delhi, India, 1970.

MGT-730 BUSINESS LAW

3(3-0)

Introduction:

To gain an understanding of the legal and regulatory concepts and the impact of such laws and regulations on the conduct of business and the legal and regulatory environment in which businesses operate. This course will examine the legal responsibilities of business owners, directors, officers and employees as well as the legal responsibilities of businesses as separate legal entities. In addition, the course will focus on business transactions and will address issues faced by businesses when engaging in transactions from routine ordinary matters to complex mergers and other securities issues.

Contents:

Introduction and Course Overview, Legal Environment Of Business; Sources Of Law; Courts And Alternative Dispute Resolution, Business Organizations, Entrepreneurships, Sole Proprietorships, and Partnerships and Partnership Act 1932, Corporate Formation, Corporate Directors, Officers, Shareholders and Corporate Liability, Special Forms of Business, Securities Regulation; Corporate Governance, Contracts Act, Formation of Contracts, Performance of Contracts and Remedies, Sales And Leases Of Goods, Sales And Leases Of Goods; Warranties, Negotiable Instruments And Banking, Checks And Banking, Creditor Relationships, Personal Property, Real Property, Employment Law And Agency, Ethics and Social Responsibility, Labor and Worker Protection, Antitrust Law. Laws related to agri businesses, food processing, preservation and packaging. Food Legislation, etc.

Books:

1. Nazir Ahmed Shaheen, Corporate Law and Secretarial Practices, 1st Edition, Petiwala Book Depot, 2009
2. Hand Book of Mercantile Law (Bare Acts), Petiwala Book Depot, 2009
3. Imran Ahsan Khan Nyazee, Company Law, 1st Edition, ALSI Publishers, 2008
4. Shukla, Mercantile Law, 13th Edition, S. Chand and Company, 1992
5. L B Curzon, Dictionary of Law, 13th Edition, Pitman, 1988
6. Selected Sections of Companies Ordinance 1984.

Introduction:

The research methods course introduces students to the principles of research and the relationship between theory and methods. Particular attention will be placed on qualitative and quantitative research methodologies. The course will furthermore, enable participants to distinguish between scientific method and common sense knowledge.

Contents:

The Scientific Method; Research and Scientific Progress; What is Research?; The Research Process: An Overview; Research in Economics and Social Sciences; Introduction to Qualitative and Quantitative Research Methods, Types of Research, Qualitative Empirical Research; Quantitative Empirical Research; Experimental Research, Research Design The Research Problem; Sub problems; The Literature Review; Research Hypotheses, Research Design General Criteria for Research Design; Choosing an Approach; Choosing a Data Collection Strategy; Assumptions, The Research Proposal, The Problem and its Setting; The Review of the Literature; The Data and the Treatment of the Data; The Qualifications of the Researcher; Outline of the Proposed Study; Data Collection Strategies, Types of Data; Using Secondary Data; Sampling Methods for Primary Data; Choosing a Sample Size, Survey Design, The Steps of Survey Design; Elements of a Good Survey; The Codebook; The Pilot Questionnaire; Conducting the Interviews, Data Preparation, Coding Primary Data; Inputting Secondary Data; Re-Coding Data; Selecting Observations, Data Analysis, Summary Statistics and Means Tests; Scatter plots; Some Common Regression Problems, Writing the Research Report, The Format of the Report; Notes on Writing; Presenting the Report.

Books:

1. Alan Bryman, Social Research Methods, 3rd Edition, Oxford University Press, 2008
2. George M. Hall, How to Write a paper, 4th Edition, Wiley, 2008
3. Sharon Lawner Weinberg and Sarah Knapp Abramowitz, Statistics using SPSS – an Integrated Approach, 2nd Edition, Cambridge, 2008
4. Roger Gomm, Social Research Methodology – a Critical Introduction, 2nd Edition, McMillan, 2008
5. Uma Sekaran, Research Methods for Business – a Skill Building Approach, 4th Edition, Wiley India, 2008.
6. C. William Emory and Donald R. Cooper, Business Research Methods, revised edition, R.D Irwin, 1980.

SEMESTER-V

S. No.	Course No.	Course Title	Credit Hours
1.	MGT-701	Principles of Marketing	3(3 – 0)
2.	MGT-702	Principles of Accounting	3(3 – 0)
3.	MGT-703	Principles of Management	3(3 – 0)
4.	MGT-706	Business Communication	3(3 – 0)
5.	ECO-704	Production Economics in Agriculture	3(3 – 0)
Total Credit Hours			15

MGT-701 PRINCIPLES OF MARKETING**3(3-0)****Introduction:**

This course will help students to understand the basic marketing concepts and apply these concepts to complex and realistic business environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues such as, What business should we be in? What is our competitive advantage? What opportunities and threats do we face? What are our marketing strategic alternatives? How should our marketing resources be allocated? What are our marketing strengths and weaknesses? What are our long term objectives and alternatives?

Contents

Marketing in a changing world, creating customer value and satisfaction, what is marketing, marketing challenges in the new “connected” millennium. The marketing environment, the company’s microenvironment, macro-environment, responding to the macro environment. Consumer markets & consumer buyer behavior, the buyer decision process, market segmentation, targeting and positioning for competitive advantage, market segmentation, market targeting, product line decisions, product mix decisions. Product & services strategy, product classifications, new-product development and product life cycle strategies. Pricing products: pricing considerations and approaches, pricing strategies, new- product pricing strategies, and product mix pricing strategies. Distribution channels and logistics management, the nature of distribution channels, channel design decision and channel management decisions. Integrated marketing communication strategy, the marketing communication mix, setting the total promotion budget and mix, advertising, sales promotion and public relations, advertising, sales promotion and public relations, personal selling and sales management.

Books:

1. Philip Kotler & Kevin Lane Keller ,Marketing Management, 13th Edition, Pearson Prentice Hall (Indian Edition) 2009.
2. Gary Armstrong and Philip Kotler, Marketing – an introduction, 7th Edition, Pearson India, 2009
3. Russ Winer, Marketing Management, 3rd Edition, Pearson education.2008.
4. Michael J Etzel, Bruce J. Walker, and William J Stanton, Marketing, 14th Edition, Mc Graw-Hill, 2007
5. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Pearson Education, 2006.

MGT-702 PRINCIPLES OF ACCOUNTING**3(3-0)****Introduction:**

This course is an introduction to the fundamentals of a basic accounting system including how to record business transactions, prepare financial statements, and use accounting information in accordance with Generally Accepted Accounting Principles (GAAP). The course will be a theoretical and practical problem solving learning experience and will help

the students develop their analytical abilities in using financial data. The successful completion of this course will require students to demonstrate an understanding of the basics of accounting and to explain how accounting can be used as a tool to assist in making business decisions.

Contents:

What is accounting, its purpose and users of financial data, Assets, Liabilities and Owner's Equity, Recording changes in financial position, Revenue, Expense, Measuring business income, Adjusting entries, Complete an accounting cycle (a sole proprietor service enterprise), Accounting for merchandising companies, Multiple step Income statement, Accounts receivable and notes receivable, Inventories and cost of goods sold, Cost Flow Assumptions, Generally accepted accounting principles.

Books:

1. Charles T. Horngren, Gary L. Sundem, John A. Allot, Introduction to financial Accounting, 9th Edition, Pearson India, 2009
2. Frank Wood, Alan Sangster, Business Accounting – 1, 11th Edition, Pearson Education, 2008
3. Christopher Nobes, The Penguin Dictionary of Accounting, 2nd Edition, Penguin Group, 2003
4. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 12th Edition, Mc Graw Hill Inc. 2003.

MGT-703 PRINCIPLES OF MANAGEMENT**3(3-0)****Introduction:**

The field of Management is an exciting and dynamic one. It is important for the students to become a successful manager in future. Principles of Management is an introduction to the process through which an organization coordinates the activities of people to reach a common objective/goal. These activities include planning, organizing, leading, and controlling, and involve the effective utilization of the tangible and intangible resources like land, labor, capital, information, knowledge, entrepreneurship, and technology. This course will develop the student's basic understanding of the principles of management with emphasis on the practical application of management theory and concepts. The student will examine the major functions in action in an organization and the key decisions which arise at each stage. On completion of this course, the student will be aware of the interactive nature of organizations and the various environmental factors, both internal and external, which affect the operations of the organization and its management. The course is an important and first stepping stone for understanding of management practices for students majoring in business as well as non-business major students. Keep in mind that management is an ocean, those who dare to cruise will have to leave the shores.

Contents:

Introducing management and managers, Management levels and skills; and Managerial functions, Managerial roles in organizations, Historical overview of management and organizations, Management yesterday and today: Classical view of management; Scientific and Bureaucratic, Assignment/Activity, Administrative view of management Presentation, External & internal environment of organization., Understanding organization culture, Decision making: The Essence of the Manager's Job Presentation, Foundations of Planning, Strategic Management: Levels of strategy. BCG and Porter's model, Budgeting, scheduling, GANTT charts, PERT network, Key concepts and nature of organizational structure / organization chart, Human Resource Management, Managerial Communication and IT Presentation, Motivating self and other persons around, Maslow's hierarchy of needs theory and its analysis, Motivating knowledge workers. Leadership process and how leaders influence Presentation, Behavioral and Situational Models of Leadership, Transactional, Transformational, and Visionary leadership, Understanding group behavior and type of groups in organization, Group concepts, Stages of group development, Effective teams and its types, Understanding managerial communication and its functions Presentation, Foundations of Control, Controlling for Organizational Performance.

Books:

1. [James Arthur Finch Stoner](#), Freeman R., and Daniel R., Jr. Gilbert, Management, 6th Edition, Pearson India, 2009
2. Stephen P Robbins, Marry Coulter, Management, 9th Ed, Prentice Hall Inc. 2007
3. Richy W. Griffin, Management, 8th Edition, Wiley India, 2007
4. Heinz Weihrich, Harold Koontz, Management: A Global Perspective, 11th Edition, McGraw Hill, 2004.

MGT-706 BUSINESS COMMUNICATION

3(3 – 0)

Introduction:

To provide thorough knowledge, about the nature of verbal and non verbal communication and to make the students able to use their communication skills effectively, in oral and written presentations. Business proposals, business letters, writing a report all present problems to people, when they confront them for the first time. Effective communication is a skill, and hence it can be learned. Students will also be able to improve reading, writing and speaking skills at the end of the course. The advance course of Business Communication seeks to develop among the students excellence in written and oral communication. The course focuses on stimulating interest in the use of business English so that the students can write more accurately, clearly and precisely. The topics covered in this advance course also provide a thorough knowledge of report writing basics and techniques and will help the students to develop necessary skills to produce clear and effective reports.

Contents:

Introduction to Course, Benefits & Methods and Basics of Effective Communication, Review of the requirements, Speaking, Listening and Non Verbal Communication: How to improve speaking, listening and non-verbal skills of communication, The Seven C's of Effective Communication, Fundamentals of English Grammar and Usage (parts of speech, tenses, punctuation and vocabulary), Report Writing, basic types, purpose and fundamentals of effective report writing, Skills required and reasons to write effective reports, Designing and Using Visual aids in presentations, their appeal and methods of presentation, Writing Memorandums and Informal Reports, Proposals: Planning and writing external and internal

proposals, Business Letters: Organization, basic formats, planning and types of business letters, Communicating through Internet and other technologies, Designing Forms and Questionnaires, Reading for Main Idea, Skimming and Scanning details in different texts, Listening Comprehension, Listening for details, strategies for improving listening skills, Defining Audiences: How much the audience know about the topic, audiences' roles in the situation, their community attitudes, work sheet for defining audiences, Researching and Summarizing: Definitions, purpose, basic skills for summarizing and researching, planning summaries and collecting information from people and published material, Oral Presentations: Evaluation and comments by the instructor. Communicating Information through Visuals. Planning, selecting and presenting. Qualities of visuals to be included in reports and presentations, Communicating through Internet and other Technologies.

Books:

1. John V. Thill, Courtland L. Bovee, Excellence in Business Communication, 9th Edition Mc Graw Hill, 2010.
2. James S. O'Rourke, Management Communication: A Case/Analysis Approach, 2nd Edition, Pearson India, 2008.
3. Shirley Taylor, Communication for Business: A Practical Approach, 4th Edition, Financial Times Management, 2005.
4. Daniel G. Riordan & Steven E. Pauley, Technical Report Writing, 9th Edition, Wadsworth Publishing, 2004.

ECO-704 PRODUCTION ECONOMICS IN AGRICULTURE 3(3-0)

Introduction:

This course introduces the students about the concepts of production economics, production function concepts, and its types.

Contents:

Production economics, types of production functions, graphical presentation and mathematical properties of production functions, specification of production functions and their estimation, problems relating to the estimation of production functions, elasticity of substitution, uses of production functions in decision making, cost functions, Elasticity and function coefficients, constraint optimization, input demand function, product supply function, managing risk and uncertainty in production economics. Optimization under multiple product and input conditions.

Books:

1. Steven T. Hackman, Production Economics: Integrating the Microeconomic and Engineering Perspectives, Springer Publishing. 2008
1. Debertin, D.L. Agricultural Production Economics. McMillan Publishing Company, New York. 1986.
2. Heady, E.O. and Dillon, J.L. Agricultural Production Functions,. Iowa State University Press , Ames., Iowa. 1969
3. Doll J.P and Orazem, Production Economics. Theory and Applications. 2 Edition. .John Wiley and Sons, New York. 1984.

SEMESTER-VI

S. No.	Course No.	Course Title	Credit Hours
1.	AGB-706	Agri. Marketing Management	3(3 – 0)
2.	MGT-710	Organizational Behavior	3(3 – 0)
3.	MGT-711	Operations Management	3(3 – 0)
4.	MGT-729	Project Management	3(3 – 0)
5.	MGT-763	Managerial Accounting	3(3 – 0)
Total Credit Hours			15

AGB-706 AGRI MARKETING MANAGEMENT

3(3-0)

Introduction:

This course focuses on the management of agri marketing activities. This will help students to apply marketing concepts to complex and realistic agri business management environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues related to marketing management

Contents:

Defining Marketing For 21st Century, Marketing in 21st century. Building customer satisfaction, value & retention. marketing management tasks, developing marketing strategies and plans, marketing and customer value. Value chain analysis, core competencies and understanding the supply and value chain. Strategic planning. business unit planning. strategic implementation and control, gathering information and scanning the environment, modern marketing intelligence system, the marketing research process. Profitability analysis, measuring satisfaction and loyalty, CPV, measuring customer lifetime value, organizational buying and the procurement process. Creating brand equity and crafting its positioning, what is brand equity, building brand equity, building brand equity, devising a branding strategy, marketing strategies, growth, maturity and decline, competitive intelligence system and designing competitive strategies. Designing and managing services, nature of services. Managing service quality, managing service brands, managing product support services and developing pricing strategies. Understanding pricing, setting the price, differentiated pricing, and marketing strategies to avoid price increases.

Books:

1. Philip Kotler & Kevin Lane Keller ,Marketing Management, 13th Edition, Pearson Prentice Hall (Indian Edition) 2009.
2. Russ Winer, Marketing Management, 3rd Edition, Pearson education.2008.
3. Premjit Sharma, Agricultural Marketing Management, 3rd Edition, Gene-Tech Group, 2007
4. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Publishers: Pearson Education, 2006
5. Myne D. Purcell, Marketing Agricultural Commodities – Farm Business Management, 1st Edition, Deere and Company, 1995.

Introduction:

This course emphasizes an empirical approach to the study of individual and group behavior within the context of the organization and as affected by a wide array of emerging organizational realities. It provides current and emerging theoretical and practical knowledge for understanding topics such as individual differences (personality), OB research methods, motivation, job satisfaction, stress, leadership, managerial decision-making, and group processes. The major objective of this course is to understand basic organizational behavior concepts and research, models, and moving from individual behavior to the group and to the organization as a whole.

Contents:

Introduction to organizational behavior, contemporary challenges, diversity and ethics, the perception process and impression management, personality and attitude, motivation, motivating performance, learning, behavior management, group dynamics, team, conflicts and negotiation skills, occupational stress, power and politics, leadership, decision making, organizational theory and design, organizational culture, international organizational behavior, organizational change and development.

Books:

1. Jerald Greenberg and Robert A. Baron, Behaviour in Organizations, 9th Edition, Pearson India, 2009
2. Steven L Mcshane and Mary Ann Von Glinow, Organizational behavior, 4th Edition, Tata McGraw Hill, 2008
3. George, M. J. & Jones, G. R., Understanding and Managing Organizational Behavior, 5th Edition, Pearson Education Co., 2008
4. Fred Luthans, Organizational Behavior, 11th Edition, McGraw Hill, Higher Education, 2007.
5. Stephen P. Robbins, Organizational Behavior, 10th edition, Prentice Hall, 2002.

Introduction:

Students will understand functions of operations management and apply techniques to ensure efficient and effective production of goods and services.

Contents:

Operation management, operations strategies for competitive advantages, forecasting, linear programming, product and service design, process selection and layouts, operating capacity, locating production and service facilities, layout planning, project management, scheduling systems, operations and scheduling, inventory control, design of work systems, material requirements planning, managing for quality, quality analysis and control.

Books:

1. Lee J. Krajewski, Larry P. Ritzman and Manoj K. Malhotra, Operations Management: Processes and Value Chains, 9th Edition, Prentice-Hall Inc., 2009.
2. Scot T. Young, Essential of Production and Operation Management, Sage Publications Inc, 2009.
3. William J. Stevenson, Operations Management, 10th Edition, McGraw Hill, 2008.
4. Barry Render & Jay Heizer, Operations Management, 9th Edition, Prentice Hall, 2008.
5. R. Dan Reid and Nada R. Sanders, Operations Management: An Integrated Approach, 3rd Edition, Wiley, 2007.
6. R. Chase, F. R. Jacobs and N. Aquilano, Operations Management for Competitive Advantage, 11th Edition, McGraw-Hill/Irwin, 2005.

MGT-729 PROJECT MANAGEMENT**3(3-0)****Introduction:**

The use of projects and project management is becoming more and more important for all kinds of organizations. Businesses regularly use project management to accomplish unique outcomes under the constrained resources, and project management turns to be one of the essential ways of achieving an organization's strategy. This course addresses the basic nature of managing general projects, not specially focusing on any one type of project. The course uses the project life cycle as the organizational guideline, and contents cover the whole process of project management, including project initiation, project planning, project implementation and project termination. The study includes characteristics of project and project management, looking at how to define a project, how to organize a project, how to plan a project, how to implement, trace and control a project, and how to terminate and post-evaluate a project.

Contents:

Introduction to project and project management, The project management system, Criteria for project selection, Types of project selection models, Project portfolio management, Project organization, Project goals & scope management, Management by objectives, Project proposal, Project charter, Project work breakdown structure, Factors influencing the quality of estimates, Project time estimation, Project cost estimation, Project scheduling—PERT and GANNT Chart, Resource loading & leveling, Earned value management, Introduction to Microsoft Project, Project implementation, Project control process, Project monitoring, Change control management, Project leadership, Managing versus leading a project, Qualities of an effective project manager, Managing project stakeholders, The project interface, Communication and conflict management, Project termination, Project review, Performance measurement, Project audit, Project success criteria and critical success factors

Books:

1. A Manager's Guide to Project Management (PMBOK Guide), 4th Edition, Project Management Institute, (2009).
2. Jack R. Meredith and Samuel J. Mantel Jr., John Wiley and Sons, Project Management: A Managerial Approach, 7th Edition, , (2008).

3. Harold Kerzner, John Wiley and Sons Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 9th Edition, (2006).
4. Clifford Gray, Erik Larson , Project Management: The Managerial Process, McGraw-Hill, (Management & Organization Series), (2003).
5. Svein Arne Jessen , Business by Projects, Universitetsforlaget AS, (2002).
6. Manual published by GOP on Project Appraisal.

MGT-763 MANAGERIAL ACCOUNTING

3(3-0)

Introduction:

Management Accounting is a course designed to begin your preparation in effective financial decision-making at a managerial level. That preparation will begin at the basics: understanding how much things cost. Only by understanding how much things cost can you, as manager, intelligently and strategically reach decisions and evaluate your results in today's competitive market. From the evaluation of past results, your role as manager would then be to plan and control future activities; hence, the course will then cover the use of cost accounting information for management decision-making including the role of budgeting as a management control tool. We seek to help you develop your analytical skills with respect to the identification and use of decision relevant accounting information.

Contents:

The managerial accounting environment and the role of cost accounting, Understanding cost terms and concepts, Accounting for material, labor and overhead costs, Understanding and applying the different costing systems, Use of cost accounting information for management decision-making, Cost-volume profit analysis, relevant costing, activity-based costing, Budgets and controls, Segment reporting and profitability analysis, Relevant Costs for Decision Making

Books:

1. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, and S. Mark Young, Management Accounting, 5th Edition, Pearson India, 2009
2. Don Hansen and Maryanne Mowen, Management Accounting, 7th Edition, Thomson India, 2008
3. Garrison Noreen, Brewer Managerial Accounting, 12th Edition, McGraw Hill, 2007
4. Charles T. Horngren, George Foster, Srikan M. Datar, Cost Accounting: A managerial Emphasis, 10th Edition, Prentice Hall. 2003.

SEMESTER-VII

S. No.	Course No.	Course Title	Credit Hours
1.	AGB-707	Agri Credit Management	3(3 – 0)
2.	MGT-712	Financial Management	3(3 – 0)
3.	MGT-713	Human Resource Management	3(3 – 0)

4.	MGT-716	Strategic Business Management	3(3 – 0)
5.	AGB-737	Internship	3(0 – 6)
Total Credit Hours			15

AGB-707 AGRI-CREDIT MANAGEMENT

3(3-0)

Introduction:

This course is designed to meet the needs of today's agricultural lender, it focuses on the analysis and interpretation of historical and projected farm and ranch financial statements—the critical components of the credit analysis process that continue to frustrate even the most experienced lenders. Although lectures are an important part of the course, participants spend the majority of their time analyzing case studies and participating in small group discussions with their colleagues and experienced faculty.

Contents:

Meaning And Subject Matter of Agricultural Finance and Its Importance, Role of Credit in Agriculture and Rural Development., Principles Of Sound Credit System Three R's, And 5C's Of Credit. 7P's Of Credit, Credit - Meaning, Characteristics, Classification Of Credit. Problems Of Credit, Indebtedness And Remedies For Removing Indebtedness, Estimation of Agricultural Credit country wise, farmers wise & area specific needs, Role Of Government In Agricultural Finance, Rural Credit Agencies, Private Banks, Cooperative Banks, Government Banks And Their Role Etc, Agriculture Credit Process through Banks, Special Reference to Pakistan Role of SBP In Promotion Of Agriculture Credit To Farmers Through Banks, Agriculture Credit Initiation, Credit Process Flow, Risk Management, Disbursement & Credit Recovery, Portfolio Management, Supervision Of Agri. Loans, Credit Requirement For Farm Firms, Application Of Income Statement, Balance Sheet, Budgeting And Repayment Schedules, Economic Feasibility Test Of Farm Credit Proposal, Physical Assessment Of The Credit Requirement, Agribusiness Accounting, Principles of Agribusiness Accounting, Agriculture Financial Planning and Analysis, Financial Analysis Recordkeeping, Budgeting and Financial Planning, Enterprise Analysis, Credit.

Learn advanced methods of agricultural credit analysis. Topics include modern techniques in credit scoring, risk assessment, loan pricing, customer profitability analysis and management information systems, Agricultural Credit Management case studies, role of agricultural lending in the overall performance of your bank. Topics include strategic management, loan administration, financing complex agricultural businesses, managing problem loans, risk management and emerging financing opportunities in agriculture. Role of ZTBL in Agri Credit and Finance, Micro credit in farming and cottage industries

Books:

1. Jhonathan M. Bishoff, Agricultural Finance and Credit, 1st Edition, Nova Science Publishers, 2008
2. Greg A. Baker, Orlen Grunewald, William D. Gorman, Introduction to food and Agribusiness Management, 2nd Edition, Prentice Hall, 2001

3. Ralph W. Battles, Robert C. Thompson Jr. "Fundamentals of Agribusiness Finance" Iowa State University Press, 1st Edition, 2000
4. Ralph W. Battles, Robert C. Thompson, Fundamentals of Argibusiness Finance, 1st Edition, Wiley, 2000
5. Peter Barry, Paul N. Ellinger, John A. Hopkin, Financial Management in Agriculture, 6th Edition, Prentice Hall, 1999.
6. Handbook on Best Practices in Agri-Rural Finance by SBP.
7. Prudential Regulations for Agriculture Financing by SBP.

MGT-712 FINANCIAL MANAGEMENT

3(3-0)

Introduction:

Firms invest in real assets such as plant and equipment (the Investment decision) and raise money via personal funds, stocks, bonds or bank loans (the Financing decision). Financial Management is about how these Investments and financing decisions should be made. This course explores the first part of Financial Management and introduces the framework, tools and techniques for making Investment decisions.

Contents:

An Overview of Financial Management: financial management and its goals, The Financial Environment: Markets, Institutions, Interest Rates, Valuation Concepts (Time Value of Money), Valuation Models: capital stock valuation, preferred stock valuation and bond valuation, Capital Budgeting and Estimating Cash flows, Capital Budgeting Techniques: IRR, NPV, payback period, Overview of Working Capital Management: working capital issues and financing current assets , Cash And Marketable Securities Management, Account Receivable and Inventory Management: credit and collection policy, analyzing the credit applicant, Short Term Financing: spontaneous and negotiated financing, factoring accounts receivable, Financial Statements S Analysis, Cash Flow Analysis, Cost of Capital, Risk and Return

Books:

1. James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 12th Ed, Pearson India, 2009
2. Lawrence J. Gitman, Principles of Managerial Finance, 11th Edition, Pearson India, 2009
3. Muralimohan Banerjee, Fundamentals of Financial Management, PHI, 2008
4. Stephen Ross, Randolph Westerfield, and Bradford Jordan, Fundamentals of Corporate Finance, 8th Edition, Tata McGraw-Hill, 2008
5. Eugene F. Brigham and Micheal C. Ehrhardt ,Financial Management, Theory and Practice, 11th Edition, Prentice Hall Publisher, 2007.

Introduction:

Organizations succeed through the efficient and effective use of resources and the central to the resources is human resource. It is therefore imperative to know how organizations maintain and retain its human resource. The course is designed to give students an insight of the theoretical & practical perspective, concepts, issues, and practices in HRM.

Contents:

Basic of human resource management (HRM), features of HRM, HRM and personnel management, management and personnel field, the personnel function, job design and analysis, human resource planning, recruitment and selection, testing, interviewing and assessments, performance appraisal and management by objectives, career development, training, people and motivation, quality of working life, leadership, participative management, discipline, union and management, collective bargaining, grievances and arbitration, compensation administration, health and safety, employee rights.

Books:

1. Michael Armstrong, Armstrong's handbook of human resource management, 11th Edition, Kogan Page, 2009
2. R. Wayne Mondy, Human Resource management, 10th Edition, Pearson India, 2009
3. Mejia, David Balkin, and Robert Cardy, Managing Human Resource, 4th Edition, Pearson India, 2008
4. Gary Dessler, Human Resource Management, 10th Edition, Prentice Hall, 2004.

Introduction:

This course introduces students regarding strategic management decision including industry, internal and situation analysis.

Contents:

Study of Strategic management, Decision makers: strategic managers and the strategic audit Environmental Scanning and Industry Analysis, Internal Analysis, Situation Analysis and Corporate Strategy, Business and Functional Strategy, Organizing, Staffing and Directing, Implementing Strategic Change, Evaluation and Control, Strategic Issues in MNCs.

Books:

1. Kazmi, Strategic Management and Business policy, 3rd Edition, Tata McGraw-Hill, 2008
2. Tom L. Wheelen and David Hunger, Strategic Management and Business Policy, 11th Edition, Prentice Hall, 2007
3. Charles Hill and Gareth Jones, Strategic Management: An Integrated Approach, 7th Edition, South-Western college Publisher, 2006

4. Jeffrey S. Harrison and Caron H. St. John, Foundations in Strategic Management, 2nd Edition, Thomson India, 2002.

AGB-737

INTERNSHIP

3(0-6)

As a part of their degree requirement students are required to do Internship with an organization of repute. This will help students in creating links with Industry and finding suitable jobs for them.

Annexure 3: SURVEY OF GRADUATING STUDENT

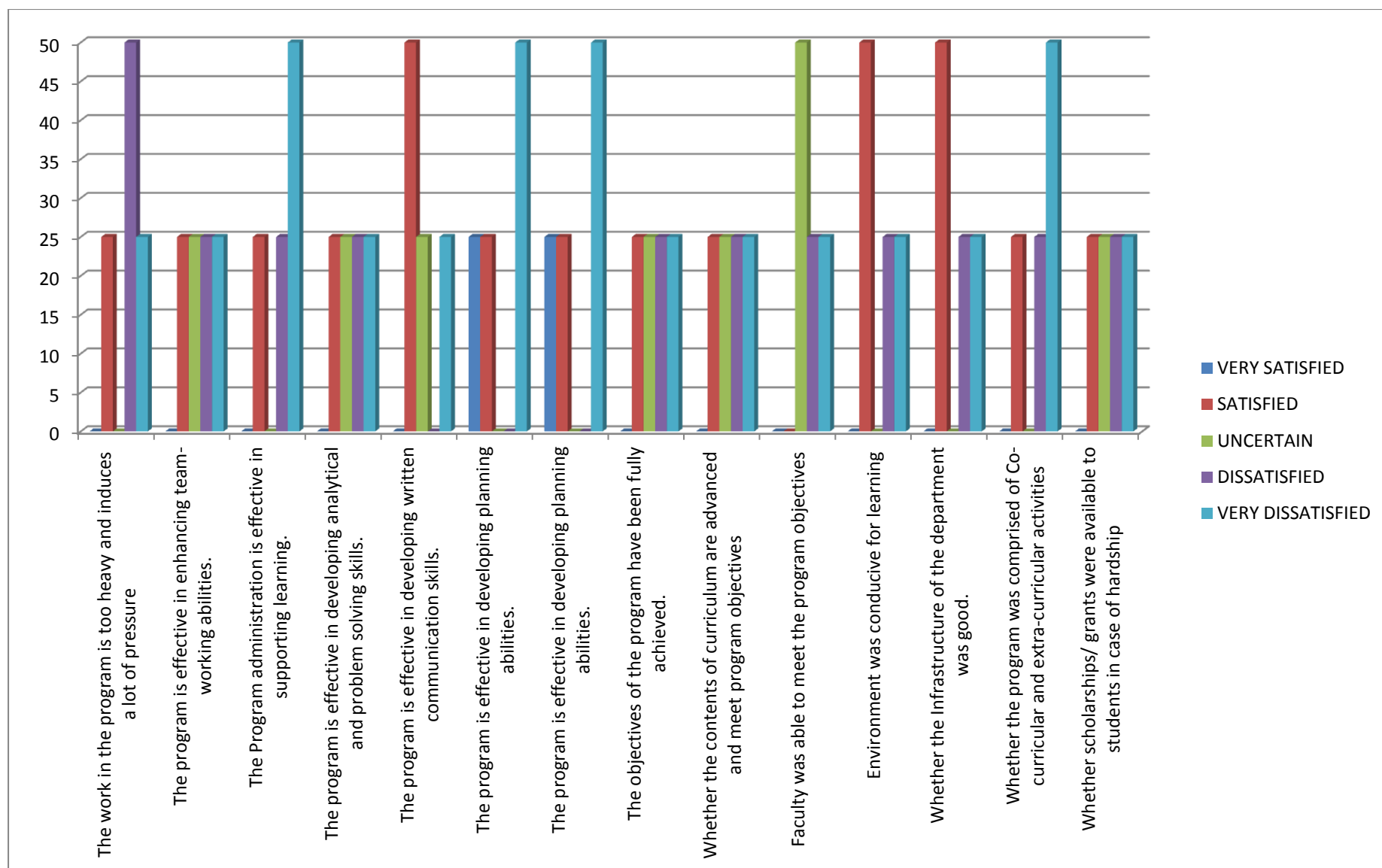
The survey was conducted from students graduating in fall 2013 and fall 2014. There were 4 respondents. The survey reveals that the MBA (Agri Business) – 3.5 & 1.5 programme had the following good aspects:

- The programme enhanced the graduates' communication and presentation skills
- The infrastructure and environment was conducive to learning

The programme lacked in all of the other criteria. The contents were outdated and faculty could not meet the objectives of the programme. The programme couldn't develop problem solving skills, team work and planning ability. The graduates believed that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars, workshops etc. Also the financial aid and scholarships were not enough to full fill the needs of all needy students

According to graduates' opinion the programme wouldn't last long if university doesn't take any steps to develop industry linkage and sets up a placement department for their graduates especially agri business graduates.

The detailed analysis of the survey (Proforma – 3) is on the following page.



Annexure 4: FACULTY SURVEY

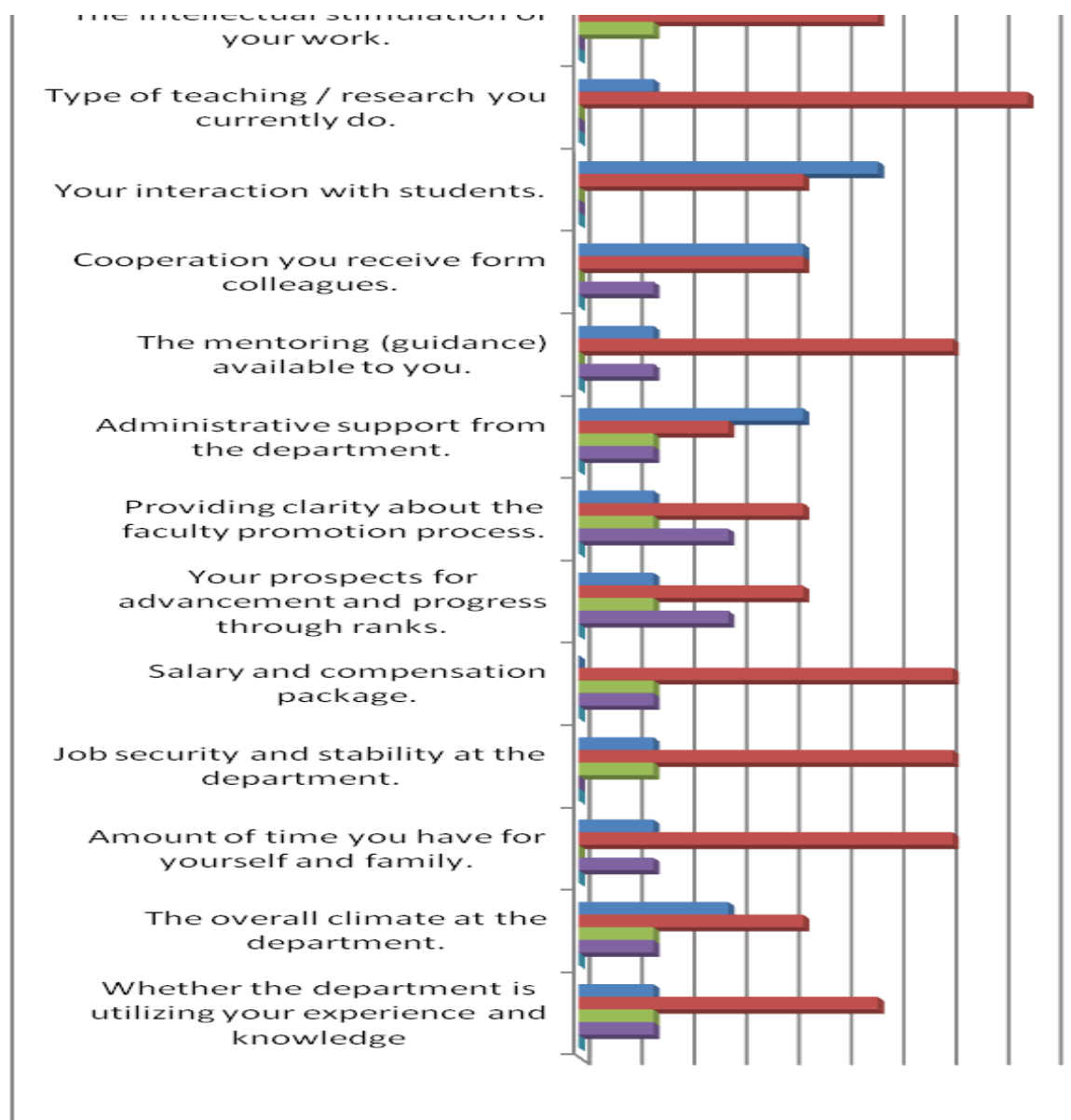
The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty's motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty's further education, working hours etc.

The survey also brought in to light the factors that can improve faculty's motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well-equipped computing lab and library

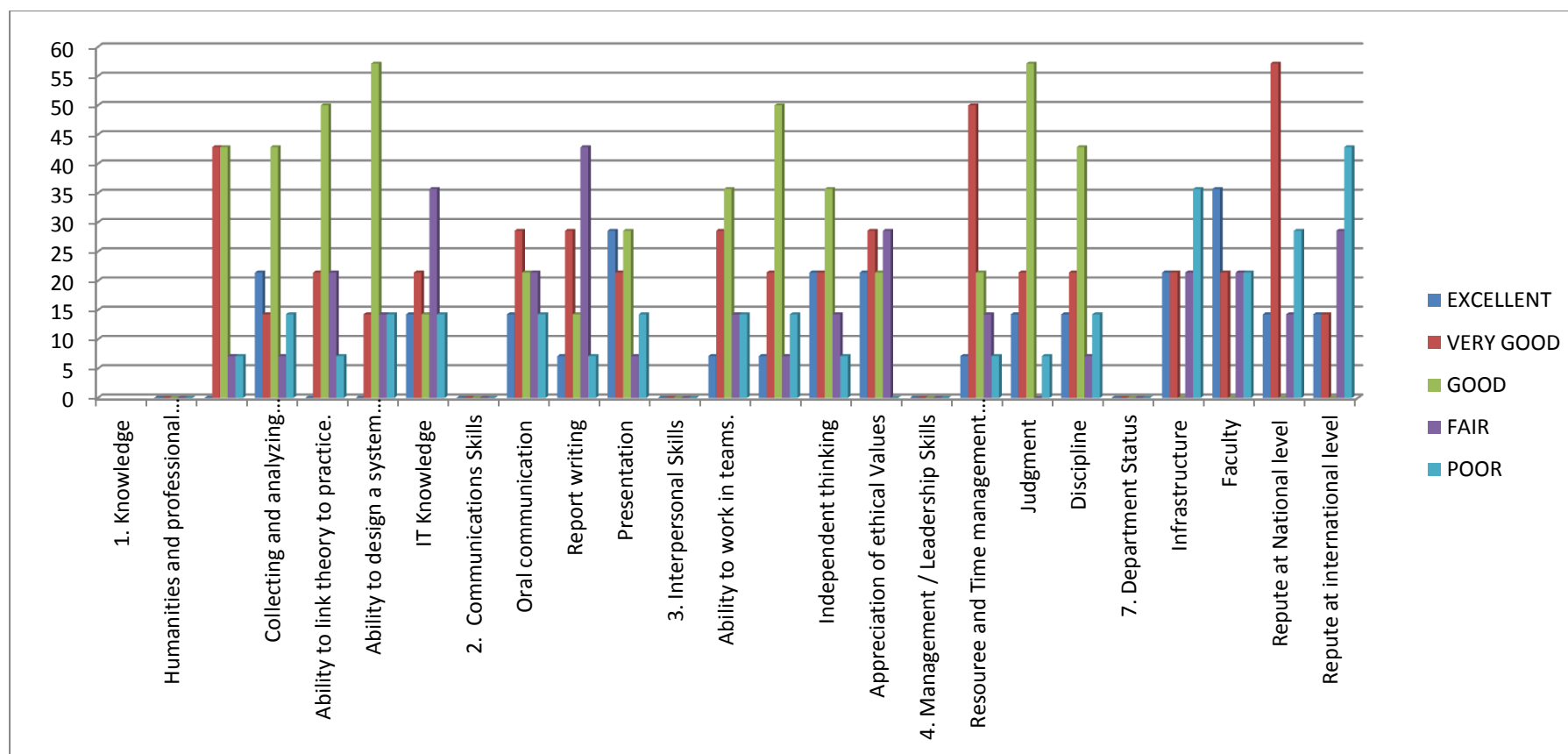
The detailed results of the survey (**proforma-5**) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.



Annexure 5: ALUMNI SURVEY

The Alumni survey (proforma – 7) was sent to more than 70 ex-students through google forms. There were 14 respondents to the survey who are employed at different prestigious organizations throughout the country. These organizations include Planning Commission Pakistan, Hitech Lubricants, Bahria Town etc. The results of the survey are summarized in the graph that follows. The alumni survey reveals that MBA- Agri Business (3.5 & 1.5 years) at UIMS equipped their graduates with enough problem solving, data analysis, communication skills. Also they are proving to be good leaders with excellent interpersonal skills. However alumni felt deficiencies in IT and report Writing Skills provided by the programme, campus infrastructure and showed a concern about the repute of the institution at national and international level. The survey also received the following comments/suggestions:

- The programme needs to be linked with Agriculture Business industry. Seminars and Job fairs at campus may help to introduce the degree to such businesses.
- Within agri-business there may be specializations like Agri-Marketing, Agri-economics etc.



Employer Survey (Proforma – 8)

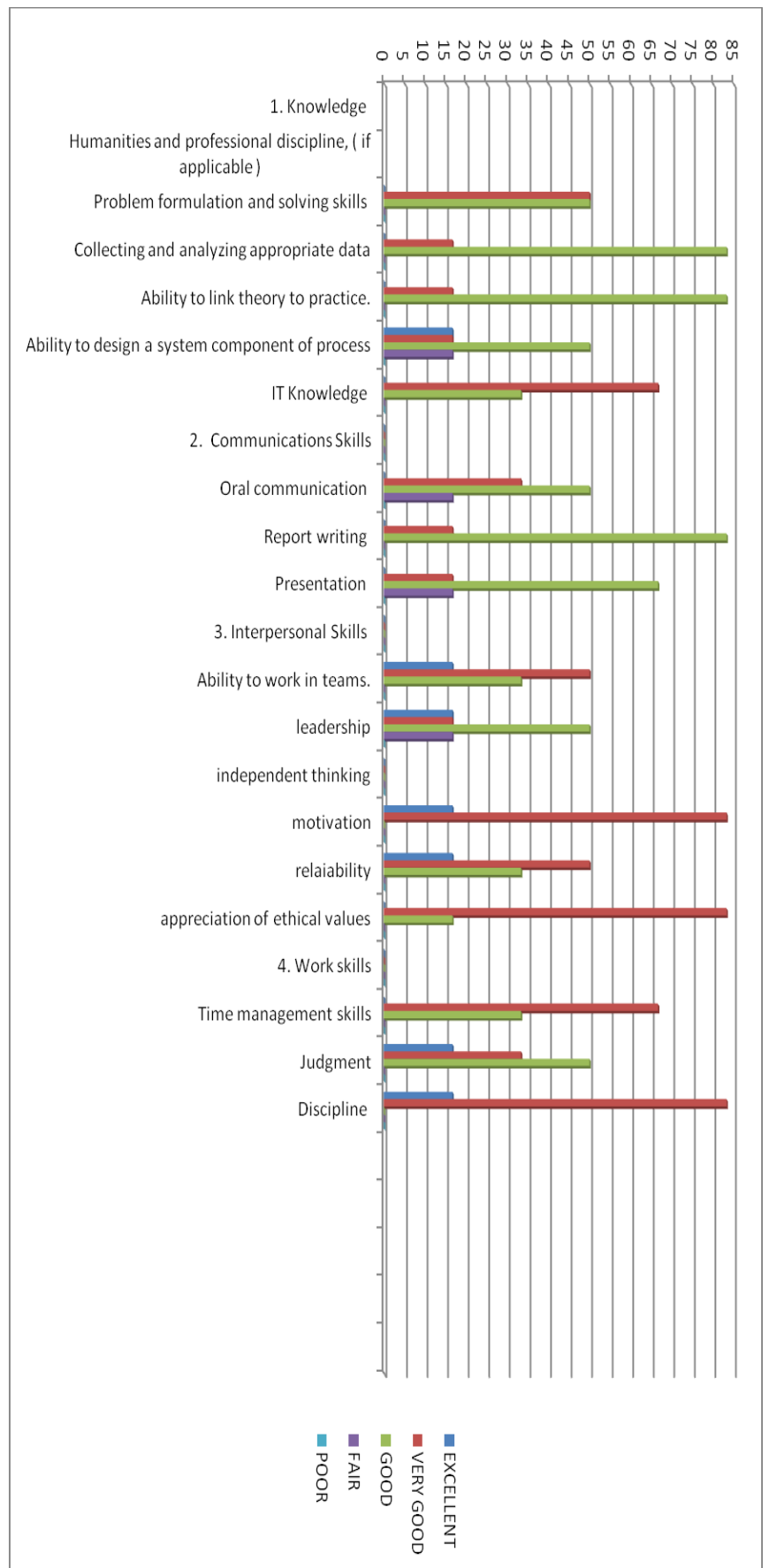
The employer survey was send to many organizations but only six replied. They include **university of Gujra, University of education Lahore, ZTBL, U-fone, Max foster PVT ltd. and one other.** These organizations employ more than 25 UIMS graduates. The feedback is very encouraging. The employers found the graduates very reliable, good team players and excellent in communication skills. Detailed results of the survey are shown on following page. The analysis is done on a scale of 5 where;

5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair and 5 = Poor

The illustration below summarizes views of the employers about the UIMS graduates employed with them. Purpose of the survey was to know the employers' comments on the quality of education regarding: knowledge, communication skill, work skills and interpersonal skill possessed by our graduates.

Survey reflects that our graduates have scored high on all the criteria mentioned. This indicates that our graduates are adequately prepared in various knowledge, skill and attitude areas and show good potential in any given environment. The employer also suggested the following

- The students should be given practical training to conduct finical analysis of different Agri-business Projects, enabling them to highlight the risks involved in Project implementation
- The students should be offered a special course on Banking Laws and Practices.
- Special course be designed for IT solutions in banking sector.
- A course on latest agricultural technologies developed at national and international level be designed specially for non-agri graduates



Annexure 6: FACULTY RESUME

Proforma - 9

Faculty Resume



Name	Dr. Rauf-i-Azam		
Personal	House No. 496, Street No. 24, Phase-3, Bahria Town, Islamabad Ph.: +92 (321) 5177496 e-mail: rauf@uaar.edu.pk		
Experience	Oct 2005 to Date	Director	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Jan 2003 to Sep 2005	Associate Dean	Iqra University, Islamabad Campus
	Sep 2000 to Dec 2002	Assistant Professor	COMSATS Institute of Information Technology, Islamabad.
	Apr 1998 to Sep 2000	Assistant Professor	Hamdard University, Islamabad Campus
	Jan 1991 to Mar 1994	Mathematics Teacher	Beonhouse School System, Rawalpindi
Honors and Awards	S&T Scholarship for PhD from abroad (Japan)		
Membership	Academy of Strategic Management Human Resource Development Network, Pakistan		
Graduate Students Post Docs Undergraduate Students <i>Honour Students</i>	Research Students (Management Sciences) produced and currently under supervision: PhDs Produced = 01, PhDs in Process = 02, MS Produced = 05, MS in Process = 03		
Service Activity	<ul style="list-style-type: none"> • Member Academic Council (PMAS-AAUR) • Member Advanced Studies and Research Board (PMAS-AAUR) • Member University Discipline Committee (PMAS-AAUR) • Member University Unfair Means Control Committee (PMAS-AAUR) • Member Selection Board (Subject Specialist Management Sciences) International Islamic University, Islamabad 		

Brief Statement of Research Interest	<ul style="list-style-type: none"> • Linear Programming • Management • Operations Management • Education
Publications	<p>Refereed Journals</p> <ol style="list-style-type: none"> 1. Saad Mahmood, Saman Attiq and Rauf I Azam "Motivational Needs, Core-Self-Evaluations and their link with Job Satisfaction: Evidence from Telecom Sector of Pakistan", Pakistan Journal of Commerce and Social Sciences, Vol. 8, No. 1, pp. 149-169, 2014. 2. Muhammad Shahzad Ijaz, Ahmed Imran Hunjra, Zahid Hameed, Adnan Maqbool and Rauf I Azam, "Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of Karachi Stock Exchange", World Applied Sciences Journal, Vol. 23, No. 6, pp. 863-870, 2013. 3. Lubna Riaz, Ahmed Imran Hunjra and Rauf I Azam, "Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception: A Conceptual Study", Middle-East Journal of Scientific Research, No. 12 (6), pp 789 - 795, 2012. 4. Javed Mahmood Jasra, Rauf I Azam and Muhammad Asif Khan "Impact of Macroeconomic Variables on Stock Prices: Industry Level Analysis", Actual Problems of Economics, No. 8 (134), pp. 403 - 412, 2012 5. Saman Attiq and Rauf I Azam "How Individual Social Values Stimulate Consumer's Purchase Decision Involvement and Compulsive Buying Behavior", Actual Problems of Economics, No. 7 (133), pp. 300 - 308, 2012.

	<ol style="list-style-type: none"> <li data-bbox="501 192 1157 450">6. I. Hunjra, Rauf I Azam, A. A. Humayoun, "Cause Related Marketing and its Impact on Sales: Mediating by Brand Loyalty and Consumer Purchase Intention". Actual Problems of Economics (ISI-Journal Impact factor 0.003). Vol.131 (05), p, 468-476: May, 2012. ISSN: 1933-6788. <li data-bbox="501 483 1157 701">7. Rauf I Azam, Iram Batool, Rabia Imran, Muhammad Irfan Chani, Ahmed Imran Hunjra and Javed Mahmood Jasra "Financial Crises and Economic Growth in Pakistan: A Time Series Analysis", Middle-East Journal of Scientific Research, 9(3), pp. 425 – 430, 2011. <li data-bbox="501 734 1157 1066">8. H. Ahmad Mushtaq, Ahmed Imran Hunjra, Ghulam Shabbir Khan Niazi, Kashif-Ur-Rehman and Rauf I Azam, "Planned Behaviour Entrepreneurship and Intention to Create a New Venture Among Young Graduates", Management & Marketing: Challenges for the Knowledge Society, Vol. 6, No. 3, pp. 437 – 456, 2011. <li data-bbox="501 1099 1157 1391">9. J. M. Jasra, M.A. Khan, A. I. Hunjra, R. Aziz, R.I. Azam, (2011) "Determinants of Business Success of Small and Medium Enterprises", International Journal of Business and Social Science, Vol. 2, No. 20, pp. 274 – 280, 2011. <li data-bbox="501 1424 1157 1827">10. Ahmed Imran Hunjra, Muhammad Azam, Ghulam Shabbir Khan Niazi, Babar Zaheer Butt, Kashif-Ur-Rehman and Rauf I Azam, "Risk and Return Relationship in Stock Market and Commodity Prices: A Comprehensive Study of Pakistani Markets", World Applied Sciences Journal, Vol. 13, No. 3, pp. 470-481, 2011. <li data-bbox="501 1861 1157 2038">11. Rasool, A. H., Bashir, A. F. and Rauf I Azam, "Pre-Training Motivation and the Effectiveness of Transformational Leadership Training: An Experiment", Academy of Strategic Management Journal, Volume 9,
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	<p>Number 2, pp. 1-8, 2010.</p> <p>12. Rauf I Azam and Masao Fukushima, “A globally convergent BFGS method for nonsmooth convex optimization”, <i>Journal of Optimization Theory and Application</i> 104 (3), pp. 539 – 558, 2000.</p> <p>Refereed Conferences</p> <ol style="list-style-type: none"> 1. Younas, I., Rauf I Azam, and Hashmi, W. <i>Toward traffic delay estimation using fuzzy logic</i>, International Business Information Management Conference, Brescia, Italy, (2006). 2. Rauf I Azam and Fukushima, M., “<i>A quasi-Newton method for nondifferentiable minimization</i>”, The Institute of Statistical Mathematics Cooperative Research Report 104, Optimization: Modeling and Algorithms, Vol. 11, pp. 210 – 228, 1997 <p>Other Conferences</p> <ul style="list-style-type: none"> • Rauf, A. I., and Younas, I., <i>Higher Education in Pakistan: The missing link</i> International Symposium on Issues in Higher Education in Pakistan, UAAR, 2006. <p>Press</p> <ul style="list-style-type: none"> • Rauf, A. I., <i>Investing in Future</i>. The News
Research Grants and Contracts	Nil
Other Research or Creative Accomplishment	<ul style="list-style-type: none"> • Virtual Teachers for Secondary Schools in NWFP (now Khyber Pakhtunkhwa) Supervised the team comprising of subject specialists, software developers, graphic designers, narrators and recording engineers (audio). The objective was to deliver fully interactive multimedia for the use of a teacher and/or a student to teach/understand the concepts of the Mathematics, Physics and Chemistry at the 9th and 10th class level. As team leader my responsibility was to guide the team members through all the stages in the development of Virtual Teachers right from inception till the delivery of high quality teaching software and monitor the processes. A product was successfully delivered to the client.
Selected Professional Presentations	<ul style="list-style-type: none"> • Curriculum Design FDA, COMSATS • Effective Classroom Management FDA, COMSATS

	<ul style="list-style-type: none"> • Critical Thinking and its Importance HBL • Preparing Projects for Effective Management PIDE • Generalists vs Specialists COMSATS • Civic Activism Rule, of Law and Good Governance CCEP
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Name	<i>Dr. Farida Faisal</i>
<i>Personal</i>	University Institute of Management Science (UIMS), Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. Ph: +92-51-9290155 E-mail: farida.faisal@uaar.edu.pk
<i>Experience</i>	16 / 01/ 2012 - to date ; Associate Professor ; UIMS Arid Agriculture University, Rawalpindi 1996 to 17 / 01/ 2012; Assistant Professor ; Hailey College of Commerce, University of the Punjab,
<i>Honor and Awards</i>	N/A
<i>Memberships</i>	N/A
Graduate Students Postdocs Undergraduate Students	N/A
Service Activity	*Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, Organisation Development; *Developed course outlines and new teaching methodologies. *Supervised internship reports prepared by outgoing M.Com students and projects of BBA honrs Students *Administration and Research. *In charge Female Student Activities.

<p><i>Publications</i></p>	<ol style="list-style-type: none"> 1. Faisal, F. & Rizavi, S.S. (2011). Sustaining Gender Equity and Work Performance: Employment of Educated Women in the Public Sector of Pakistan. <i>European Journal of Social Sciences</i>, 20(2), 357-368. 2. Faisal, F. & Rizavi, S.S. (2011). Wanting to Work or Working for Wants: Intrinsic Work Preference among Educated Female Public Servants in Pakistan. <i>International Journal of Business and Social Science</i>, 2 (10), 112-118. 3. Faisal, F. (2010). Measuring Perceptions of Work Environment among Educated Female Public Servants in Pakistan. <i>Pakistan Economic and Social Review</i>, 48(1), 1-31. 4. Faisal, F. (2011). . Public Policy and Gender Mainstreaming Strategy: Redressing Gender Inequality. <i>Interdisciplinary Journal of Research in Business</i>, 1(7), 8-16. 5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature: Towards Gender-responsive Economic Scholarship. <i>Interdisciplinary Journal Of Contemporary Research In Business</i>, 3(3), 683-692. 6. Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 89-98. 7. Faisal, F. (2011). Individual and Structural Determinants of Intrinsic Work Preference among Female Public Servants in Pakistan. Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 63-74. 8. Khan, M.M., Yaqub, M. Z. & Faisal, F. (2011). Privatization in Emerging Markets: Pakistan's Perspective. <i>Interdisciplinary Journal of Research in Business</i>, 1 (4), 101-106. 9. Rizavi, S.S. & Faisal, F. (2011). Children as Partners in Household. <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 2(12), 836-850. 10. Rizavi, S.S. & Faisal, F. (2011). Time Use Surveys: Methods, Uses and Limitations. <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 2(12), 925-935
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Name	Dr. Rabia Imran		
Personal	House #384, Street # 14, G-10/2, Islamabad, Pakistan. Mobile: 0333-5177709, Email: rabiaimran@yahoo.com		
Experience	April 2010 to Date	Assistant professor	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	April 2007 to March 2010	Lecturer	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Sep 2003 to March 2007	Career Planning Officer	University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.
	Sep 2001 to May 2003	Visa officer	Embassy of Syrian Arab Republic, Islamabad
Honors and Awards	HEC Approved supervisor		
Membership	NIL		
Graduate Students	Years	Degree	Name
Post Docs	2012	MS(MS)	Faiza Zahoor
Undergraduate	2012	MS(MS)	Muhammad Yasir
Students	2012	MS(MS)	Kashif Irshad
<i>Honour Students</i>			
Service Activity	Member academic board National Defense University. Reviewer for World Applied science Journal (WASJ) Reviewer for African Journal of Business Management (AJBM) Reviewer for International Journal of Vocational and Technical Education (IJVTE)		
Publications	<ol style="list-style-type: none"> 1. Imran, R., and Anis-ul-Haque, M., (2011). Mediating effect of Organizational Climate between Transformational Leadership and Innovative Work Behaviour. Vol. 26, No. 2, 183-199. <i>Pakistan Journal of Psychological Research</i>. HEC recognized X category journal. 2. Sial, A. M, Jilani, A., M., Imran, R., & Zaheer, A., (2011). Effect of Human Resource Practices on Organizational Commitment in Pakistani Universities. <i>World Applied Sciences Journal</i>. Vol. 15, No. 6, pp.793-798. ISSN: 1818-4952. ISI Master List journal. 3. Sial, A. M., Imran, R., & Zaheer, A., (2011). Job related stress and role performance: An empirical evidence from call centres of Pakistan. <i>International Journal of Academic Research</i>. Vol. 3, No. 5, pp. 459-463, September, 2011. ISSN: 1990-9233. ISI Master List journal. 4. Imran, R., Zaheer, A., and Noreen, U., (2011). Transformational Leadership as a predictor of Innovative Work Behaviour: Moderated by Gender. <i>World Applied Sciences Journal</i>. Vol. 14, No. 5, pp. 750-759, ISSN: 1818-4952. ISI Master List journal. 5. Noreen, U., Imran, R., Zaheer, A., & Saif, M. I., (2011). Impact of Microfinance on Poverty: A Case of Pakistan. <i>World Applied Sciences Journal</i>. Vol.12, No.6, pp. 877-883, 2011. ISSN 1818- 		

	<p>4952. ISI Master List journal.</p> <p>6. Azam, R. I., Batool, I., Imran, R., Chani,M.I., Imran, A., and Jasra, J.M., "Financial Crises and Economic Growth in Pakistan: A Time Series Analysis", <i>Middle-East Journal of Scientific Research</i>, 9(3), pp. 425 – 430, 2011.</p> <p>7. Imran, R., Saeed, T., Haque, A., M. and Fatima, A. (2010). Organizational climate: predictor of innovative work behaviour. <i>African Journal of Business Management</i>. Vol. 4(15), pp. 3337-3343, 4 November, 2010 , ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105</p> <p>8. Fatima, A., Imran, R. and Zaheer, A. (2010).Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. <i>World Applied Science Journal</i>.Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list journal.</p> <p>9. Khan, R., Rehman, A. and Fatima, A. (2009) Transformational leadership and organizational innovation: Moderated by organizational size. <i>African Journal of Business Management</i> Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal (Impact factor: 1.105)</p> <p>10. Khan, R., Rehman, A. and Yousuf, I. (2009) Influence of Transformational leadership on employee performance: A Pakistani perspective. <i>International Journal of Accounting Information Science and Leadership – IJAISL</i>, Volume 2, Issue 3, July 2009, ISSN: 1940-9540</p> <p>11. Khan, R., & Khattak, K. A., (2007). Effect of Television Advertisements on Children susceptibility towards advertised brands. <i>Journal of Business and Policy Research</i>. Volume 3, Number 2, November-December 2007, ISSN: 1449-387X</p> <p>12. Rehman, K., Bashir, T., & Khan, R., (2007).Tourism Industry: a case of PTDC. PCTE, Journal of Business Management. Volume 4, Issue 2, pp. 116-127, July-December 2007, ISSN: 0973-4066</p>
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	<p>13. Ahmed, A., Rehman, K., & Khan, R., (2006). Performance Appraisal: a tool for determining training & development. Advances in Business and Management: Theory and Application. Volume 3, 2006. ISBN: 975-6339-09-8.</p>
Conference Publications	<ol style="list-style-type: none"> 1. Imran, Rabia & Rehman Abroo, (2012). Psychological contract: The impact of HR practices. Proceedings of International Symposium on Business, Economics and Financial Applications. (Kefalonia, Greece) ISSN: 2241-2727 2. Imran, Rabia, & Fatima, Afsheen, (2012). Predicting job satisfaction through rewards: stress as a mediator. Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan. 3. Imran, Rabia, Fatima, Afsheen, Noreen, Umara, & Awan, Sadia, (2011) work environment as a predictor of employee performance: gender as a moderator. Programme & book of abstracts, International Management Conference (IMaC 2011). 16-17 April, 2011, Kuala Terengganu, Malaysia. ISBN: 978-983-9842-47-0. 4. Noreen, Umara, & Imran, Rabia, (2011). Group loans repayment problems of women borrowers. Programme & book of abstracts, International Management Conference (IMaC 2011). 16-17 April, 2011, Kuala Terengganu, Malaysia. ISBN: 978-983-9842-47-0.
Book	<p>Imran, Rabia (2011). Innovative Work Behavior: The Impact of Organizational Climate and Transformational Leadership on Innovative Work Behavior. LAP Lambert Academic Publishing (October 26, 2011), ISBN 978-3-8465-3115-0.</p>
Research Grants and Contracts	NIL
Other Research or Creative Accomplishment	<p>Participated in International conferences held in Greece (1-2 June 2012), Malaysia (14-15 April 2010), Bangladesh (14 and 15 January 2007) and Turkey (15-18 June 2006).</p>
Selected Professional Presentations	NIL

Name	<i>Dr. Abdul Raheman</i>
<i>Personal</i>	<p>House No. 310, Street No. 4, Rawal Town, Islamabad, Pakistan Post Code(44000) Mob. +92 333 5320320 Off. +92 51 9290155 E-mail abdulrehman@uaar.edu.pk ab_rehman1976@yahoo.com</p>
<i>Experience</i>	<p>Feb 2005-to date Assistant Professor, University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi</p> <p>Dec 1998-Jan 2005 Lecturer, University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi</p>
<i>HonorandAwards</i>	<ul style="list-style-type: none"> • Distinction in MBA • Highest CGPA and %age in MS during session 2004-2006 • HEC Indigenous Scholarship holder for MS leading to PhD program Batch-II
<i>Memberships</i>	<ul style="list-style-type: none"> • Member Society for the Study of Emerging Markets • Member Pakistan Society for Development Economist • Evaluator National Business Education Accreditation Council(NBEAC) • Secretary, Board of Faculty, University Institute of Management Sciences

Graduate Students Postdocs Undergraduate Students		<i>Lists supervision of graduate students, postdocs and undergraduate honors theses showing:</i>		
<i>Honour Students</i>		Years	Degree	Name
		2012	MS(MS)	
		Ammara Mubashir		
		2012	BBA-Hons	Saira Saeed
		2012	BBA-Hons	Anum Maqsood
		2012	BBA-Hons	Habiba Mustafa
		2012	BBA-Hons	Huma Batool
		2012	BBA-Hons	Umna Tahir
		2012	BBA-Hons	Samina Niaz
		2012	BBA-Hons	Muhammad Ahsan
		2012	BBA-Hons	Sohail Sheeraz
Service Activity				
<i>Brief Statement of Research Interest</i>		<i>Corporate Finance, Working Capital Management, Capital Structure, Dividend Policy, Initial Public Offering's, Capital Markets, Efficiency Analysis and Productivity growth</i>		
Publications	Abdul Raheman , M. Khalid Sohail, Bushra Zulfiqar, Akbar, Imran & Tanzeelur Rehman (2012) 'Foreign Exchange Risk Exposure in Firms Listed at Karachi Stock Exchange' <i>International Research Journal of Finance and Economics</i> , Issue 91, pp. 29-38 M. Khalid Sohail, Abdul Raheman , Bashir Ahmed Fida and Azhar, (2012) " Effects of Index Reconstitution under Different States of Market" <i>Journal of Basic and Applied Scientific Research</i> , Issue 2 (7), pp. 7128-7141.. Ammara Mubashir, Abdul Raheman and Bushra Zulfiqar, (2012) " Co-Alignment among Corporate Strategy, Financial Structure and Firm Performance in Non-Financial Sector of Pakistan" <i>Journal of Basic and Applied Scientific Research</i> , Issue 2 (7), pp. 7107-7114. M. Khalid Sohail, Abdul Raheman , Ummara Noreen, Bashir Ahmed			

	<p>Fida and Bushra Zulfiqar, (2012) " Index Re-composition Effects: Comparison of Different Models" Journal of Basic and Applied Scientific Research, Issue 2(4), pp.3294-3301.</p> <p>Abdul Raheman, M. Khalid Sohail, Bushra Zulfiqar, Sana-ur-Rehman, Faiza Komeland Adil Bilal (2012) " Impact of Capital Expenditure on Working Capital Management in Selected Listed Pakistani Firms" <i>American Journal of Scientific Research</i>, Issue 53, pp., March 2012.</p> <p>Faisal Mahmood, Abdul Raheman and Nazakat Ali (2012) " Efficiency of Karachi Stock Exchange in Terms Of Absorbing Company Reports Effect" <i>American Journal of Scientific Research</i>, Issue 51, pp.69-75, February 2012.</p> <p>Abdul Raheman, M. Khalid Sohail, Umara Noreen, Bushra Zulfiqar, Mehran, Irfan & Adeel (2012) "Oil Prices Fluctuations and Stock Returns-A Study on Asia Pacific Countries" <i>American Journal of Scientific Research</i>, Issue 43, pp. 97-106, January 2012.</p> <p>Abdul Raheman, Abdul Qayyum, Talat Afza & M.A. Bodla (2011), "Sector-wise Performance of Working Capital Management Measures and Profitability Using Ratio Analysis, " <i>Interdisciplinary Journal of Contemporary Research in Business</i>. Vol. 3, No. 8. (2011) pp. 285-303</p> <p>Bushra Zulfiqar, Abdul Raheman, M. Khalid Sohail and Dr. Mohamed Nasr "Examining the Performance of Closed-End Mutual Funds under Different States of Pakistani Stock Market". <i>International Review of Business Research Papers</i>. Vol. 7 No. 3. May 2011. Pp. 233-249</p> <p>Abdul Raheman, Abdul Qayyum, Talat Afza & M.A. Bodla (2010),</p>
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	<p>"Sector-wise Analysis of Working Capital Management and Firm Performance in Manufacturing Sector of Pakistan" <i>Interdisciplinary Journal of Contemporary Research in Business</i>. Vol. 2, No. 7. (2010)</p> <p>Abdul Raheman, TalatAfza, Abdul Qayyum& M.A. Bodla, (2010) 'Working Capital Management and Corporate Performance of Manufacturing Sector in Pakistan' <i>International Research Journal of Finance and Economics</i>, Issue, 47</p> <p>Abdul Raheman, Abdul Qayyum and TalatAfza(2009), "Efficiency Dynamics of Sugar Industry in Pakistan" <i>Pakistan Development Review (PDR)</i>. Vol. 48, No. 4.</p> <p>M. Khalid Sohail and Abdul Raheman(2010) 'Examining the Short run IPOs Performance in state of Economy: Normal, Boom and Recession' <i>International Research Journal of Finance and Economics</i>, Issue, 35, pp. 173-186</p> <p>M. Khalid Sohail and Abdul Raheman (2009) 'Determinants of Under-Pricing of IPOs regarding Financial and Non-Financial Firms in Pakistan' <i>European Journal of Economics Finance and Administrative Sciences</i>. Issue, 15, pp. 62-73.</p> <p>Abdul Raheman,TalatAfza, Abdul Qayyum and M. Ahmed. Bodla(2008), "Estimating Total Factor Productivity and its Components: Evidence from Major Manufacturing Industries of Pakistan" <i>Pakistan Development Review (PDR)</i>. Vol. 47, No. 4. Part II, pp. 677-694.</p> <p>Abdul Raheman,BusharZulfiqar and Mustafa, (2007) 'Capital</p>
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	<p>Structure And Profitability- Case of Islamabad Stock Exchange' <i>International Review of Business Research Papers</i>, Vol. 3, No.5, November 2007 Pp.347-361</p> <p>Abdul Raheman and Mohamed Nasr, (2007) "Working Capital Management and Profitability- Case of Pakistani firms" <i>International Review of Business Research Papers</i>.Vol.3, No.1, March 2007, Pp.279 – 300</p>
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Name																																	
	Dr Muhammad Razzaq Athar																																
Personal	Assistant Professor, UIMS, PMAS-AAUR 0333-5521470 M.razzaq@uaar.edu.pk																																
Experience	24 years of Teaching Experience One out of 24 years in Arid University																																
Graduate Students Postdocs Undergraduate Students Honour Students	Post Graduate: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr><tr><td>2011</td><td>MBA</td><td>M. Arslan Hafeez</td></tr><tr><td>2011</td><td>MBA</td><td>Saba</td></tr><tr><td>2011</td><td>MBA</td><td>Marriam</td></tr><tr><td>2011</td><td>MBA</td><td>Noor</td></tr><tr><td>2011</td><td>MBA</td><td>M. Basit Naseem</td></tr></table> Graduates: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Niaz, Iqbal, Adnan</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Arslan, Hassan, Asad</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Sami, Adeel, Qasim</td></tr></table>			Years	Degree	Name	2011	MBA	M. Arslan Hafeez	2011	MBA	Saba	2011	MBA	Marriam	2011	MBA	Noor	2011	MBA	M. Basit Naseem	Years	Degree	Name	2012	BBA (hons)	Niaz, Iqbal, Adnan	2012	BBA (hons)	Arslan, Hassan, Asad	2012	BBA (hons)	Sami, Adeel, Qasim
Years	Degree	Name																															
2011	MBA	M. Arslan Hafeez																															
2011	MBA	Saba																															
2011	MBA	Marriam																															
2011	MBA	Noor																															
2011	MBA	M. Basit Naseem																															
Years	Degree	Name																															
2012	BBA (hons)	Niaz, Iqbal, Adnan																															
2012	BBA (hons)	Arslan, Hassan, Asad																															
2012	BBA (hons)	Sami, Adeel, Qasim																															

*Brief
Statement of
Research
Interests*

*Human Resource, Self perceived employability
attributes, Brain Drain, Knowledge
Management, Diversification, Unemployment
and employment, Inflation, Poverty Alleviation
Balance of Payments,*

<p><i>Publications</i></p>	<ol style="list-style-type: none"> 1. M. Razzaq Ather, Ashfaq Ahmad and Kshif ur Rehman (2011) "An investigation of performance of public sector organizations" <i>Interdisciplinary journal of contemporary research in business</i>. Vol. 3 No 3. 2. Ashfaq Ahmad, Mumtaz Ali, M. and Razzaq Ather, Ashfaq (2011) "Performance Assessment of Private Organizations in Pakistan: A case of selected organizations of Rawalpindi/ Islamabad". <i>European Journal of Social Sciences</i>, Vol. 20 No. 3. Pp. 523-529. 3. Rizwan Junaid, Dr. Tahseen Mahmood Aslam, Dr. Muhammad Razzaq Athar, Nazir Ahmad Malik, Rana Zamin Abbas (2012) "Intellectual Death". <i>International Journal of Business and Social Science</i> Vol. 3 No. 11; June 2012, pp.247-259. 4. Akhlaque Ahmed Siyal¹, Umbreen Sharif², Muhammad Razzaq Athar³ (2012) "Individual company related economic and investment behavior". <i>Actual problems of economics</i>. vol. 2, No.4, 2012. 5. Akmal Shahzad¹, Khalid Mahmood Lodhi², Muhammad Razzaq Athar³ (2012) "Determinants of interest rate spread: An empirical explanation". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 6. Akmal Shahzad¹, Arifa Andleeb², Muhammad Razzaq Athar³ (2012) "Impact of technology on interest rate: Evidence from the banking sector of Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 7. Asad Khan¹, Fawad Aslam Khattak², Muhammad Razzaq Athar³ (2012) "Effects of organizational ethics on turnover intentions". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012 8. Atif Anis¹, Muhammad Razzaq Athar² (2012) "Crucial hr practices for employee retention in economic instability". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 9. Imran Anwar Mir¹, Mohsin Zafar², Muhammad Razzaq Athar³ (2012) "comparative impact of different domains of self concept on consumers' brand Selection decision". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 10. Shahzad Zeb¹, Muhammad Razzaq Athar², Imran Anwar Mir³ (2012) "Competitive advantage: the role of organisational intangibles". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012 11. Uzma Khattak¹, Muhammad Aslam Khan², Muhammad Razzaq Athar³ (2012). "Organizational commitment and turnover intentions between public and private sectors in Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012
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Name	<i>Buhra Nasreen</i>
Personal	Girls Suprintendent House ,Colony # 1,University of Arid Agriculture Rawalpindi Cell# 0332-5200391, Off.Ph# 051-9290119 Date of birth: July1, 1973 Marital status: Married
Experience	December 1998 to date Assistant Professor UIMS University of Arid Agriculture, Rawalpindi.
Additional Charge	Warden, Fatima Jinnah Hall PMAS - Arid Agriculture University, Rawalpindi.
Publication	<ol style="list-style-type: none"> 1. Raheman, A., Bushar, Z., and Mustafa, <i>Capital Structure and Profitability-Case of Islamabad Stock Exchange</i>, International Review of Business Research Papers, Vol. 3, No.5, pp.347-361 (2007). 2. Bushra Zulfiqar, Abdul Raheman, M. Khalid Sohail and Dr. Mohamed Nasr “Examining the Performance of Closed-End Mutual Funds under Different States of Pakistani Stock Market”. International Review of Business Research Papers. VOL. 7 No. 3. May 2011. Pp. 233-249

Name	<i>Syed Kashif Saeed</i>
Personal	Date of Birth: May 04 1968 Address: Flat No. 15, Block No. 3-A Gali No. 25, I-8/1, Islamabad Telephone No: 051-4437990 & 0334-5065490
Experience	Date: 01-11-2006 to date Title: Assistant Professor Institution: UIMS- Pir Mehr Ali Arid Agriculture University Rawalpindi. Date: 21-09-1996 to 31-12-2001 Title: Lecturer Institution: Preston University, Islamabad. Date: 01-01-1994 to 20-09-1996 Title: Assistant Works Manager (Admn) Institution: Pakistan Ordnance Factories, Wah Cantonement. Date: 03-12-1992 to 31-12-1993 Title: Statistical Officer Institution: Ministry of States & Frontier Region, Islamabad. Date: 05-08-1990 to 02-12-1992 Title: Statistical Assistant Institution: Population Census Organisation, Statistics Division, Islamabad.
Honor and Awards	Received letter of appreciation from late Dr. Mehboob-ul-Haq
Membership	None
Theses Supervision of Graduate and Under Graduate Students	Supervising the research theses of BBA & MBA since 2007, and the number of these students is at least one hundred, which I cannot mention individually.
Service Activity	NIL
Brief Statement of Research Interest	I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these techniques.
Publications	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.
Research Grants and Contracts	NIL

Name	<i>Sidra Shahzadi</i>
Personal	H# DD-20D, St# 3, Lane 2, Gulshan Dadan Khan, Murree Road, Rawalpindi. Mobile# 03335401480, Off.Ph# 051-9290155 Date of birth: July2, 1983 Marital status: Married
Experience	January 2006 to date Lecturer UIMS University of Arid Agriculture University, Rawalpindi.
Honours and Awards	Silver Medal and scholarship in MBA. Received shield for good performance as a coordinator of literary society of University of Arid Agriculture, Rawalpindi.
Service Activity	Member of literary society of University of Arid Agriculture, Rawalpindi.

Name	<i>Zia ur Rehman</i>
Personal	Address: B-86 Gulistan colony Wah cantt Cell # 03015052520
Experience	2007-date Lecturer Management Sciences at University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi 2004-2007 MIS & Marketing officer at Ecopack Ltd.
Education	MS(MS) Marketing SZABIST Islamabad(Waiting for Thesis Defense) M.B.A.(Marketing) COMSATS Institute of Information Technology(2006) B.Com., University of Punjab(2004)
Membership	-
Brief Statement of Research Interest	<i>Relationship quality and customer loyalty</i>
Publications	<ul style="list-style-type: none"> Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and loyalty: A case study of telecom sector of Pakistan. <i>African Journal of Business Management Vol. 6(14)</i>, 5085-5092.
Other Research or Creative Accomplishment	
Selected Professional Presentations	<ul style="list-style-type: none"> Presented two research papers on marketing issues in 8th and 9th National Research Conferences on Management & Computer Science held at SZABIST, Islamabad

Name	Ammar Asghar
Personal	Date of Birth: 8 th May, 1985 Home Address: House # DD-107, Street # 8, Gulshan Dadan Khan, Shamsabad, Murree Road, Rawalpindi. Tel (RES): (051) 4422040 Tel (MOB): (0345) 5181776 Email: ammar5_9@yahoo.com
Experience	Date, Title, Institution. 11-sept.2008 to Date Lecturer UIMS/PMAS-AAUR
Honors and Awards	EDUCATION AND QUALIFICATIONS International Islamic University, Islamabad MS Finance (in progress) University of Arid Agriculture, Rawalpindi MBA (Finance), July 2007 (CGPA=3.02/4) University of Arid Agriculture, Rawalpindi BBA (HONS) June 2006 (CGPA=3.58/4)
Membership	
Graduate Students Post Docs Undergraduate Students <i>Honour Students</i>	
Service Activity	For the last five semesters I have been teaching following courses to students of BBA and MBA programmes in UIMS/PMAS-UAAR <ul style="list-style-type: none"> • Principles of Accounting (MBA & BBA) • Cost Accounting (MBA & BBA) • Managerial Accounting (MBA) • International Trade (BBA) • Corporate Law (MBA)
Brief Statement of Research Interest	I am looking forward to pursue my research efforts in the field of Managerial Accounting and Portfolio Management
Publications	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.
Research Grants	---

and Contracts	
Other Research or Creative Accomplishment	----
Selected Professional Presentations	----

Faculty Resume

AHMED IMRAN

University Institute of Management Sciences - PMAS – Arid Agriculture University

Rawalpindi, Pakistan; 051-9290155

Mob: 0345-7162527, E-mail: ahmedhunjra@gmail.com

OBJECTIVE

To utilize my skills with a growing team of professionals, promoting quality of work and seeking learning and growth opportunities for personal and corporate goals

ACADEMIC QUALIFICATION

- PhD Finance (**Working on Thesis**)
Iqra University, Islamabad
- MS (**Finance**)
Iqra University, Islamabad
- MBA (**Finance**)
Iqra University, Islamabad
- M. Sc (**Economics**)
Allama Iqbal Open University, Islamabad
- BSc. (**Mathematics & Economics**)
B. Z. U. Multan

SUBJECTS OF SPCECIAL INTEREST FOR TEACHING AND RESEARCH

- Business Mathematics
- Business Statistics
- Research Methods & Skills
- Advance Quantitative Analysis
- Econometrics
- Thesis Writing Business Economics
- Corporate Finance
- Introduction to Business Finance
- Financial Management
- Portfolio Management

WORKING EXPERIENCE

- Lecturer at **Arid Agriculture University, Rawalpindi** (UIMS) from December 2011 to date.
- Visiting Faculty member at **Arid Agriculture University, Rawalpindi** (UIMS) from March 2011 to December 2011. Following subjects are of special interest at UIMS-PMAS-AAUR:
 - Corporate Finance
 - Business Math & Stats
- Visiting Faculty member at **Quaid-i-Azam University** (QASMS) from October 2010 to December 2011. Following subjects are of special interest at QAU:
 - Business Math & Stats
 - Principle of Accounting
- Visiting faculty member at **Allama Iqbal Open University** (AIOU) from July 2008 to date. Following subjects are of special interest at AIOU:
 - Financial Management
 - Research Methods and Skills
 - Thesis Writing
 - Workshop Expert
 - Sub Examiner
- Visiting faculty member at **Chenab College of Advance Studies, Faisalabad** from December 2013 to date at M-Phil level. Following subjects are of special interest at:
 - Research Method Skills
 - Workshop-1 (Research Paper Writing)
- Visiting faculty member at **Foundation University Institute of Engineering and Management Sciences, Rawalpindi** from February 2011 to Jun 2011. Following subjects are of special interest at:
 - Principle of Accounting
 - Financial Management
 - Corporate Finance
- Research advisor at **Arid Agriculture University Rawalpindi**, from January 2012 to date at BBA, MBA and MS level.
- Research advisor at **Iqra University Islamabad**, from February 2011 to date at MS level.
- Research advisor at **Ripha International University Islamabad**, from January 2013 to date at MS level.
- Research Advisor at **SZABIST Islamabad** from September 2010 to date at MBA level.
- Research advisor at **Allama Iqbal Open University Islamabad** from July 2010 to date at MBA level.
- Engaged as an External Examiner at **Iqra University Islamabad and SZABIST University, Islamabad** at BBA and MBA level.
- Selected as a **Discussant in 2nd International Conference on Emerging Trends in Management (ICETM 2013)** held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
- Head and Managing Scholar of **Iqra Intellectual Research Forum, Iqra University, Islamabad** from September 2010 to 2012.
- Conference Organizer Committee Member for Research/ Editorial/ Contribution in International Conference on Business, Technology and Engineering (ICBTE) **Iqra University, Islamabad.**
- **Reviewer of International Journals: (12)**

1. *African Journal of Business Management* (ISI listed Journal)
 2. *World Applied Sciences Journal* (ISI listed Journal)
 3. *African Journal of Agricultural Research* (ISI listed Journal)
 4. *Middle East Journal of Scientific Research* (ISI listed Journal)
 5. *International Journal of Educational Administration and Policy Studies*
 6. *International Journal of Peace and Development Studies*
 7. *Elixir Online Journal*
 8. *International Research Journal of Management and Business Studies*
 9. *International Journal of Geography and Regional Planning*
 10. *South Asian Journal of Business Global Research*
 11. *Global Journal of Business, Management and Accounting*
 12. *Journal of Research in International Business and Management*
- **Membership of Research Societies:**
 1. *Global Development Network (GDNET)*
 2. *South Asian Network Development and Environmental Economics (SANDEE)*
 3. *Research Foundation for Humanity*
 - **WebPages:**
 1. http://works.bepress.com/ahmed_hunjra/
 2. https://www.researchgate.net/profile/Ahmed_Imran_Hunjra2/
 3. http://www.amazon.ca/Books/s?ie=UTF8&field-author=Ahmed%20Imran%20Hunjra&page=1&rd=1&rh=n%3A916520%2Cp_27%3AAhmed%20Imran%20Hunjra
 4. <http://uaar.academia.edu/AhmedImranHunjra/Papers>
 5. <http://ideas.repec.org/f/phu279.html>

TRAININGS AND WORKSHOPS ATTENDED

- One month workshop on SPSS
- 06 month diploma in English language from NUML
- Workshop of Management by U-fone

RESEARCH CONTRIBUTION _____

Books/Monograms (06)

1. K. Mirza, M. Rashid and **A. I. Hunjra**, *Marketing Ethics and Pharmaceutical Industry*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-659-10324-7. May, 2012.**
2. **A. I. Hunjra**, G.S. K. Niazi, *Cause Related Marketing and its Impact on Sales*, LAMBART ACADEMIC PUBLICATION (Germany), **ISBN- 978-3-8454-0222-2. July, 2011.**

3. A. Ahmad, **A. I. Hunjra**, K. U. Rehman, *Product Development in the Perspective of Knowledge Management*, LAMBART ACADEMIC PUBLICATION (Germany), ISBN- 978-3-8443-8905-0. July, 2011.
4. F. Hussain, **A. I. Hunjra**, and M. Rashid, *Critical Success Factors of Projects*, LAMBART ACADEMIC PUBLICATION (Germany), ISBN- 978-3-8465-1248-7. September, 2011.
5. A. A. Humayoun, **A. I. Hunjra**, and K. U. Rehman, *Technology Based Employee Training and Organizational Performance*, LAMBART ACADEMIC PUBLICATION (Germany), ISBN- 978-3-8465-1085-8. October, 2011.
6. **A. I. Hunjra**, B. Z. Butt, K.U. Rehman, *Financial Management Practices In Pakistani Corporate Sector and their Impact on Organization Performance: Theory and Application*, LAMBART ACADEMIC PUBLICATION (Germany), ISBN-978-3-8433-8453-7. December, 2010.

Published Papers (36)

National (03)

7. **A. I. Hunjra**, M. I. Chani, S. Ijaz, M. Farooq, and K. Khan. The Impact of Macroeconomic Variables on Stock Prices in Pakistan. *International Journal of Economics and Empirical Research*, Vol.2 (01), p, 13-21: January 2014. ISSN: 2310-5232.
8. **A. I. Hunjra**, M. I. Chani, S. Javed, S. Naeem, and M. S. Ijaz, “Impact of Microeconomic Variables on Firm Performance. *International Journal of Economics and Empirical Research*, Vol.2 (02), p, 65-73: February 2014, ISSN: 2310-5232.
9. **A. I. Hunjra**, M. S. Ijaz, M. I. Chani, S. U. Hassan, and U. Mustifa, “Impact of Dividend Policy, Earning per Share, Return on Equity and Profit after Tax on Stock Prices.” *International Journal of Economics and Empirical Research*, Vol.2 (03), p, 109-115: March 2014, ISSN: 2310-5232.

International (33)

10. S. A. Khan, S. A. Qureshi, and **A. I. Hunjra**, “CRM Implementation: A Descriptive Study of the Service Industry in Pakistan. *World Applied Sciences Journal (ISI-Journal)*, Vol.30 (03), p, 355-361: February 2014. ISSN: 1818-4952.
11. M. S. Ijaz, **A. I. Hunjra**, Z. Hameed, A. Maqbool and R. I. Azam. Assessing the Financial Failure Using Z-Score and Current Ratio: A Case of Sugar Sector Listed Companies of KSE. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (06), p, 863-870: June 2013. ISSN: 1818-4952.

12. E. U Hassan, F. Shahzeb, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**. Impact of Affect Heuristic, Fear and Anger on Decision Making of Individual Investor: A Conceptual Study. *World Applied Sciences Journal (ISI-Journal)*, Vol.23 (04), p, 510-514: April 2013. **ISSN: 1818-4952**.
13. L. Riaz, **A. I. Hunjra**, and R. I. Azam, "Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (6), p, 789-795: June 2012. **ISSN: 1990-9233**.
14. S. Iqbal, K.U. Rehman, **A. I. Hunjra**, "Consumer Intention to Shop Online: B2C E-Commerce in Developing Countries". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.12 (4), p, 424-432: November 2012. **ISSN: 1990-9233**.
15. S. A. Qureshi, K.U. Rehman and **A. I. Hunjra**, "Factors Affecting Investment Decision Making of Equity Fund Managers". *Wulfenia Journal (ISI-Journal Impact factor 0.269)*. Vol.19 (10), p, 280-291: October 2012. **ISSN: 1561-882X**.
16. **A. I. Hunjra**, R. I. Azam, A. A. Humayoun, "Cause Related Marketing and its Impact on Sales: Mediating by Brand Loyalty and Consumer Purchase Intention". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.131 (05), p, 468-476: May, 2012. **ISSN: 1933-6788**.
17. N. Safwan, **A. I. Hunjra**, M. Ashfaq, S. Q. H. Naqvi, "The Impact of Trust and Cabin Crew Performance on Customers Satisfaction." *OIDA International Journal of Sustainable Development (Canada)*. Vol.4 (02), p, 45-50: May, 2012. **ISSN: 1923-6622**.
18. **A. I. Hunjra**, I. Batool, G. S. K. Niazi, I. U. Rehman, "Investment Appraisal Techniques and Constraints on Capital Investment". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 27-33: April, 2012. **ISSN: 1933-6788**.
19. M. N. Akhtar, **A. I. Hunjra**, N. Safwan, A. Ahmad, "Long Run Relationship between Poverty and Macro-Economic Variables in Pakistan". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 186-192: April, 2012. **ISSN: 1933-6788**.
20. **A. I. Hunjra**, J. Iqbal, I. Batool, G.S.K. Niazi, "Determinants of Financial Management Practices: A conceptual Study". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 34-39: April, 2012. **ISSN: 1933-6788**.
21. M. Zafar, S. Zafar, A. Asif, **A. I. Hunjra**, H. M. Ahmad, "Service Quality, Customer Satisfaction, and Loyalty: An Empirical Analysis of Banking Sector in Pakistan". *Information Management and Business Review (UAE)*. Vol.4 (04), p, 159-167: April, 2012. **ISSN: 2220-3796**.
22. **A. I. Hunjra**, G. S. K. Niazi and H. Khan, "Relationship between Decision Making Style and Consumer Behaviour". *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 21-26: April, 2012. **ISSN: 1933-6788**.

23. M. N. Akhtar, **A. I. Hunjra**, A. Andleeb, B. Z. Butt, “Individual Investor Perception towards Dividend: Pakistan’ Perspective.” *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*. Vol.4 (02), p, 193-199: April, 2012. ISSN: 1933-6788.
24. G. S. K. Niazi, J. Siddiqui, B. A. Shah, **A. I. Hunjra**, “Effective Advertising and its Influence on Consumer Buying Behaviour”. *Information Management and Business Review (UAE)*. Vol.4 (03), p, 114-119: March, 2012. ISSN: 2220-3796.
25. **A. I. Hunjra**, M. Bilal, H. Shafi, I. Ullah, K.U. Rehman, “Patterns of Capital Structure Decisions and Dividend Policy in Pakistani Corporate Sector and their Impact on organization Performance. *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol.5 (27), p, 11060-11067: November 2011. ISSN: 1993-8233.
26. M. N. Akhtar, **A. I. Hunjra**, K.U. Rehman, “The Determinants of Short Term Investment Decision Making.” *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*, Issue.11, p, 356-363: November 2011. ISSN: 1933-6788.
27. R. I. Azam, I. Batool, R. Imran, M.I. Chani , **A. I. Hunjra**, J. M. Jasra, “Financial Crisis and Economic Growth in Pakistan: A Time Series Analysis”. *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.9 (3), p, 425-430: May 2011. ISSN: 1990-9233.
28. **A. I. Hunjra**, G. S. K. Niazi, S. W. Akbar, and K.U. Rehman, “Application of Finance Techniques: An Empirical Evidence of Pakistani Corporate Sector”. *Actual Problems of Economics (ISI-Journal Impact factor 0.039)*, Issue.9, p, 394-404: September 2011. ISSN: 1933-6788.
29. H. M. Ahmad, **A. I. Hunjra**, G. S. K. Niazi, K.U. Rehman, R.I. Azam, “Planned Behavior among Young Graduates and Intention to Create New Venture”. *Management and Marketing Journal (Romania)* Vol.6 (3), p, 437- 456: September 2011. ISSN: 1842-0206.
30. **A. I. Hunjra**, M. Azam, G. S. K. Niazi, B. Z. Butt, K.U. Rehman, R. I. Azam. Risk and Return Relationship in Stock Market and Commodity Prices: A comprehensive study of Pakistani Markets. *World Applied Sciences Journal (ISI-Journal)*, Vol.13 (03), p, 470-481: July 2011. ISSN: 1818-4952.
31. M. N. Akhtar, **A. I. Hunjra**, S. W. Akbar, K.U. Rehman, G. S. K. Niazi, “Relationship between Customer Satisfaction and Service Quality of Islamic Banks.” *World Applied Sciences Journal (ISI-Journal)*, Vol.13 (03), p, 453-459: July 2011. ISSN: 1818-4952.
32. G. S. K. Niazi, **A. I. Hunjra**, M. Rashid, S. W. Akbar, and M. N. Akhtar, “Practices of Working Capital Policy and Performance Assessment Financial Ratios and their relationship with Organization Performance”. *World Applied Sciences Journal (ISI-Journal)*, Vol.12 (11), p, 67-73: May 2011. ISSN: 1818-4952.

33. J. M. Jasra, M.A. Khan, **A. I. Hunjra**, R. Aziz, R.I. Azam, "Determinants of SMEs Success". *International Journal of Business and Social Sciences (USA)*, Vol.2 (20), p, 274-280: October 2011. **ISSN: 2219-6021**.
34. S. T. Ahmad, I. Batool, S. A. Qurashi, **A. I. Hunjra**, G. S. K. Niazi, M. A. Khan, "Outcomes of Cause Related Marketing: A Demographic Analysis". *Middle East Journal of Scientific Research (ISI-Journal)*, Vol.10 (02), p, 260-269: July, 2011. **ISSN: 1990-9233**.
35. S. W. Akbar, M. Yausof, N. U. Haq, **A. I. Hunjra**, "Impact on Employee Empowerment on Job Satisfaction: An Empirical Analysis of Pakistani Services sector". *Interdisciplinary Journal of Contemporary Research in Business, (UK)*, Vol.2 (11), p, 680-685: November 2011. **ISSN: 2073-7122**.
36. M. Azam, H. Khan, **A. I. Hunjra**, H. M. Ahmad, M. I. Chani, "Institutions, Macroeconomic policy and Foreign Direct Investment: South Asian Countries Case". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol. 5 (11), p, 4306-4313: June 2011. **ISSN: 1993-8233**.
37. **A. I. Hunjra**, H. M. Ahmad, K.U. Rehman, N. Safwan "Factors Influencing Intention to Create New Venture among Young Graduates". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol.5 (1), p, 121-127: January 2011. **ISSN: 1993-8233**
38. **A. I. Hunjra**, M.A. Ali, H. Khan, M.I. Chani, K.U. Rehman, "Employee Voice and Intent to leave: A case of Pakistani Banking Sector". *African Journal of Business Management (ISI-Journal Impact factor 1.105)*, Vol.4 (14), p: 3056-3061: October 2010. **ISSN: 1993-8233**
39. **A. I. Hunjra**, K.U. Rehman, A. Ahmad, N. Safwan, I.U. Rehman, "Factor Explaining the Choice of Finance Major: Students' Perception towards Finance Profession". *Interdisciplinary Journal of Contemporary Research in Business, (UK)*, Vol.2 (5), p, 439-455: September 2010. **ISSN: 2073-7122**
40. **A. I. Hunjra**, M.I. Chani, S. Aslam, M. Azam, K.U. Rehman, "Factors Effecting Job Satisfaction of Employees in Pakistani Banking Sector". *African Journal of Business Management (ISI-Journal Impact factor 1.105)* Vol.4 (10), p: 2157-2163, August 2010. **ISSN: 1993-8233**
41. B. Zaheer, **A. I. Hunjra**, K.U. Rehman, "Financial Management Practices and their Impact on in Organization Performance: Theory and Application". *World Applied Sciences Journal (ISI-Journal)*, Vol.9 (9), p: 997-1002, August 2010. **ISSN: 1818-4952**
42. K.U. Rehman, **A. I. Hunjra**, N. Safwan, A. Ahmad, "Students' Attitude towards the Uses of Internet." *International Journal of Business and Management, (Canada)*, Vol.5 (6), p, 46-55, June 2010. **ISSN: 1833-3850**.

National (01)

1. **A. I. Hunjra**, H. Hassan, I. U. Munir, “The Role of Employee Retention and Employee Productivity on the Performance of Oil & Gas Sector of Pakistan.” Paper is accepted for publication in *International Journal of Economics and Empirical Research*, Vol.2 (07), p, ---: July 2014. ISSN: 2310-5232.

International (02)

2. I. Batool, **A. I. Hunjra**, B. Z. Butt, and A. Andleeb, “Exchange Rate Fluctuation: An Experience of Pakistani Manufacturing Sector Return”. Paper is accepted for publication in *Journal of Economics and Behavioral Studies*, ISSN: 2220-6140.
3. Q. Abbas, **A. I. Hunjra**, R. I. Azam, and R. Saeed, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is accepted for publication in *Information Management and Business Review* (UAE). Vol.5 (05), p, ---: May, 2014. ISSN: 2220-3796.

Under Review Papers (03)

1. M. S. Ijaz, **A. I. Hunjra**, and R. I. Azam. Forecasting Bankruptcy through Multiple Discriminant Analysis in Pakistan”. Paper is under review with *Journal of Multivariate Analysis* (ISI-Journal Impact factor 0.879). ISSN: 0047-259X.
2. H. M. Ahmad, S. Naimat, **A. I. Hunjra**, “Role of Networking on SME base Transactional Trade: Empirical Evidence from Sialkot”. Paper is accepted for publication in *Entrepreneurship and Regional Development* (ISI-Journal Impact factor 0.73).
3. F. Hussain, **A. I. Hunjra**, M. Rashid, “Factor Affecting the Success of Projects: An Empirical Analysis of Public Sector Projects”. Paper is under review with *International Journal of Project Management*.

CONFERENCE PROCEEDINGS (11):

National (08)

1. Q. Abbas, **A. I. Hunjra**, M. S. Ijaz, and E. U. Hassan, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is presented in “2nd International Conference on Emerging Trends in Management (ICETM 2013)” held in Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.

2. M. Ali, S. Naz, M. Durani, and **A. I. Hunjra**, “Impact of Intellectual Capital on Financial Performance”. Paper is presented in “**2nd International Conference on Emerging Trends in Management (ICETM 2013)**” held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
3. E. U. Hassan, F. Shahzab, M. Shaheen, Q. Abbas, Z. Hameed, and **A. I. Hunjra**, “Measuring Validity of Determinants of Individual Investor Decision Making Investing in Islamabad Stock Exchange of Pakistan”. Paper is presented in “**2nd International Conference on Emerging Trends in Management (ICETM 2013)**” held in **Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.**
4. E. U. Hassan, F. Shahzeb, M. Shaheen and **A. I. Hunjra**, “Impact of Affect Heuristic, Fear, and Anger on the Decision Making of Individual Investor: A Conceptual Study”. Paper presented in “**1st Abasyn International Conference on the Technology and Business Management (AiCTM)**” held on the April 2-4, 2013.
5. Q. Abbas, **A. I. Hunjra**, and R. I. Azam “Financial Performance of Banks in Pakistan after mergers and Acquisition”. Paper presented in “**1st Abasyn International Conference on the Technology and Business Management (AiCTM)**” held on the April 2-4, 2013.
6. L. Riaz, **A. I. Hunjra**, and R. I. Azam, “Impact of psychological factors on investment decision making mediating by risk perception: A conceptual study”. Paper presented in “**NUML International Conference on Contemporary Trends in Business & Management (ICBM-2012)**” held in National University of Modern Language (NUML) Islamabad, Pakistan, at 12-13 December, 2012.
7. S. Ijaz, **A. I. Hunjra**, and R. I. Azam, “Assessing the Financial Failure Factor Using Z-Score And Current Ratio: A Case From Sugar Sector Listed Companies Of Karachi Stock Exchange”. Paper presented in “**NUML International Conference on Contemporary Trends in Business & Management (ICBM-2012)**” held in National University of Modern Language (NUML) Islamabad, Pakistan, at 12-13 December, 2012.
8. **A. I. Hunjra**, and G. S. K. Niazi, “Investment Appraisal Techniques and its Constraints on Capital Investment” Paper presented in **8th International Conference of Islamic Countries Society of Statistical Sciences (ISOSS)** held in National College of Business Administration & Economics (NCBA&E) Lahore, Pakistan, at 8-9 Feb, 2011.

International (03)

9. K.U. Rehman, **A. I. Hunjra**, A. Ahmad, S. Q. Haroon “Women Psychology in Career Development”. Paper presented in **International Conference on Advanced in Psychological and Brain Sciences (ICAPBS)** held in Kuala Lumpur, Malaysia December 7-9, 2011.

10. N. Safwan, **A. I. Hunjra**, K.U. Rehman, S. Q. Haroon “Factor effecting the Consumer Psychology”. Paper presented in **International Conference on Advanced in Psychological and Brain Sciences (ICAPBS)** held in Kuala Lumpur, Malaysia December 7-9, 2011.
11. A. Ahmad, K. U. Rehman, **A. I. Hunjra**, S. Q. H. Naqvi, “Impact of Brand Loyalty on Brand Extension Paper presented in **1st International Conference on Information Systems For Business Competitiveness (ICISBC)** held in held in Diponegoro University, Semarang - Indonesia, on 8-9 December 2011.

STUDENTS SUPERVISED SUCCESSFULLY:

Iqra University Islamabad			
MS Level Degree Completed (04)			
SR#	Student Name	Title of Research	Status
1.	Rizwan Ahmed	Effect of Personalized Financial Material on Expected Returns	Degree Completed (March- 2014)
2.	Salma Hafeez	Roll of Planned Behavior Theory in Personality, and Literacy Knowledge and its Impact on Future Investment	Degree Completed (April-2013)
3.	Syed Faisal Hasan Bukhari	Herding Behavior of Investors in Karachi Stock Exchange: Theory and Application	Degree Completed (Dec-2012)
4.	Abdul Rehman Sajid	Assets- Liability Management Framework in an Islamic Perspective and its Impact on Performance on Performance of Islamic Banking System. A Study of Pakistan	Degree Completed (Dec-2012)
UIMS-PMAS-University of Arid Agriculture University Rawalpindi			
MS Level Degree Completed (04)			
SR#	Student Name	Title of Research	Status
1.	Zeeshan Ahmad Khan	Application of Lintner's Dividend Model in Pakistan: Sector Wise Analysis	Degree Completed (May- 2014)
2.	Hammad Riaz	Impact of Terrorism on Stock Exchange	Degree Completed (May- 2014)
3.	Aqeel Alam	Investment Options and Preferences of Small Investors From Salaried Class	Degree Completed (April- 2014)
4.	Azhar Iftakhar	Determinants of Firm Growth: Empirical Evidence from Pakistan	Degree Completed (Dec- 2013)
5.	Shahzad Ijaz	Predicting Corporate Financial Distress and Bankruptcy in Pakistan	Degree Completed (May-2013)
6.	Lubna Riaz	Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception	Degree Completed (May-2013)
Final Thesis Submitted (03)			
1.			
Proposal Approved (01)			
1.	Muhammad	Determinants of Cash Holding and its Impact	Proposal Approved

	Usman	on Organizational Performance	(July- 2013)
MBA Level (17)			
SR#	Student Name	Title of Research	Status
1.	Syed Ali Raza & M. Usman Arif	Impact of Macroeconomic Variable on FDI	Degree Completed (February -2014)
2.	Amber Bashir & Khalil ur Rehman	Comparative Financial Performance Analysis of Conventional and Islamic Banks in Pakistan	Degree Completed (February -2014)
3.	Moqheet Ahmed & Group	Impact of Foreign Direct Investment, Imports, Exports of Goods and Services on Economic Growth of Pakistan	Degree Completed (February -2014)
4.	Muhammad Shoaib & Group	Impact of Uncertainty on Firm Level Investment: Evidence From Pakistan Textile Sector	Degree Completed (February -2014)
5.	Sultan Mehmood & Group	Development of a Model for the Prediction of Corporate Financial Distress in Textile Sector of Pakistan Using Descriptive Statistics, Factor Analysis, and Logit Analysis	Degree Completed (February -2014)
6.	M. Umar Asghar & Shanza Ashrif Hashmi	Impact Of Psychological And Social Factors On Investment Decisions Of Individual Investor	Degree Completed (February -2014)
7.	Muhammad Usman & Group	Corporate Social Responsibility Enhances Financial Performance of the Organization	Degree Completed (February -2014)
8.	Saba Nazir	Causal Relationship among Macro Economic Variables and Equity Market Returns	Degree Completed (February -2014)
9.	Afzal Haider & Group	Efficient Market Hypothesis: A case of KSE	Degree Completed (February -2014)
10.	Hafiz Ali Akbar and group	Applications of Accounting Practices in Pakistani Corporate Sector	Degree Completed (July -2013)
11.	Muhammad Farooq and Kamran Khan	The Impact of Macro-Economic Variables on Stock Prices in Pakistan	Degree Completed (July-2013)
12.	Mujeeb ur Rehman and group	Impact of Dividend Yield, Dividend Payout Ratio, ROE on Stock Prices	Degree Completed (July-2013)
13.	Qammar Abbas and group	Impact of the M&A on Performance of the Banking Sector of Pakistan	Degree Completed (Feb-2013)
14.	Muhammad Ehsan and group	Impact of information Asymmetry on the investor Decision Making	Degree Completed (Feb-2013)
15.	Ali Asgahr and group	Income Affects on the Performance of the Organization	Degree Completed (Feb-2013)
16.	Kamran Khan	Impact of Macroeconomic Variables on	Degree Completed

	and group	Poverty	(Feb-2013)
17.	Haseeb ur Rehman and Naeem Iqbal	Association among the Net Income and Credit of the Poultry Farmer in Rawalpindi, Pakistan	Degree Completed (Feb-2013)
BBA Level (06)			
SR#	Student Name	Title of Research	Status
1.	Sana Naeem and Sehrish Javed	Impact of Micro-Economic Variables on Firm Performance: A case of Cement Industry	Degree Completed (July- 2013)
2.	Aqsa Kiran Latif and Amna Mushtaq	Impact of Anomalies on Stock Returns	Degree Completed (July – 2013)
3.	Mamoonah Kanwal and Group	Does Consumption Behavior Motivate the Inflation	Degree Completed (July- 2012)
4.	Misbah Mukhtar and Group	Volatility, and Risk & Return Relationship among Commodity Market and Economic Growth	Degree Completed (July- 2012)
5.	Bilal Raza and Group	Determinants of Dividend Policy: A Case of Banking Sector of Pakistan	Degree Completed (July- 2012)
6.	Hassan Bilal and Group	Determinants of FDI: Pakistani Perspective	Degree Completed (July- 2012)
SZABIST University Islamabad			
MBA Level			
Degree Completed (04)			
SR#	Student Name	Title of Research	Status
1.	Shahzad Ali & Muhammad Subhan	Stock Returns Volatility and Financial Crises of Emerging Economies	Degree Completed (January- 2013)
2.	Shafiqat Hussain	Determinants of Capital Structure in Chemical Sector of Pakistan	Degree Completed (January- 2013)
3.	Syed Tauqeer Ahmad and Group	Cause Related Marketing and its Impact on Sales with Special Reference to Pakistan	Degree Completed (Jun- 2011)
4.	Allah Yar and Group	Merger & Acquisition: Pre and Post Analysis of Pakistani Financial Sector	Degree Completed (Dec- 2011)
Allama Iqbal Open University Islamabad			
MBA Level			
Degree Completed (46)			
SR#	Student Name	Title of Research	Status
1.	Rabina Manzoor	Determinants of Banking Industry Growth In Pakistan	Degree Completed (May-2014)
2.	Ms. Abida	Discrimination and Employees Performance in Banking Sector of Pakistan	Degree Completed (May-2014)
3.	Muhammad Azeem Khan	Relationship between Brand awareness, Brand perception and price on behavioural outcomes of customers in Pakistan	Degree Completed (April-2014)
4.	Karim Jafferli	Determinants of “Ethical Leadership”– A case of Aga Khan Development Network	Degree Completed (April-2014)

5.	Ruqia Qoddus	Impact Of Training On Job Satisfaction	Degree Completed (April-2014)
6.	M. Awais Sherani	Impact of Devolution/Decentralization on improvement in D.I.Khan	Degree Completed (April-2014)
7.	Muhammad Umair Qasim Aziz Khan	Impact of Dividend Policy, Earning per Share, Return on Equity and Profit after Tax on Stock Prices	Degree Completed (April-2014)
8.	Khurram Bashir	Factors Determining Customers Loyalty toward Cellular Companies	Degree Completed (April-2014)
9.	Nauman Baig	Measuring Financial Inclusion in Malakand Agency	Degree Completed (March-2014)
10.	Anwar Hussain	Knowledge Management in Telecom Industry and its Relationship to Strategy and Organizational Learning	Degree Completed (March-2014)
11.	Aamer Saeed	Elements Affecting Implementation of Strategic and Marketing Plans	Degree Completed (March-2014)
12.	Arslan Saeed	Organization Culture and Firm Performance, Role of Employee Attitude as Intervening Variable: Empirical Evidence from Pakistan	Degree Completed (March-2014)
13.	Quratulain Yousaf	The Impact of Training on Employee Performance and Commitment: An Empirical Evidence of Pakistan's Development Sector	Degree Completed (February-2014)
14.	Zabbih ullah Zabbih	Organizational Performance Under Supportive Working Climate at Retail Pharmacies	Degree Completed (February-2014)
15.	Ali Hashim	Role of HR practices and work place trust in achieving superior performance. Evidence from social sector of Pakistan	Degree Completed (February-2014)
16.	Syeda Shafaq Karim	Design of an Efficient Supply Chain for Stylo Shoes	Degree Completed (January-2014)
17.	Shakeela Nasir	The Impact of Human Resource Management Practice on Employees Performance in PHA Foundation	Degree Completed (January-2014)
18.	Fiaz Hussain Qadri	The Role of Knowledge Management Enablers and Dynamic Capabilities in Product Development	Degree Completed (September-2013)
19.	Muhammad Abid Hussain	The Impact Of Safety Training On The Employees Of Electricity Distribution Companies Of Pakistan	Degree Completed (September-2013)
20.	Syed Ali Haashim	Role of HR Practices and Work Place Trust in Achieving Superior Performance: Evidence From Social Sector of Pakistan	Degree Completed (September-2013)
21.	Nuzhat Shamim	Impact of Strategic Planning on the Financial Performance of Small and Medium Banks in Islamabad	Degree Completed (September-2013)
22.	Sehrish Kiran	Relationship between Country of Origin Image, Product Knowledge, Product Involvement, and Purchase Intention	Degree Completed (September-2013)
23.	Jabar Zaman	Role of Age on Relationship between Use of	Degree Completed

	Khan Khattak	Social Networking Websites & Multiple Decisions	(July-2013)
24.	Raja Shafat Ali	Causal Relationship among Economic Variables and Equity Market Returns	Degree Completed (July-2013)
25.	Saad Anwar	The Impact of E-Banking on Customer Satisfaction: A Comparative Analysis on Pakistani Banks	Degree Completed (May-2013)
26.	Arif Rashid	Analysis of Employee Retention Factors in Banking Sector With Specific to Askari Bank Ltd	Degree Completed (May-2013)
27.	Khurram Mirza	Unethical Marketing and Promotion of Pharmaceutical Industry in Pakistan	Degree Completed (April-2013)
28.	Asma Ikhtiar	Quality Perception of the Customers towards Services of Domestic Islamic Banks in Pakistan	Degree Completed (April-2013)
29.	Muhammad Kayfiat	The Role of Employee Retention and Employee Productivity on the Performance of OGDCL	Degree Completed (April-2013)
30.	Fahad Rafiq Malik	Impact and Role of Information Technology System on the Supply Chain Management: A Study of Ericsson Pakistan	Degree Completed (April-2013)
31.	Tariq Rehman	Relationship between Marketing Research and Product Promotion	Degree Completed (April-2013)
32.	Muhammad Jamil	Determinants of Human Resource Development: An Empirical Evidence of Pakistan	Degree Completed (December -2012)
33.	Hammad Ahmad	Impact of performance Appraisal System on Employees Motivation of Oil and Gas Sector of Pakistan	Degree Completed (December -2012)
34.	Muhammad Naeem	Influential Factors for Good Corporate Governance	Degree Completed (December -2012)
35.	Akeel Yousaf	Factor Affecting the Buying Behavior of fast Food Customers in Pakistan	Degree Completed (December -2012)
36.	Bushra Muhammad Ilyas	The Impact of Customer Oriented Employees on Organizational Performance: A Case of Pakistani Banking Sector	Degree Completed (December -2012)
37.	Aamer Shehzad	Work Family Conflict in The Commercial Organizations of Pakistan Army	Degree Completed (December -2012)
38.	Muhammad Zulfiqar	Efficiency of Organizational Trainings	Degree Completed (December -2012)
39.	Basharat Ali	Impact of Electricity Prices and Electricity Crises on Consumption Behavior of SMEs of Pakistan	Degree Completed (June-2012)
40.	Arif Ali	Employee retention in post merger integration process: A case of Pakistani Banking Sector	Degree Completed (June-2012)
41.	Muhammad Irfan Khan	The Relationship between Technology Based Employee Trainings and Organizational Performance	Degree Completed (June-2012)
42.	Sarfraz Ahmad	Impact of Business Process automation on	Degree Completed

	Sirohey	Employees Efficiency	(June-2012)
43.	Syed Mukhtar Ahmed Jilani	Relationship of Five Factors Model of Personalities with Knowledge Sharing Willingness	Degree Completed (June-2012)
44.	Fida Hussain	Critical Factors Affecting the Success of Public Sector Infrastructure Development Projects in Pakistan	Degree Completed (November-2011)
45.	Muhammad Imran Saeed	Relationship Between Job Satisfaction and Intention for Future Promotions among Junior Leaders in Artillery Regiment	Degree Completed (November-2011)
46.	Muhammad Bilal	Factor affecting Job Satisfaction of Employees: An Empirical Evidence of Pakistani Banking Sector	Degree Completed (November-2011)
Final Thesis Submitted (00)			
SR#	Student Name	Title of Research	Status
1.			
2.			
Proposal Approved (10)			
SR#	Student Name	Title of Research	Status
1.	Abdul Waheed Khan	Job Satisfaction of Nurses at The College of Nursing, AFGMI Rawalpindi	Proposal Approved (June-2013)
2.	Muhammad Ahsan Hafeez	Performance Management System at Pakistani Banking Industry	Proposal Approved (June-2013)
3.	Muhammad Asif	A study to determine the Role of marketing strategies on market share	Proposal Approved (Feb-2013)
4.	Tahir Mehmood	Determinants of Job Satisfaction: A Study of Public Sector Universities at Islamabad, Pakistan	Proposal Approved (Feb-2013)
5.	Col. Amir	Effect of work environment, remuneration, relationship with supervisor and work load on employee performance	Proposal Approved (Feb-2013)
6.	Kashif Cheema	Customer's Satisfaction Level of Products, Services, and Processes offered by Allied Bank Limited.	Proposal Approved (Feb-2013)
7.	Ammad Ali Khan Jadoon	Implementation of ERP in NLC	Proposal Approved (Feb-2013)
8.	Muneer Ahmad	Factors those Influence the Sales of the Organization	Proposal Approved (Feb-2013)
9.	Asif Idrees	Analysis Of Sales Promotion Strategies For Dawlance	Proposal Approved (June-2012)
10.	Nadeem Abdullah	Determinants of Employee Satisfaction in International NGOs in Pakistan	Proposal Approved (June-2012)

COMPUTER SKILLS

- **MS Office:** Good at MS Word, Power point & Excel
- **Research/Modeling Software:** Expertise in AMOS, SPSS, and Eviews.

PERSONAL PROFILE

■	Fathers' Name	Muhammad Ramazan
■	Date of Birth	December; 15, 1985
■	Domicile	Muzaffar Garh, Pakistan
■	Marital Status	Single

REFERENCES

Prof. Dr. Kashif ur Rehman

Professor

Iqra University Islamabad

Tel: 92-51-111-264-264 Ext: 228

Prof. Dr. Rauf I Azam

Professor & Director

UIMS – PAMS - Arid Agriculture

University Rawalpindi; 0519290155

Name	<i>Afsheen Fatima</i>
<i>Personal</i>	UIMS, PMAS-AAUR Off: 051-9290155 Mob: 0333-5473931
<i>Experience</i>	December, 2011 Lecturer at UIMS, PMAS-AAUR February, 2007 Asst. Director at UIMS, PMAS-AAUR
<i>Memberships</i>	Assistant Editor for Journal of Business Management Studies (JBMS)

<i>Brief Statement of Research Interest</i>	Thirst for making significant and original contribution towards knowledge and practice through quality research.
Conference Publications	

1. Imran Rabia and **Fatima, Afsheen** "Predicting job satisfaction through rewards: stress as a mediator" (2012) Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan Vol: pp:- (Conference Publications)
2. Zahoor, Faiza, Imran rabia, and **Fatima, Afsheen** "The impact of transformational leadership on employee commitment: an empirical evidence from banking sector of Rawalpindi and Islamabad" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
3. Mahmood, Khalid; **Fatima, Afsheen** and Zahoor, Faiza "Impact of organizational culture on organizational performance and leadership as a mediator" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
4. Fatima, Afsheen "Awakening Individual's Change Commitment: The Role of Emotional and Spiritual Intelligences", 3rd International Conference on Business,

Economics and Tourism Management - CBETM 2012, 26-28 October, to be held in Hong Kong

5. **Fatima, Afsheen;** Iqbal, Muhammad Zahid and Imran Rabia (2012) " Organizational Commitment and Counterproductive work behavior: Role of employee empowerment" The Sixth International Conference on Management Science and Engineering Management (November), to be held in Islamabad, Pakistan
6. **Fatima, Afsheen** and Iqbal, Muhammad Zahid (2012) "Impact of horizontal interpersonal conflicts on organizational commitment" (2012) Proceedings of International Symposium on Business, Economics and Financial Applications, Kefalonia, Greece. (Conference Publications)
7. **Fatima, Afsheen,** Awan, Sajid Hussain & Imran, Rabia (2011) *Stress and Organizational Rewards: Predictors of Job Satisfaction*, presented in International Management Conference (IMaC 2011) at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
8. *Imran, Rabia, Fatima, Afsheen, Noreen, Umara and Awan, Sadia* (2011) *Work Environment as a Predictor of Employee Performance: Gender as a Moderator*, presented in *International Management Conference (IMaC 2011)* at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.
9. **Fatima, Afsheen,** Qureshi, Atif & Iqbal, Muhammad Zahid (2011) Predictors and Outcomes of Organizational Commitment: Moderating Role of Spiritual Leadership, presented in 11th National Research Conference at SZABIST, Islamabad, held from January 19-20, 2011.
10. **Fatima, Afsheen** & Awan, Sajid Hussain (2010) Impact of Emotional Intelligence on Transformational leadership in telecom sector of Pakistan, presented in 10th National Research Conference at SZABIST, Islamabad.

Journal Publications

1. **Fatima, Afsheen,** Imran, Rabia and Awan, Sajid Hussain (2011). Emotional Intelligence and Transformational Leadership: Finding Gender Differences. *World Applied Science Journal*, Vol.14 No.11, pp. 1734-1743., ISSN: 1818:4952. ISI Master list journal.
2. Imran, Rabia, Saeed, Tahir, Haque, Anis, M., & **Fatima, Afsheen** (2010). Organizational climate: predictor of innovative work behaviour. *African Journal of Business Management*. Vol. 4(15), pp. 3337-3343, 4 November, 2010 , ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105
3. **Fatima, Afsheen,** Imran, Rabia & Zaheer, Arshad (2010).Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. *World Applied Science Journal*.Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list

journal.

4.

Khan, Rabia, Rehman, Abaid & **Fatima, Afsheen** (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management*. Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal , Impact factor: 1.105

Annexure 7: COURSE REVIEW REPORTS