

**4TH INTERNATIONAL CONFERENCE ON
CONTEMPORARY
ISSUES IN BUSINESS MANAGEMENT**

CONFERENCE PROCEEDINGS



Conference Theme: Sustainable Business Practices in South Asia

Jointly Organized By

**UCP Business School, Lahore & KEDGE Business School, France
On March 21-22**

At University of Central Punjab, Lahore, Pakistan



Table of Contents

Conference Overview	3
Conference Report	5
Day 1: Tuesday, March 21, 2017.....	5
Inaugural Session.....	5
Panel Discussion: Investment Prospects in Pakistan: Challenges & Opportunities	6
Doctoral Consortium.....	8
Day 2: Wednesday, March 22, 2017.....	9
Training Workshop	9
Keynote Speech	9
Closing Ceremony	9
Abstracts of Presented Papers.....	11
Theme: Corporate Governance - Part I.....	11
Theme: Financial Practices - Part I.....	13
Theme: Corporate Social Responsibility - Part I.....	16
Theme: Social Marketing & Consumer Behavior - Part I.....	19
Theme: Human Resource Practices - Part I.....	21
Theme: Entrepreneurial Practices - Part I.....	24
Theme: Corporate Governance - Part I.....	26
Theme: Financial Practices - Part II	28
Theme: Corporate Social Responsibility - Part II.....	29
Theme: Social Marketing & Consumer Behavior - Part II	30
Theme: Human Resource Practices - Part II.....	32
Theme: Organization Development: Strategy & Change	33
Theme: Information & Communication Technologies (ICT) Practices & Teaching Methods for Business Education	40
Theme: Entrepreneurial Practices - Part II	42
Annexure 1: Conference Committees.....	44
Annexure 2: Profiles	46
Annexure 3: Session Chair Profiles	50
Annexure 4: Panel Discussion	54
Annexure 5: Doctoral Consortium.....	57
Annexure 6: Conference Schedule	59

Conference Overview

UCP Business School, Lahore and KEDGE Business School, France jointly organized the 4th *International Conference on Contemporary Issues in Business Management (ICIBM)* on March 21-22, 2017 in Lahore, Pakistan. The conference aimed to explore and illustrate different aspects of sustainable business practices in South Asia. Sustainability is one of the major challenges affecting emerging economies in the 21st century, and the 4th ICIBM focused on this issue with the intention that the conference will further contribute towards creating and fostering theoretical and applied knowledge in this field. The conference organizers wanted to attract the interest of scholars, practitioners and researchers from all over the world to nurture and develop constructive debates within this field of business and management.

About UCP Business School

UCP Business School is one of the largest business schools in the country, with over 3500 students enrolled in its various degree programs, spread across five academic divisions and six centers led by foreign educated faculty. UCP Business School has served the community with excellence for more than 25 years, by providing business education at tertiary level and maintaining professional linkages with a number of British and American Universities including University of Stirling (UK), University of Southern California (USA), and Arkansas State University (USA). UCP Business School is part of the University of Central Punjab, a chartered university owned by Punjab Group of Colleges, the largest educational group in the country.

About Kedge Business School

KEDGE Business School is the largest Business School in France and considered among the elite business schools worldwide. KEDGE holds the gold standard of 'triple-crown' accreditation from AACSB, AMBA and EQUIS. The school was ranked no. 22 worldwide by the Financial Times in 2016 for its Global EMBA (ranked 1st in salary increase and 5th in career progress). The KEDGE Business School community includes 12,000 students (including 25% foreign students), 196 full-time faculty members (44% of which are international), 300 international academic partners and 50,000 alumni across the world. With a portfolio of 31 programs in management for students and executives, KEDGE Business School also develops customized educational programs for specific corporate needs worldwide.

Sr.#	Conference Sub-Themes and Coordinators	
1	Corporate Governance	Dr. Irfan Saleem
2	Organization Development: Strategy & Change	Dr. Nadeem Dogar
3	Financial Practices	Dr. Nasir Malik
4	Human Resource Practices	Dr. Salman Iqbal
5	Information & Communication Technologies (ICT) Practices	Dr. Ammar Rashid
6	Public & Nonprofit Management	Dr. Aisha Azhar
7	Entrepreneurial Practices	Dr. Bilal Mirza
8	Corporate Social Responsibility	Dr. Mariam Farooq
9	Social Marketing & Consumer Behavior	Dr. Osman Khan
10	Teaching Methods for Business Education	Dr. Aqeel Ahmad

Keynote Speakers		
1	Prof. Dr. Yahia Zoubir	KEDGE Business School, France
2	Prof. Dr. Jean-Pascal Gond	Cass Business School, United Kingdom

Types of Papers

Submissions from academics, researchers, and practitioners were invited in the following three categories:

Research Papers: These included academic research papers. We welcomed papers that followed all types of qualitative and quantitative research methodologies.

Doctoral Research: Doctoral students had an opportunity to share their research and got feedback. Doctoral research at all stages was eligible for submission.

Industry Case Studies: Industry professionals were invited to share their knowledge in the form of case studies.

Conference Report

Day 1: Tuesday, March 21, 2017

Inaugural Session

The conference hosts Ms. Aqsaa and Mr. Mahad opened the conference and welcomed the participants. The session started with the recitation of the Holy Quran by Hafiz Muhammad Talha. There were four speakers in the inaugural session.

To begin with, the Conference Secretary, ¹*Dr. Muhammad Nadeem Dogar*, Director Research of University of Central Punjab, gave an overview of the ²two-day conference activities and highlighted the importance of the main theme of the conference, i.e., ***Sustainable Business Practices in South Asia*** along with its 10 sub-themes. He maintained that this conference is particularly concentrated towards the issue of sustainability, as it is one of the major issues now-a-days confronted by all businesses of the country, regardless of their magnitude or place in the market. Businesses are finding that sustainable practices lead towards better corporate culture, reliable products and greater long-term profitability. He mentioned the one-day Doctoral Consortium in which 20 Doctoral students benefited from the valuable consultations provided by qualified faculty members advising them on completion of their doctoral research and the initiation of their research career in a friendly and constructive atmosphere.

He highlighted that the conference got a very good response in its “call for papers” invitation as 229 papers on 10 different sub-themes were received, out of which 69 papers were selected on the criteria of relevance with the conference’s theme. The papers were contributed by 30 different national and international universities, particularly from France, Australia, Malaysia and Pakistan. He added that the conference had also arranged a high profile panel discussion forum that would be moderated by Mr. Zeshan Afzal. He further stated that the conference would include 16 technical sessions in which participants shall present their research papers.

After Dr. Nadeem’s overview, the Conference Chair, ³*Dr. Muhammad Zafarullah*, Pro-Rector of University of Central Punjab, welcomed the conference participants, keynote speakers and the chief guests. He also acknowledged KEDGE Business School, France for their collaboration with UCP Business School. He emphasized that sustainability is one of the major challenges faced by emerging economies of 21st century. He further reiterated that the 4th ICIBM focuses on this issue with the intention that the conference will further contribute towards creating and fostering theoretical and applied knowledge in this field. He appreciated the efforts of the scholars who submitted their research work for this conference and travelled all the way to participate in it.

The first keynote speaker, ⁴*Dr. Yahia Zoubir*, Director of Research in Geopolitics, KEDGE Business School France, expressed his views about the conference on behalf of KEDGE Business School and appreciated the efforts put together by UCP Business School. He also praised the hospitality of the Pakistani people. While discussing the theme, he stated that it was one of the key issues to be addressed by redesigning the whole system, and continued that sustainability regulation could also assist competitiveness in business as it forces the industry

¹ Profile of Dr. Muhammad Nadeem Dogar is available on page 49

² Conference Schedule is available on pages 59-68

³ Profile of Dr. Muhammad Zafarullah is available on page 46

⁴ Profile of Dr. Yahia Zoubir is available on page 46

to be innovative and create new solutions. He also emphasized that partnerships should not be solely at the level of schools and universities, but also between countries and expressed the desire to have further collaboration between KEDGE Business School and UCP Business School, University of Central Punjab.

The Chief Guest of the Inaugural Ceremony, ⁵Mr. Syed Raza Ali Gillani, Minister Higher Education Punjab expressed his gratitude for being a part of the conference and highlighted the importance of the selected topic. He praised the attempts of UCP Business School for promoting research culture within its faculty and students. He mentioned that Businesses have a great role to play in the future of the country and for this to happen, excellent and long-term oriented strategies must be followed. He further added that the conference addressed this problem faced by many organizations and that the outcome of this academic activity would contribute greatly by encouraging relevant knowledge. To conclude, he gave advice to all the young researchers and students to work hard for their country and believe in themselves.

At the end of the Inaugural Session, the Chief Guest *Mr. Syed Raza Ali Gillani*, presented souvenirs to the Keynote Speaker, Dr. Yahia Zoubir. Afterwards, the Pro-Rector, University of Central Punjab, *Dr. Muhammad Zafarullah* presented the souvenir to the Chief Guest. Tea and refreshments followed the session, which provided an excellent opportunity to the participants to socialize and network with each other.






Panel Discussion: Investment Prospects in Pakistan: Challenges & Opportunities



After the inaugural ceremony, a high-profile panel discussion including industry leaders was conducted on the topic of “Investment Prospects in Pakistan: Challenges & Opportunities”. The discussion was moderated by Mr. Zeshan Afzal. The panel members used their diverse and extensive experiences to provide a healthy discussion that highlighted the opportunities and challenges for improved and increased foreign investment in Pakistan. Apt recommendations were given to address the challenges by changing the mindset of the business community and instilling hard work and dedication. The panelists mainly discussed Pakistan’s strong investment potential, mega-investment projects arising because of China-Pakistan Economic Corridor (CPEC), energy demands, infrastructure, regulation, and trade laws (*Details of the panel discussion are available on pages 54-56*).

⁵ Profile of Mr. Syed Raza Ali Gillani is available at page 47

Panelists

Different renowned panelists participated in this session and provided their diverse and insightful perspectives. The panelists included:

Panelists - Investment Prospects in Pakistan: Challenges & Opportunities			
	Name	Designation & Organization	
1	Mr. Faisal Nisar	General Manager Commercial Central Zong CMPak Ltd	
2	Mr. Tahir Malik	Chairman & CEO - TRAFKO Group of Industries Chairman - The Credit Insurance Company	
3	Mr. Azhar Noor	General Manager, Marketing Millat Tractors	
4	Mr. Manzoor ul Haq Malik	Vice President & Regional Chairman - The Federation of Pakistan Chambers of Commerce & Industries (FPCCI) Proprietor - Industrial Option	
5	Mr. Yasar Rashid	CFA, CISA, CIA, CRMA Business Professional & Founder CYTE Foundation	

6	Ms. Maleeha Bangash	Managing Director Investment Climate Reform Unit (ICRU)	
	Panel Moderator		
1	Mr. Zeshan Afzal	Former CEO- Peshawar Zalmi & Peshawar Zalmi Foundation Founding Partner & CEO EZ Venture X Chief Visionary, Youth Startups Advisor, CCL Pharma Group Advisor & Board Member, CYTE Director & Chairman of Audit Committee – Sadaqat Group Independent Director & Chairman of Audit Committee - Sufi Steel Industries	

Doctoral Consortium

As part of the conference, a Doctoral Consortium was also organized for the first time at University of Central Punjab, Pakistan. It was held on 20th March, a day before the main event. The consortium enabled doctoral students from different universities to get one-on-one consultation and mentoring from 10 professors from various local universities as well as advice on publishing in journals. 100 proposals were received for the consortium out of which 20 were selected. The consortium included multiple sessions covering advice on how to survive a PhD, managing relationship with the supervisor, obtaining the first job after PhD, meeting editors, and publishing tips for early career researchers (*Details of the Doctoral Consortium are available on pages 57 and 58*).

Day 2: Wednesday, March 22, 2017

Training Workshop

In the first session on Day 2, ⁶Dr. Omer Farooq, KEDGE Business School conducted a training workshop on Multilevel SEM using Mplus.

Keynote Speech

The second Keynote Speech of the conference was given by ⁷Dr. Jean-Pascal Gond, Cass Business School, UK, on “Publishing in Top-Tier Business and Management Journals”. Dr. Gond gave an in-depth analysis of the topic and presented various opportunities, challenges and solutions to commonly faced problems by researchers. He also answered various questions from the audience.

Closing Ceremony

The Closing Ceremony started with a Conference Report from the Conference Secretary, Dr. Muhammad Nadeem Dogar. He reflected on the conference discussions which highlighted maximum opportunities for investment and sustainable business practices. Furthermore, he mentioned that this conference was conducted to provide a platform to academia, faculty members, students and corporate sector to discuss contemporary issues in business practices. He asserted the importance of the issue of sustainability with reference to Corporate Social Responsibility (CSR) and Corporate Governance and stated that it is important for academia and practitioners to do collaborative researches in order to devise innovative business practices that will address the issues of sustainability of business practices in developing countries like Pakistan. On behalf of the organizing committee, Dr. Nadeem expressed his gratitude for the active participation of the paper presenters, paper reviewers, sub-theme coordinators, session chairs, keynote speakers, chief guests of the inaugural and closing sessions and the conference chair. He pointed out that a milestone of this conference was the collaboration of UCP Business School with KEDGE Business School, France.

The Closing Ceremony included a Vote of Thanks by Dr. Yahia Zoubir who lauded the overall enthusiasm of young scholars, and efforts made by UCP in arranging a successful conference. He said that it was a great experience to be a part of this conference and hoped to see a long-term association between UCP Business School and KEDGE Business School.

The Chief Guest of the closing ceremony, ⁸Professor Dr. Mohammad Nizamuddin, Chairperson - Punjab Higher Education Commission (PHEC), appreciated the collaboration between UCP Business School and KEDGE Business School for arranging the conference. He further highlighted that the sustainability in business practices should be maintained in a way that it does not overlooks the organization’s social, environmental and economic aspects as sustainability in business practices should meet the needs of the present generation without compromising the needs of future generation. He asserted that, graduates should try to learn

⁶ Profile of Dr. Omer Farooq is available at page 48

⁷ Profile of Dr. Jean-Pascal Gond is available on page 47

⁸ Profile of Professor Dr. Mohammad Nizamuddin is available on page 48

from such conferences and should apply the business knowledge gained from their institutes in their practical lives as well.

The Conference Chair, Professor Dr. Muhammad Zafarullah, Pro-Rector of University of Central Punjab, in his closing remarks and vote of thanks, thanked all keynote speakers, participants and chief guests for gracing the conference. He also acknowledged the ⁹ Conference Organizing Committee for successfully hosting this two-day international conference in which a series of parallel sessions was organized as part of technical sessions including world-renowned scholars and researchers. He further acknowledged, Dr. Omer Farooq for taking the initiative to organize a workshop of MPlus and a Doctoral Consortium in which PhD students presented their ongoing researches.

At the end of the closing ceremony, the Chief Guest Professor Dr. Mohammad Nizamuddin, Chairperson - Punjab Higher Education Commission (PHEC), presented souvenirs to the Conference Secretariat, Keynote speaker and Organizers, followed by Dr. Muhammad Zafarullah, Pro-Rector University of Central Punjab, who presented a souvenir to Professor Dr. Mohammad Nizamuddin Chairperson (PHEC).

As part of the conference materials, participants were also provided with a copy of the first edition of UCP Business School's new journal, UCP Management Review. The participants appreciated the efforts of the University of Central Punjab, Lahore for organizing the conference and expressed their willingness to participate in future conferences as well. The closing ceremony was followed by a group photo and lunch.

⁹ Details of Conference Organizing Committees are available on pages 44 and 45

Abstracts of Presented Papers

The conference was comprised of 10 sub-themes and 16 technical sessions. On Day 1, there were 11 sessions whereas Day 2 included 4 sessions.

Theme: Corporate Governance - Part I

Dr. Zahid Riaz, Assistant Professor (Lahore School of Economics) chaired the session. The session was held at Room # B-001 of University of Central Punjab from 02:00 pm to 03:30 pm.

Presenter 1:

Paper Title: The Dilution of Corporate Governance Regulation in a Dynamic Regulatory Space

Dr. Zubair Ahmad¹, Dr. Zeeshan Mahmood², ¹Bahauddin Zakariya University, Multan
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Abstract

This study seeks to deepen our understanding of how influential national actors dilute corporate governance (CG) regulations during their development and implementation processes. This study uses the regulatory space concept (Hancher and Moran, 1989) to examine the role of national politico-legal, economic and historical settings, key actors, organisational structure, and distribution of power in influencing and shaping codes. Oliver's (1991) typology of strategic responses is used to understand actors' interactions in the regulatory arena. Data collected from interviews with senior officials and from published secondary sources are used to illustrate the dilution of CG codes in the regulatory space of Pakistan. The findings show that although emerging economies claim that they adopt Anglo-American model of CG, the CG codes actually adopted are diluted through a political process of negotiation and cooperation between powerful and resourceful actors in the regulatory space. Both transnational and national actors, by using their dominant position in the regulatory arena, influence the development and implementation of CG codes through carefully crafted and conscious strategies. The findings show that the political bargaining processes among the actors have resulted in the dilution of the CG codes. Prior studies have mostly focused on examining the efficiency and legitimacy pressures for adopting CG codes and have neglected the political processes through which CG codes themselves are developed and implemented. This study contributes to the literature by discussing the political processes through which internationally recognised CG practices are diluted and diffused in the emerging economy of Pakistan.

Keywords: Corporate governance regulation, regulatory space, strategic responses, dilution, family businesses.

Presenter 2:**Paper Title: Ownership Structure and Financial Performance (A Comparison of Islamic V/S Conventional Banks)**

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Abstract

The study makes an empirical comparison to examine the relationship of ownership structure and financial performance of Islamic and Conventional banking in Pakistan on parallel lines. Managerial ownership, institutional ownership, foreign ownership, government ownership and ownership concentration considered for ownership structure and, return on equity, return on asset and non-performing loan for measuring financial performance. To accomplish the purpose of the study, the stratified random sampling was employed to draw the samples (Islamic banks and Conventional banks; select five banks from Islamic and conventional) for the time span of 2008-2015. The data has been taken from the annual reports of the bank websites and the “Financial Statement Analysis Report 2009-2015” from the State bank of Pakistan. This study reveals that the ownership structure in conventional banks are working more efficiently as compared to the Islamic banks for enhancing the return on assets (ROA), return on equity (ROE) and non-performing loans (NPL). The results of this study provide better insights into the corporate governance and the performance of Islamic and Conventional Banks on parallel lines. Findings give better understanding to the management of bank (either Islamic or Conventional) that how they can improve their practices toward ownership structure which up bring their performance. The study is the first of its nature which examine the relationships between the ownership structure and financial performance by taking the sample from the different strata (Islamic banks and Conventional Banks) of Pakistan.

Keywords: Corporate Governance, Managerial ownership, Institutional Ownership, Ownership concentration.

Presenter 3:**Paper Title: CEO Turnover And Policy Changes In Chinese Firms**

Muhammad Usman¹, Ammar Abid², ¹COMSATS Institute of Information Technology, Lahore, ¹usman.bhutta@ciitlahore.edu.pk

Abstract

The purpose of this paper is to study the managerial style effects of Chinese CEOs for the choice of policy decisions. Using a large data set from Chinese listed firms from 1999 to 2011, and categorizing CEOs turnover into exogenous and endogenous turnover samples, we find that the managers of the Chinese firms do not show idiosyncratic style. The evidence from the tests on the policy changes after the exogenous turnover suggests that CEO departures do not display abnormally high level of variability in corporate policies. These results are consistent with lack of style hypothesis and selected style hypothesis and inconsistent with the idiosyncratic style hypothesis. Abnormal policy changes after the endogenous turnovers show that the forced turnover decision is related also to pre-turnover policy changes and intention of the board to take the firm in new direction.

Keywords: CEO turnover, new manager’s policies, managerial style.

Presenter 4:

Paper Title: Effect of Corporate Governance and Financial Leverage on Market Value Added In Pakistan

Ali Hamza¹, Dr. Sadia Irshad^{2, 1} Air university, Multan Campus¹ alihamza1992@gmail.com

Abstract

The main aim of this research is to examine the impact of corporate governance rules and regulations and financial leverage on the market value added in Pakistan. Market value added (MVA) is our dependent variable and corporate governance and financial leverage are our independent variables and we have examine their combined effect on the market value added in Pakistan. This study provide guidance the Pakistani firms who are going to lever their firms or going to practicing the corporate governance rules and regulations. For this purpose we have taken the listed non-financial companies of Pakistan Stock exchange PSEX. The time duration for this research is 10 years from (2006-2015). We only take the listed firms for this research because they are actively practicing the corporate governance rules and regulations as compared to non- listed firms. By the help of fixed effect regression model, we conclude that the proxy variable of corporate governance which is board size also have the significant and negative impact on the MVA in Pakistan. Interest coverage ratio the proxy variable of financial leverage indicates that if the firm's ability to pay its interest expenses increases its MVA also increases. Because it also have the significantly positive results. Debt ratio is the proxy variable of financial leverage which is our next independent variable. By the help of our regression model we concluded that debt also have the positive significant effect on the market value added on the firms in Pakistan. It means if a firm wants to increase their market value they should go for the debt instead of equity. Debt will help firms in Pakistan to increase their market value.

Theme: Financial Practices - Part I

Dr. Saima Nazir (International Islamic University, Islamabad) chaired the session while Dr. Nasir Malik was the sub-theme coordinator. The session was held at Room # B-002 of University of Central Punjab from 02:00 pm to 03:30 pm.

Presenter 1:

Paper Title: The Investigation of Stock Market Anomalies in The Karachi Stock Market 100 - Index

Yahya Khan¹, Dr Naveed Saif², Rahim Ullah Khan³, Farhatullah⁴, Muh Munir Khan^{5, 1} Gomal University, Dera Ismail Khan, Khyber Pakhtoonkhwa.

Abstract

The research process focuses on how stock market anomalies can affect the performance of KSE 100-index. Day of the week effect, Month of the year effect as well as holiday effect are the relevant stock market anomalies of the research process that has been studied for the period July 1, 2004, to June 30, 2014. The research study confirms the existence of Day of the week effect, Month of the year effect as well as holiday effect in the Karachi stock exchange 100-index. The existence of the three stock market anomalies expresses the inefficiency of the efficient market hypothesis in the Karachi stock exchange 100-index. Garch (1, 1) model, OLS regression model, T-statistics, Akaike information criterion and Schwarz information criterion. The daily stock market data for the 100 firms has been acquired from the Yahoofinance.com as well as from the Karachi stock exchange. In the day of the week effect a higher stock return was observed on Friday (Friday effect) while lower stock return was found on Monday (Monday effect). While for the month of the year effect, higher stock return was found in the

month of January (January effect) while lower stock return was found in the month of December (December effect). The research process also investigates that the stock return before the public holidays was higher as compared to the trading days after the holidays.

Key words: Market anomalies; stock market performance; efficient market

Presenter 2:

Paper Title: Impact of Family Ownership, Leverage, Firm Size and Firm Age on Agency Cost of Family & Non Family Firms.

Humaira Kalsoom¹, ¹Air University, Islamabad, ¹humairakalsoom8@gmail.com

Abstract

This work researches the impact of family ownership, leverage and firm size on the agency costs of the family firms and non-family firms of Pakistan. In addition to this, we are also doing a comparison of agency costs of family firms and non-family firms of Pakistan. This work is largely a quantitative research. Given that the purpose of this work was to interrogate the agency cost as considerably as the issue of conflict of interest within the firm, the study population was drawn from family firms & non family firms currently registered on Pakistan stock exchange and trading in Pakistan. Since the number of such firms is so large, 15 family-owned & 15 nonfamily owned firms to make a sample of 30 firms were targeted in the study. For family-owned firms, listed companies from Dawood, Nishat, Habib, Kohinoor, and Atlas group were considered. Whereas non family firms that are registered on PSE i.e. stock exchange of Pakistan are also taken into account for the study. In our research, we used data of secondary nature. The data for this research has been acquired from yearly reports of the 30 firms for the period between 2008 and 2015. The gathered data were organized into “STATA” for analysis, using summary statistics, correlation, and for further analysis we used generalized method of moments test to check multicollinearity, autocorrelation and overall fitness of the model, we applied sargan test, arellano bond test and wald chi-square.

Our study established that agency cost of family firms is low as compared to non-family firms. Family ownership is negatively related to agency cost of a family firm. Firm size, Firm age, and leverage are also having a significant effect on agency cost of family and non-family firms.

Keywords: Family ownership, non-family ownership, performance analysis, registered companies

Presenter 3:

Paper Title: Analyzing The Effects Of Financial Development On Economic Growth: Empirical Evidence From Pakistan.

Dr. Mohammad Rizwan-ul-Hassan¹, ¹Mohammad Ali Jinnah University, Karachi
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Abstract

The study examines the relationship between financial sector development and economic growth of Pakistan for a period from 1981 to 2015. Using annual time series data, an econometric model is developed on the basis of theoretical framework in line with previous research. ARDL bound testing approach is applied to identify long run relationship and short-run dynamics between financial development and economic growth. Other econometric tests conducted to test stability and reliability of the model. Findings of the econometric estimation reveal that a significant long run association exists among the variables and financial depth and rate of investment have a positive significant effect on economic performance of the country. Results reflect the importance of financial sector development

for the economic growth of Pakistan and draw attention of policy makers for further strengthening the financial sector of Pakistan

Key words: Financial depth; financial repression; Economic growth; Capital accumulation

Presenter 4:

Paper Title: Dynamic Relationship between Industries and Stock Market Returns

Saqib Farid¹, Abdul Rafay ¹, ¹University of Management and Technology, Lahore,
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Abstract

Unlike from the earlier studies which focus on the uni-directional relationship between industries and the stock market in Pakistan, this study examines the bi-directional causal relationship between industry returns and stock market returns by considering multiple structural breaks. The study employs robust time series techniques such as Granger causality test and Generalized Impulse Response Functions monthly data of stock returns from 2000-15. Further, different robustness checks are performed to evaluate the true nature of the underlying relationship. Our results show a bi-directional causal relationship between industry returns and stock market returns by considering multiple structural breaks. The study employs robust time series techniques such as Granger causality test and Generalized Impulse Response Functions on daily and monthly data of stock returns from 2000-15. Further, different robustness checks are performed to evaluate the true nature of the underlying relationship. Our results show bi-directional causal relationship between the industry returns and stock markets returns. The results imply that the information in industry returns could be used to predict aggregate stock market returns.

Keywords: Industry returns, stock market returns, Granger causality, structural breaks, out of sample performance test.

Presenter 5:

Paper Title: The Determinants of Capital Acquisition Decisions of Micro and Small Enterprises.

Muhammad Umer Quddoos¹, Dr. Saqib Gulzar, Dr. Junaid Zafar, ¹Bahauddin Zakariya University (BZU), Multan, ¹umerattari@hotmail.com

Abstract

This paper is an effort to empirically test a research model of the decision making regarding the capital acquisition in the micro and small enterprises (MSEs). The adapted model incorporates the basic factors affecting the process of capital acquisition decisions as has been proposed by eminent researchers in the field of small business finance. A clear understanding of the determinants of capitalization decisions and preferences employed by MSEs is supposed to invariably provide deep insights into the financial, behavioral and managerial aspects of the entrepreneurial process by which they acquire much-needed capital for the formation, survival and eventual growth of their business. An improved understanding of the dynamics of MSE finance can also help policy makers to initiate much-improved support mechanism and ensure an enabling environment for MSEs especially for those which are reported to be capital deficient and seeking financial support desperately. The model was used to test which characteristic factors relating to the MSE owner/managers and existing financing environment influence their capital acquisition decisions. Data was collected through the self-administered questionnaire survey among the 900 MSEs selected through stratified sampling in the region of southern Punjab. The discriminant function model was employed to identify the determinants which are responsible for the choice between the equity (internal) and debt (external) sources of financing. The variables of financial

bootstrapping, financial strategy, and leverage and control objectives had the highest predicting capability or the expected loadings for the output prediction among the groups. The regression results show that all of the independent variables of social capital relationships, financial planning, availability of finance, owners' control needs, growth objectives, owners' perception, collateral adequacy, and the financial risk propensity of owners significantly influenced the capitalization decisions of MSEs.

Our findings support the narrative that a "managerial perspective" incorporating the managerial preferences and financing behavior is vital in understanding the capitalization decisions by the

MSEs, keeping in view the contemporary finance paradigm which does not adequately explain the actual financing decisions by small firms. It is recommended that necessary measures should be taken to increase the availability of those external sources of debt financing which are mostly sought and preferred by the MSEs such as pooling of resources through forming the financial cooperative schemes, social networks and rotated saving and credit arrangement schemes (ROSCAS). Thus, the present study has a variety of research and practical implications and concludes recommendations for the policy makers, the financial intermediaries and other stakeholders involved in the field of MSE finance.

Keywords: entrepreneurship, capitalistic approach, managerial roles, resource pool, saving and credit schemes.

Theme: Corporate Social Responsibility - Part I

Dr. Tasneem Fatima (International Islamic University, Islamabad) chaired the session while Dr. Mariam Farooq (University of Central Punjab, Lahore) was the session convener. The session was held at Auditorium of University of Central Punjab from 02:00pm to 03:30pm.

Presenter 1:

Paper Title: A Study on Market and Stakeholders Orientation: An Empirical Study on Strategy Formation, its Execution and Corporate Social Responsibility for Sustainable Development in the Context of Emerging Market.

Nadia Nasir¹, Shabnam Khan² & Muhammad Hassan³, ¹Superior University, Lahore, ¹nadia.nasir@superior.edu.pk

Abstract

The concepts of market orientation and stakeholder orientation discover prospective involvement in marketing. It requires the potential involvement of each paradigm along with the relationships and metamorphoses that could be significant for marketing strategy. The market orientation variable focuses on customers and competitors and ultimately on other stakeholder groups. The stakeholder variable does not entitle any stakeholder group as more important than another, and the arrangement of stakeholders may modify depending on the issue. The stakeholder and market orientation constructs are not equally limited; there is some connection between them. The stakeholders and market orientation effects corporate social responsibility and sustainable development that makes clear business senses. Corporate social responsibility helps the industry to reach stagnation efficiently and effectively for any of the organization for sustainable development. It is astonishing that sustainable development is a marketing tool excepted than a tool that changes environment. The existing image between buying researchers and specialists that the real world strike corporate social responsibility is more obvious than is recognized by present research in this realm. Previous study suggests that organizations did not integrate sustainable development in promoting on their own; slightly, they were inclined by stakeholders to do so. The authors suggest further research to explain the most appropriate construct for

firms to consider. To achieve the objective data was collected from 400 employees through structured questionnaires. Correlation and regression and independent t-tests are applied to obtain the results.

Keywords: Stakeholder orientation, Market orientation, Sustainable development.

Presenter 2:

Paper Title: Examining the Pro-Environmental Behavior of Employees in Private Organizations Of Pakistan.

Memoona Fatima, University of Central Punjab, memoona29fatima@yahoo.com

Abstract

Pro-environmental behavior has got substantial importance in many disciplines like business, social sciences etc. Now, it has become necessary to move towards an environmentally sustainable world and this can be possible only by promoting pro-environmental behavior. Environmental Psychologists are focusing on discovering the human aspects of environmental issues. Mostly studies have been done to examine factors of pro-environmental behavior at domestic level. However, very few studies have been done to observe factors of pro-environmental behavior of employees, at organizational level. The main drive of this study is to examine those factors which influence pro-environmental behavior of employees in private organizations of Pakistan.

Presenter 3:

Paper Title: Why Pakistani Small and Medium Enterprises are not Reporting on Sustainability Practices.

Dr. Zeeshan Mahmood¹, Dr. Rehana Kouser, Dr. Ibn-e-Hasan, Zeeshan Iqbal
¹Bahauddin Zakariya University (BZU), Multan, zeeshanmahmood@bzu.edu.pk

Abstract

This paper seeks to understand why Pakistani SMEs are not reporting on sustainability practices. Also, this research aims to understand the sustainability reporting patterns of SMEs worldwide. Out of 190 sustainability reports, published by SMEs around the world, there is not even a single report published by any Pakistani SME. This paper employs mixed methodology that includes the use of quantitative content analysis for understanding the reporting patterns and the use of questionnaire based survey and qualitative interviews for understanding the reasons for non-reporting. This paper concludes that there is a lack of awareness about sustainability reporting. Also, there are some implementation issues, lack of training and skills, lack of regulation, government support and sustainability infrastructure. Furthermore, the stakeholder pressure and demand for sustainability reporting is missing in the context of Pakistan. In the absence of all these pressures and in the presence of limited resources, SMEs are least interested in sustainability reporting as perceived benefits are far less than perceived costs.

Keywords: Sustainability Practices, Sustainability Reporting, Small & Medium Enterprises, Pakistan, Reasons for non-reporting on Sustainability

Presenter 4:**Paper Title: What Drives Corporate Sustainability? Empirical Evidence From Pakistani Manufacturing Firm.**

Allah Ditta¹, Dr. Zeeshan Mehmood², ¹Bahauddin Zakariya University (BZU), Multan¹,
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Abstract

This Case study provides evidence from a large industrial firm by examining the interaction between external stakeholders, management control system and sustainability reporting. This paper uses case study methodology and is informed by interviews from key players involved in the design and implementation of sustainability reporting. This paper concludes that external stakeholders play an important role in the development of management control system and sustainability reporting measures. Managers, employees and shareholders are recognized as key forces for developing management controls and sustainability measures. The implication of this study is that behavioral aspect plays an important role in success of a business, including management control systems and effort towards sustainability reporting.

Key words: Sustainability Reporting, Management Control System, Stakeholders

Presenter 5:**Antecedents and Consequences of Abusive Supervision: A Mediated Moderated Model**

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Abstract

In this study, we proposed a theoretical frame work of impulsive abusive supervision and strategic abusive supervision. So for majority of the literature had focused on the supervisory impulsive abuse and its effects on employee's personal and/or professional life while the supervisory strategic abuse have enormously been ignored in the literature. We also provide theoretical support for supervisor's perfectionism and supervisor's paranoia as antecedents to abusive supervisory behavior. After conceptualizing the types of abusive supervision, we also study its impact on individual level outcomes e.g. (Employee's job stress) via mediating role of employee's morale. We argue that positive paranoia and positive perfectionism influences supervisors to enact strategic abusive behaviors, and these abusive behaviors ultimately result in decreased in subordinate job stress through employee's morale. Likely negative paranoia and negative perfectionism influence supervisors to enact impulsive abusive behaviors, and these abusive behaviors ultimately result in decreased in subordinate job stress via employee's morale. Future research directions have also been discussed in this paper.

Overall the session chair liked the topic selection of all the presenters and she encouraged that the research scholars should be getting them involved in the topics that are in demand around the academic and corporate world. She emphasized that research gaps should be clear enough as the research study is based upon these gaps. Moreover, she stressed on the fact that language should be simple enough that readers may understand it easily.

Theme: Social Marketing & Consumer Behavior - Part I

Dr. Khuram Shehzad of Air University, Islamabad chaired this session, whereas, Dr. Muhammad Arif Saleem, Assistant professor of International Islamic University, Islamabad, chaired the second part of the session.

Presenter 1:

Paper Title: Fan Page Engagement and Customer-Brand Relation Outcomes For Small Scale Businesses On Social Media Facebook.

Mehreen Qureshi, Institute of Business Administration, Punjab University, Lahore
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Abstract

To measure fan page engagement, positive word of mouth, negative word of mouth, brand trust and purchase intention for small-scale business on social media Facebook 2. To study the relationship between fan page engagements, positive and negative word of mouth, brand trust and purchase intention Problem Statement: Small-scale businesses that have started their online business mainly through social media Facebook have been using this medium for marketing and selling their products. Social media brand fan pages are providing the current and prospective customers of these businesses a platform where they can interact with the brand acquire information about the brand and share their views regarding the brand and its products this communication takes the form of electronic word of mouth (WOM). This study intends to examine the resultant consumer behavior outcomes arise through the engagement of member with the brand fan page. The consumer behavior outcomes focused in this study are word of mouth, brand trust and purchase intention. Research Question: What is the relationship between fan page engagement, the generation of positive or negative electronic WOM and brand trust and purchase intention of current and prospective customers in context of Pakistani small-scale businesses marketing online through the brand fan pages? Research Design: This is a quantitative study that follows the deductive approach. The hypothesis is developed first which is tested empirically through quantitative data gathering in which data from 481 respondents have been collected through online survey and self-administered survey technique. The population of the study was active Facebook users who are members of brand fan pages for small-scale businesses on social media. Sampling technique of convenience sampling have been employed. Findings: The results of the study have confirmed the uses and gratifications theory and have shown a significant relationship between fan page engagement, positive word of mouth generation, brand trust and purchase intention. There is also significant relationship between positive WOM Brand trust and purchase intention confirming the uncertainty reduction theory. The only insignificant relationship identified is between fan page engagement and negative word of mouth generation.

Keywords: Brand Fan Pages, Fan page engagement, Electronic Word-of-Mouth (WOM), Positive and Negative Electronic WOM, Brand Trust and Purchase intention.

Presenter 2:

Paper Title: Customers' Co-Creation With Self-Service Banking In Pakistan: A Multi-Theoretical Framework.

Masood Ul Hassan¹, Zeeshan Iqbal², Bahauddin Zakariya University, Multan, masood@bzu.edu.pk¹

Abstract

Banking sector is one of the major sector of Pakistani economy. This sector is now offering self-service banking (SSB) such as internet banking, mobile banking, automated teller machine (ATM), real time online banking (RTOB), point of sales (POS) and call center/ interactive voice response (IVR) banking which allows customers to actively participate in handling banking transactions. However, according to best knowledge of authors there is not a single study available in Pakistani context which truly measure customers' intention towards co-creation with self-service banking in Pakistan. Therefore, this study aimed to deliver a better understanding about the factors comprised as 'individual differences' and 'innovation features' that influence the customers' behavioral intention towards co-creation with SSB in Pakistan through multiple theoretical lenses i.e. Theory of Reasoned Action, Technology Acceptance Model and Theory of Planned Behavior. Design/methodology/approach – The current study based on the positivist approach whereby a scientific method is used to test proposed relationships between latent variables. As a positivist, researchers designed a questionnaire for unbiased data collection. After yielding data from the banking customers, researchers applied structural equation modeling by using smartPLS to examine the relationship between latent variables. Findings – The study results confirm the hypothesized relationships among the variables drawn from the literature. The findings of current study are in line with existing studies, individual differences (self-efficacy, innovation seeking, need for control, co-creation experience, social influence, technological innovativeness) and innovation features (ease of use, usefulness, compatibility, observability, secure, technological support) are proved as the key determinants of customers' intention towards co-creation with self-service banking in Pakistan. Furthermore, customers' intention has the direct effect on co-creation behavior.

Research limitations/implications – Generalizability of the research is a practical limitation in consumer research studies and the present study is not an exception to that. The current study focused only on some individual differences, innovation features and their effect on attitude, intention and co-creation behavior. However, many other customer-specific factors, psychographic and behavioral factors such as cost, service quality, perceived value and satisfaction, which can provide more significant insight into the adoption process, are not a part of the scope of current study. Practical implications – This research specifies the implications in two perspectives, viz., theoretical and managerial. Furthermore, this study provides the practical recommendations to enhance the use of self-service banking in Pakistan. The most significant implication for the banking sector is that apart from offering useful and user-friendly services, they need to build a trusting relationship with customers by providing highly secured services. Originality/value – This study extends existing body of self-service banking literature by incorporating individual specific differences and innovation features. Moreover, the researchers discussed research limitations which enable to contribute to the current literature on the self-service banking in Pakistan.

Keywords: Self-service Banking, Service Dominant Logic, Technology Acceptance Model, Theory of Planned Behavior, Co-creation Behavior, Banking Sector, Pakistan.

Presenter 3:

Paper Title: Factors affecting Consumer Path to Purchase and Post Purchase Behavior through Mobile Marketing Activities: An Integrated Model.

Mirza Amin ul Haq¹, 1 Iqra University, Karachi, 1 mirzaaminulhaq@gmail.com

Abstract

Mobile advertising is one the most flourishing businesses throughout the world these days. According to the projections, it is expected to surpass more than 100 billion dollars in the near future, which is more than 50% of total digital advertising budget spent in 2016 globally. One of the possible reasons for this extraordinary growth of mobile advertising can be attributed to the novel penetration and use of smartphones throughout the world. Due to this tremendous growth and remarkable penetration, there is a substantial need for the marketers and business practitioners to better understand their customers' behavior with respect to their use of this new media. Past researches in the context of mobile marketing are purely conceptual or exploratory in nature. For that reason, there is a substantial need for empirical researches to test the proposed models in order to deeply understand their effectiveness and application in mobile marketing domain. Hence, the aim of current research was to empirically examine the internal and external determinants of mobile marketing having impact on consumer path to purchase and post purchase behavior. These factors were also mediated by emotional value in order to accomplish consumer related behavioral outcomes. A quantitative approach based upon a cross-sectional administered survey was employed to collect the data from 343 university going student as respondents. The Partial Least Square (PLS) two step path modeling was used to test the direct and indirect hypotheses. The results indicate that mobile advertising related factors (except localization) and consumer related factors do impact path to purchase and post purchase behavior sequentially and concurrently through emotional value. Based on the findings of the study, theoretical and practical contributions along with certain limitations and future researches recommendation are discussed consciously.

Keywords: Mobile Advertisement, consumer's purchase and post purchase decisions, digital advertisements, and consumer behavior.

Theme: Human Resource Practices - Part I

Dr. Zafar Ur Zaman Anjum, Assistant Professor COMSATS Institute of Information Technology, Lahore chaired the session. The session was held at Room # B-004 of University of Central Punjab from 02:00 pm to 03:30 pm.

Presenter 1:

Mr. Aneeq Inam, Air University, Multan (With Usama Najam, Hayat Muhammad Awan)

Paper Title: Temporal Diversity, Temporal Conflicts and Knowledge Sharing: Moderating Role of Team Temporal Leadership

Abstract:

This paper emphasizes Temporal Diversity, which includes three main components - Time Urgency, Pacing Style and Time Perspective. The conceptual framework of the paper takes these three components as independent variables, Temporal Conflicts as the moderator and Knowledge Sharing as

dependent variable. Team temporal leadership is described as playing a moderating role in the relationship between temporal conflicts and knowledge sharing. The paper works on innovation of ideas, highlighting lack of innovation as the main reason of problems in organizations today. Knowledge of the market and project place where the organization is working are essential factors in bringing about this innovation. After conducting this study on 100 teams working in Pakistan's telecom sector, it was observed that high density people create high conflicts where as low density people create low conflicts.

Purpose: This paper is based on exchange theory and focusses on individuals working in a team. In this study, investigation was carried out to explore the effect of temporal diversity on knowledge sharing within teams.

Design/ Methodology/ Approach: The methodology used for the research is quantitative, which included use of cross sectional study design. Data was analyzed on SPSS and AMOS software.

Findings: Results suggested that team temporal leadership can play a significant role in reducing conflicts because of temporal diversity. It was found that pacing style diversity does not create conflicts within teams. Moreover, it was also observed that conflicts, if managed properly can increase knowledge sharing within a team.

Originality/ Value: This paper has a practical implication for every HR manager working in any organization. It is his/her duty to create and utilize each team member as per his/her innovative ideas. The manager should consider and closely monitor every member of the team working under him/her.

Keywords: Knowledge Sharing, Pacing Style, Time Urgency, Time Perspective, Temporal Diversity, Team Temporal Leadership

Presenter 2:

Paper Title: Role of Organizational Learning & Human Resource Values in the Relationship of Emotional Capability, Learning Capability and Human Capital: An Empirical Evidence from Service Sector of Pakistan

Mr. Masood-ul-Hassan, Bahauddin Zakariya Univeristy, Multan (With Asghar Iqbal, Syeda Manal Fatima)

Abstract:

This paper's focus is on the idea of Human Capital. Human Capital is the most valuable asset of any organization, which needs constant improvement. It holds the capability to learn, grow, develop and improve employees' performance. An organization's dynamic emotional capability to learn across the levels from individuals to teams and across the wider scope of a business and translate that learning into effective human capital, is the ultimate competitive advantage. In this context of change, learning and adaptation, this study aims to find out the intermediary role of organizational learning in the relationship between emotional capital and organizational development as well as of learning capability and organizational learning. It also suggests some theoretical and practical implications for academicians and practitioners along with limitations and direction for future research.

Purpose: The research gap identified in this paper is that strengthening of human capital and social capital is necessary to optimally contribute to and effectively benefit from economic growth. No empirical study has yet examined a comprehensive and dynamic relationship among these key constants.

Design/ Methodology/ Approach: The study is empirical as well as qualitative in nature, with an epistemological and ontological research design. Five point likert scale, convenient sampling and 385 sample size were used for analysis and investigation.

Findings: This study confirms the moderator role that human resource values play between organizational learning and human capital. Emotional capital may lead to organizational learning and it was analysed that emotional capital has a great impact on human capital. Along with emotional capital, organizational knowledge can also be used for the development of human capital.

Keywords: Human Capital, Organizational Learning, Emotional Capability, Human Resources

Presenter 3:

Paper Title: A Multilevel study of Proactive Personality and Employee Creativity

Mr. Muhammad Faisal Malik, Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Islamabad

Abstract:

This study explores proactive personality and its positive relationship with employees' creativity, with optimism and job autonomy playing the role of moderators. The research contends that organizations need to implement strategies that can play a vital role in increasing the creativity of employees. This research can add more dimensions for better understanding of employee creativity and its importance. A vast majority of employees are still unaware with regards to proactive personalities and its effects on creativity.

Purpose: The purpose of this study is to investigate the relationship between proactive personality and employee creativity in software houses across Pakistan. As the market of these software houses and organizations gets competitive with the passage of time, the need of the hour is to dig out creative minds so as to gain a competitive advantage in the market.

Design/ Methodology/ Approach: Data was collected from 103 software engineers working in different software houses in Pakistan. The respondents rated their proactive personalities, whereas their creativity level was rated by their immediate supervisors. Cross sectional study was carried out, whereas the unit of analysis was individual software engineer.

Findings: The results of the study indicate that proactive personality has a significant relationship with employee creativity, whereas optimism, job autonomy, and supervisor support are potential relationship moderators between proactive personality and employee creativity.

Originality/Value: Personality factors have not been studied in multinational organizations as yet.

Keywords: Proactive Personality, Optimism, Job Autonomy, Supervisor Support, Employee Creativity

Presenter 4:

Paper Title: Aversive Leadership, Work Alienation and Job Performance: Moderating Role of Psychological Capital

Mahwish Majid, International Islamic University, Islamabad (With Dr. Tasneem Fatima)

Abstract:

Leadership literature is full of research studies highlighting the positive attributes of a leader; charismatic and heroic. These attributes, however, are not always accurate. A leader can be of negative personality as well. This study was conducted to support this very contention. In this research, aversive leadership has been taken as independent variable, work alienation as moderator and job performance as dependent variable. It has been observed that aversive leadership is very harmful for organizations as it decreases the performance of the employees. Aversive leadership entails destructive leaders, who use negative behavior, including threats, warnings and punishments to get the desired results. Just like

any other paper, the current study has several limitations like time-lagged study that may cause biasness in the results. Secondly, it only took into account the service sector. Nonetheless, the research adds to the existing literature by exploring the consequences of aversive leadership.

Purpose: The purpose of the study is to analyze the aversive role of leaders and how it can have a strong negative impact on several employee outcomes, which calls for more research in this area.

Design/ Methodology/ Approach: The research is quantitative in nature. Sobel test was used. The target sample consisted of employees from the service sector of Pakistan. Convenience sampling technique was used to collect data from 321 respondents.

Findings: This paper suggests that employees with high psychological capital should be hired in organizations so as to decrease aversive leadership and improve job performances. The results revealed strong association between aversive leadership and job performance. Partial mediation was also proved. Moderation results revealed that psychological capital moderates the relationship between aversive leadership and work alienation.

Originality/ Value: This study helps to decrease the effects of aversive leadership.

Keywords: Aversive Leadership, Work Alienation, Job Performance, Psychological Capital.

After the presentation, session's chair opened the question-answer session for the audience. The audience showed a lot of interest in the presentation and asked several questions. The presenter gave very convincing answers to the questions. At the end of this session, souvenirs were presented to the session presenters by the Session Chair Dr. Zafar uz Zaman Anjum.

Theme: Entrepreneurial Practices - Part I

Dr. Muhammad Shafique; Assistant Professor; Lahore University of Management Sciences, Lahore chaired this session of the conference along with the co-chairmanship of Dr. Bakhtiar Riaz, Bahria University Islamabad.

Presenter 1:

Pro-Activeness, Innovation and Value Creation: A Cathartic Role in Entrepreneurial Markets.

Irfan Siddique¹, Farrukh Iqbal² and Ahmad Zia, UCP Business School, University of Central Punjab, Lahore.

Abstract:

Entrepreneurship is considered as a catalyst for the development of any country, but businesses which exist in underdeveloped turbulent markets need more efforts to overcome these catastrophes. Among them are SMEs that are most vulnerable to such environments. Though few of them have survived and are still performing. Previous literatures stresses on the importance of entrepreneurial marketing as one of the major sources of high performances. The progressive strategies of entrepreneurial ventures in marketing areas are not only beneficial to their own businesses but also develop the region as a whole. The primary purpose of this study is to consider the effect of entrepreneurial pro-activeness, innovation and value creation as a fundamental approach for turbulent markets. Results have shown that implementation of entrepreneurial marketing can dilute the environmental uncertainty in turbulent markets and would eventually result in high performances.

Keywords: Entrepreneurship, pro-activeness, innovation, value creation and turbulent markets.

Presenter 2:**Turning Local Vendors Expertise into Enterprise Development: A Key To Fostering Regional Economic Development.**

Naeem Shahid¹, Ms. Ayesha Saeed², Nanikson Innovation Okara, Pakistan

Abstract:

The history of business is as old as man himself, but the term “Entrepreneurship” has changed its meaning completely. Modern era’s entrepreneurs like Bill Gates, Steve Jobs, Mark Zuckerberg, Jeff Bezos and Jack Ma has elevated entrepreneurs to the status of celebrities. In this paper we have tried to explain that majority of the students in Pakistan want to get a job; whereas in the market job opportunities are literally nonexistent. In order to cope with this job shortage in the country, we have proposed an empirical idea that instead of searching jobs, university and college students should follow the path of entrepreneurs and try to set up startups together with the incorporation of local people who are experts in their respective fields of business. For instance, in Pakistan’s different cities and town one may find lots of local vendors have some kind of skill like making furniture, local tailoring master experts to stitch suits and pant coats etc. So the idea is why not set up start-ups by partner with them to create a successful business enterprise and take that enterprise to other cities by using franchise model that will ultimately help the business grow on one hand and create new jobs opportunities for the fellow countrymen on the other hand. In this paper we have tried to explain that we can achieve this goal successfully if relevant governmental department provide business loans to such business ideas that are based on partnering with local person who have relevant expertise or skills. In the end we have concluded that by this way we can promote small local business entities and individuals into a successful business enterprise, nationally or maybe internationally as well. This approach will ultimately leads to new job opportunities along with creating multi-million rupees economy.

Keywords: Entrepreneurship, entrepreneurs, economy, local expertise, Pakistan, vendors

Presenter 3:**A Hybrid Approach Using SWOT and AHP to Prioritize the Factors for Indigenous Production of Automobiles: A Case of Pakistani Automotive Industry.**

Yasir Ahmad¹, Zaid Bin Khalid², Daniel Saeed Pirzada³, ¹ National University of Science and Technology, Islamabad

Abstract

Pakistan Automotive Industry is mostly dominated by Japanese companies and any new entrant faces particularly tough conditions even in the presence of great local market demand. In the past, the industry has few unsuccessful attempts of production of truly “Made in Pakistan” automobiles. Several qualitative studies have been undertaken by governmental and non-governmental institutions as well as independent researchers to understand the underlying causes for the slow growth of this industry. However, quantification of internal (strengths and weaknesses) and external (opportunities and threats) factors is lacking. The paper attempts to identify and prioritize the factors for indigenous production of automobiles in Pakistan. A systematic approach to determine the importance ranking for Strengths, Weaknesses, Opportunities and Threats (SWOT) factors using Analytic Hierarchy Process (AHP) has been adopted. Weakness group has found to be the most significant one among the SWOT factors. The strength of this approach is in organizing tangible and intangible factors in a systematic way, and providing a structured yet relatively simple method to understand the areas for improvement. Government and trade bodies need to formulate a comprehensive strategy to address the salient factors

identified in this research. It offers a “bigger picture” yet with all the necessary details to make critical decisions.

Keywords: Automotive industry, SWOT, AHP

Presenter 4:

Impact of Creativity on Entrepreneurial Intentions through Self-Efficacy

Muhammad Atib Ramzan^{1, 1} ateebramzan@gmail.com

Abstract:

Competitive Environment of today's business compels organizations to focus on Creativity and Innovative ideas. The very idea of survival of Entrepreneurs lies in their intentions to create and modify their products and services. However, their level of confidence can make this process more effective. This study is an effort to investigate, how creativity impacts on Entrepreneurial intentions through self-efficacy. For this purpose, the data was collected from a sample of 621 working class MBA business graduates in different sectors. After confirming reliability and validity of the data, no evidences for common method variance were found. The results revealed that overall model was a good fit and self-efficacy partially mediates relationship between creativity and entrepreneurial intentions. Policy implications, future guidelines and limitations are also discussed in final section.

Keywords: Creativity, Entrepreneurship, Innovation, Business Sustainability, Entrepreneurial Intentions, Self-Efficacy, Confidence

Theme: Corporate Governance - Part I

Dr. Zahid Riaz, Assistant Professor (Lahore School of Economics) chaired the session. The session was held at Room # B-001 of University of Central Punjab from 04:00pm to 05:30pm.

Presenter 5:

Paper Title: Impact of Debt Policy, Profitability, and Liquidity on Dividend Policy of Oil and Gas Exploration Listed In Karachi Stock Exchange

Seher Chaudhary University of Central Punjab, Lahore seher_ashu@yahoo.com

Abstract

The study to find the impact of debt policy, profitability and liquidity on dividend policy has captured the attention of the finance scholar from many years. The objective of this study is to investigate the impact of debt policy, profitability and liquidity on dividend policy in Pakistan Oil and Gas exploration sector. This study analysis the data of four companies over period of 2012-2016 in which the researcher used the debt policy, profitability, liquidity as independent variable and dept policy as depended variable. Researcher applied panel data regression model where I used fixed effect model and random effect model for this study fixed effect model is suitable. This study shows that dept policy and profitability ratio have a positive impact on dividend policy. And there is insignificant relationship of liquidity ratio with dividend policy.

Keywords: dividend policy, liquidity, profitability, debt policy

Presenter 6:**Paper Title: Corporate Governance, Cash Flows and Bank Performance: Developed And Developing Countries.**

Fatima Faruqi¹, Dr. Tanveer Ahsan², ¹ Air University, Multan Campus

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Abstract

Banks need to improve their performance by effectively adopting the corporate governance measures and policies, especially in developing countries. Further, bank cash flows also affect the performance of banks. Our study focuses on the impact of cash flows on bank performance in the presence of corporate governance. The study provides insights into the impact of corporate governance on bank performance and on which cash flow type; corporate governance has a greater impact in developed and developing countries. To carry out the purpose of the study, data for the period from 2006 to 2015 for 30 commercial banks from 5 countries has been collected. Panel data techniques have been applied to analyze the data while using AMOS and STATA. The research findings suggest that Board Size has a positive relationship with bank performance (ROA and ROE) in both developed and developing countries. Board Independence has a negative significant relationship with bank performance in both regions and board meetings have a significantly negative relationship with performance in developing countries and positive relationship with performance in developed countries. Audit committee size is negatively significant in developed countries. Audit committee independence shows a negative significant relationship in developed countries. In developed countries investing cash flows has a significant mediating role between corporate governance and bank performance while, in developing countries financing cash flows have significant mediating role between of corporate governance and bank performance. Operating cash flows has not any mediating impact in developed and developing countries. The managers of commercial banks in developing and developed countries should support banks to execute good quality corporate governance practices through enacting policies and set of rules.

Keywords: Corporate Governance; Cash Flows; Bank Performance; Panel data

Presenter 7:**Paper Title: Determinants Of Corporate Risk Disclosure Quality: Evidence From Pakistani Listed Firms.**

Sharoz Khurshid¹, Ammar Abid², ¹ COMSATS Institute of Information Technology, Lahore

² ammarabid@ciitlahore.edu.pk

Abstract

Due to increasing complexity in the business environment, strategy and operations, investors must be aware of the risks being faced by firms which can significantly influence investors' decision making process. This paper has two particular objectives. First is to measure the level of corporate risk disclosure quantity and quality in Pakistani context. Second objective is to investigate the factors that has a bearing on the quantity and quality of corporate risk information provided by listed firms in their annual reports. The study examined the sample from largest Pakistani non-financial firms listed on KSE 100 index spanning the period from 2011 to 2015. Content analysis method was applied to measure the quantity and quality of corporate risk disclosure from the annual reports and the framework for risk reporting across both financial and non-financial risks was developed. The study found that the quantity and quality of corporate risk disclosures was low. Firms tend to focus more on financial risk disclosures and provide relatively fewer non-financial risk disclosures including strategic and operational risk

disclosures. The quality of corporate non-financial risk disclosures is also relatively lower than financial risk disclosures. Further, the study found that corporate risk disclosure quantity is positively associated with board size and firm size. However, it is negatively associated with ownership concentration. Proportion of independent directors on the board, female directorship and CEO duality is not significantly associated with quantity of corporate risk information. On the other hand, the quality of corporate risk information is positively associated with firm size. However, the study found a negative association with the proportion of independent directors, CEO duality and ownership concentration. The results of the study suggest that Pakistani firms provide lower quality corporate risk information. The study has policy implications for regulators, investors, practitioners and the firm.

Theme: Financial Practices - Part II

Dr. Tasneem Fatima (International Islamic University, Islamabad) chaired the session. The session was held at Room # B-002 of University of Central Punjab from 04:00pm to 05:30pm.

Presenter 6:

Paper Title: External Resources And Economic Growth: New Evidence From Eagles Countries Using Pmg Framework

Imtiaz Arif · Iqra University, Karachi · arif.i@iuk.edu.pk

Abstract

This research attempt to explore the relationship between economic growth and external resources in the case of Emerging and growth-leading economies (EAGLE). Among these economies a panel of eight countries are studied over the period of 1986-2014. Empirical analyses are carried out using panel co-integration and pooled mean group (PMG) framework. Our findings supported for a positive long and short run relationship between imports and GDP; negative and significant long run relationship is observed between FDI and GDP but no significant evidence has been noted for the short run. Moreover, remittance in EAGLE countries have failed to justify any contribution in GDP both in long and short run.

Keywords: External resources, GDP, EAGLEs, PMG framework.

Presenter 7:

Paper Title: Forecasting Bankruptcy In Non-Financial Sector Of Pakistan Using Multilayer Artificial Neural Networks, Binary Logistic Regression, And Multivariate Discriminant Analysis.

Fraz Inam¹, Dr. Muhammad Abbas², ¹ Air University, Multan, ² frazinam@live.com

Abstract

In the duration of last three decades, forecasting and monitoring the credit risk of companies is one of the primary concerns in financial theory. Bankruptcy prediction is essential mostly for an extensive range of purposes which include loan security assessment, portfolio risk measurement, going concern estimation by auditors, and the valuing of the credit derivatives, bonds, and further securities which are exposed to default risk. It is an important need that such indicators which result in bankruptcy or liquidation should be predictable as soon as possible so that it doesn't harm the stakes. This research analyzes the risk of bankruptcy in the Pakistani firms of non-financial sector for the next three years, with three techniques: Multivariate Discriminant Analysis (MDA), Logit regression and Multilayer

Perceptron Artificial Neural Networks and using accounting data of the firms for a year before bankruptcy and then applying it to current data for prediction. By comparing performances of models, it is concluded that MLP neural network model outperforms in the prediction of bankruptcy achieving the accuracy of 88.9%. This study does not only estimate the best bankruptcy prediction model in Pakistan but also depicts the signs and reasons due to which many of the firms got bankrupt and faced financial distress. It is also concluded that profitability and leverage indicators have the power of discrimination in bankruptcy prediction. The best variables to predict financial distress are also found and indicated.

Keywords: Finance, Forecasting, Artificial Intelligence, Neural Networks, Prediction, Bankruptcy, Logistic Regression, Discriminant Analysis, Time Series Analysis

Presenter 8:

Paper Title: Sustainability Index Of Mfis And Contributory Factors

Mohyuddin Tahir Mahmood¹, Zunera Khalid^{2, 1} School of Professional Advancement, UMT Lahore, ¹ tahir@umt.edu.pk

Abstract

This research is about calculations of Sustainability Index of the microfinance institutions of Pakistan and identifying those factors, which significantly affect the Sustainability Index. The analysis is employed on the sample of microfinance institutions of Pakistan for the year 2015 using TOPSIS method for sustainability index and regression analysis for contributory factors. Sustainability score for MFIs ranges from a maximum score of 0.836 to a minimum of 0.005. Gross Loan Portfolio, Number of Borrowers per Staff Member and Return on Assets are significant contributors to sustainability scores of Pakistani MFIs. By focusing these contributory factors, policy makers and regulators may devise policies to support long-term sustainability of MFIs. These contributory factors are not only useful to determine the sustainability of MFIs but can also assist the future researchers in unfolding further factors of sustainability.

Keywords: Sustainability, TOPSIS, Microfinance institutions, Sustainability Index

Theme: Corporate Social Responsibility - Part II

Dr. Tasneem Fatima (International Islamic University, Islamabad) chaired the session while Dr. Fauzia Syed was the Co session Chair. The session was held at Room # B-003 of University of Central Punjab from 04:00 pm to 05:30 pm.

Presenter 6:

Paper Title: Perception of Corporate Social Responsibility (CSR): a Comparative Study between two giant National Organizations of Pakistan.

Sarah Wali Qazi¹, Humair Ali Khushk^{2, 1} SZABIST, Karachi, ¹ sarawali.qazi@szabist.edu.pk

Abstract

This study explores the perception thinking and understanding of Pakistani national organizations towards corporate social responsibility (CSR). CSR is emerging and most concerned concept around the globe, and from different researches and news, it was reflected that in Pakistan the true idea of CSR is still in a phase of discussion and its real structural meaning is hidden in this context. So, for extracting the perception and true place of CSR in Pakistan, some previous researches were considered and in-depth interviews were taken place with the managers and other stakeholders of two giant organizations.

Interviews along with reflective notes and archival records would be analyzed through content analysis. This qualitative study would be passed through the triangulation and creditability process for sustaining the reliability of the study. The overall analysis reflected that the P-Oil organization is more towards the philanthropic concept and ignored the other initiatives of CSR while the E-corporation is focusing the sustainable approach by applying all initiatives of CSR in their routine practices. P-Oil perceives CSR as the publicity tool and E-corporation regard this as the sustainability mean. This study contributed that organizations which are practicing this concept as one of the strategic responsibility, they see sustainability and long term benefit through which their visibility has also been achieved. This study revealed the true significance of CSR and how it can be executed and what benefits organizations achieve by implementing this concept.

Referring to CSR researcher needs to justify why it is necessary to look into the context and what are the strong citations that relate to this particular context. Research is more referring to Philanthropy, six components of CSR that are mentioned in the paper must be related to the interview results. The session chair highlighted the importance of this topic and said that this topic is much needed these days. It was suggested that this paper can be extended by grounded theory as well in future. Another aspect the Session Chair recommended to consider in this paper was; the reasons behind the absence of focus on CSR in the long run by one of the two organizations.

Theme: Social Marketing & Consumer Behavior - Part II

The session was chaired by Dr. Muhammad Arif Saleem Assistant professor from International Islamic University in Islamabad.

Presenter 7:

Paper Title: Consumer-brand relationship and Brand Evangelism in Pakistan.

Dr. Humaira Asad¹, Amna Chahal², Rafia Faiz³, Masooma Iftikhar⁴, I IBA, University of the Punjab, Lahore, 1 humaira@ibapu.edu.pk

Abstract

Purpose - The purpose of this study is to explain the effect consumer-brand relationship on brand evangelism in the context of an emerging economy. Brand managers focus on maintaining consumer-brand relationships in order to have long lasting benefits. Many factors play a significant role in developing these relationships. Brand managers show a keen interest in cultivating brand evangelists because of their increased importance in reducing marketing and other promotional costs. This study has investigated some factors responsible for creating intense feelings towards a brand, which may include purchase intention, advocating the followed brand and spreading a word against competitors' brands. **Design/Methodology** - This study is an extension of the study by Becerra and Badrinarayanan (2013). It explains the effect of brand love, brand trust and brand identification on brand evangelism. To estimate the proposed relationship, a questionnaire was developed. Data from 509 respondents was used to estimate the proposed theoretical framework. Convenience sampling technique was used to gather data through personally administered questionnaires. Questionnaires were distributed among brand followers of clothing and shoes' brands, in Pakistan. Structural equation modeling was used to assess the proposed hypotheses. Findings reveal that brand love and continuance commitment highly influence purchase intention. Secondly, brand trust, brand love and purchase intention play an integral role in producing positive brand referrals. Brand identification and continuance commitment both influence oppositional brand referrals. The empirical results indicate that there is a positive relationship between brand trust and brand identification. In addition to this, brand love and brand commitment also

have a direct relationship. Three control variables are included in the study. These variables are gender, brand experience and extraversion.

Practical implications - The results imply that managers should focus on factors like brand trust and brand identification. When these factors are taken care of, consumers can be stimulated to produce positive and oppositional brand referrals. In addition, marketers have to consider brand love as a valuable factor that strengthens consumer-brand relationships. It is usually considered that customers rely more on the consumer-generated content as compared with commercial advertisement. This assumption propels managers to concentrate on all those factors that may lead to strong consumer-brand relationships and ultimately brand evangelism. This study carries a significant importance for those brand managers who want to raise their market share. **Originality** - This is the first study conducted on brand evangelism in the context of Pakistan. This study has extended the previous research by adding two consumer-brand relationship constructs in the model. These factors are brand love (Carroll & Ahuvia, 2006) and brand commitment. The effect of brand love on purchase intention and word of mouth (Fetscherin et al., 2014) has been observed but its effect has not been considered as an antecedent of brand evangelism yet. This study has also considered the influence of two dimensions of brand commitment, namely affective commitment and continuance commitment on brand evangelism for the very first time.

Keyword: consumer-brand relationship, Brand Evangelism, commercial advertisements, brand love, purchase intention, brand commitment, brand experience

Presenter 9:

Paper Title: Trends in Fashion Apparel: A comparative study between traditional and online data collection techniques.

Muhammad Akmal Waraich¹, Muhammad Asim Sarwar², ¹ University of Central Punjab, Lahore, Pakistan, 1 akmal714@ucp.edu.pk

Abstract

The paradigm of marketing research is shifting from traditional methods to digital forms. The trend of the consumer's taste changes rapidly and it is very tough to track the tendency of consumer's purchase intention. The challenge is to develop models and introduce such data collection techniques which are cost and time efficient. The authors explore the potential of online and internet based data collection methods for female fashion apparel brands. In the context of Pakistan, the fashion industry is evolving and has tremendous potential. By comparing the result outcomes from Google Trends with the traditional method of data collection through surveys, the similarity is shown between two sources of data sets. The empirical finding of the studies strongly supports the correspondence between two methods. This suggests that in an industry of fashion products, managers can opt for better decision with the benefits of being cost and time efficient.

Keywords: Google Trends, Online Data Collection, Fashion Appeal, Generalizability

Theme: Human Resource Practices - Part II

Dr. Saima Naseer, Assistant Professor (Capital University of Science & Technology Islamabad) chaired the session while Dr. Shazia Akhtar was the Co-Chair. The session was held at Room no B-005 of University of Central Punjab from 04:00pm to 05:30pm.

Presenter 5:

Paper Title: Does Burnout reduces Turnover Intention in CSR

Muhammad Mubasahar Khan, Iqra University Karachi. (With Saba Mateen, Syed Ahmed Ali, Mohammad Mohsin, Babar Sultan Ahmed and Muhammad Waqar Niazi).

Abstract:

Customer services department came into existence officially during 1960s. This department is considered to be one of the most essential parts of any organization as it presents the first impression of the company on its customers. Hence, this study has been carried out on the customer services departments, commonly known as call centers. The paper describes the relationships between emotional exhaustion and turnover intention, depersonalization and turnover intention and reduced personal accomplishment and turnover intention. Turnover intention is directly related to organizational performance and sustainability of long-term human resource in any organization that is surely a strategic advantage for any institution in the race of survival and performing effectively in today's dynamic environment. Turnover intention is a crucial element of HRM in today's corporate era. This study aims to examine the behavior of turnover among CSR representatives in Karachi. Social technique has been used to examine the hypothesis.

Purpose: The purpose of this paper was to investigate the reasons behind the increasing turnover intention issues in organizations, with focus on their CS departments. The research also explored the impact of emotional exhaustion, depersonalization and personal accomplishments on turnover intentions.

Design/ Methodology/ Approach: The study is quantitative in nature, while explanatory research purpose was followed. Survey questionnaires were distributed and convenient sampling was carried out with 170 respondents.

Findings: The findings of the paper described that there is a significant positive relationship between emotional exhaustion and turnover intention. Increase in emotional exhaustion will increase the turnover intention. Similarly, depersonalization and reduced personal accomplishments also share the same relationship.

Keywords: Turnover Intention, Emotional Exhaustion, Depersonalization and Personal Accomplishment.

Presenter 6:

Paper Title: A Review on the Conceptualization and Measurement of Personality Traits

Iqra Abdulllah Universiti Tknologi Malaysia (UTM)

Abstract

This research focuses on personality traits, charisma and charm that a person carries. It is the study of human psychology, of human personalities based on common characteristics while also keeping in mind that every personality, on the whole, is different from another. Personality of an individual and how it

influences his/her behaviors and actions in the daily life, has always remained a topic of interest for researchers. However, personality psychology is such a wide subject that for gaining full understanding of it, a researcher has to go through extensive literature from online and published sources. This has to be done in order to procure valuable and comprehensive insight on the concept of personality, personality theories and personality traits. This research also examines the relationship between personality and intelligence. Big Five Personality Traits were also focused upon, including personality traits like Extraversion, Neuroticism, Agreeableness, Conscientiousness and Openness to Experience.

Purpose: This study summarizes key studies on the conceptualization of personality, including one of the famous personality models named Big Five Personality Model. This research is an extraction of prominent literary and experimental based work on the conceptualization and measurement of personality in general and specifically in the field of social sciences.

Design/ Methodology/ Approach: Systematic review of modern and past theories of personalities and personality traits was carried out.

Keywords: Personality, Personality Traits, Personality Theories, Five Factor Model.

Theme: Organization Development: Strategy & Change

Professor Dr. Nasira Jabeen, Dean and Director Institute of Administrative Sciences, University of the Punjab, Lahore, chaired the session. The session was held at Room no B-001 of University of Central Punjab from 11:00pm to 11:30pm.

Presenter 1:

Paper Title: Critical Review of Leadership Literature In The Light of Cultural Dimensions: Evidence From Pakistan.

Aamir Abbas Chaudhry¹, Dr. Irfan Amir², ¹ University of South Asia (USA), Lahore

¹ aamir.abbas@usa.edu.pk

Abstract

Western leadership theories and styles are dominating and also considered as universally applicable and adopted bases of knowledge as per existing literature. This study is an attempt to explore the importance of context which is inquisitive with respect to generalizability of these leadership theories and styles. Hofstede's cultural dimensions are used as the theoretical umbrella to present logical arguments and evidences in the context of Pakistan. This critical review of existing leadership literature will persuade the researchers to revisit their present stance on leadership theories and styles and contribute in the body of knowledge through more generalizable leadership theories and styles. This study also invites researchers and practitioners from other parts of the world to incorporate their context and try to develop new theories, styles and frameworks of leadership. The philosophical assumption is interpretivist paradigm under epistemology of this study.

Keywords: Leadership theories, Leadership styles, Cultural dimensions, Context, Generalizability.

Presenter 2:**Paper Title: Internalization Of Eco-Innovation In Organizations And Product Effectiveness: A Multiple Mediation Mechanism.**

Muhammad Ishtiaq¹, Muhammad Rizwan Khan², The University of Lahore,
¹muhammad.ishtiaq@lbs.uol.edu.pk

Abstract

Eco innovation is one the emerging concept regarding innovation in the market whose importance is increasing in the society with the passage of time as it positively contributes towards the protection of environment and resources through green practices. In the times of modern and contemporary world we need modern and latest technology to improve the lifestyle as well as effectiveness and efficiency both in individual and organizational perspective. That is why there is a need to understand the concept of eco innovation and how it impacts on the product effectiveness of the organization with the help of the employees of the organization. The theory of self-determination also operationalizes in this research to understand the internal behavior of the employees which shows autonomy, competence and relatedness. The data collection was done from the different eco innovation organizations where they are producing eco-friendly products. The data was collected from 150 employees working in different industries. The study concludes that the internalization of eco-innovation in employees leads to the product effectiveness. This research shows that such organizations which are using these modern drivers in generating product effectiveness are more successful as compared to organizations which are not indulged in internalizing eco-innovation activities. It matters how an individual organization contemplates in what advancement is needed and structure of the organization in internalizing the eco innovation philosophy in the employees for the product effectiveness.

Keywords: Eco-Innovation, Empowerment, Self- Efficacy, Engagement, Product Effectiveness, Employees

Presenter 3:**Paper Title: How And When Does Ethical Leadership Influences Its Followers To Adopt Green Behavior: A Moderated Mediation Mechanism.**

Mamoona Islam¹, Osaid Rabie^{2, 1} The University of Lahore: ² osaid.rabie@lbs.uol.edu.pk

Abstract

Leaders in organizations are progressively adopting the environmental friendly policies because pressure is mounting on the organizations to cope up with newly established environmental regulations. Therefore, in this study we will provide a moderated mediation theoretical model to understand how and when ethical leadership influences the employee to adopt green behavior at work. By integrating social learning theory, we proposed that environmental ethical leadership through environmental efficacy might stimulate the pro-environmental of employees at work. We further proposed that collectivistic orientation of employees strengthen the relationship of said mechanism. We proposed that collectivistic orientation would strengthen this process, such that employees having high collectivistic orientation would exhibit green behavior due environmental efficacy. Data will be obtained from employees working in private sector organizations. We will test our model by conducting confirmatory factor analysis in Structural Equation Modeling (SEM). For moderated mediation analysis we will use process macro developed by Preacher and Hayes. We will use SPSS and AMOS for our data analysis. At the end results are discussed in terms of their implications for research.

Keywords: Ethical Leadership, Pro-environmental Behavior, Environmental Efficacy, Employee Behavior

Presenter 4:**Paper Title: Organizational Silence: A Barrier to Organizational Change.**

Roha Khalid, *The Institute of Management Sciences, PAK-AIMS, Lahore, rohakhalid12@gmail.com*

Abstract

In many organizations, when people conclude a difference with each other, they usually do not fully indicate themselves. Despite creating numerous problems, silencing conflict is a purposeful phenomenon. There is little factual verification regarding the nature of Organizational Silence (OS) and its components. So, the purpose of this research is to identify the organizational silence and its effects on Organizational Change (OC). The main focus of the study is to identify the impact of supervisors' attitudes to silence; top management attitudes to silence, culture of the organization and communication opportunities are associated. These phenomena which postulate a great hurdle to organizational change and development, is frequently experienced in many organizations. Although employees are regarded as source of change, learning, creativity and innovation which are strategic factors to attain organizational goals, many of them choose to be silent and not to convey their valuable concerns and opinions about the problem in the organization. Silencing conflict may create a variety of problems, those who unable to express their opinions, thoughts and feelings often experience stress, cynicism, dissatisfaction and even depression. The most common factors causing organizational silence are organizational culture, fear of negative feedback by management, lack of trust, power and authority difference, bad experience in the past, fear and characteristic difference that are discussed.

Communication within the workplace also known as the important factor to bring or hold the change in the organization. Organizational communication has existed from former times and is apparently more important in modern and complex business system. The systematic communicational way is very different and modified as compared to the way employees communicated in the last decades.

A number of changes have taken place in the organization with the right and open of communication. But wrong and doctoral communication may also create a hostile culture in the organization. While today employees are mostly concerned with financial / economic issues in their careers as a result of being under great budgetary pressures, they gently become interested in doing significant tasks and they pursue for more independence in their works so that they can feel their individualistic value and significance. However, if employees run into hurdles in meeting their job targets and requirements or they are not significantly valued by the management, they will experience job frustration and withdraw in the organization with the result of coming up with b leak outcomes such as no productivity, demotivated attitude and fated behavior towards job demands. The study has found that there is a remarkable relationship between organizational silence and organizational change and also found that organizational silence directly affects organizational change. The present study is an applied research in terms of the objective it follows and it uses a cross sectional-survey method. This research aims to measure the effect of OS on OC regarding their factors and finally the suggestions for overcoming organizational silence has cited. This study was also designed to test the relationship between communication, culture and mentoring effects on the organizational silence in case of organizational change.

Keywords: Organizational Change, Communication, Organizational Culture, Organizational development.

Presenter 5:**Paper Title: Transforming Pakistani Universities to Learning Organization.**

M. Daniel Saeed Pirzada¹, Yasir Ahmad^{2, 1} Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Lahore¹thepirsahib@yahoo.com

Abstract

The global economic environment is rapidly changing. To survive and grow in an increasingly competitive and complex environment requires being innovative, agile and flexible. There is therefore a growing emphasis that our organizations should possess the capacity to acquire, create and utilize knowledge successfully. It is not surprising why the concept of the learning organizations is catching on in the past two decades. The philosophy has been deeply influential and applied in very different forms of organization with varying degrees of success. A key question that confronts planners is whether or not we can transform our universities that can successfully prepare students for life in the twenty years from now. The gravity of the subject is compelling strategic and tactical planners to seriously reflect and suggest the kinds of changes that are needed for such a transformation.

In Pakistan the number of universities and graduate students has exploded in the past twenty years. This it itself has created new issues and has initiated debates regarding capacity, capability and maturity of programs offered in these institutes. This article provides an overview of the theory of learning organizations and attempts to highlight some learning disabilities in our educational system. Moves necessary to cope with challenge have been suggested.

Presenter 6:

Paper Title: Change Oriented Leadership and Employee's Commitment to Manage Change: Mediating Role of Change Readiness and Felt Responsibility and Moderating Role of Employee Relationship Quality.

Fatima Bashir¹, Dr. Tasneem Fatima², Dr. Fauzia Sayed³, ¹ International Islamic University, Islamabad
¹ findfatima@gmail.com

Abstract

Change-oriented leadership has been viewed a desired leadership style for transformations and changes in organizations in recent literature on leadership and corporate world. Its importance is even more in developing economies and turbulent environments. The paper aims to examine how change oriented leadership develop commitment to change among employees through a mechanism of change readiness and Felt responsibility for change. Moreover, it is also proposed that employees get more ready and committed to change when they enjoy good quality of relationship with their colleagues. To achieve these objectives a mediated moderation model has been proposed. Flexible Leadership Theory (Yukl, 2008, 2012; Yukl & Lepsinger, 2004; Yukl & Mahsud, 2010) has been employed to explain the proposed model.

For empirical testing of the proposed framework, a time lagged design of data collection was used and data was collected at three time intervals separated by one month each. Survey response was taken from employees from different management level of telecom companies and banks. The final response rate was 54% with sample size of 285 (three time responses matched). To test the mediation model we used structure equation modeling method. After establishing the reliability and validity of constructs, path model was analyzed. For moderation, hierarchical linear regression was done along with slope test. The results revealed the acceptance of almost all hypotheses. Our study introduces a new avenue in the Change Leadership literature by invoking the promising side of Change leadership in fueling commitment by creating readiness and responsibility for change.

This study on change-oriented leadership is pioneering to theoretically and empirically investigate the relationship among change oriented leadership, change readiness, felt responsibility for change, commitment to change and quality of employee relationship in Telecom and Banking sector of Pakistan.

Keywords: Change-oriented leadership, change readiness, felt responsibility for change, commitment, quality of employee relationship.

Presenter 7:**Paper Title: Use of Mobile Phones in Leisure Context.**

Dr. Muhammad Nadeem Dogar, Rubab Khalid and Nazish Shahid, University of Central Punjab, Lahore

Abstract

The usage of mobile phones such as smartphones has been constantly increasing since its inception in early 2000s. Therefore, smartphones are one of the most used communication gadgets around the globe. The ways of traditional communication through mobile phones have significantly changed due to increasing popularity and availability of social media applications such as Facebook, WhatsApp, twitter and the like. People use smartphones not only for communication and work-related purposes but also for entertainment and relaxation. In Pakistan, there is an increase in the number of smartphone users that spend sufficient time in chatting, interacting and socializing with others, and entertaining themselves. In recent years, the phenomenon of using smartphones in entertainment and leisure context has gained attention to facilitate the development of mobile applications. However, research exploring the relationship between smartphones and leisure is very scarce. Therefore, understanding the role of smartphones in leisure context has become increasingly important, in both social and technological perspectives. This study aims to explore the ways in which people relate mobile phones to their leisure time and engage themselves in mobile-leisure activities. For this purpose, qualitative research was conducted among Pakistani students, employees and housewives. Five in-depth interviews with employees and housewives and three focus groups with students having smartphones were conducted to explore their perception about mobile-leisure relationship. Seven major themes namely socialization, connectivity, entertainment, discover, indulgence and addiction, academic and professional use and recalling emerged from the study. The findings revealed that students and employees were more involved in using mobile phones for leisure purpose as compared to housewives. Furthermore, it was observed that although smartphones enhance leisure experiences, not everyone is dependent on smartphones for spending leisure time.

Keywords: Mobile phones, smart phones, technology, mobile usage, mobile leisure

Theme: Public & Nonprofit Management

Dr. Basharat Naeem, Assistant Professor, COMSATS Institute of Information Technology, Lahore, chaired the session while Dr. Ayesha Azhar, Assistant Professor, University of Central Punjab was the sub-theme coordinator. The session was held at Room no B-003 of University of Central Punjab from 04:00pm to 05:30pm.

Presenter 1:**Paper Title: Mandated Collaboration in Inter-Organizational Networks in Public Sector: The Case of Power Sector Reforms in Pakistan**

Ms. Shabana Naveed, University of Central Punjab, Lahore

Abstract:

Working in inter-organizational networks is quite challenging for organizations as it exposes organizations to institutional complexity due to diverse demands coming from different actors. To address this complexity, mandated collaboration among inter-organizational networks is increasingly being used as a tool for public sector delivery. Addressing these issues, this study aims to examine the development of complexity and mechanism of mandated collaboration in inter-organizational networks

for public service delivery. LESCO is taken as a holistic unit of analysis and for this purpose, a descriptive study based on documents was carried out. The study found out that massive fragmentation is present in the power sector of Pakistan due to various reforms including unbundling of WAPDA in to several state-owned enterprises, creation of autonomous regulatory body and creation of various coordination bodies and involvement of private sector for power generation.

Purpose: The study examined emergence of inter-organizational networks in the context of public sector and the challenges faced by organizations operating in horizontal interdependencies rather than traditional vertical and hierarchical relations.

Design/ Methodology/ Approach: Using case study research design, power sector of Pakistan was taken as a unit for analysis. Seven organizations were targeted to collect data. Qualitative data was collected through semi-structured interviews. In addition to this policy, documents were also analyzed.

Findings: The study found that governance networks all emerged in Pakistan due to various generations of reforms particularly NPM and POST- NPM. The network has wide scope and high intensity. Organizations are faced with multiple challenges including complex relations, and lack of trust.

Keywords: Inter-organizational networks, Complexity, Power sector, Pakistan

Presenter 2:

Paper Title: State Laws and Regulations of Microfinance Institutions In Asia: A Comparative Analysis

Mr. Burhan Rasheed, University of Management & Technology, Lahore

Abstract

MFI's functioning comprises rendering different financial services such as credits, deposits, loans, transfer services to the poor people. The costs and benefits are associated with the regulations of MFIs and the process is focused on tradeoffs between outreach and sustainability of MFIs. This paper is going to consider regulatory framework in Asian countries like India, Bangladesh, Thailand, Vietnam and Indonesia in comparison with Pakistan. These regulatory frameworks are required and necessary to enhance the liquidity management and to safeguard public interest. As a part of policy implications, ownership of government affects the innovations of outcomes of banks and thus, resulted in establishment of corporate sector. Central bank is a direct regulator, because of which a separate team of professionals have to be designed, whereas donors being the main investors have to look after themselves.

Purpose: The study evaluates the laws and regulations of Microfinance Institutions (MFIs) in Asia. This paper compares regulatory framework of MFIs with institutional development and macroeconomic perspectives.

Design/ Methodology/ Approach: The approach of this paper is to study the comparison of regulators and supervisions among the Asian countries.

Findings: This work concluded that usually central banks control formal MFIs by applying legislation laws. On the other hand, semiformal MFIs are regulated and controlled by a government body or apex organization, whereas informal MFIs are not regulated at all.

Originality/ Value: Regulators should have to develop a separate team of competent members to monitor the regulatory environment so as to protect the interest of depositors and donors. In addition to this, they must encourage MFIs to attain sustainability with outreach.

Key Words: Regulations, Microfinance Institutions Central Banks, Regulatory Body.

Presenter 3:**Paper Title: Politics- Bureaucracy and Relations Governance and Development in Pakistan: A Case of Local Government of Pakistan**

Mr. Muslim Baloch, Institute of Administrative Sciences, Punjab University, Lahore.

Abstract

Successful democracy is measured by level of participation that local people have in public decisions. Bureaucracy is a mix of patronage and merit-based rules and regulations in developing countries. Just like local governments, Pakistan also inherited its bureaucracy from its metropolis so its structure was molded to serve the metropolis. Local government is recognized as the nursery of democracy. Local democracy in Pakistan has been the victim of three enemies - military coup, incompetent politicians and corrupt bureaucracy. However, stranglehold of bureaucracy has corroded the local government system from within. Despite the fact that 18th amendment provides for the devolution of administrative, political and financial powers to local bodies, higher bureaucracy has ironically been hostile to local government. In reality, local government has been used as a tool to further keep their supremacy. All the major reforms in local government have been introduced by military regimes so that ruler could further consolidate his power by local support. On the other hand, the civilian governments' delaying law making and showing reluctance in conducting elections on time has become a tool for bureaucracy to dominate local government. Local Government Ordinance 2001 was an effort to subordinate Civil Servant to elected representative, but this too couldn't escape the stranglehold of bureaucracy. Local Government Act 2013 also doesn't give adequate power to local government; in fact, it empowers bureaucracy as a major actor at grassroots level.

Design/ Methodology/ Approach: Return of District Commissioner (DC) has been used a significant recent example in this study. The research contends that due to power hungry politicians and supreme bureaucracy, local government has been an anathema in political structure of Pakistan.

Findings: Major findings of the paper are that the political structure of Pakistan has several drawbacks, some of them being colonial legacy, permanent nature of bureaucracy and reluctant provincial government.

Keywords: Local Government, Bureaucracy, Democracy, Constitution

Presenter 4:**Paper Title: Understanding Ethical Leadership- Turnover Intention Relationship through Pro- Social Rule Breaking and Ethical Work Environment**

Ms. Affifa Mariam, Institute of Business Administration, Punjab University, Lahore (With Dr. Rafia Faiz)

Abstract

This paper studies the turnover intention relationship through pro-social rule breaking and ethical work environment. There are multiple factors that can be responsible for increased employee turnover intention. It includes financial pressure, lower job satisfaction, organizational injustice, organizational enmity, but mainly it is because of poor leadership. The research is based on two fundamental theories - Social Exchange Theory (SET) and Social Learning Theory (SLT). The organizational positive and negative behavior of employees is based on social learning and social exchange process, the research contends.

Purpose: The study aims to investigate the impact of ethical leadership on employee turnover intentions in the service sector of Pakistan. Additionally, it explores the moderating role of ethical work climate

and mediating role of pro-social rule breaking in ethical leadership and employee turnover intentions relationship.

Design/ Methodology/ Approach: Cross-sectional study was conducted. Unit of analysis was individuals with 46 sample size. This study was conducted on employees of service sector. Cluster sampling was taken and a detailed survey was conducted. The research was quantitative in nature.

Findings: The study showed that there is a strong correlation between ethical leadership and turnover intention. Moreover, there is a statistically insignificant casual influence of ethical leadership on pro-social rule breaking.

Key Words: Ethical Leadership, Employee Turnover Intentions, Ethical Work Climate, Pro-Social Rule Breaking.

Theme: Information & Communication Technologies (ICT) Practices & Teaching Methods for Business Education

The session was chaired by Dr. Hamid Hassan; Professor and Dean; FAST- National University of Computer and Emerging Sciences, Lahore, while sub-theme coordinator of the session was Dr. Ammar Rashid.

Presenter 1:

Paper Title: Impact of E-Banking Services on Customer Value and Loyalty: A Study On Commercial Banks Working In Lahore.

Noman Zafar Qureshi¹, Asghar Ali², Haroon Rasheed², ¹IRIS Communications, Lahore

¹nomiqureshi@ymail.com

Abstract

Electronic Banking (E-Banking) is an emerging concept given to the banks that have to operate without physical location and render their services like deposits and withdrawals through internet as well through mobile networks. Commercial banks operating in Lahore offer most their banking services to customers using electronic channels. The range of services offered by banks under E-banking are: Automatic Teller Machines (ATM) facility, E-fund transfers, online payments and receipts, E-statements, balance inquiry, and mobile banking etc. The goal of current study was to measure impact of E-Banking services on customer value and loyalty. Purposive sampling technique was opted and final sample of 10 commercial banks were taken from listed of State bank of Pakistan. Sample of 50 customers from each sampled bank was taken consisting of total 500 customers using E-banking services of commercial banks. Total 427 questionnaires were received (85.40% response rate) and found valid which were used to analyze the results with the help of various statistical tools such as mean, standard deviation, simple linear regression and ordinal regression. Linear regression and ordinal regression analysis revealed the same results that E-banking services have a direct and positive impact on customer value and loyalty.

Keywords: E-Banking, Customer Value, Customer Loyalty

Presenter 2:

Paper Title: Role of Information and Communications Technologies in Developing Innovation: Best Practices of Telecom Organization around The World.

Dr. Sabeen Hussain Bhatti¹, Dr. Shazia Nauman², ¹SZABIST, Islamabad
¹sabeenhussain.bhatti@gmail.com

Abstract

A well-organized and appropriate Information and Communications Technologies (ICT) infrastructure is important for economic growth, as well as reducing regional disparity and shrinking digital divide. ICT sector is perhaps the most volatile industry that is particularly known to have a recent history of important changes and disruptions. In 1990s, majority of productivity growth in the manufacturing industry in a number of European countries had been attributed to the information and communications industry, and in particular the telecom manufacturing industry (Edquist & Henrekson, 2002). This research paper explores various growth trends in the global telecom industry and its effect on innovation management. Best innovative practices of different telecom organizations will be studied in detail. Finally, some policy recommendations will be proposed for the improvement in innovation management for developing countries like Pakistan.

Keywords: Information and Communications Technologies (ICT), Innovation Management, Economic Growth

Presenter 3:

Paper Title: Empowering Leadership and Work Performance in Banking Sector of Pakistan: A Mediating Role of Work Engagement.

Umber Ejaz¹, Sania Zahra Malik², ¹Institute of Business Administration (IBA), Punjab University, Lahore
¹umber25@yahoo.com

Abstract

Globalization has posed many challenges for organizations pressurizing them to concentrate on factors influencing their employees' performance. Type of leadership style a manager exhibits has a vital role in encouraging employee to perform exceedingly well. This study investigates the concept of empowering leadership and assesses its relationship with work performance directly and through mediation of work engagement. A quantitative study was carried out on a sample, selected through cluster sampling, of 242 employees from banking sector of Lahore through Hierarchical Multiple Regression analysis. A positive relationship was found between empowering leadership and work performance. Moreover, work engagement was found to mediate the relationship of empowering leadership and work performance. The results contribute significantly in the literature because it reviews the concept of empowering leadership in Pakistan's work environment. Besides, it indicates that formal trainings should be conducted for managers explaining the significance of empowering leadership so that the work performance is improved.

Keywords: Empowering Leadership, Work Performance, Work Engagement, mediation, banking sector

Presenter 5:

Paper Title: How Transformational Leadership Influences Knowledge Sharing Process: Mediating Role of Trust.

Ayesha Naeem¹, Aman Ullah², ¹University of Veterinary and Animal Sciences, Lahore

Abstract

Previous literature has been suggested that leadership style play a significant role in encouraging knowledge sharing culture. But some researchers argued that transformational leadership has the most significant association with knowledge sharing as this leadership style focuses towards the transformation of both organization and its members to a desirable state. Moreover, some researchers proved that trust play a central role during this transformation process. However, little research has been conducted with respect to the relationship between transformational leadership and knowledge sharing process and trust as mediator in higher education institutions of developing countries. Therefore, this study seeks to examine the impact of transformational leadership on knowledge sharing process (knowledge collecting and knowledge donating) through the generation of trust as mediating mechanism in Pakistan Higher educational institution context. 235 questionnaires were collected from 7 public and 4 private Universities of Lahore. Structural equation modeling (SEM) technique was used to test five key hypothesis and Baron & Kenny (1986) approach was used to confirm full or partial mediation. The results indicate that Transformational leadership has positive significant impact on knowledge collecting but transformational leadership does not have significant impact on knowledge donating. Furthermore, transformational leadership reveals significant positive impact on trust. With respect to direct effect of trust on knowledge sharing process, trust reveals positive and significant impact on knowledge collecting but trust does not reveal any significant impact on knowledge donating. Regarding mediation results, trust fully mediates the relationship between transformational leadership and knowledge collecting.

Keywords: Transformational leadership, knowledge donating, knowledge collecting, trust and structural equation modeling techniques

Theme: Entrepreneurial Practices - Part II

The session was chaired by Dr. Abdul Baseer Qazi, Senior Assistant Professor from Bahria University, Islamabad and it was Co-chaired by Dr. Bakhtiar Riaz, Bahria University, Islamabad.

Presenter 1:

The Study of Self-Employment at SMEs Level with Reference to Poverty in Developing Countries.

Muhammad Nawaz Tunio¹, Aqeel Ahmed Soomro², Dieter Bögenhold³, ¹University of Klagenfurt, Austria: ¹m1tunio@edu.aau.at

Abstract

This study endeavors to answer the research question; how self-employment at Small and Medium Enterprises (SMEs) level is related to poverty in developing countries. For this purpose, a study of the related research stream in this domain has been done to develop a better understanding of the phenomenon. Moreover, in the process, Peter Ducker and Noel's, and Israel Kirzner's theories of entrepreneurship were reviewed by the researchers to develop a theoretical foundation for the research. Furthermore, the researchers have observed that self-employment at SMEs level, somehow helps in fighting the poverty in the developing countries. In addition, interestingly, the role of Information and Communication Technology (ICT) has proved to be quite significant in developing countries from the context of gig economy, where the firms might not be found on yellow pages but, yet they are a part of the economic systems against poverty (Subrahmany, 2005).

Presenter 2

Impact of Perceived Intrinsic and Extrinsic Rewards on Individuals' Entrepreneurial Intentions: A Comparative Study of Male and Female Graduates.

Muhammad Arshad^{1, 1}University of Lahore

Abstract

Purpose- The purpose of this study is to examine the impact of intrinsic (intrinsic interest & community feeling aspirations) and extrinsic (perceived relative income and occupational prestige) rewards on individuals' entrepreneurial intentions. To develop the theoretical model, we integrated goal content theory with the theory of planned behavior and proposed that intrinsic interest, community feeling aspirations (intrinsic rewards), perceived relative income and occupational prestige (extrinsic rewards) positively influence the general attitude toward entrepreneurship which in turn develop the entrepreneurial intentions of individuals. The importance of intrinsic and extrinsic rewards are for male and female individuals, therefore, we further proposed the moderations of gender in our theoretical model. We posit that different intrinsic and extrinsic rewards stimulate the EIs of males and females through their attitudes toward entrepreneurship.

Design/methodology/approach- Data is collected from graduating students of South Asia's largest university. Structural equation modeling technique is applied to test our proposed model.

Findings- Our findings suggest that gender moderates the positive effect of these intrinsic and extrinsic rewards in such a way, the effect of intrinsic interest (intrinsic reward) and perceived relative income (extrinsic reward) on attitude toward entrepreneurship is higher for male individuals. Conversely, the entrepreneurial attitude of female individuals is developed by the community feelings aspirations (intrinsic reward) primarily. On the other hand, the positive effect of occupational prestige on attitude toward entrepreneurship does not vary across male and female individuals.

Originality/value- This study explored the differentiated role of intrinsic and extrinsic rewards in stimulating the entrepreneurial intentions of male and female individuals. The amalgamation of the theories of 'goal content' and 'planned behavior' provides an insight about the determinants of individuals' entrepreneurial intentions in south Asia. Current study brings a fresh perspective through its setting in a developing country of South Asia.

Annexure 1: Conference Committees

Conference Organizing Committee:

- Conference Chair: Dr. Muhammad Zafarullah
- Conference Secretary: Dr. Muhammad Nadeem Dogar
- Conference Coordinator - Academics: Dr. Bilal Mirza
- Conference Associate Coordinator - Academics: Dr. Mariam Farooq
- Conference Coordinator - External Linkages: Mr. Tahir Ashfaq

Conference Committees:

1) Conference Secretariat

i) Conference Secretary

- Dr. Muhammad Nadeem Dogar, Assistant Professor, UCP Business School and Director Research UCP

ii) Secretariat Team Members

- Mr. Rehan Mahmood -Team Lead
- Ms. Aqifa Waris
- Ms. Saima Bhaur – Center for English Language

2) Conference External Linkages (Media, Finance, Corporate Sector, & Sponsorships)

- Mr. Tahir Ashfaq

3) Conference Online Management System

- Dr. Irfan Saleem, Coordinator
- Mr. Irfan Siddique

4) Conference Coordinator (Academic and Guest Speakers)

- Dr. Bilal Mirza, Assistant Professor, UCP Business School
- Dr. Mariam Farooq (Associate Coordinator)

Conference Scientific Committee Members:

- Dr. Mariam Farooq, Assistant Professor, UCP Business School
- Dr. Aisha Azhar, Assistant Professor, UCP Business School
- Dr. Aqeel Ahmed, Associate Professor, UCP Business School
- Members – Head of Departments

Conference Organizing Committee and Conference Secretariat Team

Conference Chair -
Dr. Muhammad Zafarullah



Conference Secretary -
Dr. Muhammad Nadeem Dogar



Conference Coordinator -
Academics:
Dr. Bilal Mirza



Conference Associate
Coordinator - Academics:
Dr. Mariam Farooq



Conference Coordinator -
External Linkages:
Mr. Tahir Ashfaq



KEDGE Business School -
Dr. Omer Farooq



Secretariat Team Lead -
Mr. Rehan Mahmood



Secretariat Team Member –
Ms. Aqifa Waris



Annexure 2: Profiles

This section lists the profiles of the Conference Chair, Keynote Speakers, Session Chairs, Conference Secretary, and Coordinator of the Conference.

Conference Chair:

Professor Dr. Muhammad Zafarullah
Pro-Rector and Acting Dean UCP Business School
University of Central Punjab, Lahore



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

Keynote Speaker (Day – 1):

Dr. Yahia Zoubir
Professor of International Relations and Management
Director of Research in Geopolitics
Kedge Business School, France



Yahia H. Zoubir is Professor of International Relations and International Management, and Director of Research in Geopolitics at KEDGE Business School. He has been international visiting faculty in numerous universities and business schools for the last 30 years in China, the United States, and various European and Asian countries. He has published dozens of scholarly works, including books, articles, entries in encyclopedias, and book chapters in international politics, foreign policy, governance, and security issues. He has served as consultant for governments and companies worldwide.

Keynote Speaker (Day -2):

Dr. Jean-Pascal Gond
Professor of Corporate Social Responsibility
Cass Business School, UK



Jean-Pascal Gond is a Professor of Corporate Social Responsibility at Cass Business School, City University London. Before coming to Cass in 2012 he held various academic positions at HEC Montréal (University of Montréal, Canada) and at the International Centre for Corporate Social Responsibility at Nottingham University Business School. He earned his PhD in Management Sciences from the University of Toulouse I (France), graduated from the Ecole Normale Supérieure of Cachan (1996), and was a recipient of a Fulbright Fellowship (2008). His research mobilizes organization theory and economic sociology to investigate corporate social responsibility (CSR). Key research programs currently in progress on CSR include the roles of standards and metrics in the institutionalization of CSR in the financial marketplace and in corporations, the influence of CSR on employees, and the variations of CSR across varieties of capitalism. His research in economic sociology is concerned with the influence of theory on managerial practice, the governance of self-regulation, and the interplay of society's commodification and markets' socialization. He has published in the fields of corporate responsibility and organization theory in leading academic journals such as Business Ethics Quarterly, Business and Society, Economy and Society, Human Relations, Organization Science, Organization Studies, Journal of Business Ethics, Journal of Management Studies.

Chief Guest of Inaugural Session:

Syed Raza Ali Gillani,
Minister, Higher Education, Punjab



Syed Raza Ali Gillani acquired his early education from Aitchison College, Lahore, and graduated from Government College, Lahore. He has an M.Sc. degree in Textile Marketing from Philadelphia University, USA. He served as Nazim, UC 110, Hujra during 2000-01, as a Member of the Punjab Assembly during from 2002-2007 and functioned as Minister for Housing Urban Development & Public Health Engineering during 2003-2007. He returned to the Punjab Assembly for a second term in general elections of 2008. He has extensively travelled abroad and visited USA, Australia, UK, Turkey, and UAE and attended various National & International Seminars/Conferences.

Chief Guest of Closing Ceremony:

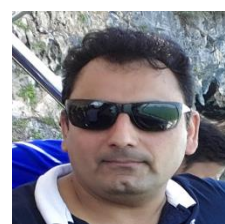
Dr. Mohammad Nizamuddin
Chairperson, Punjab Higher Education Commission



Professor Dr. Mohammad Nizamuddin is currently the Chairperson of the Punjab Higher Education Commission (PHEC). He brings with him an excellent academic and administrative record. He did his PhD from University of Michigan, Ann Arbor, Masters from the University of Chicago, and BA Honors and Masters in Social Work from the University of Karachi. Immediately after completing PhD he taught as Assistant Professor at the University of North Carolina, Chapel Hill and as a Professor of Public Health at Columbia University. During his academic career he received fellowships from USAID, SIDA and the Ford Foundation. Later, he joined the UN and had a distinguished career with the United Nations (UN) spanning a period of over 24 years. Dr. Nizam has held several senior positions in Jordan, Egypt, and Ethiopia. He has been appointed Director for the Asia and Pacific Region and Director for Technical Policy and Division at the UN Headquarters, New York. Dr. Nizamuddin returned to his home country with a mission to serve the promotion and development of higher education. He served as the Vice Chancellor of the University of Gujrat in 2006-2014. He has also served as Vice Chancellor of Government College for Women and University of Sialkot from 2012-2014. Dr. Nizamuddin has also served as HEC foreign faculty professor in Punjab University's Department of Sociology. He has been teaching PhD and Masters level courses; supervising PhD Dissertations; coordinating the department's PhD program and serving as a member of the Doctoral Program Coordinating Committee (DPCC). Apart from teaching, he served as a member of HEC Curriculum Committees for reviewing and revising syllabi of Rural Sociology and Geography. In 2014, he was awarded Sitara-i-Imtiaz, one of the highest civil awards by the Government of Pakistan for his contribution to higher education development in Pakistan.

Resource Person:

Dr. Omer Farooq
Assistant Professor of Strategy and Entrepreneurship
KEDGE Business School



Omer Farooq is an Assistant Professor of Strategy and Entrepreneurship at KEDGE Business School. He earned his doctoral degree from the University of Aix-Marseille in France. He also holds an MS in Management Science from the Institute of Administration and Enterprises (IAE) Aix en Provence, and a Master of Business Education from Punjab University, Lahore-Pakistan. His research interests focus on corporate social responsibility, behavioral ethics, and female entrepreneurship in developing countries. The recipient of the Best Paper award at 4th International Conference of CSR, Humboldt University, Berlin - Germany, Dr. Omer is the author of several articles published in top tier peer reviewed management journals such as the Academy of Management Journal (AMJ), Journal of Business Ethics, European Management Journal, Career Development International and Frontiers in Psychology. He is also the author of many book chapters published in edited books and has presented his research at numerous international conferences.

Conference Secretary

Dr. Muhammad Nadeem Dogar
Director Research / Assistant Professor
University of Central Punjab, Lahore









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



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





Annexure 3: Session Chair Profiles

The technical sessions were chaired and co-chaired by many senior academics invited from different universities. They are mentioned below:

Session Chairs			
Session	Session Chair	Designation & Organization	
Organization Development: Strategy and Change	Dr. Nasira Jabeen	Dean, Director and Professor Institute of Administrative Sciences, University of the Punjab, Lahore.	
Information & Communication Technologies (ICT) Practices and Teaching Methods for Business Education	Dr. Hamid Hassan	Professor & Dean FAST- National University of Computer and Emerging Sciences, Lahore	
Financial Practices – Part I	Dr. Sajid Nazir	Assistant Professor COMSATS Institute of Information and Technology, Lahore	

Social Marketing & Consumer Behavior– Part 1	Dr. Khurram Shahzad	Assistant Professor Air University, Islamabad	
Social Marketing and Consumer Behavior– Part II	Dr. Muhammad Arif Saleem	Faculty Member, International Islamic University, Islamabad	
Corporate Social Responsibility – Part I	Dr. Tasneem Fatima	Chairperson /Assistant Professor Faculty of Management Sciences International Islamic University, Islamabad	
Corporate Social Responsibility – Part I (Co-Chair)	Dr. Fauzia Syed	Lecturer International Islamic University, Islamabad	

Human Resource Practices – Part I	Dr. Zafar uz Zaman Anjum	Assistant Professor COMSATS, Lahore	
Human Resource Practices – Part I (Co-Chair)	Dr. Bakhtiar Ali	Professor Bahria University, Islamabad	
Human Resource Practices – Part II	Dr. Saima Naseer	Lecturer International Islamic University, Islamabad	
Public & Nonprofit Management	Dr. Basharat Naeem	Assistant Professor COMSATS Institute of Information Technology, Lahore	

Corporate Governance – Part I	Dr. Zahid Riaz	Assistant Professor Lahore School of Economics Lahore	
Entrepreneurial Practices – Part I	Dr. Muhammad Shafique	Assistant Professor of Technology and Innovation Suleman Dawood School of Business, LUMS, Lahore	
Entrepreneurial Practices – Part II	Dr. Abdul Baseer Qazi	Senior Assistant Professor Bahria University, Islamabad	
Entrepreneurial Practices – Part II (Co-Chair)	Dr. Shazia Akhtar	Assistant Professor Capital University of Science & Technology, Islamabad	

Annexure 4: Panel Discussion

Strategic Importance of Pakistan

The session was divided in different sub-topics that focused on the core issues, challenges and prospects for Pakistan. Pakistan is located in a region, which has a great political, economic and strategic location. It has been a hub of activities of great powers for the last 20 years. The geostrategic significance of the country has increased manifolds, as Pakistan is a junction of South Asia, West Asia and Central Asia away from resource efficient countries to resource deficient countries. Pakistan situated at the crossroads of South Asia has an easier access route to the Central Asian Republics (CARs) and China through the western border, whereas the increased Chinese investment in Pakistan has been a confidence booster for the European and other western countries wishing to invest in Pakistan who were previously uncertain regarding the future stability. Pakistan is a route for transportation and a front line state against terrorism. Moreover, Pakistan has been traditionally an ally of emerging economic giant, China. In the wake of any change in the world politics, Pakistan's geo-strategic significance would always be enhanced.

Investment opportunities in Pakistan

Investment opportunities were discussed along with ideas for how Pakistan can fulfill its goals to become a prosperous nation by availing these opportunities to its fullest. The panelists discussed various opportunities in detail and they are:

- Pakistan has ***strong investment potential***, due to the openness of its market to foreign capital and investment Pakistan's economic prospects are getting brighter. Foreign capital and investment are likely to increase in the country. As compared to fellow South Asian countries, Pakistan has a relatively friendly policy for the Foreign Direct Investment (FDI) making the country as one of the next best alternatives for the international investors who wish to invest in the industrial and manufacturing sector. The current policy framework as well as the large domestic market due to the population explosion are the two attractive factors making Pakistan as an investor friendly country.
- Owing to the Chinese ***mega-investment project***, Pakistan stands on the verge of becoming a regional trade hub by land and maritime routes, transit-trade corridor and an industrial hub. CPEC refers to the package of energy and infrastructure investments carried out in Pakistan with the technical and financial help of China. As much as \$50 billion is designated for investment projects over the next ten to fifteen years. Such a large injection of investment would surely result in employment and growth gains.
- There are ***multiple lucrative fields for investment*** which are promising, such as the Energy sector. Pakistan is currently struggling with meeting its energy demands, followed by housing and construction sector, textile, sugar, and cement industry. While the recent trend has shown particular interest in the software development and services sector, it has expanded the potential in the tertiary sector as well. Pakistan is home to a skilled human capital comprising a larger proportion of youth and a fair knowledge in the technical arena with outstanding expertise in the fields of Information Communication and Technology (ICT).

- The large proportion of Pakistan's population consists of *middle class*. Pakistan's middle class is continuously growing and expanding. By having abundant human capital and natural resources, the country has the potential to transform itself into the most emerging economies of the world.
- Government's *investment in infrastructure and political stability* has accelerated the country's domestic growth product (GDP). The investment climate in the country has significantly improved. A couple of years ago no foreign investor was prepared to commit its money to Pakistan but the situation has changed now and we see investors coming back.

Challenges

The panelists discussed the opportunities but they also portrayed the realistic side of the challenges and the hurdles that are hindering the Pakistan's prosperity. They highlighted the hurdles and precautionary measures, which Pakistan should undertake. Following points were discussed:

- Pakistan has the potential and *need for FDI* (Foreign Direct Investment) but it is not without several constraints, which are still persisting and hindering the development aspects in the country. For any country to progress relations with the world, it is pertinent to have a stable political environment along with consistent policies. Unfortunately, Pakistan has been a victim of both. Further, Pakistan lacks experts at the higher level who are responsible for devising the policy framework. Unless the specialists of the respective fields do not redefine the policy, Pakistan will continue to suffer due to a poor policy framework resulting in poor economic performance.
- *Non-tariff barrier* to trade includes, import quotas, special licenses, unreasonable standards for the quality of goods, export restrictions, technical barriers to trade, rules of origin and export subsidies. These indicators create a lot of trouble regarding the investment opportunities and trade barriers and create potential threats for the domestic as well as foreign investors.
- *Strengthened trade laws and policies* are needed in Pakistan. With foreign investment increasing, it is important to implement effective and comprehensive trade laws in the country. Otherwise, it can hamper reaching a fair settlement in case any dispute arises between local and foreign traders. There is serious need for the implementation of the economic laws and policies to reformulate the economic system under the legal situation.
- Security condition in Pakistan keep posing *risks to Pakistan's emerging economic profile*.
- Along with the security issues, the country has been suffering from *energy shortage*. Current energy reserves are not sufficient to meet its growing energy needs of both local and industrial sectors.
- *Imports-exports deficit*, as there is lack of an environment of competitiveness and quality of products, and it is also a big impediment in increasing our imports and in indigenization of Pakistan's local industries and businesses.

Recommendations

Several productive recommendations were highlighted so that Pakistan can tackle the current challenges. They are given below:

The ***image building*** of the country is one of the important areas of the investment policy to restore the confidence of the investors. The panelists were also of the opinion that the business community should change their mentality. The world needs to be informed about the fact that Pakistan has the potential to emerge as a bright spot on the global economic landscape. It will only be done through hard work, dedication and vision to take measures at home and foster relationships abroad. There are, of course, several other major policy issues which the government must address in order to unlock Pakistan's economic and investment potential. The Govt. is not solely responsible for attracting investments. In fact, public-private dialogue is the best way to resolve this situation. The country needs to engage with the world beyond geo-strategic depth. Through devising right policies, Pakistan can emerge as one of the fastest growing countries in the region. The panelists gave an optimistic outlook yet showed the realistic view of the challenges that are faced by Pakistan.

Annexure 5: Doctoral Consortium

The First UCP Doctoral Consortium was jointly organized by KEDGE Business School, France and UCP Business School, Lahore on Monday, 20th March, 2017.

Dr. Omar Farooq formally started the session by giving detailed introduction and purpose of the consortium.

The colloquium comprised of six different sessions. The first was a wake up activity called “Ask the Gurus” which was a general discussion between the PhD scholars who participated in the conference. The students as well as the mentors moved from one table to another discussing their area of expertise. It was a warm up session where Doctoral students, participants and Professors came to know about each other in person. This session provided an opportunity to get hands-on knowledge of the projects which were being conducted by the researchers.

The next session was about “surviving the PhD”. The panel comprised of three mentors. These included:

- Dr. Zahid Riaz, Lahore School of Economics
- Dr. Bakhtiar Ali, Bahria University Islamabad
- Dr. Umer Zaman, SZABIST, Islamabad

The panelists stressed that patience and consistency are required to survive the PhD. Researchers should plan their work to keep them motivated.

Another session named, “*Tips for managing relationship with your supervisors*” followed the previous session. The panel of experts included the following academicians:

- Dr. Bushra Naqvi, LUMS
- Dr. Tasneem Fatima, Chairperson DMS, IIU, Islamabad
- Dr. Shazia Akhtar, CUST, Islamabad

The session focused on the point that relationship with the supervisor is essential to establish a two-way communication. Ample understanding and comfort level should be there to be clear about the research work. Both the supervisor and the student have to work in proximity to complete the research successfully.

One on one Mentoring session was carried out right after the tea and coffee session. During this mentoring session, doctoral students were provided with the lists with their mentors mentioned in them. This pairing was done keeping in view the research areas of the PhD scholars as well as the PhD mentors. This did not limit the paired students with the mentioned mentors only. The room was open to talk to any mentor to discuss the research area. The PhD scholars came up with views that these sessions facilitated them in every possible manner and that they enjoyed the activity to the maximum.

Session Four: Landing in to your first academic job

The following panelists managed this session:

- Dr. Hamid Hasan, HOD DMS FAST, Lahore
- Dr. Inam Ul Haq, Riphah International University – Lahore

- Dr. Ameer A. Basit, UMT Lahore

Panelists said that in the beginning of the career one may teach courses in a border area focusing less on the main research. It adds to the experience and knowledge of the other areas too.

The following session was “Publishing at early Career: Challenges and Way Forward. The professors in this discussion were:

- Dr. Naeem Ashraf, LUMS
- Dr. Saima Naseer, IIU, Islamabad
- Dr. Basharat Naeem, COMSATS Lahore

To publish in a famous journal requires focus. The panelists emphasized that a researcher must focus on the research area and work around carving a clear niche saving himself from getting distracted by fresh and new ideas during his research. The new ideas should be worked upon and dealt with after the completion of the current research. Thus, another project with other ideas can be initiated subsequently. Moreover, the mentors suggested finding the research mentor; the one who may guide and teach the scholars.

The last session was named as “**Meet the Editors**”. A panel of editors were there to talk about this and their details are as follows:

- Dr. Sajid Bashir, CUST, Islamabad
- Dr. Kumail Abbas Rizvi, Lahore School of Economics
- Dr. Bilal Mirza, UCP Business School, Lahore
- Dr. Imtiaz Arif, Iqra University, Karachi

Keep in mind the following:

- Select a top ranking journal
- Fulfill all the requirements
- Select the journal according you research area
- Edit as advised by the editor of the journal

Editors of the journals shared the fact that publications can be done easily if the papers follow all the rules and regulations mentioned by the journal. Apart from the technical aspects these things matter a lot as well. It further emphasized that every journal has its own decorum to follow.

The following are the key points to remember:

1. Follow rules & regulations of the journal you wish to publish in
2. Ensure that you publish in a top tier journal
3. Fulfil all the requirements carefully
4. Send your paper to a relevant journal
5. Respond to what editors have demanded from you

Annexure 6: Conference Schedule

Day 1: Tuesday, 21 st March, 2017		
Session	Session Details	Timing
	Session 1	
Opening	Registration & Inaugural Session / Venue: UCP Auditorium Registration: Outside UCP Auditorium Inauguration: Recitation of Holy Quran Speeches: 1. Conference Chair: Dr. Muhammad Zafarullah, Pro-Rector UCP and Acting Dean UCP Business School 2. Conference Secretary: Dr. Muhammad Nadeem Dogar, Assistant Professor and Director Research UCP 3. Keynote Speaker: Dr. Yahia Zoubir, KEDGE Business School, France 4. Chief Guest: Syed Raza Ali Gillani, Minister of Higher Education, Punjab	8:30 am – 9:30 am 9:30 am – 11:00 am
	Tea Break	11:00 am – 11:30 am
	Session 2	11:30 am – 1:00 pm
Investment Prospects in Pakistan: Challenge & Opportunities - Panel Discussion	Panelists: 1. Mr. Manzoor ul Haq Malik, Vice President & Regional Chairman, The Federation of Pakistan Chambers of Commerce & Industries (FPCCI) & Proprietor, Industrial Option 2. Mr. Faisal Nisar, General Manager Commercial – Central Zong CMPak Ltd 3. Mr. Tahir Malik, Chairman and CEO - TRAFICO Group of Industries; Chairman - The Credit Insurance Company 4. Mr. Azhar Noor, General Manager - Marketing Millat Tractors 5. Mr. Yasar Rashid, Business Professional & Founder - CYTE Foundation 6. Ms. Maleeha Bangash, Managing Director - Investment Climate Reform Unit (ICRU) Moderator: 1. Mr. Zeshan Afzal, Former CEO - Peshawar Zalmi & Peshawar Zalmi Foundation; Independent Director & Chairman of Audit Committee - Sufi Steel Industries; Founding Partner & CEO - EZ Venture X; Chief Visionary - Youth Startups Advisor, CCL Pharma Group; Advisor & Board Member – CYTE; Director & Chairman of Audit Committee – Sadaqat Group	

	Lunch and Prayer Break	1:00 pm – 2:00 pm
	Session 3	2:00 pm – 3:30 pm
Corporate Governance – Part 1	<p>Session Chair: Dr. Zahid Riaz; Assistant Professor; Lahore School of Economics, Lahore.</p> <p>Presenter 1: Dr. Zubair Ahmad, Bahauddin Zakariya University, Multan (With Dr. Zeeshan Mahmood).</p> <p>Paper Title: The Dilution of Corporate Governance Regulation in a Dynamic Regulatory Space.</p> <p>Presenter 2: Ms. Sundas Sohail, Minhaj University, Lahore (With Rabia Mehboob)</p> <p>Paper Title: Ownership Structure and Financial Performance (A Comparison of Islamic V/S Conventional Banks)</p> <p>Presenter 3: Mr. Muhammad Usman, COMSATS Institute of Information Technology, Lahore (With Ammar Abid).</p> <p>Paper Title: CEO Turnover and Policy Changes in Chinese Firms.</p>	
Financial Practices – Part 1	<p>Session Chair: Dr. Sajid Nazir; Assistant Professor; COMSATS Institute of Information Technology, Lahore.</p> <p>Presenter 1: Mr. Yahya Khan, Gomal University, Dera Ismail Khan, Khyber Pakhtunkhwa. (With Dr. Naveed Saif, Rahim Ullah Khan, Farhatullah, and Muhammad Munir Khan).</p> <p>Paper Title: The Investigation of Stock Market Anomalies in the Karachi Stock Market 100 - Index.</p> <p>Presenter 2: Ms. Humaira Kalsoom, Air University, Islamabad.</p> <p>Paper Title: Impact of Family Ownership, Leverage, Firm Size and Firm Age on Agency Cost of Family & Non Family Firms.</p> <p>Presenter 3: Dr. M. Rizwan ul Hassan, Mohammad Ali Jinnah University, Karachi.</p> <p>Paper Title: Analyzing the Effects of Financial Development on Economic Growth: Empirical Evidence from Pakistan.</p> <p>Presenter 4: Mr. Saqib Farid, University of Management and Technology, Lahore (With Abdul Rafay).</p> <p>Paper Title: Dynamic Relationship Between Industries and Stock Market Returns.</p> <p>Presenter 5: Mr. Muhammad Umer Quddos, Bahauddin Zakariya University, Multan. (With Dr. Saqib Gulzar, Dr. Junaid Zafar)</p> <p>Paper Title: The Determinants of Capital Acquisition Decisions of Micro and Small Enterprises.</p>	

Corporate Social Responsibility – Part 1	<p>Session Chair: Dr. Tasneem Fatima; International University, Islamabad.</p> <p>Presenter 1: Ms. Nadia Nasir, Superior University, Lahore (With Shabnam Khan & Muhammad Hassan)</p> <p>Paper Title: A Study on the Market and Stakeholders Orientation: An Empirical Study on the Strategy Formation, Its Execution and Corporate Social Responsibility for Sustainable Development in the Context of Emerging Market.</p> <p>Presenter 2: Ms. Memoona Fatima, University of Central Punjab, Lahore.</p> <p>Paper Title: Examining the Pro-Environmental Behavior of Employees in Private Organizations of Pakistan.</p> <p>Presenter 3: Dr. Zeeshan Mahmood, Bahauddin Zakariya University, Multan (With Dr. Rehana Kouser, Dr. Ibn-e-Hasan, Zeeshan Iqbal)</p> <p>Paper Title: Why Pakistani Small and Medium Enterprises are not Reporting on Sustainability Practices.</p> <p>Presenter 4: Mr. Allah Ditta, Bahauddin Zakariya University, Multan (With Dr. Zeeshan Mehmood)</p> <p>Paper Title: What drives Corporate Sustainability? Empirical Evidence from Pakistani Manufacturing firm.</p> <p>Presenter 4: Ms. Noureen Fatima, Arid Agriculture University, Rawalpindi (With Dr. Shazia Akhtar)</p> <p>Paper Title: Antecedents and Consequences of Abusive Supervision: A Mediated Moderated Model</p>	
Social Marketing & Consumer Behavior – Part 1	<p>Session Chair: Dr. Khuram Shehzad; Assistant Professor; Air University, Islamabad.</p> <p>Presenter 1: Ms. Mehreen Qureshi, Institute of Business Administration, Punjab University, Lahore.</p> <p>Paper Title: Fan Page Engagement and Customer-Brand Relation Outcomes for Small Scale Businesses on Social Media Facebook.</p> <p>Presenter 2: Mr. Masood Ul Hassan, Bahauddin Zakariya University, Multan (With Zeeshan Iqbal).</p> <p>Paper Title: Customers’ Co-Creation with Self-Service Banking in Pakistan: A Multi-Theoretical Framework.</p> <p>Presenter 3: Ms. Mirza Amin ul Haq, Iqra University, Karachi.</p> <p>Paper Title: Factors affecting Consumer Path to Purchase and Post Purchase Behavior through Mobile Marketing Activities: An Integrated Model.</p>	

Human Resource Practices	<p>Session Chair: Dr. Zafar uz Zaman Anjum; Assistant Professor; COMSATS Institute of Information Technology, Lahore.</p> <p>Presenter 1: Mr. Aneeq Inam, Air University, Multan (With Usama Najam, Hayat Muhammad Awan).</p> <p>Paper Title: Temporal Diversity, Temporal Conflicts and Knowledge Sharing: Moderating Role of Team Temporal Leadership.</p> <p>Presenter 2: Mr. Masood-ul-Hasan, Bahauddin Zakariya University, Multan (With , Asghar Iqbal, Syeda Manal Fatima).</p> <p>Paper Title: Role of Organizational Learning & Human Resource Values in the Relationship of Emotional Capability, Learning Capability and Human Capital: An Empirical Evidence from Service Sector of Pakistan.</p> <p>Presenter 3: Mr. Muhammad Faisal Malik, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Islamabad (With , Dr. Shazia Akhtar, Gul Rukh Niazi and Rumesa Parvez Khan).</p> <p>Paper Title: A Multilevel Study of Proactive Personality and Employee Creativity.</p> <p>Presenter 5: Mahwish Majid, International Islamic University, Islamabad (With Dr. Tasneem Fatima)</p> <p>Paper Title: Aversive Leadership, Work Alienation and Job Performance: Moderating Role of Psychological Capital.</p>	
Entrepreneurial Practices – Part 1	<p>Session Chair: Dr. Muhammad Shafique; Assistant Professor; Lahore University of Management Sciences, Lahore</p> <p>Co-Chair: Dr. Bakhtiar Ali; Professor; Bahria University, Islamabad.</p> <p>Presenter 1: Mr. Irfan Siddique, University of Central Punjab, Lahore (With Farrukh Iqbal and Ahmad Zia).</p> <p>Paper Title: Pro-activeness, Innovation and Value Creation: A Cathartic Role in Entrepreneurial Markets.</p> <p>Presenter 2: Mr. Yasir Ahmad, National University of Science and Technology, Islamabad (With, Zaid Bin Khalid, Daniel Saeed Pirzada)</p> <p>Paper Title: A Hybrid Approach Using SWOT and AHP to Prioritize the Factors for Indigenous Production of Automobiles: A Case of Pakistani Automotive Industry.</p> <p>Presenter 3: Mr. Naeem Shahid, Nanikson Innovation, Okara (With Ms. Ayesha Saeed).</p> <p>Paper Title: Turning Local Vendor's Expertise into Enterprise Development: A key to Fostering Regional Economic Development.</p> <p>Presenter 4: Muhammad Ateeb Ramzan, University of Engineering & Technology, Lahore</p> <p>Paper Title: Impact of Creativity on Entrepreneurial Intentions through Self-Efficacy</p>	

	Tea Break	3:30 pm – 4:00 pm
	Session 4	4:00 pm – 5:30 pm
Corporate Governance – Part 2	<p>Session Chair: Dr. Zahid Riaz; Assistant Professor; Lahore School of Economics, Lahore.</p> <p>Presenter 5: Ms. Seher Chaudhary, University of Central Punjab, Lahore.</p> <p>Paper Title: Impact of Debt Policy, Profitability, and Liquidity on Dividend Policy of Oil and Gas Exploration Listed In Karachi Stock Exchange</p> <p>Presenter 6: Ms. Fatima Faruqi, Air University, Multan Campus (With Dr. Tanveer Ahsan).</p> <p>Paper Title: Corporate Governance, Cash Flows and Bank Performance: Developed and Developing Countries.</p> <p>Presenter 7: Mr. Sharoz Khurshid, COMSATS Institute of Information Technology, Lahore (With Ammar Abid).</p> <p>Paper Title: Determinants of Corporate Risk Disclosure Quality: Evidence from Pakistani Listed Firms.</p>	
Financial Practices – Part 2	<p>Session Chair: Dr. Sajid Nazir; Assistant Professor; COMSATS Institute of Information Technology, Lahore.</p> <p>Presenter 7: Mr. Imtiaz Arif, Iqra University, Karachi</p> <p>Paper Title: External Resources and Economic Growth: New Evidence from EAGLES Countries using PMG Framework.</p> <p>Presenter 8: Mr. Fraz Inam, Air University, Multan (With Dr. Muhammad Abbas).</p> <p>Paper Title: Forecasting Bankruptcy in Non-Financial Sector of Pakistan using Multilayer Artificial Neural Networks, Binary Logistic Regression, and Multivariate Discriminant Analysis.</p> <p>Presenter 9: Mr. Mohyuddin Tahir Mahmood, School of Professional Advancement, UMT Lahore (With Zunera Khalid).</p> <p>Paper Title: Sustainability Index of MFIS and Contributory Factors.</p>	

Corporate Social Responsibility – Part 2	<p>Session Chair: Dr. Tasneem Fatima; Assistant Professor; International Islamic University, Islamabad.</p> <p>Co-Chair: Dr. Fauzia Syed; Lecturer; International Islamic University, Islamabad.</p> <p>Presenter 7: Dr. Zeeshan Mahmood, Bahauddin Zakariya University, Multan (With Dr. Zeeshan Mahmood).</p> <p>Paper Title: Value Relevance of Sustainability Reporting in South Asia.</p> <p>Presenter 8: Ms. Sarah Qazi, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Karachi (With Humair Ali Khushk).</p> <p>Paper Title: Perception of Corporate Social Responsibility (CSR): a Comparative Study between two giant National Organizations of Pakistan.</p> <p>Presenter 9: Ms. Namra Awais, Lahore School of Economics (With Ambreen Ashfaq).</p> <p>Paper Title: Corporate Governance and CSR: A Road Forward for Business Sustainability in Pakistan.</p>	
Social Marketing & Consumer Behavior - Part 2	<p>Session Chair: Dr. Muhammad Arif Saleem; Assistant Professor; International Islamic University, Islamabad.</p> <p>Presenter 6: Ms. Mahwish Zafar, Superior University, Lahore (With Wajahat Shafiq).</p> <p>Paper Title: Impact of Social Media on Small Medium Enterprises Growth: A Case of District Sialkot, Pakistan.</p> <p>Presenter 7: Dr. Humaira Asad, Institute of Administrative Sciences, University of the Punjab, Lahore (With Amna Chahal, Rafia Faiz, Masooma Iftikhar).</p> <p>Paper Title: Consumer-brand relationship and Brand Evangelism in Pakistan.</p> <p>Presenter 8: Mr. Zain Khattak, University of Peshawar.</p> <p>Paper Title: Metaphorical Analysis of China Pakistan Economic Corridor (CPEC).</p> <p>Presenter 9: Mr. Muhammad Akmal Waraich, University of Central Punjab, Lahore (With Muhammad Asim Sarwar).</p> <p>Paper Title: Trends in Fashion Apparel: A Comparative Study between Traditional and Online Data Collection Techniques.</p>	

Human Resource Practices – Part 2	<p>Session Chair: Dr. Saima Naseer; Lecturer; International Islamic University, Islamabad.</p> <p>Co-Chair: Dr. Shazia Akhtar; Assistant Professor; Capital University of Science & Technology, Islamabad.</p> <p>Presenter 6: Mr. Ashfaq Kazmi, Institution College of E&ME, NUST, Islamabad (With Dr Faheem Q Jamal)</p> <p>Paper Title: Employee Life/ Job Satisfaction as Antecedent of Desired Organizational Traits– Evidence from Developing Cultures.</p> <p>Presenter 7: Ms. Saba Mateen, Iqra Universiy, Karachi (With Syed Ahmed Ali, Mohammad Mohsin, Baber Sultan Ahmed, Muhammad Waqar Niazi, Muhammad Mubashir Khan).</p> <p>Paper Title: Does Burnout Reduces Turnover Intention of CSR?</p> <p>Presenter 8: Ms. Ikra Magsi,</p> <p>Paper Title: Implementation of Predictive Workforce Analytics in HR Functions of Pakistan: A Qualitative Study.</p> <p>Presenter 9: Ms. Iqra Abdullah, Universiti Teknologi Malaysia.</p> <p>Paper Title: A Review on the Conceptualization and Measurement of Personality Traits.</p>	
	Gala Dinner	8:00 pm to 10:30 pm
Day 2: Wednesday, 22nd March, 2017		
Session	Session Details	Timing
Opening	<p>Workshop: Multilevel SEM using Mplus - By Dr. Omer Farooq, KEDGE Business School, France / Venue: UCP Auditorium</p> <p>Speech:</p> <p>Keynote Speaker: Professor Dr. Jean-Pascal Gond, Cass Business School, UK</p>	<p>9:00 am – 10:00 am</p> <p>10:00 am – 11:00 am</p>
	Tea Break	11:00 am – 11:30 am

	Session 6	11:30 am – 1:00 pm
Organization Development: Strategy & Change – Part 1	<p>Session Chair: Dr. Nasira Jabeen; Dean, Director and Professor; Institute of Administrative Sciences, University of the Punjab, Lahore.</p> <p>Presenter 1: Mr. Amir Abbas Chaudary, University of South Asia, Lahore (With Dr. Irfan Amir)</p> <p>Paper Title: Critical review of Leadership Literature in the Light of Cultural Dimensions: Evidence from Pakistan.</p> <p>Presenter 2: Mr. Muhammad Ishtiaq, The University of Lahore (With Muhammad Rizwan Khan)</p> <p>Paper Title: Internalization of Eco-Innovation in Organizations and Product Effectiveness: A Multiple Mediation Mechanism.</p> <p>Presenter 3: Ms. Mamoonah Islam, The University of Lahore (With Osaid Rabie)</p> <p>Paper Title: How and When does Ethical Leadership Influences its Followers to adopt Green Behavior: A Moderated Mediation Mechanism.</p> <p>Presenter 4: Ms. Roha Khalid, The Institute of Management Sciences, PAK-AIMS, Lahore.</p> <p>Paper Title: Organizational Silence: A barrier to Organizational Change.</p> <p>Presenter 5: Mr. Daniel Saeed Pirzada, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Lahore (with Yasir Ahmad)</p> <p>Paper Title: Transforming Pakistani Universities to Learning Organization.</p> <p>Presenter 6: Ms. Fatima Bashir, International Islamic University, Islamabad (With Dr. Tasneem Fatima, Dr. Fauzia Sayed)</p> <p>Paper Title: Change Oriented Leadership and Employee's Commitment to Manage Change: Mediating Role of Change Readiness and Felt Responsibility and Moderating Role of Employee Relationship quality.</p> <p>Presenter 7: Ms. Rubab Khalid, University of Central Punjab, Lahore (With Dr. Muhammad Nadeem Dogar, Nazish Shahid)</p> <p>Paper Title: Use of Mobile Phones in Leisure Context.</p>	

<p style="text-align: center;">Public & Nonprofit Management – Part 1</p>	<p>Session Chair: Dr. Basharat Naeem; Assistant Professor; COMSATS Institute of Information Technology, Lahore.</p> <p>Presenter 1: Ms. Shabana Naveed, University of Central Punjab, Lahore.</p> <p>Paper Title: Mandated Collaboration in Inter-Organizational Networks in Public Sector: The Case of Power Sector Reforms in Pakistan.</p> <p>Presenter 2: Mr. Burhan Rasheed, University of Management & Technology, Lahore.</p> <p>Paper Title: State Laws and Regulations Of Microfinance Institutions In Asia: A Comparative Analysis</p> <p>Presenter 3: Mr. Muslim Baloch, Institute of Administrative Sciences, Punjab University, Lahore.</p> <p>Paper Title: Politics-Bureaucracy and Relations Governance and Development in Pakistan: A Case of Local Government of Pakistan.</p> <p>Presenter 4: Ms. Affifa Marium, Institute of Business Administration, Punjab University, Lahore (With Dr. Rafia Faiz).</p> <p>Paper Title: Understanding Ethical Leadership- Turnover Intention Relationship through Pro-Social rule Breaking and Ethical Work Environment.</p>	
<p style="text-align: center;">Information & Communication Technology</p>	<p>Session Chair: Dr. Hamid Hassan; Professor & Dean; FAST-National University of Computer and Emerging Sciences, Lahore.</p> <p>Presenter 1: Mr. Noman Zafar Qureshi, IRIS Communications, Lahore (With Asghar Ali, Haroon Rasheed).</p> <p>Paper Title: Impact of E-Banking Services on Customer Value and Loyalty: A Study on Commercial Banks Working in Lahore.</p> <p>Presenter 2: Dr. Sabeen Hussain Bhatti, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology, Islamabad (with Dr. Shazia Nauman)</p> <p>Paper Title: Role of Information and Communications Technologies in Developing Innovation: Best Practices of Telecom Organization around the World.</p> <p>Presenter 3: Mr. Awais Farid Khan, University of Central Punjab, Lahore.</p> <p>Paper Title: Branchless Banking in Pakistan: Past, Present and Future.</p> <p>Presenter 4: Ms. Umber Ejaz, Institute of Business Administration, Punjab University, Lahore (With Sania Zahra Malik)</p> <p>Paper Title: Empowering Leadership and Work Performance in Banking Sector of Pakistan: A Mediating Role of Work Engagement.</p> <p>Presenter 5: Ms. Ayesha Naeem, University of Veterinary and Animal Sciences, Lahore (With Aman Ullah)</p> <p>Paper Title: How Transformational Leadership Influences Knowledge Sharing Process: Mediating Role of Trust.</p>	

Entrepreneurial Practices – Part 2	<p>Session Chair: Dr. Abdul Baseer Qazi; Senior Assistant Professor; Bahria University, Islamabad.</p> <p>Presenter 5: Mr. Waqas Zaki, University of Central Punjab, Lahore. Paper Title: Impact of Microfinance on the Involvement of Women in Decision Making and Ownership.</p> <p>Presenter 6: Mr. Muhammad Rafiq, Superior University, Lahore. Paper Title: Role of Knowledge Management and SD Logic as Innovative Trigger to Sustainable Development (A Contextual Study of Educational Private and Public Sector).</p> <p>Presenter 7: Mr. Muhammad Nawaz Tunio, University of Klagenfurt, Austria (With Aqeel Ahmed Soomro, Dieter Bögenhold) Paper Title: The Study of Self-Employment at SMEs level with Reference to Poverty in the Developing Countries.</p> <p>Presenter 8: Mr. Muhammad Arshad, The University of Lahore, Lahore Paper Title: Impact of Perceived Intrinsic and Extrinsic Rewards on Individuals' Entrepreneurial Intentions: A Comparative study Of Male and Female Graduates.</p>	
	Session 7	1:00 pm – 2:00 pm
Closing Ceremony	<p>Conference Report: Dr. Muhammad Nadeem Dogar, Conference Secretary, Director Research and Assistant Professor; University of Central Punjab, Lahore.</p> <p>Chief Guest: Dr. Mohammad Nizamuddin, Chairperson Punjab Higher Education Commission</p> <p>Vote of Thanks:</p> <ol style="list-style-type: none"> 1. Dr. Yahia Zoubir, KEDGE Business School, France 2. Dr. Muhammad Zafarullah, Pro-Rector and Acting Dean UCP Business School, University of Central Punjab, Lahore. 	
	Lunch	2:00 pm – 3:00 pm



Directorate of Research

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