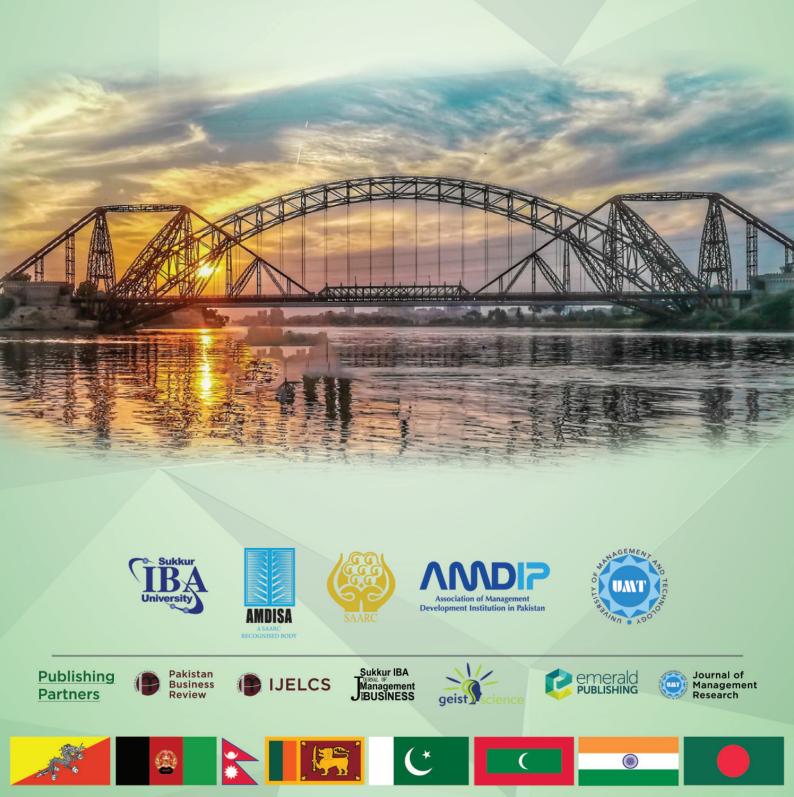


15[™] SOUTH ASIAN MANAGEMENT FORUM

Challenges of Inclusive Growth and Sustainability: The South Asian Context



15th South Asian Management Forum

Each of the abstract for this conference was reviewed by several experts in the relevant specialty. Only accepted abstracts are published in the Forum Proceedings.

 $Editor - 15^{th}\,SAMF - 2019$



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The 15th South Asian Management Forum

South Asian Management Forum (SAMF) is a biennial conference organized by the Association of Management Development Institutions in South Asia (AMDISA) by rotation in all the South Asian (SAARC) countries. The key objective of the conference is to explore the main issues allied with economic & social growth and development of the South Asian region. The conference provides a platform to scholars, thinkers, researchers, academicians, practitioners, and business leaders to share their philosophical thoughts, the conceptualization of ideas and empirical evidences.

The 15th SAMF is being hosted in Pakistan by the Sukkur IBA University (SIBAU), Association of Management Development Institutions in Pakistan (AMDIP) and University of Management and Technology (UMT). It will be held on September 27-29, 2019 at Sukkur IBA University, Sukkur, Pakistan. The theme of the current conference is *"Challenges of Inclusive Growth and Sustainability: The South Asian Context"*. South Asian populace need the management intellect to address the issues and problems those fall around the intersect of inclusive growth and sustainability. All three dimensions of inclusive growth: economic, institutional and social with a direct focus on sustainable development goals are interest

Economics

- •Economic theoretical and Conceptual framework for Inclusive growth
- •Economic Global and Regional Dimension of Inclusive growth & sustainability
- •Sustainable Financial institutions, Technology, Banking system & Market Response

Institutional

- •Institutional framework for Inclusive Growth and Sustainability
- •Sustainable Business Development, Markets, and Community Response
- •Governance framework for Inclusive Community & diversity
- •Education Institutions Vision, Curriculum and technological Changes and Response

Social

- •Society Resource availability, Use and Sustainably
- Public Policy interventions and impact on Society
- •Societal Diversity and Social inclusion
- •Gender equity & women Empowerment and Family systems in South Asia
- •Non-Capitalistic Economies and Society response to Social Evils



Association of Management Development Institutions in South Asia

(AMDISA)

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

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

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



Association of Management Development Institutions in Pakistan

(AMDIP)

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

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

Objectives

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



Sukkur IBA University

Sukkur IBA was established in 1994 with the vision to become a world class university and mission to serve community. Sukkur IBA University initially started its academic programs with affiliation of IBA Karachi. In 2006, the institute was awarded charter as a degree awarding institute and, in 2017, transformed into a full-fledged government University. Sukkur IBA University is situated at the intersection of Baluchistan, Punjab and Sindh. There are 6 Academic Departments at Sukkur IBA University

- Business Administration
- Computer Science
- Electrical Engineering
- Education
- Mathematics & amp; Social Sciences
- Physical Education & amp; Sport Sciences

Establishment of Sukkur IBA University has been a ray of hope for those who cannot afford quality education. Ranked as one of the best education institutions of Pakistan, the university has been successfully transforming students' lives and uplifting their career. At Sukkur IBA University, we believe in "Merit – Quality – Excellence". With its extraordinary infrastructure, state-of-the-art classrooms and labs, fully automated knowledge center, and highly qualified faculty, the university is imparting quality higher education at affordable cost. Sukkur IBA University graduates are serving in the best organizations locally, nationally and internationally.

Vision - To become a world class university in the fields of Management Sciences, Information Technology, Engineering, Education and Mathematics

Mission - The mission of Sukkur IBA is to contribute and serve community by imparting knowledge through innovative teaching and applied research at the global levels of excellence. We aim to establish and sustain a competitive meritorious environment by strengthening faculty and using state-of-the-art technology to produce graduates with analytical & creative thinking, leadership skills and entrepreneurial spirit, who possess global outlook and are conscious of ethical values.



University of Management & Technology, Lahore

UMT is a project of Institute of Leadership and Management (ILM) Trust. ILM was established in 1990 by leading educationists, professionals, and industrialists with an aim to enhance the organizational and individual effectiveness. Guided by the noble mission of helping others in actualizing their limitless human potential to its finest shape, ILM sought to respond to the challenges of information-based economy, globalization, and ever-increasing complexity.

The University of Management and Technology has evolved into a premier institution of higher learning in the country. It is recognized by the Higher Education Commission (HEC) as a 'W4' category (highest rank) university. For more than two years, UMT was also at the top as per HEC ranking in General Category (medium-sized) of private sector institutions in the Punjab. UMT has also been named among the top 500 in QS Asia University Rankings 2019.

UMT – now an independent, not-for-profit, private institution of higher learning – received her degree-granting charter first as the Institute of Management and Technology (IMT) in 2002 through an Act of the Assembly of the Punjab. Later, on 16 June 2004, IMT became University of Management and Technology through the passing of a similar Act by the Punjab Assembly.

In September 2007, the Higher Education Commission (HEC), Pakistan, upgraded the category of UMT from 'Category X'/ previous 'Category B' to 'Category W'/ previous 'Category A'.



A Message of Chair – 15th SAMF

Sukkur IBA University was established with a vision of quality education and core values of merit and excellence. Since inception, its focus remained to provide education to residents of interior Sindh without any social, economic, ethnic, regional and religious divide and it expanded across Pakistan with same. As a result of multiple talent hunt programs across Pakistan with support for underprivileged class and marginalized groups now it has become hub of diversities in terms of students, staff and faculty taking the nation to socio-economic prosperity. These diversities have been proven strength to Sukkur IBA University leading it to be ranked as best business school in Pakistan by NBEAC, Higher Education Commission



of Pakistan in a very short span of time. Now we are moving ahead to international accreditations; SAQS and AACSB.

Due to the significant importance of 'Quality Education' it has been placed in Sustainable Development Goals of United Nations separately. While leading AMDISA and AMDIP, my focus shall remain on inclusiveness and quality assurance in higher education. I support and encourage the narrative of talent acquisition on the cost of financial gains for academic institutions leading to long term benefits. We may achieve these objectives with academic collaborations and sharing resources. Moving ahead together will help in reducing costs and enhancing quality of education. Furthermore, business schools must acquaint themselves to meet the challenges of technological disruption across the South Asian region.

I welcome all universities of Pakistan and South Asia to join the networks of AMDIP and AMDISA and become the part of this mission of Quality Education, Talent Acquisition, Socio-Economic Development, and Equal Opportunities for all.

Prof. Nisar Ahmed Siddiqui

(Sitara-e-Imtiaz),

Vice Chancellor, Sukkur IBA University, Vice President AMDISA, President AMDIP. 15th South Asian Management Forum

Speakers of 15th SAMF



Dr. Ishrat Hussain Advisor to the Prime Minister on Institutional Reforms and Austerity Government of Pakistan



Mr. Talib S. Karim Vice President AMDIP, President, Institute of Business Management, Karachi



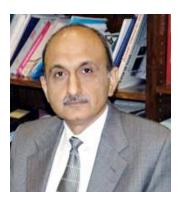
Dr. Farrukh Iqbal Chairman NBEAC, Dean and Director Institute of Business Administration, Karachi,



Prof. Lakshman R. Watawala President, The Institute of Charted Professional Managers of Sri Lanka Ex-President AMDISA



Mr. Ibrahim Hasan Murad President, University of Management and Technology, Lahore



Dr. Syed Zahoor Hassan Professor, Suleman Dawood School of Business LUMS, Lahore Former President AMDISA

15th South Asian Management Forum



Dr. Usman Raja Professor Brock University Canada.



Dr. Mohamed Adil Deputy Vice-Rector, Villa College, Maldives



Mr. Ravi Bamunusinghe Management Consultant, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka



Dr. Tughral Yamin Associate Dean, Department of Peace and Conflict Studies, National University of Sciences and Technology (NUST) Islamabad



Dr. Samantha Rathnayake Management Consultant, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka



Dr. Nilakshi W.K. Galahitiyawe Faculty, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka

15th South Asian Management Forum



Dr. Wasim Qazi Vice-Chancellor, Iqra University, Karachi



Dr. Farzand Ali Jan VC Iqra National University, Peshawar President Peshawar Chapter of AMDIP



Dr. Naukhez Sarwar Dean NUST Business School, Islamabad, President, Islamabad Chapter – AMDIP



Dr. Muhammad Mohsin Khan Vice-Chancellor Institute of Management Sciences, Peshawar, Former President, Peshawar Chapter - AMDIP



Mr. Naeem Tariq Rector Virtual University, President Distance Learning Chapter of AMDIP



Dr. Niaz Ahmed Bhutto Head of Business Department Sukkur IBA University

Panel Discussions

- 1. Inclusive Growth, Financial Inclusion and the Role of Islamic Finance
- 2. South Asian Quality Assurance System (SAQS): Significance, Opportunities & Experience
- 3. Inclusive Growth and Sustainability Agenda: Response of Management Schools in South Asia
- 4. Local Entrepreneurship: A key to Inclusive Growth and Sustainability Opportunity to Prosperity
- 5. Technological Transformations and Sustainable Development

Vice Chancellor Forum

Inclusive Growth, Business Education, Institutional Collaborations: Role of AMDIP and AMDISA

1	Prof. Nisar Ahmad Siddiqui	President AMDIP, Vice President AMDISA, VC Sukkur IBA University
	(Forum Chair)	
2	Ms. Memoona Zareen	Secretary AMDIP
	(Moderator)	

Panelists:

3	Dr. Ishrat Hussain	Past President AMDIP, Pakistan
4	Prof. Lakshman R. Watawala	Past President AMDISA, Sri Lanka
5	Mr. Talib S. Karim	President Institute of Business Management, Karachi, Vice President AMDIP
6	Mr. Ibrahim Hasan Murad	President University of Management and Technology, Lahore
7	Dr. Muhammad Mohsin Khan	VC IMSciences, Peshawar
8	Dr. Wasim Qazi	VC Iqra University, Karachi
9	Dr. Farzand Ali Jan	VC Iqra National University, Peshawar President Peshawar Chapter of AMDIP
10	Dr. Syed Irfan Hyder	Rector Institute of Business Management, Karachi
11	Mr. Naeem Tariq	Rector Virtual University, President Distance Learning Chapter of AMDIP
12	Dr. Sumaira Rehman	Rector Superior University, Lahore
13	Dr. Farruk Iqbal	Chairman NBEAC, Dean IBA Karachi
14	Dr. Naukhez Sarwar	Dean NUST Business School, President Islamabad Chapter of AMDIP
15	Dr. Mohammad Adil	Deputy Vice Rector, Vila College, Maldives
16	Dr. Dili Raj Sharma	Dean School of Management, Tribhuvan University, Nepal



Editorial Message

Indeed, it is a pleasure to share with you the abstracts book of 15th South Asian Management Forum (SMAF). This book contains double blind peer-reviewed abstracts in preview of conference theme, i.e., Challenges of Inclusive Growth and Sustainability: The South Asian Context. We have addressed the three dimensions of inclusive growth; economic, institutional and social.



I believe, increasing inequalities and lack of opportunities are changing the dynamics of economics, politics, states, and societies. These twin trends are evident at regional level particularly in South Asia that is one of the richest regions in the context of the

population growth. This region has the vexing problem of poverty, food insecurity, unemployment, poor health, sanitation, drug abuse and deterioration of family life.

Although, the economies of Pakistan, India, and Bangladesh are counted in emerging economies, however, safety nets indicators in these countries are not emerging in a better way. So, this part of the world is calling for inclusive growth and sustainability through pro-poor growth policies and introduce business models, those create jobs and sustainable business to produce greater social goods.

On behalf of the Sukkur IBA, I am grateful to all the academicians, researchers, reviewers, and the team members who helped to produce this document.

Dr. Waqar Akram,

Manager 15th South Asian Management Forum, 2019. Professor of Economics, Business Administration Department, Sukkur IBA University. 15th South Asian Management Forum



Abstracts

15th South Asian Management Forum



Theme: Global and Regional Economic Dimension, Theoretical and Conceptual Frameworks of Inclusive Growth & Sustainability

7070026	The Impact of Currency Depr	eciation on Exports of SAARC Countries	
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	Co-author: Azeema Begam University of Karachi <u>azeemausman@hotmail.com</u>	Co-author: Nargis University of Karachi <u>nargismalik866@gmail.com</u>	

Presenter's Biography:

Mr. Mukesh has 22 years of experience in divergent areas of Project Design and Management, Monitoring and Evaluation, Trainings; and SMEs Business Development Services. His professional credentials have been appreciated through "Australian Endeavor Executive Award", "Charles Wallace, UK Fellowship" and "IVLP, USA training". He is currently working as Provincial Chief, SMEDA Sindh at Karachi. He is a PhD scholar at Institute of Business Management (IoBM). He has 8 publications on his credit while other research initiatives related to SMEs, international trade, women entrepreneurship; and economic corridors are also in progress.

Abstract:

Introduction/Purpose/Objective:

Conventionally, it is believed that decline in value of currency tends to improve exports due to relatively cheaper items making imports expensive specifically for developing economies. Hence, the aim of the study is to investigate the impact of currency depreciation on exports of SAARC countries from 1981 to 2017 using panel ARDL and ECM techniques. Meanwhile, cross-section heterogeneity through time series perspective has also been incorporated in the study.

Design/Methodology/Approach:

Correspondingly, four SAARC countries- Bangladesh, India, Pakistan, and Sri Lanka have been selected as these have major share in South Asian exports. The data for real effective exchange rate, exports, per capita income, foreign direct investment and trade openness have been taken for econometric estimations.

Major Findings:

The panel ARDL model has approved an inverse association of currency depreciation with exports in the long run and significant implication of ECM in the short run. The time series perspective of selected economies has also complimented the panel findings despite considerable heterogeneities.

Implications and Contributions:

The estimated findings have pointed towards the unfavorable economic and geo-political conditions at both regional and country level. An inelastic nature of exportable products; lack of market diversification, confinement of domestic demand in international markets; and limited regional integration among SAARC economies are the prominent attributes restricting to acquire benefits of currency depreciation. It is thus essential for the countries to cope up with inter and intra-regional risks and issues immediately in order to grab wider global economic prospects through enhancing exports competitiveness.

Keywords: Depreciation, exports, SAARC countries, ARDL, ECM. References:

- Kurtovic, S. (2017). The Effect of Depreciation of the Exchange Rate on the Trade Balance of Albania. Review of Economic Perspectives, 17(2), 141-158.
- Hooy, C. W., & Choong, C. K. (2010). The Impact of Exchange Rate Volatility on World and Intra-trade Flows of SAARC Countries. Indian Economic Review, 67-86.
- Abeysinghe, T., &Yeok, T. L. (1998). Exchange rate appreciation and export competitiveness. The case of Singapore. Applied economics, 30(1), 51-55.

7070027 Export-Led Growth Hypothesis: Empirical Evidence from Selected South Asian Countries Author's Profile:

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Presenter's Biography:

Ms. Azeema Begam is currently working as Research Associate at Small and Medium Enterprises Development Authority (SMEDA) and a doctoral candidate at Department of Economies, University of Karachi. Six research publications and four conference papers are in her credit. Her areas of interest are Gender Economies, Labor Economies and International Economies.

Abstract:

Introduction/Purpose/Objective:

The Export-Led Growth (ELG) hypothesis postulates that export expansion is one of the main determinants of growth. It proclaims that the overall growth of an economy can be stimulated through increase in labour and capital; and expansion of exports. The prime objective of this study is to investigate the validity of ELG hypothesis in South Asian economies from the period of 1991 to 2017 using panel data. In this regard, four South Asian countries- Pakistan, India, Bangladesh and India have been selected.

Design/Methodology/Approach:

We have employed annual GDP growth rate, export, import, foreign direct investment, per capita income, real effective exchange rate, inflation rate and government spending for the econometric estimation. Moreover; the study implies panel unit root, panel ARDL and ECM model for the estimation of results.

Major Findings:

The findings prove significant and positive impact of export, import, government expenditure and per capita income whereas; negative but significant impact of FDI, inflation and real effective exchange rate on GDP growth of South Asian countries.

Implications and Contributions:

Nevertheless, there might be some structural and institutional problems, which obstruct the export-led growth process in South Asia such as uncertainty in the political environment, high inflation rate, low level of investment, non-availability of economic infrastructure facilities, and an unfriendly regulatory environment that may result in hampering economic growth. It is suggested that South Asian countries can expand their markets by exporting more products to the international markets. Besides; policies based on export promotion should be used effectively to enhance capacity of exports in order to stimulate economic growth.

Keywords: Export, GDP growth, panel ARDL-ECM, South Asian counties. **References:**

- Chandra Parida, P., &Sahoo, P. (2007). Export-led growth in South Asia: a panel cointegration analysis. International Economic Journal, 21(2), 155-175.
- Dhawan, U., &Biswal, B. (1999). Re-examining export-led growth hypothesis: a multivariate cointegration analysis for India. Applied economics, 31(4), 525-530.
- Din, M. U. (2004). Exports, imports, and economic growth in South Asia: Evidence using a multivariate time-series framework. The Pakistan development review, 105-124

7070009 The Effect of Institutions on Economic Growth: An Analysis Based on Bayesian Panel Data Estimation

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Presenter's Biography:

I am Qasim Shah, my qualification is 'MS STATISTICS' from International Islamic University, Islamabad. My research interests in a Bayesian Econometric

Abstract:

This study used panel data regression models of Bayesian approach to examine the effects of institutions on economic growth of selected developing countries from (1990-2014). Under the Bayesian methodology, we have estimated four models, which are common effect, fixed effect, random effect and dynamic random effect model. The derivation of Bayesian panel data models is included. The prior information's are used in this paper and normal gamma prior are used for the panel data models. The estimated results of the study showed that panel data models are valid models in Bayesian methodology. The results of all independent variables in Bayesian approach is positively and significantly effect on dependent variable. On the basis of standard errors of all models, we must say that fixed effect model is the best model in Bayesian estimation of panel data models. Also, it was proved that the fixed effect model has the lowest value of standard error, as compared to other models.

Introduction/Purpose/Objective:

The basic aim of the topic under study is to determine either the institutions play a major role as growth determinant or not in case of developing countries and to find out the link between economic growth and institutions.

Design/Methodology/Approach:

Bayesian estimation techniques have used for panel data models. The Bayesian derivation of the models is present in the paper. We used the normal Gamma prior for derivation of models.

Major Findings:

Bayesian estimation is suitable for the panel data models. On the basis of standard, we conclude that Fixed effect model is the best among all the four models.

Implications and Contributions:

Institutions are the basic factor of the economic growth, if we want to reach high and consistent increase, institutions quality should be strengthened. Especially "The house environment" plays a fundamental role in making appropriate institutions.

Key Words: *Bayesian Estimation, Fixed effect, Random effect.* **References:**

Abrahamson, N. A., & Youngs, R. R. (1992). A stable algorithm for regression analyses using the random effects model. Bulletin of the Seismological Society of America, 82(1), 505-510.

- Acemoglu, D., & Robinson, J. (2010). The role of institutions in growth and development (p. 135). World Bank Publications. Alesina, A., Özler, S., Roubini, N., & Swagel, P. (1996). Political instability and economic growth. Journal of Economic growth, 1(2), 189-211.
- Arellano, M., & Bover, O. (1995). Another look at the instrumental variable estimation of error-components models. Journal of econometrics, 68(1), 29-51.

7070125 Tourism and Energy Consumption: An Empirical Evidence from BRICS

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Presenter's Biography:

Khushboo Khero is currently enrolled in MS-MGT since 2017 at Sukkur Institute of Business Administration University (SIBAU). She is basically from Larkana, Sindh. She has worked as volunteer in conferences held at SIBAU (i.e. held in 2017, 2018 and 2019). Khushboo is working on many qualitative and quantitative research papers in different areas, such as behavioral finance, tourism monument, energy tourism and personality psychology. Further, she is a keen learner and self-motivator.

Abstract:

Introduction/Purpose/Objective:

Nowadays there have been an increase in the rate of tourism which affects the economy of countries. It increases the usage of energy demand in the nations. There have been a sparse in the literature of energy consumption in the context of BRICS countries. Therefore, current study explores the impact tourism flow on energy efficacy in BRICS countries.

Design/Methodology/Approach:

For this purpose, quantitative research strategy and panel research design has been applied on BRICS countries. In order conduct the research, secondary annual data from 1995-2014 has been collected from World Development Indicators (WDI) database. In order to analyze the data, the autoregressive lag (ARDL) approach is utilized.

Major Findings:

The results of current study reveal that tourism negatively affect the energy demand. It shows that 1 percent change in tourism will brings 47% unit change in energy demand in the long-run (approximately it will take 2.128 years for change). Further, study finds that an increase in energy consumption would also enhance the GDP growth by approximately 30%. It was found that variables are co-integrated and confirm long-run relationship between variables. The finding suggests that as tourism increases would decreases the energy demand in long run, in other words energy consumption will increases as value of domestic currency depreciate against international currencies in long-run.

Implications and Contributions:

The existing policies of investment and innovation of BRICS are not enough to assist energy sector to cope up with the exceptional economic growth of countries. Hence, this study will help the policy makers to design their policies accordingly to enhance the energy demand in order to maintain the flow of tourists in the country. It enhances the literature of **"Energy Tourism"**.

Keywords: *Energy consumption; Tourism; Economic Growth; BRICS; Panel ARDL* **References:**

Agiomirgianakis, G., Serenis, D., & Tsounis, N. (2015). Effects of exchange rate volatility on tourist flows into Iceland. *Procedia Economics and Finance*, 24, 25-34.

Ahmed, K., & Ozturk, I. (2018). What new technology means for the energy demand in China? A sustainable development perspective. *Environmental Science and Pollution Research*, 25(29), 29766-29771.

Ozturk, I. (2016). The relationships among tourism development, energy demand, and growth factors in developed and developing countries. *International Journal of Sustainable Development & World Ecology*, 23(2), 122-131.

7070129	The Effect of Institutions on Economic Growth: An Analysis Based on Bayesian Panel Data Estimation	
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Presenter's Biography:

I am Qasim Shah, my qualification is 'MS STATISTICS' from International Islamic University, Islamabad. My research interests in a Bayesian Econometric

Abstract:

The aspiration to pull people out of poverty started under the program of Millennium Development Goals and Sustainable Development Goals in 1990's. This program worked well, but still, 10.5% of the world are living in extreme poverty. Further alleviation of poverty, especially in developing economies requires tackling resource constraints. This study compares conventional resources gaps like trade gap, fiscal gap and saving-investment gap as binding constraints in poverty alleviation. Estimates of Panel Feasible Generalized Least Square approach for the data of 2000-2017 points out that trade gap and saving-investment gap forms inverted U shaped and U-shaped relationship respectively. The results of this study are instrumental in forming country-specific policy based on the incidence of resource gaps.

Key Words: Social Inclusion, Trade Deficit, Fiscal Deficit, Saving-Investment Gap.

7070137 Islamic Financial Development and Economic Growth Application of Conventional Hypothesis. A Case Study of Pakistan

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Presenter's Biography:

Mr. Azeez is lecturer at International Institute of Islamic Economics, International Islamic University Islamabad. Currently he is pursuing his PhD at University of Kassel, Germany, He has over 12 years of teaching experience and engage in research related to Islamic banking, financial markets and development economics.

Abstract:

Introduction:

This study examines the link between Islamic financial development and economic growth for the case of Pakistan. Many studies have been conducted to assess the relationship for what is called conventional financial development. However, only a few studies have examined this relationship for Islamic financial development. With regards to the case of Pakistan – which is an important Islamic financial market – the literature is almost non-existent. The present study is an effort to fill this gap by examining the nexus between Islamic financial development and economic activity for Pakistan.

Design/Methodology:

This study used thorough time series analysis using the co-integration technique and ARDL methodology to examine the above link for Pakistan employing quarterly data over the period spanning 2006-2015.

Major Findings:

The test results show that there exists a long- run relationship between Islamic financial development and economic growth, where the direction of causality seems to move from the former to the latter, and a reverse relationship does not exist. In other words, these results do support the finance-growth nexus and are supportive of the traditional supply-leading view.

Implications:

As the result shows that development of Islamic banking leads to economic growth, so it is suggested that the Islamic banking be promoted, and policy related decision should be made for its progress and regulation.

Keywords: Islamic banking, Economic growth, ARDL

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Testing the Validity of Classical Dichotomy: A Cross-Country Analysis

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7070010

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Presenter's Biography:

The presenter did his master's degree in the field of economics from International Islamic University Islamabad (IIUI) in 2008, and MPhil from Quaid-i-Azam University Islamabad in 2013. He is currently a PhD scholar in the department of economics, University of Sargodha, Sargodha. His main research interests are macroeconomics and monetary economics.

Abstract:

Introduction/Purpose/Objective:

This study compares the classical dichotomy as a base case, by empirical results, with rival models from orthodox Keynesian and new Keynesian models of monetary economics for economies with varying resource structures. Developing economies of Pakistan and Turkey, emerging industrialized economy of South-Korea and developed economies of Canada, U.K. and U.S. are selected to ensure varying resource structures for generalization of results. Therefore, inclusions of vast possibilities allow us to explore the relationships between nominal and real variables as implies by these theories from an agnostic point of view.

Design/Methodology/Approach:

Preliminary analysis studies the basic correlation analysis in order to evaluate strength of relationships between nominal and nominal variables, nominal and real variables, and real and real variables. Simple regression analysis is done to find whether there exists any dependency in relationships between nominal and real variables as implied by quantity theory, Fisher's hypothesis, Phillips curve and so called Okun's law. New Keynesian Phillips curve (NKPC) for different specifications is estimated to understand the nature of inflationary expectations in respective countries. The Taylor type rules are estimated by using time series data spanning from 1973 to 2016 is included for models relating key macroeconomic variables. Equations are estimated by OLS. NKPC and Taylor type rules are estimated by generalized method of moments (GMM) due to potential problem of endogeneity.

Major Findings:

NKPCs show that real GDP plays significant role in explaining nominal variable of CPI inflation for all economies except South-Korea. Results from estimated Taylor rules reveal that central banks in economies of South-Korea, U.K. and U.S. adjust their policy rate for stabilization of real GDP. For economies of Pakistan and Turkey, real variable of unemployment is not invariant to CPI inflation.

Implications and Contributions:

Our policy suggestion is to make use of monetary policy for stabilization purposes; i.e., stabilization of prices and real GDP. Any policy action to boost growth in real GDP through expansionary monetary policy might install uncertainty in real as well as nominal variables.

Keywords: Classical dichotomy, neutrality of money, monetary economics, Phillips curve, Taylor type rules.

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7070046 The Effect of Performance Based Grant on the Research and Development Performance in Pakistani Public Universities: A Conceptual Framework

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Presenter's Biography:

My name is Engr. Dr. Fahad Sherwani. I hold a Doctoral Degree in Electrical Engineering from Universiti Tun Hussein Onn Malaysia, Malaysia, with specialization in Artificial Intelligence and Machine Learning. My doctoral thesis proposed the use of a relatively new methodology for the implementation of intelligent classification systems, optimization algorithms, and other machine learning based automated systems. Also, I do possess a Master of Electrical Engineering degree with specialization in Robotics and Mechatronics from the same university, where my research dissertation addressed the problem of Robotic Path Planning using Rapidly Exploring Random Trees. While, my Bachelor of Engineering degree in Electronic Engineering with specialization in Robotics and Embedded Systems was awarded by Hamdard University, Karachi.

One of my research interests that I have been working on earlier is the application of Robotics and Artificial Intelligence in the field of Rehabilitation Robotics. One of the projects concerning such applications that i have been involved in is Brain-computer interfacebased stimulation systems for disabled patients. Apart from this, there are many other applications of AI and Machine Learning that I am interested to explore more including, Smart Manufacturing Smart Energy Grids, Internet of things, (Iot), ICT in Education etc.

Abstract:

Higher education has become a crucial element for the development of any country particularly in developing countries. There is a sheer need to establish a competitive higher education system to boost up the performance by wisely investing in research and development. Performance based grants are the key indicators for success of research and development in higher education system. On the other hand, performance-based grant also improves the transparency and accountability of financial requirements for any higher institutions.

Design/methodology/approach

The mix method research approach will be utilized through exploratory research design. Whereas, Semi-structured interviews will be conducted, and survey instruments will be distributed among management and academic staffs of Pakistani public universities.

Findings

The proposed framework of this study can assist public universities and the Higher Education Commission (HEC) of Pakistan for improving performance of research and development in higher education sectors. Also, the proposed framework will provide an extensive and enhanced strategy for the funding distribution and management in higher education institutions for research.

Practical Implications

The proposed framework will enhance the performance-based grant parameters to encourage universities for promoting the research & development culture and improve the efficiency in all other research activities.

Originality/value

The aim of this article is to present the conceptual framework about the performance-based grant that affect the research and development in Pakistani public universities with the support of agency theory.

Keywords: Performance Based Grant Parameters, Research and Development, Funding Management, Performance Grant, Public Institutions.

Sustainable Growth through Technology Adaptation: A Case Study on a Mango Cultivation Company in Sri Lanka

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Mr. Champal de Costa was graduated with a BSc Engineering (Honours) degree in Civil Engineering from University of Moratuwa, Sri Lanka. He obtained the MBA from Postgraduate Institute of Management – University of Sri Jayewardenepura, Sri Lanka. He counts over thirty years of engagement in prominent state and private sector projects. Prior to joining the academia, he got actively involved in project appraisal, financing and monitoring in a leading Sri Lankan development bank, as a Vice President. His research interests are on entrepreneurship, small business management, corporate sustainability, technology and innovation.

Abstract:

Introduction:

Sri Lanka which has been an agricultural country from the ancient past, has now given due recognition to the agribusiness to grow its economy. When the growth of traditional cultivations such as Tea, Rubber & Coconut became stagnant, many entrepreneurs engaged in agribusinesses started exploring alternatives to achieve sustainable growth. Through that concept, an entrepreneur in 1992 embarked on a business of cultivating a special variety of mango using technology adaptation. This business was subsequently incorporated as "Ellawala Horticulture Private Limited" and is now a leading agribusiness venture in Sri Lanka. It is evident that organizations endeavour to achieve sustainable growth by embedding the concept of the triple bottom line into their strategies by focusing simultaneously on the three important dimensions of business performance: economic, environmental, and social or profit, planet and people.

Methodology:

Using the qualitative method, 20 in-depth interviews and 8 focus group discussions were used as primary data secondary sources were used to secondary data. Subsequently, the insights of the interviewees were analysed in depth, and the narration of the case was performed purely according to the insights of the stakeholders of the organization.

Major Findings:

This company can be considered as one of the pioneering entities which initiated the change from conventional agriculture to modern, sustainable agribusinesses in Sri Lanka, uncovering the huge potential Sri Lankan agriculture possesses as an industry. It was also revealed that the practice of technology-adaptation was the key driver in this endeavour, and that two other drivers; executing diversification strategies and enabling farmer out-grower programmes had contributed immensely to the company's achievements

Implications:

This case study reveals that sustainable growth trajectory of an agribusiness company can be well-explained in the dimensions of triple bottom line.

Key Words: *Sustainable Growth, Technology Adaptation, Out-grower programmes* **References**

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7070142Role of Education in Ensuring Inclusive Growth in Postgraduate Education: A Study on Enrolment
of Female Students for MBA Studies at Postgraduate Institute of Management, Sri Lanka

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Presenter's Biography:

Mr. Jayantha Ranapura is the Senior Assistant Registrar of Postgraduate Institute of Management (PIM) and the most senior official in charge of the overall academic and general administration of the Institute. Mr Ranapura joined the PIM from its inception in 1986 and has over 33 years' experience in University Administration. He has contributed much to the development and strengthening of the Institute, including acquiring the self-financing status in 1998. He is working with the research group in Human Resource Management at the PIM Research Centre.

Dr Samantha Rathnayake is currently serving as a Faculty Member/Management Consultant at the Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka. He has his teaching interests in wide range of areas, General Management, Strategic Human Capital Management, Organizational Behaviour and Leadership and Business Development and has a special interest in management consultancy and case study research. He is serving in a number of professional bodies and technical committees in Sri Lanka as a judging committee member, a conference technical committee head during last five years.

Abstract:

Introduction/Purpose/Objective:

Investing in human capital, especially in higher education, contributes to inclusive growth. It presupposes inclusive education where quality education to that is accessible to all irrespective gender. Thus, role of education in ensuring inclusive growth is very critical. Higher education plays an important role in society for providing the skilled human resource and thereby, social development because the higher education develops the skill, abilities, and attitudes of men and women and encourage for social development. Women in Sri Lanka have played a significant role in the socio-economic development of the country for a long period of time. The proportion of women in the national workforce has been increasing and about to reach 50% of the total workforce but finds less women entering higher education in Sri Lanka This research paper focuses on the role of Higher Education for inclusive growth.

Design/Methodology/Approach:

The study is based upon the secondary and primary data collection. The paper primarily focusses on the issues of equity, the barriers in women participation in postgraduate studies and access to educational opportunities. The focus is to ensure the equitable access of educational opportunities to women with regards to Higher education. The study was conducted across postgraduate institutions in Sri Lanka by examining the gender wise enrolment in higher Education and conducting an in-depth case study of one postgraduate Institute in Sri Lanka which has the highest number of MBA enrolment in Sri Lanka over the last decade.

Major Findings:

The study signifies that women possesses strong motives to raise themselves & become self-reliance, independent & showing responsiveness to gain higher education; there is high rate of conversion from graduation to post graduation in the past to present. They seek career enhancement & personal development for job success in entering postgraduate education.

Implications and Contributions:

The study further establishes work life balance as an important factor preventing women from seeking higher education.

Keywords: Inclusive Growth, Women Participation, Executive Education, Career Growth, Work-life Balance **References:**

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China-Pak Business Cycle Synchronization and Environmental Degradation in Pakistan

7070008

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Presenter's Biography:

I am currently doing my PhD thesis at NCBA&E Lahore. I did my masters and M.Phil. from University of Sargodha. I have teaching experiences at various institutes. I am also working as research associate at Comsats Lahore. I presented my three research papers in international conferences held at LUMS Lahore and NCBA&E Lahore. Field of my interest especially concerning to research has remained international trade.

Abstract:

Introduction/Purpose/Objective:

This study had attempted to examine the potential impact of China-Pak business cycle synchronization along-with FDI, financial development, urbanization, exports and imports as determinants of environmental degradation in Pakistan.

Design/Methodology/Approach:

Business cycles of both economies were estimated through GDP de-trended by Hodrick-Presscott filter and China-Pak business cycle synchronization was measured through business cycle synchronization index. FDI, urbanization, financial development, exports and imports also had been considered to investigate their association with environmental degradation in Pakistan.

Major Findings:

Results of ADF and PP unit root tests had showed all variables stationarity with mixture of level and first difference. F-Bounds model assured the presence of co-integration in the model. Outcomes of ARDL technique showed significant relationship of all series except FDI, with environmental degradation in the long run. ECM model showed existence of short run relationship among the variables.

Implications and Contributions:

On the basis of empirical findings the study had suggested that Pak-china business cycle synchronization should be promoted to improve environmental quality in Pakistan. Measures should be followed for uplifting the exports and downsizing the imports for making reduction in environmental degradation. Financial development to assist the producers should be monitored to avoid carbon emissions producing factors and to make environment friendly industrial production. Urbanization reducing steps should be practiced to reduce environmental degradation in Pakistan.

Keywords: Business Cycle synchronization, Environmental Degradation, Globalization, Trade Openness,

References:

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7070062

Inclusive Growth Versus Exclusive Growth: An Economic Quagmire

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Presenter's Biography:

The author is an M.Phil. scholar and has written articles on the topics relating to Macroeconomics, Microeconomics, and Economic Psychology. The relationship between development and psychology remains the main interest area for the author

Abstract:

Introduction:

Imbalanced economic growth has become a major macroeconomic challenge for South Asia. Exclusive growth and inclusive growth go hand in hand in South Asia as the gap between the rich and the poor is rising rapidly not only in Pakistan but also in India.

Methodology:

The author uses Phenomenology and numerical data for answering the research questions. World Bank, World Inequality Database, official websites, and newspapers from India and Pakistan provide empirical data for finding the answers for the research questions.

Major Findings:

Exclusive growth finds its strong and widespread presence not only in India but also in Pakistan. For example, in 1961, the net personal wealth of top one percent was at 11.87 percent of the total national income in India. In 2019, the top one percent now owns seventy four percent of the total wealth in India. In Pakistan, the situation is not much different. For instance, on four different economic benchmarks (agriculture, industry, services, and GDP), Lahore' average growth rate was the highest when it was compared to the growth rate figures of Rest of Punjab, Punjab, Rest of Pakistan, and Pakistan during the period from 2011 to 2017, indicating and proving that how the territorial exclusive growth worked at the cost of inclusive growth.

Implications:

Governments, the wealthy, and academicians have to perform their roles responsibly. Both the government and the wealthy must feel the sense of their social responsibility by taking measures to reduce the gap between the rich and the poor in South Asia. Additionally, the government must financially support entrepreneurship. Finally, academicians must connect theory to practice.

Keywords: sustainable growth, inclusive growth, exclusive growth

15th South Asian Management Forum



Theme: Role of Governance & Strategic Management, Corporate Performance, Entrepreneurship and Response of Business Schools

7070024	Ownership Structure and Investment Decision of Non-Financial Firms in Pakistan Stock Exchanges	
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Waqas Zaman is working as a Finance Executive at Riphah International University Rawalpindi, Pakistan. Previously Waqas has worked as an Accountant at PMAS-Arid Agriculture University Rawalpindi. Waqas has completed his MS (Finance) from University Institute of Management Sciences-PMAS-Arid Agriculture University Rawalpindi. His areas of interests are Corporate Governance, Behavioral Finance and Corporate Finance.

Abstract:

Introduction/Purpose/Objective:

Ownership structure plays a vital role in the firms' growth. We aim to determine the impact of ownership structure on firms' investment decision in the non-financial sector of Pakistan.

Design/Methodology/Approach:

We collected data of 139 non-financial firms listed on the Pakistan stock exchange (PSX) during 2009-2017. We used panel regression for data analysis.

Major Findings:

We find that institutional owner and block holder have significant impact on firm investment decision. Furthermore, board size, board independence, dividend constraints and access to external capital play a significant role in firms' investment decision.

Implications and Contributions:

Our study results' support to investors and managers to understand how governance mechanisms affect the firm investment decision. Moreover, results are useful to regulatory authorities for enacting laws to make internal governance mechanisms work more effectively. This study adds to the literature by exploring the effect of governance mechanisms on firm investment decision using the data of Pakistani firms.

Keywords: Ownership Structure; Investment Decision; Dividend Constraints & Non-Financial Firms'

References:

Boyle, G. W. & Guthrie, G. A. (2003). Investment, uncertainty, and liquidity. The Journal of Finance 58(5), 2143-2166.

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7070070	Impact of Technological Capability on Firm's Financial Performance: The Case Study of Solar			
	Firms			
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Zeeshan Rajput is a researcher and currently enrolled in MBA Finance Program of Mehran University of Engineering Jamshoroo. He has done Bachelor of Engineering in Textile Engineering from the Mehran University Jamshoroo. His interests are technology and advancement. Up till now, he has written two research papers; one on Patient Monitoring Gloves for Surgical Non-Surgical Treatment, and another on, Impact of Employee`s Experience and Education In Building Technological Capability. **Abstract:**

Introduction/Purpose/Objective:

Although there are many internal and external factors which affect technological capability, according to research carried out till now, it can be said that probably no one yet identified the role of one of the internal factor "employee" from the perspectives of experience and education in building technological capability, and eventually technological capability's effect on firm's financial performance.

Design/Methodology/Approach:

Research is conducted on service firms of the renewable energy sector, which emerged as a result of energy crisis of Pakistan. Data is collected from 22 solar service firms located in different cities of Pakistan. Employees who belongs to internal factor in building technological capability are taken from first line managers as explained in the book of Management by (Robbins & Coulter, 2012). Partial Least Square Structure Equation modelling technique is used to conduct analysis for this research.

Major Findings:

Results show that employees` experience and education level do not contribute in building technological capability of a firm; however, technological capability contribute in the financial performance of a firm. Furthermore, results show that technological capability is not playing any mediating role in between experience and education of employee, and financial performance of the firm.

Implications and Contributions:

Government, firms, and educational and vocational institutions can take better decisions based on these results. Government can make policies and laws to promote technological capability. It can enforce strong intellectual property laws. It can provide a suitable environment to the firms so that they can engage in research and development activities. Firms can consider building technological capabilities to compete with rivalries especially with firms of developed countries. In the light of this research, firms can analyse the role internal factor, employee, and compare it to other internal and external factors. Educational and vocational institutions can look into the matter why theoretical knowledge which is being provided to their students is not contributing in building technological capability. They can work on conveying knowledge in a way that it helps in building technological capability. Employees can consider getting theoretical and practical knowledge in way that it could contribute in building technological capability of firm.

Keywords: Technological Capability, Financial Performance, Employees, Service firms, Renewable Sector **References:**

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Sobanke, V., Adegbite, S., Ilori, M., & Egbetokun, A. (2014). Determinants of Technological Capability of Firms in a Developing Country. Procedia Engineering, 69, 991 – 1000.

7070149 Effect of Exchange Rate on Corporate Performance: A Non-Linear Study of S&P 500 Author's Profile:

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Presenter's Biography:

Mr. Soomro holds MS degree in Management Sciences from Sindh Madressatul Islam University, Karachi. He is currently enrolled in Ph.D. Management Sciences at Sukkur IBA University, Sukkur. His areas of interest include Corporate Finance, Cryptocurrencies, Behavioral Finance, and Financial Econometrics

Abstract:

In this paper, asymmetric effects of USD exchange rate on corporate performance have been examined, along with the addition of investor's sentiment in the context of the United States. To check the proposed agenda, we have used monthly data from January 1999 to December 2018. Results of NARDL model shows the existence of short-run and long-run association between corporate performance and Investors' sentiments. Specifically, depreciation in the value of USD increases the corporate performance in long-run while appreciation in USD has an effect on Corporate performance in short-run. Whereas Investor's sentiments have negative effects on corporate performance in short-run and long-run.

Purpose:

Previous literature studies have focused on the linear and nonlinear relationship among the currency exchange rate and corporate performance by using variety of tools and models. But there is still room of improvement, as previous studies have ignored the Investors' sentiments while checking the proposed effect. Cheah, Yiew, and Ng (2017) suggested that Investors' sentiments should be employed with the model for better results. So that we are motivated to check the effects of exchange rate on corporate performance along with addition of Investors' sentiments.

Methodology:

In this study monthly data of 20 years from 1999M01 to 2018M12 has been used. We have used NARDL model in order to check the effects of Explanatory variables on Corporate performance. S&P 500 is dependent variable for corporate-performance of United State. Whereas VIX (Investor's sentiment Index) and EURO/USD nominal-exchange-rate are main explanatory variables, along with macroeconomic control variables (CPI, IPI, and M3).

Major Findings:

NARDL Results reveals that the exchange rate asymmetrically affects corporate performance in short-run and long-run. Second, Investors' sentiments also have been the major explanatory factor while analyzing the effect of exchange rate on corporate performance.

Implications and contributions:

This study is a good contribution to literature as previous studies failed to employ the Investors' sentiments. Empirical results suggest to Investors to take asymmetric effect of currency exchange rate and sentiments under consideration while investing funds.

Keywords: exchange rate, S&P 500, investor sentiments, corporate performance

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7070049The Mediating role of Individually Perceived Stress between High Performance Work Practices and
Firm Performance

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Presenter's Biography:

Ms. Asmara Habib is currently working as Lecturer in Khwaja Fareed University of Engineering and Information Technology, Rahim Yar Khan. She is having 7 years of Banking experience. She possesses M.Phil. (Business Administration) degree. Her one paper is under publication process in International Journal of Business and Psychology. Her research area is Finance.

Abstract:

Introduction\Purpose\Objective:

This research paper investigates the mediatory effect of Individually Perceived Stress in the direct relationship of High-Performance Work Practices and Financial Performance of Firm. This research narrates different mechanisms and procedure through which work practices enhances firm performance.

Design\Methodology\Approach:

Cross Sectional research design is opted for data collection purpose. Data is collected from 500 employees of Banking industry and analysis of data is done through Confirmatory Factor Analysis and Multiple Regression Analysis.

Major findings:

Analysis of collected data shows that Individually Perceived Stress significantly affects the direct relationship of High-Performance Work Practices and Firm Financial Performance. Stress changes the direction of implemented practices in opposite direction due to which resultant results doesn't match with the desired results.

Implications and Contributions:

This paper contributes to literature by responding to the long waiting call for explaining importance of stress in High Performance Work Practices and Firm Performance linkage. This paper also strengthens the literature by adding individual effect of four constructs of High-Performance Work Practices. Current research also holds important and valuable implications for governing bodies or managing authorities of institutions.

Key words: Evaluation system, Continuing education, Flexibility, Perceived stress, Firm performance

References:

Dao-Tran, T.-H., Anderson, D., & Seib, C. (2017). The Vietnamese version of the Perceived Stress Scale (PSS-10): Translation equivalence and psychometric properties among older women. *BMC psychiatry*, *17*(1), 53.

Lyria, R. K., Namusonge, G., & Karanja, K. (2017). The effect of learning and development on organizational performance of firms listed in the Nairobi Securities Exchange. *Journal of Human Resource and Leadership*, 1(3), 43-55.

Bromiley, P., & Rau, D. (2016). Operations management and the resource based view: Another view. *Journal of Operations Management*, 41, 95-106.

7070022	70022 Intentions of Business Students towards Entrepreneurship: Role of Individual and Situational Factors			
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Presenter's Biography:

Dr. Sania Usmani is currently working as an Assistant Professor in Business Administration Department, Iqra University, Main Campus, Karachi. She has done her PhD (Management), MBA and BBA-H. She has also presented few research papers in International Conferences (South Korea, Spain, Australia, Turkey, Malaysia) and also published few research papers in Y and Z category HEC recognized Journals as well as International Journals. She has done certification courses from IBA in entrepreneurship as well as HBX CoRE from Harvard University. She has 8 years of teaching experience.

Abstract:

Introduction/Purpose/Objective:

In this research, we have examined Entrepreneurship Intention, which is a central concept within the entrepreneurship field. We discussed the individual and situational factors, which give insights about the intention for Entrepreneurship. The purpose of this study was to evaluate the impact of individual and situational factors on entrepreneurial intention amongst the students of Karachi, Pakistan.

Design/Methodology/Approach:

Data from 300 students from department of business administration was collected through questionnaires. Descriptive analysis, correlation, and Structural equation modelling was applied using SMART PLS.

Major Findings:

Risk Taking propensity, Self-Efficacy, Job security and Entrepreneurial education program were found to be critical indicators for Entrepreneurship Intention. Interestingly, this study found that there are many obstacles such as personal, educational, and environmental factors, which affect future entrepreneur's intent to start their businesses.

Implications and Contributions:

Universities, policy makers, and practitioners must reduce these hurdles and increase efforts to encourage the entrepreneurial intention among students.

Keywords: Entrepreneurship, Opportunity, Self-Efficacy, Intention

References:

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- Ali, A., Tariq, R. H., & Topping, K. J. (2013). Perspectives of academic activities in universities in Pakistan. *Journal of Further and Higher Education*, 37(3), 321-348.
- Chiamaka, O., Oguegbe, T. M., & Aguanunu, R. (2014). Exploratory study of job insecurity and entrepreneurial intention as correlates of counterproductive work behaviour. *International Journal of Academic Research in Business and Social Sciences*, 4(5), 41.

505013 IBA National Entrepreneurship Program: A Tale of Entrepreneurship Teaching in Three Cities **Author's Profile: Correspondence Author: Imran Muhammad Khan Co-author: Dr. Shahid Qureshi** Manager-National Outreach Program CED at Center for Associate Professor & Program Director at Center for Entrepreneurial Development (CED) at IBA Karachi Entrepreneurial Development (CED) at IBA Karachi imkhan@iba.edu.pk auresh.shahid@gmail.com **Co-author: Ms. Misbah Amin** Co-author: Mr. Abdullah Mustafa Researcher & Case Writer at Center for Entrepreneurial Coordinator-NEP at IBA CED Development (CED) at IBA Karachi. amustafa@iba.edu.pk mamin@iba.edu.pk

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Mr. Abdullah Mustafa: Coordinator-NEP at IBA CED. He manages National Entrepreneurship Program. Contact: 0336-6386766.

Abstract:

Introduction:

The paper discusses the key features of the National entrepreneurship program and details of selected companies/participants from these cities.

Design:

Qualitative research design

Major Findings:

In 2015, IBA Center for Entrepreneurial Development decided to share its entrepreneurial learning's throughout Pakistan. In the first phase three cities; Hyderabad, Faisalabad and Gujranwala were selected. Mehran University of Engineering and Technology Jamshoro; National Textile University, Faisalabad and GIFT University, Gujranwala were selected as partners to initiate the Certificate in Entrepreneurship Program. 100 participants in each city underwent a 50 hours' program of entrepreneurship. Various interventions were carried out in these 50 hours. The participants were connected with various mentors and provided access to the IBA network of Alumni and faculty.

Implications and Contributions:

This paper brings evidence from the national entrepreneurship program conducted in three different cities of Pakistan. This paper contributes to the literature via its entrepreneurial research model based on effectual mindset training.

Key Words: Certificate in National Entrepreneurship Program, Entrepreneurship, Micro entrepreneurship **References:**

Read, S., Sarasvathy, S., Dew, N., & Wiltbank, R. (2016). Effectual entrepreneurship. Routledge.

Reymen, I. M., Andries, P., Berends, H., Mauer, R., Stephan, U., & Van Burg, E. (2015). Understanding dynamics of strategic decision making in venture creation: a process study of effectuation and causation. Strategic entrepreneurship journal, 9(4), 351-379.

Maritz, A., Koch, A., & Schmidt, M. (2016). The Role of Entrepreneurship Education Programs in National Systems of Entrepreneurship and Entrepreneurship Ecosystems. International Journal of Organizational Innovation, 8(4).

7070033	Development of A VR -Based Educational Technology 4.0 for Pakistani Oil and Gas Industries: A
	Conceptual Framework for Safe Drilling Process

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Presenter's Biography:

Dr. Muhammad Mujtaba Asad is an Assistant Professor at Sukkur IBA University. He had pursued his PhD in Educational Technologies and TVET from Universiti Tun Hussein Onn Malaysia. He has eight (08) years of working experience in industries and Academia. Moreover, he has also published more than fifty (50) research articles in reputed international journals and conferences around the globe. Dr Mujtaba is serving as an editorial and reviewer board member of more than fifteen 15 international research journals. His areas of research interest are E-Learning, Education 4.0, Work-Integrated Learning, Industrial Education and Technical and Vocational Education and Training.

Abstract:

Introduction/Purpose/Objective:

Oil and gas industries play a major role for the growth of world economy and drilling operation is considered as most challenging and hazardous procedure for oil and gas drilling crew due to the lack of effectual and user-friendly safety and health teaching and learning aids with updated knowledge. As per the previous researchers, there is an urgent industrial need for user interactive technological aid for enhancing the teaching and learning process of oil and gas drilling crew and safety officials at onshore and offshore drilling domain to full fill the requirements of fourth industrial revolution. Therefore, this research article proposed a conceptual framework and development methodology for VR based teaching & learning aid to reduce the workplace hazards during oil and gas drilling process at Pakistani drilling industries.

Design/Methodology/Approach:

In this proposed research mix methods (Qualitative and Quantitative) research approach will be used for the identification of potential hazards and their suitable controls to prevent the accidents according to the modern technologies in this era of IR 4.0. Whereas, for the development of VR based educational aid for Pakistani oil and gas industries Autodesk 3ds Max, visual studio and MySQL software's will be utilized.

Major Findings:

The expected outcome of this proposed research will facilitate the oil and gas drilling workforce for accident prevention at onshore and offshore drilling sites. It will help them to take appropriate measure in case of any accident. Similarly, the proposed VR based educational aid will the oil and gas drilling crew for trainings and they will be aware for the potential hazards with their suitable controls prior to the actual operation.

Implications and Contributions:

This proposed virtual reality based educational aid for safe drilling process will be the first teaching and learning elearning technology which covers all onshore and offshore drilling operation in Pakistani oil and gas industries.

Keywords: Educational Technology, Virtual Reality, Safety Aid, Industrial Revolution, Vocational Training **References:**

Asad, M.M., (2014). A Systematic Review: Development Techniques and Utilization of Expert Systems Inferences for Health and Safety Environment in Oil & Gas and Petroleum Industries. In Malaysia University Conference Engineering Technology.

7070156 Entrepreneurial Cognition Process within Hostile Business Environment – Research Study of Unsuccessful Entrepreneurs of Pakistan

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Presenter's Biography:

Dr. Mohammad Asad Ilyas has been associated with the Institute of Business Administration (IBA) Karachi for the last ten years and is currently heading the Admissions & Testing Services Department. He has completed his Doctorate in Business Administration from Grenoble Ecole De Management, France specializing in Business Strategy, Entrepreneurial Management & Business Environment. He teaches business decision making, accounting, financial statement analysis & reporting, taxation, business law and information systems courses at IBA Karachi. His research revolves around a vast and vital array of topics including business strategies in hostile business environment, agricultural economics, water, environment & climate change issues, gender disparities in education system, policy and governance.

Abstract:

Introduction/Purpose/Objective:

This study is an attempt to document the entrepreneurial cognition process of unsuccessful entrepreneurs operating in a hostile business environment.

Design/Methodology/Approach:

The researchers observed and documented the influence of environmental hostility on entrepreneurial cognition at a firm level and how it influences strategy formulation to determine performance in the short- and long-run. The entrepreneurs covered in this study are Pakistani companies that have performed poorly in last few decades and have shut down their operations or on the verge of shutting down.

Major Findings:

The low performing entrepreneurs had low levels of education, low levels of self-efficacy, and no focus on their businesses. They employed business strategies that did not work for their businesses and the companies either closed or were very close to being shut down.

Implications and Contributions:

It's an effort to understand how these entrepreneurs have conceptualized the hostile business environment, the entrepreneurial cognition process within the hostile business environment, subsequent entrepreneurial actions/response strategies, and the resulting firm performance.

Keywords: Entrepreneurship, Hostile Business Environment, Business Strategy, Cognition Process.

References:

Abadie, A., & Gardeazabal, J. (2008). Terrorism and the world economy. *European Economic Review*, 52(1), 1–27. https://doi.org/10.1016/j.euroecorev.2007.08.005

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Quality Control Circles for Cost Savings: A System Dynamics Modeling Approach

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Presenter's Biography:

Ijaz Yusuf did his Bachelor in Mechanical Engineering and earned his mater degree in industrial engineering and management from Asian Institute of Technology, Bangkok, Thailand. He served industry almost 16 years from the position of Mechanical Engineer to General Manager. He is consultant, trainer, researcher and teacher. He got diploma in business management from Lahore University of Management Sciences (LUMS). He is certified Six Sigma Black Belt trainer and has achieved international certifications from George Mason University (USA), Worcester Polytechnic Institute (USA) and University of Dallas (USA).

Abstract:

Working together for a common cause generate team synergy that brings improvement in operations. Quality control circles shares the same concept where human potential is used to improve the production processes and quality of finished products. To tap the brainpower of the people for betterment of the company is really an uphill task. Quality Control Circles is a quality initiative to use the human capital.

Introduction/Purpose/Objective:

Employee's involvement is the biggest challenge. The research objective is to highlight the importance of tacit knowledge and their use can generate lot of savings. The framework of the quality control circles proposed seven steps strategy. If such strategy is implemented properly, it guarantees the desired results. While sitting on the computer through modelling, researcher can see the cost savings with the involvement of employees in quality control circles.

Design/Methodology/Approach:

System Dynamics modelling approach is used as a research methodology to identify the underlying causes of the problem using feedback concept. Tapping the human potential and highlighting employee's involvement are key variables to gain the insight. STELLA a simulation software is used to build the computer model.

Major Findings:

Pre-simulation prediction was that employee's involvement may or may not generate desired results. But computer simulation indicates that employee's involvement increases membership of quality control circles consequently quality control circles' projects lead to cost savings. Human potential is the important factor that can be used for continuous improvement and quality control circles projects can be started in various departments of the company for cost savings.

Implications and Contributions:

Human potential and employee tacit knowledge is a forgotten dimension. Employees are valuable human capital and if companies wisely used them, they can generate lot of savings. This study highlights that people are not commodity, they should be used as a valuable asset for the good of company.

Keywords: System Dynamics Approach, Quality Control Circles, Cost Savings, Human Potential.

References:

Grobler, Andreas, Henrik, Jorn & Milling, Peter, M. (2008) "System dynamics as a structural theory in operations management", *Production and Operations Management Vol. 17*, No.3

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Sila, Ismail & Ebranhimpour, Maling (2005) "Critical linkages among TQM factors and business results" International Journal of Operations & Production Managemne Vol. 25, No. 11

Acculturation Challenges in Rural Urban Migration: A Qualitative Analysis on Experiences of University Students

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Presenter's Biography:

Dr. Sana Hussain is a psychologist. She conducted a randomized control trial for her doctoral research and merged psychology with public health. Currently, she is working as Assistant Professor at the Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology (SZABIST), Karachi. A few of her papers have been published in international medical journals. Besides this several of her abstracts have been accepted at different international conferences. She has vast experience of facilitating several workshops and seminars for various public and private organizations, given consultancy to UNICEF as a trainer. Further, she is a regular speaker and a guest psychologist of TV programs on different TV channels.

Abstract:

Introduction:

Pakistan, being a developing country like other developing countries is experiencing rapid urbanization. Rural-to-urban migration is inherent to urbanization. Besides general migration every year, thousands of students migrate to cities with limited background, economic opportunities and poor living conditions. However, with countless dreams in mind they face multiple challenges. The existing literature on acculturation experiences of university students who move from rural to urban universities in Pakistan is limited as majority of studies have been aimed at researching on school and secondary level students. The current paper aims to highlight the acculturation challenges faced by the rural migrant students of higher education.

Research Design:

For the present study, the qualitative exploratory method approach has been adopted to generate rich descriptive qualitative data on the encounters of the university students who migrated from rural to urban universities. For data collection purposive sampling was used and 30 participants were selected from different universities of Karachi who were migrated to Karachi for study purpose. In-depth interviews were recorded using a self -developed interview guide.

Major Findings:

To analyze the data, interviews were transcribed and content analysis was used to uncover response themes. Six challenges emerged as major themes: (a) Dispositional (b) Situational, (c) Cultural, (d) Institutional, (e) Academic, and (f) Emotional. These challenges were categorized into further sub-themes. The findings of the study show that the most of the students encountered some degree of cultural shock and above mentioned six challenges in their early two years of university life. These challenges posed hardships and negatively affect students' academic performance and psychological well-being.

Implications and Contributions:

Based on findings it is recommended that effective acculturaziation strategies be taught and interventions be extended to such migrants for improving their overall well-being and to improve students' academic performance.

Keywords: Acculturation, Rural-urban migration, Cultural Shock **References:**

- Mpho M. Pheko, Nicole Monteiro, Kagiso N. Tlhabano & Seipone B. M. Mphele (2014) Rural to-urban migrations: acculturation experiences among university students in Botswana, *International Journal of Adolescence and Youth*, *19*:3, 306-317, doi: 10.1080/02673843.2014.928782.
- Phinney, J. (2003). Ethnic identity and acculturation. In K. Chun, P. Organista, & G. Marin (Eds.), Acculturation: Advances in theory, measurement, and applied research (pp. 63–81). Washington, DC: American Psychological Association.
- Sawir, E., Marginson, S., Deumert, A., Nyland, C. & Ramia, G. (2008). Loneliness and international students: An Australian study. *Journal of Studies in International Education*, *12*, 148–180.

505012	The IBA Incubation Fellowship Pr	rogram: An Overview and Key Success Factors
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Co-author: Dr. Shahid Qureshi Associate Professor & Program Director at Center for Entrepreneurial Development (CED) at IBA Karachi <u>quresh.shahid@gmail.com</u>		Co-author: Ms. Misbah Amin Researcher & Case Writer at Center for Entrepreneurial Development (CED) at IBA Karachi. mamin@iba.edu.pk

Presenter's Biography:

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Mr. Mohammad Talha: Manager Incubation and Outreach Activities at Center for Entrepreneurial Development (CED) at IBA Karachi. He has an experience of teaching. He managed STEP and Incubation Program. Contact No: 0347 8743898

Abstract:

Introduction:

The IBA incubation program is unique as it emphasizes more on the understanding of the entrepreneurial mindset and the effectuation theory. This paper describes the IBA incubation fellowship model and how it works.

Design:

Qualitative Research Design

Major Findings:

The paper analyses the companies who were incubated and identifies the key success factors of these firms. Center for Entrepreneurial Development promotes effectual entrepreneurship and facilitates incubate by training, mentoring, fundraising and incubation. There is business hatchery, business incubator, virtual incubator and accelerator programs in this department. The challenges and key success factors are revealed in the results section.

Implications and Contributions:

This paper adds to the literature on incubation in Pakistan. It is the utmost need of the time that Government of Pakistan should take measure to provide training and incubation of international standards locally.

Key Words: Incubation Fellowship Model, Entrepreneurship, Incubation Program **References:**

Albort-Morant, G. and Oghazi, P., 2016. How useful are incubators for new entrepreneurs? *Journal of Business Research*, 69(6), pp.2125-2129.

Eshun, Jr., J.P., 2009. Business incubation as strategy.

Carayannis, E. G., & Von Zedtwitz, M. (2005). Architecting gloCal (global–local), real-virtual incubator networks (G-RVINs) as catalysts and accelerators of entrepreneurship in transitioning and developing economies: lessons learned and best practices from current development and business incubation practices. Technovation, 25(2), 95-110.

Evaluation of SME Policy of Pakistan

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7070147

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Co-author: Sami Ullah Bajwa

Co-author: Dr. Naveda Kitchlew

Presenter's Biography:

Ali Sadiq is currently working at Office of Internationalization (OIN), University of Management and Technology, Lahore Pakistan. His areas of interest and expertise include SME Sector, SME Development, Challenges faced by SMEs and Internationalization. Mr. Ali Sadiq can be contacted at ali.sadiq@umt.edu.pk and/or ali.sadiq.ch@live.com .

Abstract:

Introduction/Purpose/Objective:

Current study commenced first ever evaluation of SME Policy of Pakistan. The objective of the study was evaluating policy in context of its beneficiaries and finally suggesting recommendations for further improvement in the policy.

SME sector is bedrock of Pakistan's economy. They contribute 40% to GDP and provide 78% non-agriculture jobs in far flung areas of the country. Therefore, their importance has to be seen not only with economic but social angle as well. In 2007, first ever SME Policy was launched by the Government of Pakistan. The Policy furnished SME development vision, scope, objectives, thematic areas and principals for SME lead growth of Pakistan. Policy guidelines for thematic areas, including Access of Finance, SME Definition, Business Environment, Supporting HRD, Technology Up-Gradation and Marketing, and Entrepreneurship Development were laid down. The Policy also underscored importance of regular Monitoring and Evaluation, yet neither monitoring mechanism of policy has been established nor has any policy evaluation exercise been conducted so far.

Design/Methodology/Approach:

Current study encountered qualitative research. Researcher physically visited the beneficiaries of the SME policy to know their experience and views about the SME Policy of Pakistan. The respondents of the study included beneficiaries of 09 high growth sector associations. Researcher himself was the key instrument for collecting data and using multiple sources such as interview and audio recordings of the beneficiaries. Researcher gave sole importance to the meanings and experiences that beneficiaries shared about the Policy. In this regard, the study followed phenomenology research design to evaluate the SME Policy of Pakistan. SME Policy is a phenomenon that was studied. Beneficiaries being affected by the policy shared their lived experiences about the Policy. Data analysis was done through NVivo software for coding data and developing mind maps and project maps.

Major Findings:

The results of the study include perspectives of beneficiaries about the relevance of policy content, achievement of its intended outcomes, impact of policy on SME growth and recommendations for improvements. The findings show that beneficiaries did not find SME Development vision relevant for the Policy document. However, they considered thematic areas highly relevant and the Policy was not communicated to the beneficiaries. Furthermore, study suggested quite a few recommendations for the improvement of SME Policy of Pakistan.

Implications and Contributions:

The study has resulted to be a bridge between beneficiaries and SME stakeholders as it used beneficiary's assessment approach to evaluate the SME Policy of Pakistan. In view point of the study, future research can be carried out for evaluating the SME Policy by using different dimensions. Literature on SME Policy evaluation of multiple developing countries shows that beneficiary assessment-based approach has not yet been used by any country. Current study could be used as a benchmark by other developing countries to evaluate their SME Polices by targeting the beneficiaries of SME Policy.

Keywords: SME Policy of Pakistan, Evaluation of SME Policy, Beneficiary assessment approach.

15th South Asian Management Forum



Theme: Framework for Human Capital Development, Institutional Capacity Building and Leadership Role

The Impact of Work Motivation on Employee's Job Satisfaction in Construction Industry

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Presenter's Biography:

Asif Jan

Abstract:

Introduction/purpose/objective

The purpose of this research is to examine the impact of work motivation on employee's job satisfaction in the context of the construction industry in Sindh. Moreover, the present study also investigates the relationship between work motivation and the employee's job satisfaction and determines to what extent the employees of construction industry of Sindh are satisfied with the different dimensions of their job.

Design/Methodology/Approach:

The research design that has been used in this study is a survey questionnaire self-administered. The respondents are the employees' of the Defense Housing Authority, DHA construction industry and the data has been collected from 150 employees of DHA, Karachi. The Cronbach's Alpha reliability test has been used to check the internal consistency of questionnaire responses. The correlation analysis has been applied to investigate the relationship between work motivation and the employee's job satisfaction. The regression analysis has been carried-out to examine the impact of work motivation and job satisfaction.

Major Findings:

The results of this study indicate that there is a significant positive relationship between work motivation and job satisfaction. Whereas, work motivation has a significant impact on job satisfaction of employees working in construction industry of Sindh.

Implications and Contributions:

The findings highlight that industrial management should enhance motivation and satisfaction level of employees. It implies that the more motivated and the more satisfied employees will perform well in comparison to those who are not satisfied.

Keywords: Work Motivation, Job Satisfaction, Construction Industry, Sindh, DHA



Exploring Employees' Satisfaction of Their Perceived Career Anchors: A Study of Employees' Career Anchors in PTCL Pakistan

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Presenter's Biography:

Samar Batool Shah works as a lecturer HRM at Sukkur IBA University. She has done BBA from SIBAU in HRM specialization and then MS from same university with 3.2 GPA with thesis in Qualitative research. She is currently enrolled in PH.D program at SIBAU and has done course work. She has about 8 months teaching experience at the university. The area of interest in Organizational Behavior and leadership.

Abstract:

Introduction/Purpose/Objective:

This qualitative inductive study explores the effects of career anchors on career selection decision of individuals and their perceived satisfaction from their chosen careers in Pakistan Telecommunication Company Limited (PTCL). It investigates the factors constructing career anchors in Pakistan and to explore factors driving employees' satisfaction from their career selection decision in Pakistan. Doing so identifies factors that influence an individual's decision to choose a particular career.

Design/Methodology/Approach:

Qualitative data were collected through in depth semi-structured interviews followed by thematic coding and analysis which employed Grounded theory approach. A sample of 14 employees were selected from telecom company, PTCL, working at lower, middle and top level management.

Major Findings:

The findings of this study identifies certain factors that would help individuals in selecting career path looking at the factors affecting career choice.

Implications and Contributions:

For organization, it would be helpful in designing the reward system of employees and placement policies, thus, better fulfilling the needs and preferences of employees that would ultimately benefit the organization. The findings would contribute to existing literature on career selection and career planning in Pakistani context.

Keywords: Career Anchors, Individual's career decisions, Career Planning **References:**

Agarwal Tanuja (2008). "Factors influencing career choice of management students in India" *Career Development International, 13*, 362-376.

Gokuladas, V.K., (2010). "Factors that influence first-career choice of undergraduate engineers in software services companies: A south Indian experience", *Career Development International*, 15(2).

Schein, E.H. (1996). Career Anchors Revised: Implications for Career Development in the 21st Century. The Academy of Management Executive, 10, 80-88.

The Impact of Loneliness on Employee Performance

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Presenter's Biography:

The presenter is an M.Phil in Organizational Psychology from Institute of Business Management, with almost 10 years of work experience in the Human Resource Management.

Abstract:

Introduction/Purpose/Objective:

Study of civilization throughout different ages reveals the fact that humans in general, work in groups and perform better working together and sharing the work they do. It is also evident that Society in general grow by learning to live with differences and one cannot achieve higher objectives, keeping himself isolated and lonely. Generally, in organizations senior managers tend to work in isolation as they usually consider themselves different from the masses and consequently, face workplace loneliness. This study has been conducted highlighting the fact that loneliness in the working culture of Pakistan affects the effectiveness of Managers working in isolated chambers.

Design/Methodology/Approach:

The cross-sectional survey uses sample size consists of 211 participants out of which 25 were females and 186 were males. Three questionnaires i.e., UCLA Loneliness scale (Russell, D, Peplau, L. A. & Ferguson, M. L, 1978), Perceived Stress Scale (Cohen, Kamarck, & Mermelstein, 1983) and Role Based Performance scale (Diane E. Johnson, 1997) were used.

Major Findings:

The findings of the study showed that loneliness is directly associated with work stress. Performance (role-based performance) suffers, as employees feel negatively affected by loneliness for roles related to their job, creativity, innovation, and their concern for the organization. It also revealed that the demographic variables also affected differently on role-based-performance.

Implications and Contributions:

This research also provides to be a baseline for further researches. Since this research cannot be generalized, therefore, taking its limitations and implications forward, organizations can fine tune and conduct their own research that is context specific to the structure and culture of their company.

Keywords: Performance, loneliness, Isolation, Work Strain, Stress **References:**

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Exploring Intention of Employers to Hire People With Disabilities (PWDs) In For-Profit Organizations In Pakistan

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Abstract:

Background:

The importance of workplace diversity has been recognized globally as a critical element of organizational success and Persons with disabilities (PWD) may serve as an untapped labor pool. In Pakistan, despite governmental legislation on inclusion of PWDs in the workforce, organizations are not following the government regulation for hiring PWDs. Past research suggests that managers' intentions to hire PWD are affected by public policy, attitudes, and organizational diversity climate. Previous studies done on Intention to Hire PWDs seem to allude that although employers are sympathetic towards inclusion and rehabilitation of PWDs, they are reluctant to include PWDs in their workforce. Although some investigation in this area has been done by special interest groups, no concerted research work has been done in Pakistan's context. This qualitative study endeavors to explore whether employers in For-Profit organizations hold an intention of hiring PWDs and the reasons that cause an impediment in doing so.

Method:

Using Purposive sampling, 18 in-depth interviews were conducted with HR Managers of national and multi-national organizations. Field notes and transcripts were recorded and Thematic Analysis was used to draw conclusions and results.

Results:

The foremost cause of impediment in hiring PWDS this study was able to determine was that of lack of awareness regarding: i) that EEO compliance went beyond gender diversity and included multi-dimensional diversity including people with disabilities; ii) availability of skilled PWDs; and iii) existence and/or need for compliance with disability quotas. Other issues highlighted were complicated government procedures for recognizing PWDs, weakness in implementation of existing laws and employers' concerns pertaining to increase cost and additional support. These results pave the way for improved communication and awareness sessions for organizations as well as for lobbying the government for better implementation of laws pertaining to people with disabilities.

Key words: People with disabilities (PWDs), Disability, Hiring, HR managers, Quotas

7070073	Public Servant Leader	ship: A Myth or Powerful Reality
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		ogram of UMT. Previously they have done Bachelors in aviation

The presenters are enrolled in MP hill (Management Sciences) program of UMT. Previously they have done Bachelors in aviation management and have experienced operational management of six months in CAA (AIIAP). Sharing same educational and professional background researchers have combined interests in studying organizational processes and strategies by which entrepreneurs and businesses influence society. They are eager to contribute towards organization and institutional theory plus organizational behaviors that hunchback the mental peace of employees that later affect economy.

Abstract:

Introduction:

Pakistan is among the developing countries of the world but in academia it is not escalating as per missionized by aspirations of nation. Pakistani semi-government school system is plague with unsupportive, injustice and untrustworthy climate. Changing global factors demand teacher's teaching innovation in order to deal with diverse students. But unfortunately use of innovative methods is only restricted to the private sector. Principals are not eager to strive for providing teachers with basic facilities such as boards, chairs and libraries. Teaching environment is badly effected due to these conditions. Teachers don't feel justified nor in procedures neither in facilities. Their actual and applicable acquisition teaching skills are not aligned because of autocratic principal's behavior. Moreover, their teaching creativity is challenged and criticized by the rigid principals who just need good academic results by applying old curriculum methods. The study aims to provide the insight of how servant leadership in principals leads to Organizational citizenship behavior of teachers while trusts in leadership and procedural justice mediate their relationship. Correspondingly the spark of principal's servant leadership will lighten up the fire of trust and support in teachers which will help in enhancing their organizational citizenship behavior. A purified behavior towards organization will ultimately escalate the innovative and fruitful efforts of teachers.

Methodology:

This study was analyzed using convenience sampling where 120 questionnaires were distributed to Lahore development authority school teachers among which 100 were useable. Statistical tests were applied to analyze the data where mediation and correlation was tested through Statistical Package for Social Sciences version twenty-two.

Major Findings:

The research revealed that using servant style leadership by principals will help in solving the triangle of distrust, injustice and lack of citizenship behavior. Furthermore, our results complement previous studies by concluding that servant style principals would be able to treasure and sharpen abilities of his/her teachers which will enhance teachers trust and collective efficacy will be achieved.

Contributions and Implication:

This study adds to servant leadership literature and to the social exchange theory context that when leader exchanges concern, empathy, trust, justice and development with followers they in return provide leaders with voluntary work, positive association and true affection. Research provokes the implication of servant style by principals to retain teacher's thirst for teaching. Accountability and fair work procedures should be implemented in order to create positive perception about organization. Almost seventy two percent of students are enrolled in government schools of Pakistan which shows the key importance of these schools in Pakistan's development and prosperity. Teachers not only need salary but a developing, trustworthy and nepotism free environment in order to mitigate the difference between actual and applied acquisition of their skills. It is high time for Pakistan to think about teacher's indulgent factor so that large number of government school graduates achieves productive rewards for the country and brain drain may lessen on both ends.

Keywords: *servant style school principals, procedural justice, trust in leadership and organizational citizenship behavior* **References:**

Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost? Academy of Management 32, 1078-1095.

7070092 Tyrannical Leadership and Task Performance: The Role of Followers' Machiavellian Personality

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Presenter's Biography:

Rizwan Ahmad is a final semester student at Riphah International University Lahore. He is about to complete his MS degree in Project Management. Having diverse experience in project management and he has worked on several mega projects with national and international organizations. After the completion of MS, he wants to peruse his career in research. His major research interests are organizational behavior and project management.

Abstract:

Introduction/Purpose/Objective:

Leadership is one of the widely studied and discussed topics in the field of management sciences. It is observed that leadership research skewed on positive and constructive leadership styles while ignoring the dark side of leadership, practiced by leaders due to the position and power. Destructive leaders cost organizations billions of dollars annually and affect their followers and organization performance simultaneously. Meanwhile, the follower's response to destructive leaders may not be ignored in this context. This study examined the tyrannical leadership behavior and its impact on employees' task performance. Follower's Machiavellian personality trait used as a moderating variable in this study.

Design/Methodology/Approach:

Data were collected from engineering and information technology firms in the private sector. A cross sectional study design, using convenience sampling technique, subordinates and their immediate supervisors filled the questionnaires. We used 140 responses in this study after cleaning of the data by removing missing values and unengaged responses. SPSS 21 and Process Macro developed by Hayes used to test the hypotheses.

Major Findings:

Results supported the first proposed hypothesis by showing a significant negative effect of tyrannical leadership on task performance. Machiavellian personality trait also moderates the negative relationship between tyrannical leadership and task performance and hence supported the second hypothesis.

Implications and Contributions:

This study has both practical and theoretical implications for organizations and managers where destructive leadership behavior cost the organizations and affects performance. In a theoretical perspective, this study introduces follower's personality trait into destructive leadership literature and in practical perspective this study suggests that organizations should avoid hiring tyrannical managers and followers with a Machiavellian personality trait where performance is the only concern to survive in a competitive market. Psychological and personality tests could further help HR managers to identify such resources before the final selection. Further attitudinal and behavioral based training and leadership programs could also help to increase the effectiveness of subordinates and leaders.

Keywords: tyrannical leadership, Machiavellian personality, task performance

References:

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7070145 Leadership and Organizational Performance: Mediating Role of Perceived Cost of Knowledge Sharing and Knowledge Sharing Practices

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Kiran Razzaq is PhD Scholar at Superior University, Department of Business Administration, Lahore, Pakistan. At present, she has submitted her thesis titled as "Organizational Factors and knowledge sharing practices: Mediating and Moderating role of Organizational Commitment and Perceived Cost of Knowledge Sharing among Knowledge Workers of Pharmaceutical Sector of Pakistan" and key areas of her Research are Finance, Management, Business Education and Human Resource Development. She has served as visiting faculty at University of Gujrat, Lahore (Sub-Campus). She has participated/ presented research papers in 1st Scientia Academic Conference (2019), Asia International Conference, Kuala Lumpur (2017), South Asian International Conference (SAICON), Islamabad (2015), Academy of Management Conference, Philadelphia, USA., (2014), International Conference on Management Research (ICMR) 2012, 2013, and 2014 held by Superior University Lahore, Pakistan. She has published several research papers and has co-authored a book chapter that has been published in Florida. She has completed her M-Phil with specialization in finance from Superior University, Lahore, Pakistan.

Abstract:

Introduction/Purpose/Objective:

Leader has a crucial role in the promotion of knowledge sharing practices. In order to be successful, leader has to possess qualities and skills that create the conditions for creating, sharing and use of knowledge in organizations. However, apart from the creation, transfer and use of knowledge, it is essential that it promotes and creates new knowledge that will contribute to creating value for the organization. This study intends to examine the impact of leadership on organizational performance using mediating role of perceived cost of knowledge sharing and knowledge sharing practices in view that pharmacists are knowledge workers require updated information to improve their knowledge productivity through effective leadership.

Design/Methodology/Approach:

Questionnaires are used to collect data from pharmacists from two mega cities of Pakistan. Using convenient sampling, the results of internal reliability and confirmatory factor analysis (CFA) indicate the existence of internal reliability and validity of the constructs on the sample of 400. Amos Graphics have been used to test the proposed research model.

Major Findings:

The findings of the study indicate that leadership significantly and positively influences organizational performance. However, the outcomes of study point out that perceived cost of knowledge sharing and knowledge sharing practices mediate the relationship between leadership and organizational performance which entails that when individuals are leaded through effective leadership, employees may perceive less fear of loss of knowledge and feel free to share their knowledge with others at workplace that yields superior organizational performance.

Implications and Contributions:

This study contributes in theoretical and practical lens by considering organizational factors such as leadership influences the knowledge sharing practices among pharmacists.

Keywords: *Knowledge sharing, Leadership, Perceived cost of knowledge sharing* **References:**

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505017Sustainable Business Performance through Transformational Leadership: A Case Study Based on a
Leading Tea Manufacturing Company in Sri Lanka

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Dr Samantha Rathnayake is currently serving as a Faculty Member / Management Consultant at the Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka. Dr Rathnayake has his teaching interests in wide range of areas, General Management, Strategic Human Capital Management, Organizational Behaviour and Leadership and Business Development and has a special interest in management consultancy and case study research. He is serving in a number of professional bodies and technical committees in Sri Lanka as a judging committee member, a conference technical committee head during last five years. Also, Dr Rathnayake is coordinating management development programmes cluster at the PIM.

Abstract:

Introduction/Purpose/Objective:

Global tea industry has been evolving over the last few centuries mainly due to its healthiness in consumption and increase in awareness among people related to carbonated drinks. Increasing preference for ready-made food and beverages due to its time conservation nature is expected to drive global instant tea market. In that context, Ceytea is a critical component for Unilever global iced tea market, being the main instant tea powder supplier. Ceytea has been able to reach the world number one position in Unilever supply chain league table within two years from that risky position and sustaining it through a systematic approach which is worthwhile studying. This case study is about sustainable business performance which has multi dimensions in scholarly work.

Design/Methodology/Approach:

Based on the primary studies about the company, transformational leadership, lean manufacturing techniques and strategic sourcing of raw material have been identified and extensively explored in relation to the literature identified. Insights from triple bottom line application was applied with regard to the sustainable business performance. The whole case scenario was developed into a case framework to understand the outcome and the drivers to that outcome. To unearth the ground reality, twenty in-depth interviews and eight focus group discussions were carried out in the company. In addition, factory visits were carried out to witness how Ceytea has been transformed to the level of best global Unilever manufacturing facility within a very short span of time. Further, secondary data sources were also used to enrich the understanding process. Gathered data was analyzed using qualitative research method.

Major Findings:

It was disclosed that the transformational leadership style was amply surfaced within the context of Ceytea in taking the organization to the next level through the four behavioral aspects of the transformational leadership approach. It has significantly played a major role in turning around the organization, making a substantial change in the minds of the employees. Lean manufacturing techniques through empowered human capital was evident at Ceytea to support the manufacturing excellence journey via total productive management and continuous improvement approach. Procurement has become a centrally strategic role player in the modern-day organizations which was proven to be appropriate in the context of Ceytea in improving the yield and managing effective supplier relationships. Ceytea was able to transform its position from being at the point of closure to the number one position of the Unilever global supply chain sourcing unit ranking within less than two years. Feeding the material at the right time eliminated the supply shortage risk and the right quality ensured a better yield leading to a sustainable business.

Implications and Contributions:

The key lesson is the leadership which turned the organization around. Any organization can learn a lesson out of this case where the status quo must be challenged with suitable technical know-how in a transparent and inclusive manner.

Keywords: Sustainable Business Performance, Transformational Leadership Style, Lean Manufacturing Techniques & Strategic Sourcing **References:**

Bansal, P. (2002). The corporate challenges of sustainable development. Academy of Management Perspective, 16(2), 122-131.

7070037	CPEC - China Pakistan Eco	nomic Corridor an Effective Call for HR
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Fatima Shaikh is doing PhD in (Human Resource Management) from Sukkur IBA University.

Abstract:

Introduction/Purpose/Objective:

China Pakistan economic corridor (CPEC) will be a historical infrastructure development project which connect peopleto-people around the globe through economic, political, and cultural interactions that plays vital role in country's development. Therefore, the purpose of this paper to highlight the importance of human resource development (HRD) from the perspective of CPEC which could change the fate of Pakistan.

Design/Methodology/Approach:

This is the literature driven conceptual paper that links the bilateral project of Pakistan and china (like CPEC) with HRD.

Major Findings:

Government of Pakistan should need to focus on development of HRD professionals, development of technical and vocational institutions and focus on development of individual advance cognitive skills; i.e. problem-solving, team work, socio-behavioral skills, and lifelong learning because human is a capital which could bring prosperity in any country and can change the fate of country.

Implications and Contributions:

Government of Pakistan should consider HRD professionals as strategic partners while designed any policy regarding the development of human resource. The professionals and stakeholders should be hired for designed and leading the different projects of CPEC. Pakistan the world's emerging market from the perspective of CPEC considered as a land of opportunities for investors. Universities programs should be considered as a major supplier for HRD professionals. Government of Pakistan should implement management development program for HRD professionals, managers and leader, so they could design training and skill development programs according to the need of CPEC project.

Key Words: China Pakistan Economic Corridor, Human resource development, Economic growth and prosperity, Pakistan.

References

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- Asrar-ul-Haq, M. (2015). Human resource development in Pakistan:evolution, trends and challenges. *International, Human Resource Development*, 97-104.

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Mubbashir Munir

Abstract:

Large number of studies evidenced the role of energy on growth and renewable energy as a cleaner input, which is the need of the hour as because of population and growth the energy demand is on the rise in South Asia region. This study scrutinizes the quadratic effect of the non-renewable and renewable energy consumption mix and its impact on sustainable development while controlling for trade openness, development expenditures and industrialization. This study resorts to feasible generalized least squared model for the estimation of quadratic function for 5 SAARC countries between 1990 and 2017. The results show that the non-renewable to renewable energy mix ratio follows an inverted U-shaped relationship with HDI. Further renewable energy must be significantly higher than non-renewable energy in order to ensure that it is development promoting.

If It Hurts You Then It Is Not A Joke" Employee's Views of Working Relationship and Abusive Supervision at Workplace

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Co-author:

Presenter's Biography:

Both of the authors are PhD Scholars at Sukkur IBA university. Both authors have already published in national and international journals (Scopus and ESCI indexed). Currently working on various research projects. The research is a part of research seminar.

Abstract:

Introduction/Purpose/Objective:

This study has approached abusive supervision in the light of paranoid state for thorough understanding of the process that how and why employees opt for safety behavior at workplace.

Design/Methodology/Approach:

By using the sample of two educational institutes, we have adopted triangulation technique by data collection from faculty through semi-structured interviews and confirmed by the same through participant observation. Data analysis is carried out manually by using grounded theory and later on, it was summarized into three categories as empirical themes, theoretical concepts and theoretical.

Major Findings:

The analysis brings into focus the negative environmental influences that foster the climate of abusive supervision and end up on the bureaucratic approach (one of the main contributions as well as emergent theme of this research) followed by employee safety behaviors. Following this lead, current study arrives on a data structure and theorizing model that provides clear understanding of how and why employees adopt safety behaviors and opt for bureaucratic approach at workplace.

Implications and Contributions:

This the study provides clear understanding of the factors that mold and escalates abusive supervision and as a result the negative behavior of employees. The qualitative study highlights major factors need for further confirmation. Practitioners can also benefit by minimizing the factors leading to abusive supervision or in some cases provide buffer to counter the negative effects.

Keywords: Qualitative study, Abusive Supervision, state paranoia.

References:

Chan, M. E., & McAllister, D. J. (2014). Abusive supervision through the lens of employee state paranoia. *Academy of Management Review*, 39(1), 44-66.

Tepper, B. J. (2000). Consequences of abusive supervision. Academy of management journal, 43(2), 178-190.

Duffy, M. K., & Ferrier, W. J. (2003). Birds of a feather...? How supervisor-subordinate dissimilarity moderates the influence of supervisor behaviors on workplace attitudes. *Group & Organization Management*, 28(2), 217-248.



Continuous Social Value Creation Through Servant Leadership: An Exposition of Case Study Research on Eco-Friendly Paper Manufacturing Through Elephant Dung and Paper Waste

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Presenter's Biography:

Management Consultant of Postgraduate Institute of Management, University of Sri Jayewardenepura who has joined the faculty after three decades of industry exposure in business research. He is responsible for initiating two research agencies catering to local, international and multinational companies providing strategic direction and brand positioning. He was a past president of Sri Lanka Association for the Advancement of Science (Social Science) and the founder president of Market Research Society of Sri Lanka. His doctoral research interests are enabling growth of SMEs, business modeling and entrepreneurship.

Abstract:

Introduction:

The case inquiry is centered on the theme of value creation through servant leadership. The study explored how this company continues to create employment opportunities within the semi-rural community in Sri Lanka. Apart from the employment opportunities the company generated, the study identifies a remarkable way of inculcating eco-friendly attitudes among the community, which the company engaged in while acting as a Small and Medium Enterprise (SME). The outcome is the export of paper products made of paper waste and elephant dung as the fiber source, a practice which creates eco value by saving trees from being cut down for paper manufacturing. The company has been a social enterprise for nearly two decades. The study identifies the true managerial phenomena behind a social enterprise in an SME sector, and discusses successful entrepreneurship. The literature review played a two-fold role, both in terms of obtaining indepth knowledge on the Case Study research approach and in terms of understanding the drivers present in a real business context. Further, the relevant literature on consumer behaviour was reviewed to identify the consumer segment which tends to purchase eco-friendly ethical products; this led to the discovery of the importance of adhering to global standards while catering to a segment of eco-conscious and ethical consumers.

Methodology:

The data was collected from both primary and secondary data sources. Primary data collection was done mainly through 20 in-depth interviews and 8 focus group discussions, in order to confirm the framework constructed through the broad review of the literature. The available newspaper articles, documentary programs, financial documents and awards won were used to evaluate entrepreneurship through secondary sources. A broad discussion on the findings provided in-depth knowledge on how the literature was mapped out on the real world of the business through the constructed framework.

Major Findings:

The findings have provided insights to future entrepreneurs who intend to start-up similar entrepreneurial ventures, such as the basic factors which an entrepreneur should investigate when starting up a business in a semi-rural community in Sri Lanka. Another very important factor is to obtain membership in world standard agreements where the available labor, in its social and educational contexts, is highly exploitable.

Implications and Contributions:

The lessons learned as managerial implications were such that the gap between the literature findings and the practical implementation of the managerial theories differed. The recommendations are, more formality in approaching the rural or semi-rural workforce, diversification within the possible capacity of the business, the use of the existing unused potential of the business to enhance the welfare of the workforce, harnessing the necessary governmental support and proper balancing between the local and export markets.

Key Words: Servant Leadership, Entrepreneurial Traits, Social Entrepreneurship, Eco-Conscious Consumer, Ethical Consumer References

Dietz, A. S., & Porter, C. (2012). Making sense of social value creation: three organizational case studies. *Emergence: Complexity* and Organization, 14(3), 23-43.

15th South Asian Management Forum



Theme: Sustainable Business Development, Markets, and Community Response

Marketing Analytics and Sales Performance: Evidence Using SEM-Based Multivariate Analysis

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Presenter's Biography:

Sana Baqai is PhD management science scholar at SZABIST. Along with studies, she has recently launched her own brand with the name of SANAYL that is E-Retailing UK Business. She keeps on traveling to Pakistan for her PhD dissertation work.

Abstract:

Purpose:

Keeping in view the ever-escalating significance of marketing analytics, the main purpose of this paper is to investigate if there is any direct relationship between digital marketing analytics (its measurement, IT infrastructure and barriers to deploy marketing analytics) and sales performance, and then keeping absorptive capacity and top management team advocacy as mediating variables, it is checked that whether they influence the direct relationship between marketing analytics and sales performance.

Design/methodology/approach:

This is a quantitative research; the questionnaire was being administered to 300 respondents (marketing managers, directors and CEOs). It avails Structural Equation Modeling (SEM) based multivariate analysis.

Findings:

The result shows there is an impact of measurement of marketing analytics and IT infrastructure on sales performance and in the presence of the mediating variables, absorptive capacity and top management team advocacy, the impact of marketing analytics relatively increases on sales performance. However, barriers to deploy marketing analytics appeared insignificant.

Practical implications:

This research furnishes insights to the E-marketers to improve sales performance and profitability; for properly applying marketing analytics, practitioners need to have proper IT infrastructure and skillful employees who know how to acquire, extract, disseminate and utilize data in organizations for effective decision making. Our analysis also reveals that absorptive capacity and top management team advocacy intermediate between the relation of marketing analytics and sales performance. This indicates that if organizations want to have proper marketing analytics, they need to work on IT infrastructure and skills of the employees, who could be more productive and would be able to work in a team to exchange ideas before making (strategic or operational) decisions.

Keywords: Marketing analytics, IT infrastructure, Barriers to deploy marketing analytics, Absorptive capacity, Top management team advocacy, Sales performance

References:

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Järvinen, J. (2016). The use of digital analytics for measuring and optimizing digital marketing performance. Jyväskylä studies in business and economics, (170).

7070116 **Polarization in the Perceived and Planned Brand Image: A Qualitative study of NGOs of Pakistan**

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Presenter's Biography:

Mr. Asif Hussain Samo is currently a faculty member in the department of business administration at SMI University (Public), Karachi Pakistan. He is a member of Board of Studies, University Syndicate, Senate. He acquired MBA from SZABIST Karachi, and currently pursuing PhD from there. His research interests are marketing and management. He has seven published research papers on his credit in journals of national and international repute, including journals indexed in Thomson Reuters, Scopus, and ABDC indexing. He has so far supervised more than 9 graduate students in their final theses and independent studies. He has also supervised more than 34 undergraduate research theses. Currently, his 11 research articles are under review in different reputed journals.

Abstract:

Introduction/Purpose/Objective:

Brand Image & Brand personality are two aspects which are used by the nonprofit sector to gain status. The problem arises when they all want to when there is discrepancy in what they plan and what they are perceived. The purpose of the study is to identify the various plans through which NGOs are managing their brand Image & personality, moreover, to explore the perception of donors about NGOs.

Design/Methodology/Approach:

The study is qualitative in nature following the Intrepretivism philosophy. Branding phenomenon in NGOs is explored from within and without. Semi-structured interviews were used to collect the data from both the NGOs & donors. Thematic Analysis was used to analyze the data.

Major Findings:

The NGOs prefer to stick to the core management and marketing principles to develop their brand image and brand personality, such as improved and simple management, diverse workforce and devotion. Whereas, donors perceive better brand image as one which focuses on compliances to moral values, honesty, and emotional attachment.

Implications and Contributions:

The findings have practical implication for NGOs about how they can match the perception of the donors and it gives the recommendation to them about the way through which they should develop the brand image of their organization.

Keywords: Non-Profit; Brand Image; Brand Personality **References:**

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Brand Hate: The Case of Emerging Economy

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Presenter's Biography:

Mr. Mohsin Raza is a Ph.D. scholar at Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Coordinator at DHA Suffa university and have experience of 6 years in the industry. He has published several research articles. His research interests include; Internet Marketing, Sales Management and Destination Branding.

Abstract:

Objective:

The researchers traditionally have long focused on positive aspect of customer-brand relationship like brand love and loyalty but negative feelings like brand hate have been unheard in the literature. The purpose of the current research is to study antecedents of customer brand hate feelings and consequences that emanates from hate feelings towards the brand.

Design:

The current study is based upon quantitative research design by employing five-point Likert scale survey questionnaire as tool to collect the data from 388 random convenient samples who expressed hate feelings towards specific fast food brands. The partial least square- structural equation modelling (PLS-SEM) has been employed to conclude findings of the study.

Major Findings:

The empirical findings of PLS-SEM of current study show that, negative word of mouth and brand avoidance are the consequences of the brand hate from moral avoidance, experimental avoidance and identity avoidance acts as its antecedents. The current research study provides the empirical evidence on the theoretical model of brand hate that outlines its antecedents and consequences in the context of emerging markets.

Implications and Contributions:

The findings of current study indicate that, experimental avoidance followed by the identity avoidance and moral avoidance create the customer brand hate feelings that leads to the brand avoidance and negative word of mouth. The population of the study was limited to Karachi city of Pakistan and data was collected from customer of fast foods brands. For generalization, data from customers of other cities and brands can be analyzed.

Keywords: Brand Hate, Experiential Avoidance, Brand Avoidance, Negative Word of Mouth. **References:**

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7070143The Impact of Human Values on The Relationship Between Customer Perceived Value and Green
Purchase Intention

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Presenter's Biography:

Dr. Nilakshi Galahitiyawe has B.Sc. Marketing Management (Special), M.Sc. (Management) Degree from University of Sri Jayewardenepura, Sri Lanka and PhD from University of Malaya, Malaysia. Her main areas of teaching include, supply chain management, quantitative techniques, services management and research methods. Dr Galahitiyawe is a well-known trainer for Structural Equation Modelling in Sri Lanka. She has published a number of research papers in international conferences and indexed/international journals. Her main areas of research are sourcing strategies, green behaviour, operational performance and knowledge management. Dr. Galahitiyawe also serves as a member of editorial board/reviewer for several journals and conferences locally and internationally.

Abstract:

Introduction/Purpose/Objective:

The Asian region has joined the green revolution since environmental threats have begun to alarm citizens as well as local authorities. Similar to other Asian countries, Sri Lanka is also affected by rising levels of air pollution, large amounts of dumped garbage, severe road traffic noise, and hastily declining landfill space in the majority of urban areas. It was evident that 30 percent to 40 percent of environmental degradation occurs due to private household consumption. It is also quite alarming that Sri Lanka has recorded a drastic increase in the per capita carbon dioxide emission, a statistic that is well above the global average. Therefore, a root level solution is required for this man- made issue. In order to ignite green purchase intention, the current research proposes human values in addition to customer perceived value as there are only few studies explained the impact of human values on green behaviour. Thus, the purpose of this study is to evaluate the impact of human values and customer perceived value of the product on green purchase intention.

Design/Methodology/Approach:

The information processing perspective and the experiential perspective explain how consumers process functional value (quality and price), social value and emotional value to derive certain behavioural changes. The theory of basic human values explains how individual behavioural change can occur as a result of ten distinct inspirational human values classified under four broader values. Therefore, the current research attempts to conceptualize the existing theoretical gap in the area of human values on the association between customer perceived value dimensions and green purchase intention.

Major Findings:

The study conceptualized that, human values will have a moderating effect on the associations between customer perceived value dimensions and green purchase intention. Specifically, the customers' self-enhancement values will moderate the customers perceived functional value(price/quality) towards green purchase intention. Further, the impact of perceived social values on green purchase intention will vary upon the level of self- transcendence values. Customers' openness to change will moderate the perceived emotional value towards green purchase intention.

Implications and Contributions:

The current study predicts that, both human values and customer perceived values of products will have an influence on intention to purchase green products. Therefore this study proposes to advance the theory of consumption values by integrating human values. Besides, cause and effect marketing campaigns, associating brand with social status, green consumer affiliation groups, innovative consumer groups for green product testing and consumer's personal value based **market segments are few implications propose from the current research for the managers.**

Keywords: Green purchase, Green products, Green purchase intention, Customer perceived value, Human values.

References:

Schwartz, S. (2012). An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and Culture, 2(1), 1-20.

7070094 ES-QUAL Model and Customer Satisfaction on Online Purchase: Evidence Using Component Based

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Co-author: Dr. Jawaid A. Qureshi Professor at Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST) Email: jawedkhanqureshi@gmail.com

Presenter's Biography:

Sana Baqai is PhD management science scholar at SZABIST. Along with studies, she has recently launched her own brand with the name of Sanayl that is E-Retailing UK Business. She keeps on traveling to Pakistan for her PhD dissertation work.

Abstract:

Purpose:

Keeping in view the ever-augmenting scope of online shopping and electronic service quality, the main purpose of this paper is to investigate if there is an impact of Es-Qual model's all four dimensions (efficiency, fulfillment, privacy and system availability) on purchase intention that lead to sustainable development and exclusive growth of any organisation. Once the direct relation is established, we introduced Electronic Word of Mouth (EWOM) and brand image as mediating variables to check if they influence the direct relationship of Es-Qual model and purchase intention.

Design/methodology/approach:

This is the quantitative research; questionnaire was being administered to 381 respondents by selecting different locations of Karachi. Structural Equation Modeling (SEM) technique was used for empirical analysis.

Findings:

Results corroborate that there is an impact of Es-Qual Model on purchase intention and in the presence of mediating variables (brand image and EWOM), the effect of Es-Qual model relatively increases.

Practical implications:

This research provides insights to the E-marketers to improve online consumers' purchase intention. E-marketers can grab the attention of customers by enhancing the quality of website for instance, efficiency, system availability, and by fulfilling their promise about delivering the product. Apart from it, they also need to consider electronic word of mouth and brand image, as both have impact on purchase intention. They can enhance overall website quality and it can lead to overall sustainable development of organisation.

Keywords: Es-Qual Model, Electronic Word of Mouth, Brand Image, Purchase Intention, Customer Satisfaction, Sustainable Development

References

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7070154	-	nking: Factors Influencing for The Continuous Usage Technology in The Maldives
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	Co-author: Dr. Abdulla Sadig	Co-author: Dr. Mohamed Adil Deputy Vice Rector - Research and Innovation Villa College, QI Campus Rah dhebai hingun, Male', Republic of Maldives.

Presenter's Biography:

Dr. Mohamed Adil: PhD, MSc, BA, Dip.Edu. Deputy Vice Rector - Research and Innovation, Villa College, QI Campus, Rah dhebai hingun, Male', Republic of Maldives.

Abstract:

Mobile banking (M- Banking) is one of the latest technological advancement in the banking sector and it delivers banking services efficiently and quickly to the customers through the mobile devices. Banks are keen on sustaining their customers and there are individuals who have not upgraded to M-banking technology and they are facing challenges in promoting the M-banking apps among their customers. In the Maldivian context, since the population of the country is low and is dispersed in various islands due to its geography, banks are striving to deliver the banking services to all its potential customers, hence technology induced banking is very relevant to the country. Thus the main objective of this research is to identify the factors influencing the M-banking adoption among the Maldivians.

The Unified Theory of Acceptance and Use of Technology Model -I (UTAUT -I) is a fusion of several erstwhile models which aims to explain the adoption of ICT by an Individual. UTAUT -I used four Key factors to explain the adoption they are; performance expectancy, effort expectancy, social influence, and facilitating conditions. UTAUT -2 is an upgraded version of the original UTAUT -I model that introduced three new factors to the existing four factors such as; hedonic motivation, price value and habit. The present study is using an extended model of UTAUT -2 model to explain the adoption of mobile banking technology.

The study will be explaining the adoption of M- banking as an extension of UTAUT 2 model. The outcome of the study is expected to give a new perspective to the topic and will be useful to the industrialists and academicians. A quantitative methodology using PLS-SEM will be used to test the model. The findings of this research can be used by Maldivian banks to develop and upgrade M-banking Applications that are currently in use.

Key Words: M- Banking, UTAUT 2, Adoption, ICT, Mobile Banking Apps

7070119 A Comparative CSR Analysis: CSR Disclosure Practice in Top Firms of Pakistan, India & UK

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Co-author: Fakhra Batool	Co-author: Hamza Iftikhar

Presenter's Biography:

With 10 years plus experience of project management in social sector in Pakistan, Syed M Waqar Azeem is currently a faculty member in Department of Management Sciences at Lahore Garrison University, teaching Project Management and Entrepreneurship since 2015. His areas of interest are, policies and projects related to Social innovation, Social entrepreneurship, Social change, creativity in entrepreneurship and Sustainable Development Goals. Apart from Academic and practitioners experience, he is also a broadcaster with 9 years' experience as Radio host, Street Theater and Voice over artist. He is an Art Aesthete with deep interest in Travel, Blogging, Photography and Performing Arts

Abstract:

Introduction/Purpose/Objective:

Businesses purpose is trusted to be beyond profit making and academicians have consensus on social responsibility of firms towards welfare and betterment of society, which is now termed as CSR. The purpose of this study is to compare firms' disclosure on corporate social responsibility with respect to Carroll's four dimensions of CSR i.e., economic, legal, ethical and Philanthropic in top firms of UK, India and Pakistan.

Design/Methodology/Approach:

Secondary data using a GRI based disclosure index is used. This research is based on top 25 firms' annual reports of three years (2015 to 2017). Content analysis methodology is used to examine the CSR disclosure level in sample firms.

Major Findings:

The total Social responsibility score by firms indicate that full disclosure requirement, like UK reflect relevant CSR disclosure by firms and score is relatively higher than the score of Pakistan and Indian firms. Despite being a growing economy, India's CSR disclosure is much lower than UK followed by Pakistan which has the least score. This is indicating the importance of mandated CSR and greenwashing effect.

Implications and Contributions:

The study provides practical implications for practitioners and firms for strengthening the legal framework for mandated CSR so as to bind firms for full disclosure

Recommendation:

The firms in Pakistan and India needs to be more concerned about the conceptualization of CSR as per Carroll's CSR Equation and firms in UK, India and Pakistan, needs to be more sensitize towards moral concerns of their business.

Keywords: Corporate Social Responsibility, CSR, GRI, Global Reporting Initiative, Disclosure level, developing country, developed country, comparative analysis, United Kingdom, India, and Pakistan

References:

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The Evolution of The CIE (Certificate in Entrepreneurship) Program From 2012 To 2019

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505011

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Internship & Marketing Manager EDP at Center for Entrepreneurial Development (CED) at IBA Karachi

Co-author: Dr. Shahid Qureshi
Associate Professor & Program Director at Center for
Entrepreneurial Development (CED) at IBA Karachi
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Co-author: Ms. Misbah Amin

Researcher & Case Writer at Center for Entrepreneurial Development (CED) at IBA Karachi.

Presenter's Biography:

Dr. Shahid Qureshi is a Program Director & Assistant Professor in Centre for Entrepreneurial Development (CED), Dr. Qureshi has a Ph.D. in Entrepreneurship from the Technical University - Berlin, an MBA from Lahore University of Management Science - Pakistan, a Master's degree in Industrial Engineering and Management from Asian Institute of Technology - Bangkok, Thailand and a Bachelors in Mechanical Engineering from UET Lahore. Dr. Shahid is a fellow of the Babson Business School and obtained special training in entrepreneurship pedagogy, research and starting up new entrepreneurial centers. Contact No: 0324-2576637. **Rao Israr Ahmed:** Internship & Marketing Manager EDP at Center for Entrepreneurial Development (CED) at IBA Karachi. Until now Mr. Rao has managed nine batches of CIE program.

Abstract:

Introduction:

IBA CED started its entrepreneurship flagship program in 2012. This paper discusses the historical development of the CIE program and the various interventions introduced over time.

Design:

Qualitative Research Design

Major Findings:

The target audience of the program was the common people of Pakistan. The main focus of the program was on agriculture-based business opportunities in Pakistan. The first two batches were sponsored by SBoI. The participants were offered the program for free and were provided with course packs, lunch and some stipend. The first two batches were successful as most of the participants started their own venture with the least amount of money. As the pilot project was completed, IBA CED took a leap of faith and offered this program for the general public of Karachi. With the passage of time, the program was further refined. Many new cases, experiential exercises, games were introduced. The cost of the program was eventually increased to PKR 60,000. People from all walk of life apply and most of them start the program as they graduate.

Contributions:

This paper adds to the literature on entrepreneurship programs and can be used to replicate this at other places.

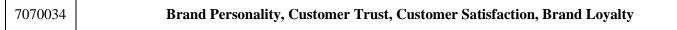
Key Words: Certificate in Entrepreneurship, Entrepreneurship Program, Micro-entrepreneurship

References:

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Villani, E., Linder, C., & Grimaldi, R. (2018). Effectuation and causation in science-based new venture creation: A configurational approach. *Journal of Business Research*, *83*, 173-185.



Author's Profile:

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MS student Riphah International University

Co-author: Sheraz Ahmed *MS student SZABIST, Islamabad* **Co-author: Dr. Hina Rehman** Assistant Professor, NUML, Islamabad hrehman@numl.edu.pk

Presenter's Biography:

Syed Bilal Hussain is an academician having more than five years of experience at undergraduate level. His area of interest is Marketing and Behavioral Finance.

Abstract:

The purpose of this paper was to examine the influence of brand personality on brand loyalty, coupled with the mediating effect of customer trust and customer satisfaction in the relationship

Introduction/Purpose/Objective:

High switching rate is observe and reported in telecom sector of Pakistan (PTA, 2016). Customer switches from one network to another network because, they are not satisfied and don't trust on that network and they can't match their self to brand personality, All these thing influence brand loyalty. Therefore, this research will focus on the impact of brand personality on brand loyalty with mediating role customer trust and customer satisfaction in telecom sector of Pakistan.

Design/Methodology/Approach:

Data were requested from 140 clients of different cellular companies. Correlation and regression are applied to estimate the relationship between variables and find out the extent to which the independent variables have impact on the dependent variable through mediator.

Major Findings:

In line with the hypotheses, results revealed a direct relationship between brand personality and brand loyalty with mediation of customer trust and satisfaction. The results suggest that brand personality has a positive relationship with brand loyalty. Customer trust and satisfaction positively mediates between brand personality and brand loyalty.

Implications and Contributions:

The main problems with manger of cellular companies facing these days is churn factor. For reducing churn factor one of the reason this study highlighted is brand personality. Manger should make their brand personality according to their customer. This way they can relate their self to the mobile service. Customer trust and satisfaction level will be built if the service is according to their personality and this will lead to loyalty with brand.

Keywords: brand personality, customer trust, and customer satisfaction and brad loyalty.

References:

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Faullant, R., Matzler, K., & Füller, J. (2008). The impact of satisfaction and image on loyalty: the case of Alpine ski-resorts. *Managing Service Quality: An International Journal, 18*(2), 163–178.

7070148	Deconstruction of Xenophobia at Workplace		
A 4			

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Presenter's Biography:

He has done BBA (hons) and MBA (18-Years) in HRM from Islamia University of Bahawalpur. He secured silver medal in BBA (Hons). He is interested in employee and organizational psychology with strategic management. He has two published articles.

Abstract:

Introduction/Purpose/Objective:

This research explores the factors which causes xenophobic behavior in workers, by investigating the lived experiences of international project workers' cognitive process, motivation, identity threat and strategy for status improvement. Aim of this study is to investigate association between human resource management practices and xenophobia.

Design/Methodology/Approach:

This research adopted a qualitative inductive research approach. It conducted qualitative in-depth interviews with 18 employees of CPEC (China-Pakistan Economic Corridor), nine from Pakistan and nine from China.

Major Findings:

This research contributes in the existing body of knowledge by providing insights into employees cross-cultural working experiences, which is an underexplored area in Pakistan and many other countries. By employing theoretical and analytical tools based on Henry Tajfel's social theory of identity theory and findings of empirical studies on major affected countries, this research explored, examined and theorized causes of xenophobia at CPEC (multinational employees in Pakistan). In that respect, this research theoretically contributes to Henry Tajfel's theory and its unique use in international human resource management, organizational studies, and management researches.

Implications and Contributions:

This research suggests to stakeholders the factors that affect individuals and employee's behavior, cultural adjustment, knowledge and performance. The major contribution of this study is theorizing model on cross-cultural workers' management. It shows which cognitive processes, motivation, identity threats and strategies for status improvement are very indispensable, and how they play role in multinationals employees management and eradication of xenophobia in these contexts.

Keywords: Xenophobia, Cognitive Process, Motivation, Identity Threat and Strategy for Status Improvement, CPEC, Multinational Project, Expatriates.

References:

Tajfel. (1982). Social Identity and Intergroup Relations. Cambridge: Cambridge University Press.

Kaysen, C. (1996). Racism, Xenophobia and Ethnic Conflict. In Are Nations Natural Economic Units?' in Bekker and Carlton (eds.). Durban: Indicator Press.

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Antecedents and Consequences of Workplace Courage

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7070139

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Presenter's Biography:

Usman Raja, Goodman School of Business, Brock University, Canada

Abstract:

Workplace courage is highly pertinent and needed variable in modern society. Utilizing Theory of Planned behavior (Ajzen, 1991) this study was conducted to reveal the antecedents and consequences of workplace courage and also the mechanism through which courageous action can be depicted. This study explores the factor that stimulates courageous intention and behaviors in workplace. i.e. Felt obligation to help others, Ethical Climate and employee's Internal Locus of control to promote workplace courage which leads towards pro-social rule breaking and voice behaviors. Time lagged longitudinal study was conducted and data was collected from employees in service sector mostly in telecom, banking, and educational institutions in Pakistan. Using the sample of N=377, hypotheses were verified with Structural Equation Modeling analysis (SEM) in AMOS. The model fit statistics for structural models adequately fits the data and direct and in direct effect Results support our hypothesis. Current study addressed and highlighted the individual and situational factors for stimulating courageous intentions and behaviors.

Keywords: Workplace Courage, Theory of Planned Behavior, Felt Obligation To Help Others, Internal Locus Of Control, Ethical Climate, Pro-Social Rule Breaking, Voice Behaviors.

505010	05010 Administration of the Indigenous Entrepreneurship Model on a Sample of Young Entrepreneurs			
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entrepreneurship and has taught in many CED programs. Contact No: 0344-3068681

Ms. Neha Ekhlaque: Program Coordinator at Center for Entrepreneurial Development (CED) at IBA Karachi. She has been engaged in managing CED programs and supervising a team. Contact No: 0311-2992031

Abstract:

Introduction:

This research applies the indigenous entrepreneurship model developed at the center for entrepreneurial development at IBA Karachi. This model is based on the pre-effectuation principles and effectuation theory of entrepreneurship. The model is different from the existing utilitarian models. The model signifies the importance of nation building and family orientation to pursue an entrepreneurial journey.

Design:

Quantitative & Qualitative Research Design

Major Findings:

The efficacy of the model has been tested on a sample of 500 young participants (men and women) during the UNDP sponsored and Women Entrepreneurship Programs. The model was tested through a paired sample t-test. The paper reveals the impact of entrepreneurial mindset training and coaching conducted during the months of October, 2018 to March, 2019, in Karachi and Faisalabad.

Implications and Contributions:

For the efficacy of the indigenous entrepreneurship model, the research paper presents the sample case studies. The research contributed to the entrepreneurial research and literature. There is a need to help Pakistani youth, by arranging entrepreneurship workshops/programs, so that they can learn effectuation and start their own ventures.

Key Words: Entrepreneurship, Indigenous Entrepreneurship Model, Effectuation.

References:

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15th South Asian Management Forum



Theme: Societal Diversity and Social Inclusion, Education Institutions' Vision, Technological Changes, Gender Equity & Women Empowerment, and Society Response

The Paradox of Most Vulnerable Children's Environment in Bangladesh: Government – NGO Interface

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7070124

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Presenter's Biography:

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Abstract:

Children living on the street are the most vulnerable, exploited and who face the highest risks in Bangladesh. As a special group of children in grave situation these children are helpless being deprived of the basic necessities of life, such as food, shelter, and clothing and psychological supports. In the absence of the fulfillment of these basic needs, mere survival of the child becomes impossible and they grow up as unwanted members of the society. Because of the negligence they continue to suffer these children grow as child labor, beggars, shoplifters, and pick-picketers, gangsters, low paid domestic servants, and so on. They are often preying to every physical and moral danger and as they grow older they often become a danger to others. After such precarious childhoods, most of them are condemned to spend their lives excluded from mainstream society.

Bangladesh is experiencing a high rate of urbanization paradoxically with a low of industrial growth. As a response to rate, the major cities have been experiencing a spiraling population growth over a short period of time, primarily due to rural urban migration as a push factor. In Bangladesh many children are exposed to the scourge of poverty and deprivation. The unacceptable health, nutrition, education and social conditions, exposure to abuse, violence and child labor combine to produce a relatively large number of children in especially difficult circumstances. In addition, the periodic natural disasters like cyclones and tidal surges, floods and river erosions bring about in its wake a large number of orphaned, homeless and destitute children. Against this backdrop, Government of Bangladesh has introduced this problem through Appropriate Resources for Improving Street Children's Environment (ARISE) project of Ministry of Social Welfare and experience NGO with the financial assistance of UNDP.

This study is designed to understand the dimensions of the problem, assess the physical, psychological, social and basic needs of the street children for their growth and development, and finally to have an empirical database to help formulate the future national policies and programs for addressing the problems of the estimated street children. This is investigates the actual situation of the street children in which they live on, identifying the existing services available for the street children, assessing the gaps between the needs and available interventions of NGOs specially have been involved in several services to the working children of urban areas in Bangladesh since April 2000. This is to recommend interventions for Government -NGOs working for street children in Bangladesh.



Gender Equity in South Asia; A Theoretical Discussion of Challenges and Solution For Attaining Inclusive Sustainable Socio-Economic Growth

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Presenter's Biography:

Dr. Ayesha Serfraz has a PhD in Economics from University of Hamburg, Germany. Before that, she completed her Masters and M.Phil from Department of Economics, University of the Punjab and has earned Gold and Silver medals. She joined Punjab University as lecturer in 2009 and has academic experience of working in both public and private institutes. Based on her performance during PhD, she was awarded Merit Scholarship by University of Hamburg. She served University of Hamburg as a research assistant and has conducted many seminars and workshops. She is highly skilled in using quantitative software including EViews, Stata, gretl and R.

Abstract:

Introduction/Purpose/Objective:

Gender Equity, though a very sensitive area, is very essential for attaining the goal of sustainable socio-economic growth. Although this discussion has been in limelight for decades, yet researchers and policy-makers have not been able to identify the optimal solution because of the complexity and variation from society to society inter-alia history, ideology, social and economic conditions, governance, political and judicial systems etc. This article focuses on South Asian region and suggests a comprehensive framework to address the issue at institutional, academic, social and community level, while a separate section analyzes the situation of Pakistan. For a deeper understanding, the difference between equity and equality has been clearly identified where both cases have been studied in South Asian context. Further, it discusses social and organizational behavior, workplace harassment directing the issue between the same genders as well as among genders, differences in work opportunities and most importantly, transgender rights have been discussed with suggestions for enhancement of gender equity in South Asia.

Design/Methodology/Approach:

This study aims at analyzing the problem of gender equity, its challenges and effects on socio-economic growth in context of South Asian countries. For this purpose, a theoretical discussion has been carried out and a major part of discussion is based on author's own viewpoint in addition to available literature, though very little literature is available on gender equity. The main objective is to highlight the hurdles in achieving gender equity in the presence of relevant factors which are related in one way or another and to suggest possible solutions for removal of the same.

Major Findings:

Gender harassment, institutional obstacles, ignoring transgender and unequal opportunities act as main hurdles in achieving gender equity. South Asian countries have come a long way in overcoming many hurdles, still effective legal frameworks enforceable through independent judiciary is the need of time to make gender equity, including rights of transgender to be available to all without any discrimination.

Implications and Contributions:

This study is innovative in the sense that it analyses gender equity, instead of merely focusing on gender equality, alongwith the issues faced by transgender and suggests solutions for overcoming the challenges faced by this particular group since gender equity cannot be achieved until transgender are also treated fairly. With passage of time though progress has been made through education, legislation and elimination of social taboos, still a lot of work is required to be done particularly amongst the rural women who still face tremendous discrimination with regards to education, health and employment opportunities as well as with reference to wages and in overall social protection.

Keywords: Gender equity; South Asia, sustainability; growth

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Gender Specific Barriers in Career Progression: A Study of Pakistani Women Employees

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Presenter's Biography:

Falak Shad Memon is an engineer by profession and MBA from institute of business management. Currently she is enrolled as PhD scholar in Iobm. She has an extensive experience of industry in capacity of production and purchase head. Her research focuses are gender, ethics, climate change and global warming. She has couple of publication in her name in national and international journal along with few conference papers.

Abstract:

Introduction/Purpose/Objective:

In last decade workforce composition and involvement of female employees in Pakistani organizations has witnessed major changes. Though these changes are majority industry specific and vary among different industries but this has started the debate of gender specific barriers that women have to face in their career progression due to organizational support, training, and societal pressure that is work life balance. The objective of this research is to study the possible barriers women experience during the work life, which will later on help us being more inclusive for our female labor force.

Design/Methodology/Approach:

The study is conducted through collecting the information from 120 different Pakistani working women associated with different industries. The mode of analysis is individual female employees from middle level management and of executive or upper level management (CEO, COO and GM) of organizations. Through a statistical analysis from a software SPSS, the results were drawn from the regression and ANOVA analysis.

Major Findings:

After statistical analysis the findings identified that societal barrier of work-life balance is the most prominent of all the barriers that hamper the women career advancement and progression. It was further analyzed that regardless the type of industry women working in different sectors have relatively same concerns.

Implications and Contributions:

The paper concludes the women workforce can be one of the prime sources to achieve economic growth if their potential is fully utilized and organization should formalize the policies that facilitate women career progression. Looking at current trend we cannot attained any kind of sustained development until we make our policies female employees inclusive.

Keywords: Gender, Career Progression, Career Advancement, Work life balance

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Role of Women in Inclusive Growth and Sustainability: An Indicative Study

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Presenter's Biography:

Dr Huma Baqai is the Associate Dean, Faculty of Business Administration and an Associate Professor of Social Sciences and Liberal Arts at IBA Karachi. Her teaching and research experience spans over a period of 20 plus years and she has to her credit 40-plus publications. She is working with both national and international media an as international relations expert and political analyst since 1999 and has served both as an analyst and an anchorperson in PTV for ten plus years, followed by Chanel 24 and News One. Dr Huma is also associated with Radio Pakistan and Voice of America as an analyst. Currently, she is a member of Board of Directors of more than ten educational institutions and private and non-profit organizations. She is a part of Track-II and Track 1.5 diplomacy between Pakistan and Afghanistan. She is also a Certified Corporate trainer from the International Academy for Leadership, Gummers Bach, Germany. She is a visiting faculty at National Institute of Management, Karachi and Command and Staff College, Quetta. Over the years, Dr Huma Baqai, to further her agenda of education; women empowerment and social causes, has cultivated a vast network which includes private/public educational institutions, governmental bureaucracy, federal & amp; provincial legislators, security agencies, major media outlets and think tanks.

Abstract:

The economic face of gender inequality is not new; it existed in extreme forms and manifestations in the past also. Over the years, gender inequality has been translated in several forms, which include invisibility, glass ceiling, pink ceiling, wage gap, hindrances in career growth and access to capacity building. The developed world is also struggling to address issues of gender inequality and sustainable economic growth. Countries that have overcome this, are on high growth trajectories.

Pakistan poses a dismal picture, low female labor force and economic participation remains a major contributor to Pakistan's low GDP. The issue of economic gender parity, if addressed, can therefore become a catalyst for Pakistan's future growth target. The acknowledgement of women's contribution to the society is undervalued. In addition, the proportion of women in informal sector is higher than in formal sector of economy. Thus, women are not showcased in inclusive growth and sustainability paradigms. Marriages, societal constraints, mobility issues, security situations, lack of encouragement of entrepreneurial start-ups, insufficient exposure to decision making roles and poor awareness about career growth are some of the factors that impede women's contribution to inclusive growth.

The consensus is to increase women's visibility, participation and access, create equal opportunities and nurture a healthy work environment. This research attempts to contribute to the intellectual discourse through an indicative study in an urban setting, an indicative survey and interviews were conducted to ascertain the current mindset and status of women in workforce and their contribution to economic growth and sustainability. The sample size is 100+ females who have completed higher education degree in the last ten years. The hypothesis is backed by the Feminist Economic theory which demands wage and role equality in economic policy making and also questions division of labor at homes and in societies.

Keywords: Gender parity, inclusive growth, economic empowerment, decision-making roles

7070057	The Teacher as Moral Agent: Comparison of Teachers' Ideology About the Aim of Moral Education
	in Nepal And Pakistan

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Mr. Noor-ul-Amin did M.Sc. (Statistics) in 1996, M.Ed. in 2003, and M.Sc. (Pure Mathematics) in 2007. Currently he is doing MS (Education) from Federal Urdu University of Arts, Science and Technology. He is working as Lecturer in Govt. Degree Arts &Commerce College Korangi 6, Karachi. His research interests are moral education, pure mathematics and statistics. **Abstract:**

Introduction:

The teachers are considered as moral agents in the society, but teachers are themselves often found confused about the aim of moral education. This study assesses the teachers' ideology about the purpose of Moral Education in Nepal and Pakistan.

Approach:

In this article, the responses of 80 teachers were reported collectively from Pakistan and Nepal. The teachers were selected from colleges of both countries. The participants were randomly selected from a sample of 250 teachers working in 10 different colleges in Nepal and Pakistan. In depth interviews were conducted to collect data. The unstructured questionnaire was used in the study that focused on the beliefs of teachers about the purpose of moral education.

Major Findings:

The results showed that Pakistani and Nepali majority teachers have conservative mind set. According to the Pakistani teachers' obedience of God, law of the state and to serve the society is the aim of moral education. Similar results are found in Nepal. Teachers' perspective about moral education was to obey the law, create peaceful environment, no discrimination on the basis of cast, race, sex and disability but few teachers reported that problem solving approach, enquiry and critical thinking included with others areas is the ultimate goal of moral education.

Implications and Contributions:

The study is helpful in improving teacher training courses for pre and post service teachers. It can assist the policy makers, schools, curriculum developers and educators to understand the ideas and pattern of teachers to improve moral education system. It can support in broader the vision of the teachers to think differently while confronting the moral situation where they have to take steps wisely. It can assist the educators and policymakers to introduce enquiry-based approach while developing curriculum.

Keywords: Ideology, Moral education, Moral agent

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The Impact of Online Social Media Presence of Academic Institutions in Karachi on Student's Accessibility Perception and Decision to Enroll

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7070019

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Presenter's Biography:

The author holds a degree in Marketing from the University of Manchester's Manchester Business School. Beginning her academic career from SZABIST Karachi, the author has taught various disciplines of Marketing at both the undergraduate and postgraduate level and additionally collaborated with organizations such as Unilever and on various industry projects. The areas of consumer psychology and spending are areas that have been of interest for the author both from research as well as industry practice perspective.

Abstract:

Introduction/Purpose/Objective:

Due to the evolution and breakthroughs in information technology, especially with regards to the internet, there has been a growing interest in understanding the impact of online media marketing strategies and presence of not only organizations but also educational institutes upon a student's decision to enroll in a particular academic institute. This study fills a gap of research by studying the significant relationships of the value attached to online social media presence by Pakistani students and provide insights onto whether that value also extends and is attached to academic institutions.

Design/Methodology/Approach:

Data was collected through online questionnaires and the final sample size was determined to be 383, however, 420 responses were gathered from the population. Data was run through SPSS to determine the relationships between the selected variables of the study.

Major Findings:

As reiterated by previous research as well, the results depicted that there does seem to be a significant amount of causation between the variables of online media presence of academic institutes, approachability and accessibility perception assigned to the institute by the student and then ultimately, their decision to enroll in the institute or not. Hence, this suggests that the traditional domains of recruiting students through college drives, paper marketing (pamphlets, brochures etc.) is quickly being abandoned in order to use the social media online tools, which, accordingly are more efficient, less time-consuming and also budget-friendly.

Implications and Contributions:

If educational institutions start investing their time and money on creating and maintaining an online communication strategy, then it will yield a significant increase in their marketing and subsequent enrolment of students.

Keywords: online marketing, academic institutes, student enrollment.

References:

Mukhaini, Elham & S. Al-Qayoudhi, Wafa & Al-Badi, Ali. (2014). The Adoption of Social Networking in Education: A Study of the Use of Social Networks by Higher Education Students in Oman. *Journal of International Education Research*. 10. 10.19030/jier.v10i2.8516.

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Influence of Digital Games on Math Problem-Solving Achievement and Strategies of Lower Secondary School Students: A Quasi-Experimental Study

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7070052

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Ms. Nadira Ahmed Dayo is an MPhil (Education) research scholar at Sukkur IBA University, Pakistan. Nadira is currently working as School Manager at Govt. Municipal High School, Old Sukkur (Managed by Sukkur IBA University). She has competed her Bachelor of Education (Hons) from Sukkur IBA University, Pakistan. So far, Nadira has presented research papers in five different national and international conferences. She has published a book review and a research paper in international peer reviewed journals. Her major teaching and research areas are math education, science education, educational leadership and management, ICTs in education and educational assessment and evaluation. She has taught mathematics and science for three years to elementary and secondary school students. Nadira has worked as a research assistant in the Summer Science Camp, Sukkur IBA University and as a subject specialist (Mathematics and Science) in Standardized Achievement Test (SAT) project, Sukkur IBA University. She has also conducted a number of training, workshops and seminars for school teachers.

Abstract:

The revolution in technology has transformed the process of teaching and learning and there is a global demand for integrating technology in education at all levels and disciplines including management sciences. One such technology is digital games which foster problem-solving abilities and can engage students in real-life problem-solving situations (Chang, Wu, Weng, & Sung, 2012; Haji, 2014; McFarlane, Sparrowhawk, & Heald, 2002; Spires et al., 2011; Yang & Chang, 2013). Problem-solving is one of the 21st-century skills which is important for students to learn in order to perform better in the modern workforce.

The main purpose of this study was to know the influence of digital games on the problem-solving achievement and strategies of the students. The study employed a quasi-experiment with a pretest-posttest experimental group design. To collect data, 18 days experiment was conducted in which 32 students were taught operations on sets and solving quadratic equations units through digital games for a period of 45 minutes each day. Math problem solving pre-post tests and Polya's problem-solving strategies pre-post surveys were used as data collection tools.

The data was analyzed by using SPSS 23 and mean scores and paired-sample t-tests were calculated to know whether there is a significant difference in students' problem-solving achievement and strategies. The results revealed a statistically significant difference in the problem-solving achievement and strategies of students after being taught through digital games. It can be concluded that digital teaching and learning resources and technology has the potential to develop and enhance students' 21st-century skills and should be integrated into teaching and learning of mathematics, STEAM education at all levels and disciplines including management sciences.

Keywords: Education and digitalization, digital games, math problem-solving achievement, Bloom's learning levels, Polya's problem-solving strategies, and quasi-experimental study.

7070103Determining the Influence of Mobile Science and Technology Lab Program for Serving Community
by Developing Underprivileged Students' Attitude towards Science

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Presenter's Biography:

Aisha Naz is an educationist and B.Ed. scholar. She has recently completed her B.Ed. (Hons.) from Sukkur IBA University with the highest CGPA. She has teaching experience at various schools with different levels of students. In addition, she has a rich experience of research which can be evident from her research projects. Her research interest is Educational Psychology, Science Education, Assessment, English language teaching, and Pedagogy.

Abstract:

Attitude is the key element behind the actions, which shapes the behavior of an individual. This study aims to determine the influence of Mobile Science and Technology lab program for serving community by developing attitude of underprivileged students towards Science learning. Since engagement in laboratory practical and hands-on activities are integral part of teaching and learning of Science. But there are students who do not get access to these resources and for them this program is beneficial because it helps them to develop attitude towards science. For this, the research approach adopted was quantitative survey followed by the descriptive design to reach at the conclusion of study. In this, the sample of schools which is 12 was convenient, and students were 640 based on purposive sampling, and this lab has intervened for 2 days.

The data was collected by using TOSRA which is an adapted, validated and translated tool with the reliability of 0.85 Cronbach alpha, and the data was collected in two phases; pre- before the intervention and post- after the intervention. The data was analyzed by descriptive statistical analysis where the means of each variable and the overall attitude of pre and post data was compared.

The findings reveal that the overall attitude of students is developed by the average of 0.12. The difference in all the other variables that is i) 0.13, ii) 0.11, iii) 0.12, and iv) 0.10 is also similar, except Leisure interest which is the average of 0.3 and career interest which is the average of 0.22. The analysis suggests that these two days intervention has brought a bit change in students' attitude towards science and particularly students are interested in even engaging in science beyond school in their own leisure time and leisure activities. The development of attitude in adult students is quite difficult task, because it directly challenges their pre-occupied assumptions about objects which requires continuous process where students construct and re-construct their own ideas (Kelman, 1958; 2017; Petty & Brinol, 2010; Koballa, 2012; and Vogel & Wanke, 2016).

This process helps to make the belief system which is reflected from the behavior and actions of individuals (Kelman, 1958; 2017).

Keywords:

Science Learning, Mobile Science and Technology Lab, Attitude towards Science, TOSRA, Development of Attitude towards Science, and Community Service.

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7070005

Financial Misgivings of Married Working Women in Pakistan

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Presenter's Biography:

Dr Shehzadi Zamurrad Awan is an Assistant Professor at Department of Political Science. She has an extensive experience of 15 years in academics and research. She frequently writes in English newspapers and magazines over a range of socio-political issues, particularly dealing with gender problems. Dr Awan has 10 HEC-recognized research articles (published in 6 national and 4 international journals) to her credit. Dr Awan has actively participated in 9 International conferences. Her significant achievement was to lead a student team as a leader, for 10 days research in Library of Congress, Washington, DC. Dr Awan in 2017. She is currently working on her book and two international research projects.

Abstract:

Introduction/Purpose/Objective:

In Pakistan, the financial issues of married working women are neither discussed, nor written with ease. Therefore, there is an absence of literature on the subject. Nevertheless, the social sciences literature has been debating financial aspect of gender, either from the perspective of employer or employee; ignoring the aspect of working women reservations regarding their financial contribution in their marital life, particularly with reference to spouse and in-laws. In recent years, there has been an increasing trend of higher education and employment among urban women in country, drawing handsome earning, at times higher than their spouse. Refusal for financial contribution can create problems for the earning woman, even at the risk of separation or divorce, or at the least, tensions in the married life. This issue becomes more acute when it comes to patriarchal conservative developing societies like Pakistan. Driven by insufficient information on this subject at global, regional and local levels; this study is a delicate attempt to understand the magnitude of financial support of Pakistani married working women for spouse and in-laws.

Design/Methodology/Approach:

This research will take survey questionnaire of 60 married working women of different social classes, residing in Punjab. The purpose is to understand the rationale of approval or disapproval of this financial contribution of women in house-hold income.

Major Findings:

Ordinarily, the socio-cultural constrains pushes the subject of financial contribution by a female partner under the carpet. In routine, the husband as well as the in-laws expect that a working wife should surrender her income, in entirety towards the house-hold budget, thus taking the financial responsibility of spouse along with his extended family. Such financial misgivings create tensions and pressure for the already burdened woman. These issues are normally down played, considering it a normal routine. The socio-cultural patriarchal norms of Pakistani society have already placed female gender at a disadvantaged end. In this adverse environment, the presence of yet another maltreatment put the concerned, still under more pressure. However, we will take cognize of the fact that in some cases, the contribution is by a free will of the wife, based on equitable understanding.

Implications and Contributions:

The study will first attempt to understand the magnitude of financial contribution of married working women in cooperative and non-cooperative house-hold environments. Second, it will debate over possible adjustments and compromises, which could reduce tense situation for the married earning wives, and at the same time maintaining her financial independence.

Key Words: financial misgivings, Lahore, married working women, socio-cultural environment, Pakistan, Financial contribution.

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7070072

Gender Wage Gaps among Rural-Urban Migrants in Pakistan: A Decomposition Analysis

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Presenter's Biography:

Muhammad Umair is Lecturer/PhD Scholar at the Department of Economics, University of Karachi, Pakistan. He has a teaching experience of more than eight years. He has published research articles in the reputed national and international journals. Moreover, he presented his research work in international conferences. He has proficiency in EViews and STATA. His research areas include Development Economics and Environmental Economics. The article being submitted is drawn from his PhD dissertation.

Abstract:

Introduction/Purpose/Objective:

This study examines gender wage gaps among rural-urban migrants in Pakistan. The main contribution of the paper is empirical.

Design/Methodology/Approach:

The study uses Comparative methods, Ordinary Least Squares (OLS) and quantile regressions for evaluating the gender wage gaps among rural-urban migrant workers. It uses the Labour Force Survey (LFS, 2017-18), a nationally representative data set. Factors determining wages have been analyzed for male and female migrant workers, separately.

Major Findings:

On average, male migrants earn 61 percent higher wages, contrasted with their female counterparts. The gender wage gap is higher at the bottom than the middle of the wage distribution. However, female migrants are not earning far less compared to their male counterparts in higher cadre jobs. Interestingly, the gender wage gap among migrant workers in Pakistan is found to be neither converging nor diverging over time.

Implications and Contributions:

The results confirm the existence of sticky floors in migrant workers of the urban labor markets. However, the inequality along the wage distribution is higher among female migrant workers than their male counterparts. The results drawn from the study may be used to address the issues relating to higher gender wage differentials among internal migrants.

Keywords: Gender Wage Gap, Ordinary Least Squares, Rural-Urban Migration, Quantile Regression, Sticky Floors

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Street Harassment: A Serious Threat for Female in Twin City

7070015

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Mr. Bilal Ahmed is working as 'Research Associate' in the Department of History & Pakistan Studies at International Islamic University Islamabad. He studied Sociology and received his MS degree from IIUI. He is also working as 'Lead Guest Editor' for the Science Publishing Group. His major research interest in human rights, gender issues, youth issue in modern age and youth addiction.

Mr. Hassam Ahmad Hashmi is currently student of MPhil Anthropology at PMAS Arid Agriculture University Rawalpindi. His research interests are social and cultural issues, gender-based problems, old age issues and ageing problems.

Abstract:

Introduction:

Street harassment refers to verbal comments and physical actions between strangers that are unwanted or threatening mostly occur at public places. Even though there are significant numbers of cases of street harassment increasing consistently, still we do not have any precise policy interventions to address this malaise.

Design/Methodology:

To develop the arguments, the study relies on 20 semi-structured interviews with teachers in Rawalpindi and Islamabad, play a vital role in spreading awareness among students regarding the issue of street harassment. A thematic content analysis was done from empirical data analysis, theme named; research introduces the reasons as well as impacts of harassment on women's.

Major Findings:

Harassment has a substantial effect on their personal and social lives. It will then share women's own experiences to argue that teachers play an important in creating awareness among students regarding the issue of street harassment. Teachers can help to lessen street harassment from society by creating awareness and by pertaining counseling of victims.

Implications and Contributions:

This study will have revealed that government efforts like the effective enforcement of street harassment laws are needed to eradicate the issue of street harassment form the Pakistani society.

Keywords: Harassment, violence, education, students, streets, society References

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7070006

Impact of Globalization on Gender Inequality: A Case Study of Pakistan

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Presenter's Biography:

Dr. Nooreen Mujahid is a teacher, a professional trainer and a seasoned researcher having professional experience over two decades. Her appointment as an Additional Directing Staff, at the National Institute of Management (NIM) Karachi (Deputation) from 2008-2013 is a proof of her dynamic competence. As a researcher, she worked on three projects and produced over 30 national and international papers in prestigious journals. She is currently working as an Associate Professor (Economics) at University of Karachi. She is also supervising Ph.D. and M.Phil. scholars. Her areas of interests are Labor Economics, Gender Economics, Development Economics; and Public Policy.

Abstract:

Introduction/Purpose/Objective:

The process of globalization has integrated the divergent economic indicators in a systematic manner enhancing trade, capital flows and technology among economies. During this process, human capital prospects are expected to be encouraged due to better employment opportunities and remunerations for both men and women. On the other side, globalization exerts prominent implications on gender inequality changing the socio-economic status precisely for women. Hence, the prime objective of the study revolves around exploring the nexus between globalization and gender inequality considering the case study of Pakistan.

Design/Methodology/Approach:

The ARDL Bound Testing Approach has been employed for the time span of 1973-2017. The estimated model includes Gender Inequality Index (GII) and Globalization Index (GI) with other related yet relevant macroeconomic variables.

Major Findings:

The econometric findings of the study affirm direct association between GII and GI which indicates that enhancement in global integration would induce gender inequality in Pakistan.

Implications and Contributions:

This points out the failure of globalization to improve equality given the patriarchal, cultural and political barriers for women in the economy. The study stresses to implicate gender sensitized initiatives with complimentary trade and FDI strategies as tools for the liberalization of the economy. It is also anticipated that scarceness of such policies would continue to crowd out the potential benefits of globalization restricting the well-being of women in Pakistan.

Keywords: Globalization, Gender Equality, Trade, FDI, ARDL.

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15th South Asian Management Forum



Cases

505009

iTransit: Shared Innovation

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Presenter's Biography:

Sadia Shahid is a final year, level 6 MBA scholar at the Institute of Business Management, Karachi, Pakistan. She also holds a Bachelors degree in Business Administration. She is a Human resource professional and is interested in strategic planning, value innovation, work preferences and behavioral patterns across generations.

Abstract:

This researched case study discusses the emergence and growth of the online ride-hailing industry in Pakistan, and how value innovation can lead to unlocking a huge market of non-customers thus redefining market boundaries. The industry has been able to attract many customers by providing convenience to riders and creating earning opportunities for personal car owners. Currently, there is a campaign on social media against the e-cab services for not providing security and safety to the riders, particularly females. Moreover, the drivers are not satisfied with the small share of profit they earn. There is also a political threat towards the industry as the local government issued them with a notice to regulate their operations. After identifying the key competitive factors of the industry and the pain points of its customers, it was found that there is an opportunity to facilitate the users with security, safety, economical fares and better customer service by introducing a different set of offerings. The owner of iTransit is contemplating the opportunities that became visible by looking across alternative industries and complements as identified in the six paths framework with an objective of providing high quality service at lower price, which will unlock an untapped market, targeting the non-customers who are willing to pay slightly more in exchange for superior service.

Introduction/Purpose/Objective:

This research-based case study was a significant part of the graduate level 6 course 'Marketing Strategies and Value Innovation', at the Institute of Business Management Karachi. The purpose of the case-study is to analyze an increasingly competitive market of the online ride-hailing industry in Pakistan and how following the framework of blue ocean strategic shift can lead to creation of an uncontested market space.

Design/Methodology/Approach:

The research design followed in this case study includes analysis of industry structure, competitive profiling, as-is strategy canvas, customer analysis, exploring non-customers and six paths framework.

Major Findings:

Existing online ride hailing industry has become a red ocean with limited profits as it targets a small fraction of customers. The case further highlights the numerous pain points of customers and non-customers associated with travelling in Pakistan.

Implications and Contributions:

This case study offers an opportunity to reconstruct the online ride hailing industry of Pakistan based on insights that emerged from in-depth deductive analysis. This case study can also be utilized as a teaching tool to show the application of a theory and concept of blue ocean strategy and value innovation.

Keywords: Value Innovation, new market space, alternative industries.

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505003 Institutional Erosion at Higher Education in Pakistan: A Case of University of Peshawar (UOP)

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Presenter's Biography:

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Abstract:

Since the establishment of the Higher Education Commission (HEC), billions of rupees have been invested in the relation and development of the intellectual capital of Pakistan. However, the realization of these objectives of this investment is highly debatable. This study underscores the phenomenon of institutional erosion at the University of Peshawar by individual interest specifically in the process of recruitment of faculty. The rent-seeking behavior and action of individuals at the policy and decision-making level, not only frustrates the faculty, appoints a sub-standard faculty but also erodes the institutional underpinnings of higher education. The covenants of the institutional theory have been used in this study to explain the issue at hand and offer efficient and effective remedies to safeguard the higher education and intellectual stock of the country.

Keywords: Institutions, Higher Education, Intellectual Capital, Rent Seekers, Institutional Theory

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505005

Gender Specific Barriers in Career Progression: A Study of Pakistani Women Employees

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Presenter's Biography:

Mr. Sami Ullah Bajwa is a development practitioner and scholar. Currently he is working with University of Management and Technology as Assistant Professor. He is also affiliate of George Mason University, USA. Previously, he has served UNIDO as National Expert and SMEDA as Assistant Manager. Mr. Bajwa has also worked as Consultant with Winrock, Asian Development Bank, World wildlife Foundation (WWF), Solidaridad Netherlands, and Better Cotton Initiative (BCI). He is Conference Manager of "SME Conference", occasional writer at Express Tribune and author of 15 publications in JCR, Scopus and HEC recognized journals. He has presented his work in leading conference in USA, China, Australia, and Turkey.

Abstract:

Growth from a small-scale venture to a medium size firm entails different challenges and vis-à-vis strategies to tackle them. This case provides a real account of one such firm operating in the pharmaceutical sector of Pakistan. International Collaborated Unit Pharma (ICU-Pharma) started in 2005 in a small town of Dera Ghazi Khan situated in the province of Punjab, as a distributor of Ferozsons (Pvt) Ltd – a leading pharmaceutical manufacturer in Pakistan. Going through various phases of growth and strategic shifts it became a well-established company in 2019, with 200 million rupees net worth and sales network in 34 districts of Punjab, Khyber Pakhtunkhwa, and Sindh provinces. In 2015, the firm faced a growth dilemma, when despite growing demand of its products, it had to deliberately curtail its sales growth and divert resources towards erecting a manufacturing facility in Lahore.

The case illustrates how industry growth, country level initiatives for implementation of Sustainable Development Goal on Health (SDG No.3), policies of Drug Regulation Authority of Pakistan (DRAP), weak contract enforcement in the country, and the threat of suppliers, along with other external forces, constrained company's decision to opt for a backward integration strategy instead of apparently more plausible strategy of product and market development.

Women Empowerment – Anytime Distribution

505001

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Sukkur IBA University

Abstract:

Ms. Malik was hired as management trainee around five years ago. After successful completion of her one year as a management trainee, she was placed in the finance division. She outperformed all of her targets and received multiple rewards of a star performer. But Ms. Malik was passionate and eager to work in the field and to work with the sales team. It was her dream to be an outstanding salesgirl. Based on the company's policy of equal opportunity employer, she quickly got herself promoted to the position of wholesale manager and she was the first one to be provided such a challenging position. However, the market dynamics and market acceptability in a country like Pakistan were quite thought-provoking for a girl to be a wholesale manager. And it was observed that sales were constantly declining since she had accepted the role. Now Country Manager had to make a decision, whether to transfer her to any other position or to retain her in the same position.

Introduction/Purpose/Objective:

The objective of this teaching case is to understand gender-specific barriers & work opportunities related to glass ceiling. This teaching case is written for class discussion at under graduation level. This teaching case is written to make students understand how socio-cultural factors affect the employment decisions and the bottom line of a company.

Design/Methodology/Approach:

This teaching case is written purely on primary data. Semi-structured interviews were conducted. Secondary data also used to understand industrial dynamics.

Major Findings:

This teaching case helps students: to understand how the external culture of an organization affects internal decisions, to explore how employment stereotypes are used in recruitment and to understand the challenges while managing a diverse workforce.

Implications and Contributions:

This teaching case contributes in field of Organizational Behavior to analyze real work practices at workplace.

Keywords: Diversity, Gender-based Discrimination, Employment Stereotypes, Socio-cultural factors, Salesforce, Female staff, internal transfer in the organization.

Stuck in the Mud - Pakistan State Oil Under Assault: Brand Sustainability, Stature, and Multidimensional Crises

Aut

505006

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Presenter's Biography:

Dr Jawaid A. Qureshi is an associate professor, PhD (SZABIST Pakistan-UAE); Fellow IBA-CED; Fellow QMU UK, and has postgraduations from MIT, Harvard, and Stanford Universities. He is the Head of Marketing Cluster, Head of Research Center for Entrepreneurial Development & Advancement (R-CEDA), and Secretary Board of Advanced Studies & Research (BASR) SZABIST. He is also a member of MIT Entrepreneurs Education Forum (MIT-EEF) and advisory council member Harvard Business Review. He is on the boards of several organizations including universities and national and global research journals. He enjoys rich professional experience of industry, chamber of commerce, media, United Nations, development sector, and NGOs.

Abstract:

Introduction/Purpose/Objective:

Pakistan State Oil (PSO) is the state-run market leader in the petroleum industry. The company has been struggling to combat multiple types of turmoil at a time. It had a major amount of funds stuck in circular debt, leaving the company with budget constraints and deficiencies. The government policy of closure of several power generation plants run by furnace oil due to replacement of power generation through a relatively cheaper resource, Liquefied Natural Gas (LNG) hit the earning stream of PSO, as the demand for furnace oil reduced. In addition, alleged involvement of mafia in issuing its tenders in in-transparent ways, continuous smuggling of oil from a bordering neighbor, adulteration in oil and petroleum products, pilferage of oil and gas from various national pipe lines and their sale in the black economy, rapid transfer of its employees to different departments and locations, leadership crises, and its war with its own national shipping agency posed countless menace to its competitive position vis-a-vis its rivals.

Design/Methodology/Approach:

This qualitative case study garners data from eight interviews from its top and middle management and adds content analysis technique to acquire pertinent data from media sources. It analyzes the data by constantly comparing the participants' responses and coding data to identify key themes and categories in a bid to understand relationship among them.

Major Findings:

The drastic crises left PSO with dearth of funds and declining profitability. Consequently, due to limited marketing budget, creativity of its marketing team was compromised, as they require substantial investment for effective marketing programs. PSO underwent the issues of brand sustainability, sustainable growth, customers and employees' loyalty, and market stature to financial and leadership crises. However, despite limitations, it still enjoys market leadership position in the industry among its rivals by occupying more than half of the chunk of market in petroleum industry.

Implications and Contributions:

This case study has undertaken an in-depth probe of a giant company and has highlighted a variety of its front burner issues for the critical assessment of its managers for uncovering the appropriate solutions.

Keywords: Brand Sustainability; Sustainable Growth; Customers and Employees' Loyalty; Leadership Crises; Financial Crises; Corporate Entrepreneurial Strategy

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IAS-21 Government Grants

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505020

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Presenter's Biography:

Asif is a student of BS-Accounting and Finance at Sukkur IBA University. He is a passionate student and aspire to be a teacher. He has previously served as trainer at State Bank of Pakistan under National Financial Literacy Program. He has also participated in international competitions and is a firm believer of change through innovation.

Abstract:

Introduction:

This case study is written to provide learning through a real life example. The material of the case and its teaching strategy is designed to enhance the knowledge of IAS 20 as the case has addressed every aspect of the accounting standard.

Methodology:

We have collected data qualitative and quantitative from the organization and analyzed it. We interviewed the finance manager to get the required details and apart from the details he provided us with the financial data integral to the case study.

Contributions:

Our case study is the first ever case written on International Accounting Standard 20 i.e. Government Grants.

505021	IFRS 01 - First Time Adoption of IF	'RS: Analysis of Royal Corporation Limited
uthor's Pr	ofile:	
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Presenter's Biography:

Authors of this case are Dr. Muhammad Shaique, Asst. Professor, Sukkur IBA University, Sarfraz Ali Bhanbhro, Waqas Majeed and Abdul Ghaffar Mahar, students of BS Accounting & amp; Finance, Sukkur IBA University. The purpose of writing this case is wholly and solely to provide practical study material for class discussions. The Authors may have disguised certain names and other identifying information to protect confidentiality. The publication may not be transmitted, photocopied, digitalized or reproduced in any form or by any means without the permission of authors.

Abstract:

Introduction:

The story of Royal corporation begins with one company's enterprising decision to strive ahead and invest when another had bowed out. In 1957, Pak Stanvac –an Esso/Mobil joint venture–stumbled upon vast deposits rich in natural gas in Mari while pursuing viable oil exploration in Sindh. With Pak Stanvac focused exclusively on oil exploration, the discovery shifted the impetus to Esso which decided to invest on the massive industrial potential of Mari gas field.

Esso proposed establishment of a giant urea plant in Kohistan, about ten miles from the Mari gas fields, which would use natural gas produced as its primary raw material to turn out urea fertilizer.

In 1964 an agreement was signed with the Government of Pakistan and to allow Esso for setting up a urea plant with an annual capacity of 173,000 tons. State-of-the-art design was brought by Esso; commercially tried facilities; and a highly distinguished pool of technical expertise to ensure a smooth start up. Total US\$ 46M was invested which was the largest foreign investment in Pakistan to until now. The plant started production on 4 December 1968.

A full-fledged marketing organization was established for boosting the sales of the company which started agronomic programs to educate farmers of Pakistan. Nation's first fertilizer manufacturer taught farmers modern techniques of farming which helped in boosting farm yields, it directly impacted the quality of life for farmers and their families, and for the nation at large. Farmer education programs increased consumption of fertilizers in Pakistan, paving way for Company's branded urea called "Royal" –an acronym for "Energy for Growth".

In 1978, Esso changed its name from Esso to Exxon Chemical Pakistan Limited. As Esso became Exxon as part of an international name change. In 1991, the employees of Exxon purchased its 75% of its equity in partnership with leading

international and local financial institutions because Exxon decided to divest its fertilizer business on a global basis. And this was and perhaps still is, the most successful employee buy-out in Pakistan's corporate history.

	505002	Exploring Critical Cultural and Socio-Economic Factors that Influence Female Entrepreneurship: A
505002	Qualitative Case Study	

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Presenter's Biography:

The corresponding author has served as Research Associate at the Department of Management Sciences at COMSATS Attock campus from the May 2013 to Feb 2016. He then joined The University of Lahore Main Campus as Senior Lecturer and is currently serving as Assistant Professor at the department of Sports Sciences and Physical Education, Faculty of Allied Health Sciences, The University of Lahore, and majorly teaches Sports Management and Research Methodology. He is also coordinator of Asian Journal of Allied Health Sciences (https://journals.uol.edu.pk/ajahs) and is pursuing his PhD in Management from UMT, Lahore.

Abstract:

Introduction/Purpose/Objective:

Since Pakistan has the lowest percentage of female entrepreneurship as well as the institutional support for female entrepreneurship in the region; at 01% and 15.2% respectively, this study was aimed at exploring the critical cultural and socio-economic factors - through qualitative mode of inquiry - that influence the female entrepreneurship in urban settings.

Design/Methodology/Approach:

The ontological stance of the study is that there are multiple realities and there is no such thing as single reality. The epistemological stance of the study is interpretivism; that is realities are constructed, rather than discovered, through personal and subjective experiences. Adhering to the epistemological standing the qualitative approach was adopted. The data was collected through semi structure interview from a single informant and analyzed through a modified form of grounded theory approach; Gioia Methodology. 1st order categories were extracted from the information that was gathered from the informant. These categories were further collapsed into similar concepts and notions called 2nd order themes. These themes are further merged into dimensions such that themes with similar underlying meanings are put into one dimension, establishing a profound static data structure.

Major Findings:

After static data structure, two emerging and optimally distinctive dimensions were found out that have either not been discussed in the previous studies or even if discussed, did possess inadequate understanding to comprehend the phenomena at hand or present their scope and depth, these dimensions are; a) Social Sacrifice for business and b) self-financing through personal savings.

Implications and Contributions:

There are a number of potential female entrepreneurs in the society unable to come forward due to lack of either social or financial support or a mix of both. If they are supported and set free for some of their social obligations, they might even manage finances by themselves, and entrepreneurial activities among the female may increase drastically. The result of the study showed that a great admiration for the female entrepreneur forwarded by other females from the society, as they saw their unfulfilled dream in her work.

Keywords: Entrepreneurship, Female Entrepreneurship, Socio-Cultural Factors

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- Brush, C.G., Greene, P.G., 2016. Closing the Gender Gap in Entrepreneurship: A New Perspective on Policies and Practices (OECD Working paper). OECD, Paris, France.

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Mr. Kosala M. Dissanayake	Governing Council Member & Secretary The Institute of CHARTERED Professional Managers of Sri Lanka
Dr. Imamuddin	Associate Professor, Institute of Business Management (IoBM)
Dr. Farooq Anwer Bajwa	Associate Professor, LBS, University of Lahore

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Discussants

Dr. Muhammad Zeshan	Senior Research Economist, Pakistan Institute of Development Economics, ISB, Pakistan
Dr. Ihtsham UL Haq Padda	HOD - Department of Economics, Federal Urdu for Arts Science and Tech, Islamabad University
Dr. Ahmed Arif	Assistant Professor, FAST School of Management, FAST school of Management, National University of Computer and Emerging Sciences (NUCES), Lahore, Pakistan
Dr. Sofia Anwer	Professor and Acting Vice Chancellor, Govt College Women University, Faisalabad, Punjab, Pakistan
Dr. Mohsin Bashir	Assistant Professor, GC University, Faisalabad, Pakistan
Dr. Muhammad Abrar	Associate Professor in Lyallpur Business School (LBS), GC University, Faisalabad, Pakistan
Dr. Hafeez ur Rehman	Professor/Chairman, Department of Economics, University of Management and Technology Lahore, Pakistan
Dr. Nabila Asghar	Assistant Professor, Department of Economics, University of Education, Bank Road Campus Lahore, Pakistan
Dr. Rizwan Ahmed	Government College University, Faisalabad
Dr. Malik Inayattullllah Jan	Associate Professor, Institute of Development Studies (IDS), The University of Agriculture Peshawar, Pakistan
Dr. Rukhsana Kalim	Professor - School of Business and Economics (Department of Economics), UMT, Lahore
Dr. Irfan Ahmed Baig	Dean / Professor Faculty of Social Sciences & Humanities, Muhammad Nawaz Shareef University of Agri, Multan, Punjab, Pakistan
Dr. Mohammad Nishat	Professor, Institute of Business Administration, Karachi,
Dr. Jan Muhammad	Associate Professor / DEAN (FABS), BUITEMS
Dr. Muhammad Khalique	Director, MUST Business School (MBS), Mirpur University of Science and Technology Mirpur (MUST) Pakistan
Dr. Jawaid A. Qureshi	Associate Professor SZABIST, Karachi
Dr. Nawaz Ahmad	Assistant Professor & Research Consultant, IoBM
Dr. Lubna Naz	Assistant Professor, Department of Economics, University of Karachi
Dr. Umer Azeem	Assistant Professor, Director PhD Program, School of Business and Economics, UMT, Lahore
Dr. Khalil Ahmad Channa	Assistant Professor, Sukkur IBA University

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Session Managers

Mr. Abdul Basit	Lecturer Economics, Sukkur IBA University
Dr. Sarfraz Ahmed Dakhan	Assistant Professor Economics, Sukkur IBA University
Ms. Ranjeeta Sadhwani	Lecturer Finance, Sukkur IBA University
Ms. Sonia Kumari	Lecturer Finance, Sukkur IBA University
Dr. Rukhsana Gul	Assistant Professor Marketing, Sukkur IBA University
Mr. Muzammil Sattar	Lecturer Marketing, Sukkur IBA University
Dr. Sheraz Mustafa	Assistant Professor Economics, Sukkur IBA University
Dr. Suresh Kumar Oad Rajput	Assistant Professor Finance, Sukkur IBA University
Ms. Raheela Haque	Lecturer Human Resource Management, Sukkur IBA University
Mr. Ameet Kumar	Lecturer Finance, Sukkur IBA University
Dr. Khalid Ahmed	Associate Professor Economics, Sukkur IBA University
Dr. Pervaiz Ahmed Memon	Professor Finance & Director ORIC, Sukkur IBA University
Dr. Mujeeb Ur Rehman	Assistant Professor Finance, Sukkur IBA University
Dr. Niaz Hussain Ghumro	Professor Economics, Sukkur IBA University
Dr. Faheem Gul	Assistant Professor Marketing, Sukkur IBA University
Mr. Sajjad Ahmed Mahesar	Lecturer Accounting and Finance, Sukkur IBA University
Dr. Abidullah	Assistant Professor Islamic Finance, Sukkur IBA University

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Advisory Board

Name	Designation	Institution	Role in 15th SAMF
Prof. Nisar Ahmed Siddiqui	Vice-President AMDISA	AMDISA	Chair – 15 th SAMF
Mr. Talib S. Karim	Vice President AMDIP	Institute of Business Management (IoBM), Karachi	Member
Dr. Syed Zahoor Hassan	Professor,	Suleman Dawood School of Business, LUMS, Lahore	Member
Mr. Ibrahim Hasan Murad	President	University of Management and Technology, Lahore	Member
Engr. Zahid Hussain Khand	Registrar	Sukkur IBA University	Member
Prof. Dr. Niaz Ahmed Bhutto	HoD Business Administration	Sukkur IBA University	Member
Prof. Dr. Waqar Akram	Professor - Economics	Sukkur IBA University	Secretary

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Abstract Guidelines

Title of Paper; bolded, 12-point Times New Roman, Centered

Correspondence author's/presenter's name: 10-point Times New Roman, centered, bolded

Contact author's affiliation and full mailing address in 10-point Times New Roman, centered, italicized Contact Author's e-mail address: 10-point Times New Roman, centered, italicized

Second author's name: 10-point Times New Roman, centered, bolded

Second author's affiliation and full mailing address in 10-point Times New Roman, centered, italicized Second Author's e-mail address: 10-point Times New Roman, centered, italicized

Presenter's Biography: Write Presenter's brief professional biography only. This biography should be no more than 100 words and should describe the contact, author's professional credentials, background, experience and research interests/initiatives.

Abstract

The body of your abstract begins here. It should be an explicit summary of your study that states the problem, the methods used, and the major results and conclusions. Do not include scientific symbols, acronyms, numbers, bullets or lists in the abstract. It should be single-spaced in 10-point Times New Roman. The body should include following headings:

Introduction/Purpose/Objective: This part of your abstract should state the problem you set out to solve or the issue you set out to explore and explain your rationale for pursuing the study. The problem or issue might be a research question, a gap in critical attention to a text, a societal concern, etc. The purpose of your study is to solve this problem and/or add to your discipline's understanding of the issue.

Design/Methodology/Approach: This part of abstract should describe the research methods, including a concise description of the process by which you conducted your research.

Major Findings: This part of abstract should list the results, major key findings or outcomes of the work you have done.

Implications and Contributions: This part of abstract should describe a statement of the study's implications and contributions to its field. It should convince readers that the study is interesting, valuable, and worth investigating.

Keywords: This section should provide at least three most dominant words of the study.

References: Provide top 3 references used in the study (APA 6 format). https://libguides.library.usyd.edu.au/c.php?g=508212&p=3476096

Note: Please, be sure to adhere to the word limitation for the abstract (500 words).

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Presentation Guidelines

Slide Presentation Guidelines for Presenting Research Papers at 15th South Asian Management Forum, Sukkur IBA University, Sukkur, Pakistan.

Slide 1: Title, Researcher Name, Address

Slide 2: Background or Problem Identification

Slide 3: Objectives/Research questions

Slide 4: Key policy target, i.e., identify which specific entity or which new law or policy discussion, that is on-going will be targeted by your research and why. If the research is not policy-focused and discusses instead an intellectual problem, then you can drop this slide.

Slide 5: Literature (should be based on methodological issues and should look at the larger international literature rather than studies that are based on your country or study area) – *discuss at least 3 relevant papers and identify how your study will build on these papers. These papers should be from peer-reviewed international journals.*

Slides 6/7: Theory/ Analytical Framework of your study

Slide 8: Study area and data collection issues (if part of the study)

Slide 9: Proposed Analyses (proposed method of analyzing the data and testing hypotheses, if any)

Slide 10: Conclusions, policy implications and discussion

Please follow the following guidelines to the extent possible:

- a. Slides need to be in black and white please keep them simple
- b. Restrict the number of bullets in each slide to no more than 5
- c. Do not write in full sentences or an entire paragraph, rather write in bullet point form
- d. Use Smart Art and "Design Ideas" provided by PowerPoint to make a presentation appealing.
- e. Show maps where possible and one or two photos of your study area
- f. Lower case letters are generally easier to read than all upper-case letters/italics
- g. Do not overlay letters on photographs if you need to, show one or two photographs, but it is confusing to read when letters are on top of graphics/photos.

Poster Guidelines

Poster Presentation Guidelines for Presenting Research Papers at 15th South Asian Management Forum, Sukkur IBA University, Sukkur, Pakistan.

The poster session involves a large poster presentation at the conference in a highly visible location. Each poster presentation will be assigned a discussant who will be in touch with you to provide detailed feedback on the paper. The Sukkur IBA University will cover the cost of having your vertical **2'W x 5'H** poster printed, following our guidelines and using our specific printing service. We only ask that you be present to discuss your poster with interested participants during the poster presentation time slot(s) at the conference.

Here are the guidelines for having that accomplished:

- 1. Design your poster: It is required to be 2'W x 5'H.
- 2. Upload your poster on the given link in email in PDF/DOC format (REQUIRED) at any point in time before September 15, 2019. Poster sent via email or after the date will not considered.
- 3. Your poster in PDF/DOC, as you see it on your computer screen, will be exactly how it will print. Please proof carefully before sending it to the email address listed above. No changes will be allowed after September 15, 2019.
- 4. The title of your paper cannot be changed now, and your title must headline your poster.
- 5. Sukkur IBA will cover the printing cost of your poster.

Guidelines

Poster Design

To help you develop your poster, we have provided a few suggestions below. This is meant as a general overview to get you started.

Content

- Introduction: Provide context for your research. Why you are excited about it?
- **Objectives**: What questions did you address or answer?
- Methods: Key information on your research design and analysis. Keep it brief.
- Results & Discussion: What was observed? How do the results relate to the original questions? Focus on the key points.
- Conclusions: What did you learn?

Replace text with graphical elements as much as possible (e.g., photographs or maps of study's location, other visual aids to convey key results), but do not forget your complete contact information. Consider including a photograph of the presenting author.

Layout: Clearly indicate your key message. Avoid clutter and unnecessary detail. Don't fight the reader's gravity-pull from top to bottom and left to right. Remember graphical elements, such as balance, symmetry, rhythm, repetition, and change.

Aesthetics: Any text in your poster should be readable from 6 feet away, including text in figures. This means no text should be smaller than an 18 - 20-point font. The title should be much larger and readable from a distance (12 feet or more).

Use fonts without serif, but bold. Use dark letters on light backgrounds. Use color carefully; very bright colors can easily fatigue the reader. Stick to a theme of 2-3 colors.



A Message of Manager – 15th SAMF

Inclusive growth calls for undivided growth opportunities for all individuals of a society which is not possible without quality education and skill development. South Asia is facing the challenges of economic growth and development. Diversities and discriminations are embedded in this part of the world and socio-cultural, religious, and regional divides are hindering growth opportunities and access to health, education and wellbeing at large. This requires to channelize these diversities instead of avoiding them to find a way forward for regional development. Opening up for collaboration and developing consortiums instead of competitions will lead to more opportunities for



collective success. It must be started with educational institutions. Across the globe, academia is joining hands to provide quality education to all individual. Managing diversity at institutional level and reaching out to marginalized groups is the first step toward inclusive growth as the relationship between education and growth is bidirectional. Whereas, quality education is the key towards employment opportunities leading toward social and economic development.

Associations like AMDISA and AMDIP, with their large networks of member institutions, may lead higher educational institutions towards collaborations and support the agenda of inclusiveness. AMDIP being the representative body of business schools in Pakistan has its members across Pakistan including Punjab, Sindh, Baluchistan, KPK, Kashmir and Gilgit Baltistan and is fostering institutional collaborations and academia-academia linkages. Such partnerships can be extended to universities in other South Asian countries. Through this forum, we will discuss various challenges to inclusive growth and sustainability in this region, what role academia can play to address these challenges and how institutional collaboration in the region.

Ms. Memoona Zareen,

Manager - 15th SAMF Secretary, Association of Management Development Institutions in Pakistan (AMDIP) Email: <u>memoona.zareen@gmail.com</u>

15th South Asian Management Forum - 2019

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