

June, 22 2011

32 pages with 3 Annexures: [Annex-1: Research and publications](#)
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Annex-3: Teaching details at the IBA

VITA

Name : **DR. MAHNAZ FATIMA**

Professional Qualifications : **B.E (Mechanical Engineering) with Master's in Business Administration and Ph.D. in Political Science with business related specialization in**

- **Public Administration**
- **Public Policy**
- **Strategic Management**
- **Comparative National Development**

(DETAILS INSIDE)

EDUCATION

1. Ph.D. - Political Science,* 1992
Northern Illinois University
DeKalb, Illinois 60115
USA
Gerald Maryanov Award, 1991
GPA 4.0

[* specialization is all business related in public administration, public policy, strategic management, and comparative national (economic) development. PhD dissertation was, "**Economic development of Western industrialized democracies: A critique of Mancur Olson.**" It was an empirical test (econometric) for the post-World War II period.]

2. Master of Business Administration, 1983
Institute of Business Administration
University of Karachi
Pakistan
First position and gold medal (for best all-round student with overall 91% average)
3. Bachelor of Engineering (Mechanical), 1977*
NED Government Engineering College
University of Karachi
Pakistan
First division and merit position

(* degree of 1975 awarded in 1977 due to strikes and closure of college for prolonged periods)

4. Intermediate (Science), 1971
St. Joseph's College for Women
Board of Intermediate and Secondary Education, Karachi
First division
5. Matriculation, 1969
St. Joseph's Convent School
Board of Intermediate and Secondary Education, Karachi
First division
6. Successful completion of the following management development program at the Northern Illinois University, USA:

1988 International Institute for **Effective Management and Decision Making.**

continued/.....

PROFESSIONAL EXPERIENCE

1. Institute of Business Administration (IBA), Karachi.

I have been serving/served IBA, Karachi, in the following capacities:

- a. **Professor** since October 2007.
- b. **Member, IBA's Academic Board**, August 2000--July 2001.
& October 2007 - to date
- c. **Associate Professor** January 1998 - September 2007
- d. **Deputy Director (Academic)** January--March, 2000.
- e. **Member, IBA Board of Governors**, September 1999--July 2001.
- f. **IBA's nominee** on the **Governing Body** of the Commeccs Institute of Business Education--appointed in March, 2000.
- g. **Conference Director** for IBA's first ever National Conference on Business Administration and Economics'96.
- h. IBA's **Joint Research Project Director**, 1996-1997.
- i. Served on IBA committees such as the Library Committee, Executive Committee, Course Allocation Committee, and the Administrative Functional (Operations) Committee.
- j. **Adjunct Faculty (January 1993-December 1997).**
- k. Assisted in **Managerial Policy**, MBA program's capstone

course at the IBA (1983-88). This experience overlapped my industry/business experience

(Course details in ANNEX-3)

I have been teaching at the morning and evening programs of the **Institute of Business Administration, Karachi**. Since 1993, I have taught 360 credit hours (including Fall 2008) at the IBA. Following courses have been taught by me at the MBA and BBA (hon.) levels:

- Corporate Strategy (MBA's/BBA's capstone course for the new program)
- Managerial Policy (MBA's capstone course)
- Development Economics
- International Trade
- Macroeconomics
- Microeconomics
- Principles of Marketing
- Production Management
- Cost Accounting

(In addition, I assisted eight semesters/four years in the Managerial Policy course taught at the IBA from 1983-1988. I was responsible for all monthly students' evaluations).

2. **Teaching Experience (1990-1991):**

Northern Illinois University
DeKalb, Illinois 60115
USA

During my Ph.D. program, I taught independent sections of the following courses for one year:

- * Foreign and Comparative Politics (POLS 260) -- Fall 1990
- Bureaucracy and Public Policy (POLS 330) -- Spring 1991 and Summer 1991

(* this course was outside my PhD fields)

NOTE: I have 21 calendar years of teaching experience

3. **Supervising Consultant (1986-1989)/Manager**

Management and Industrial Consultancy
Ferguson Associates (Pvt) Ltd.

Karachi, Pakistan.

Consulting experience includes management, supervision, and execution of a wide range of multi-disciplinary assignments for medium and large sized organizations in the private and public sectors of Pakistan. Consultancy assignments included corporate strategy formulation, organization, and operations reviews, preparation of feasibility studies, and preparation of policy recommendations for the country's Seventh Five Year Plan. I also remained involved in the preparation of consultancy proposals and in various stages of business development for the firm.

I led big teams of consultants qualified as MBAs, engineer- cum- MBAs, and chartered accountants.

Alongwith my supervisor and team members, we introduced strategy consulting in the firm which is high-level consulting.

Specific consultancy assignments included:

- (a) Multidisciplinary assignments involving strategy formulation, industrial financing, and banking. These included organization and operations review and formulation of new business strategy for two major development finance institutions. One of these assignments was funded by the World Bank.
- (b) Corporate strategy formulation for a heavy engineering unit in the public sector.
- (c) Preparation of a preliminary feasibility study for setting up a road construction and equipment manufacturing plant.
- (d) Involvement in the preparation of recommendations for the Agricultural and Transport Equipment sub-sector of the Expert Working Group on engineering industry for the Seventh Five Year Plan.

4. Manager, Planning and Projects (1984-1986)

Agriauto Industries Ltd./**Habib Group of Industries**
Karachi, Pakistan

Agriauto is a Habib group's automotive component manufacturing plant.

Sphere of activity included project planning, procurement planning, and executive assistance to the Managing Director.

Project planning included preparation of feasibility studies, loan applications, capital budgets, and projected profit and loss accounts. I was also involved in the sourcing of machinery and equipment and awarding contracts. Significant contribution was made in the determination of revised capital cost and preparation of capital budgets.

Procurement planning involved material requirement planning keeping in view the sales forecast, production schedules, stock position, and quantities on order etc. It involved floating enquiries, extensive sourcing of materials, and locating the most economical source without compromising on quality.

Executive assistance to the Managing Director included preparation of policy guidelines/procedures/statements, introduction of systems, development of organization chart, job descriptions, service rules, proforma of annual confidential report, and determination of plant capacities. Significant contribution was made in the preparation of a detailed report for the government with the help of which the company succeeded in getting the badly needed tariff protection for their components against under invoiced, dumped, and smuggled goods.

I was also involved in a study for the automobile sector which provided detailed policy guidelines for the development of the automotive vehicle industry in Pakistan. The two parts of the report were widely circulated to various government bodies, financial institutions, and various public and private sector enterprises.

**5. Assistant/Deputy Manager, Production and Development
(1977-1979 as Asst Mgr; 1979-1984 as Deputy Mgr)
Naya Daur Motors Ltd.
Karachi, Pakistan.**

Naya Daur Motors Ltd. was a 4-wheel drive assembly-cum-progressive manufacturing plant in the state-owned automobile corporation. This plant has now been denationalized. The manufacturing facilities of the company include a large press and fabrication shop, a machine shop, a tool and die shop, and a foundry. Here I served as incharge engineering sales, production incharge of press shop, and development engineer.

As an incharge for engineering sales, I was responsible for selling the manufacturing facilities of the company.

As production incharge of press shop which had 50 workers,

I introduced a system for production planning, scheduling, loading, and controlling to ensure timely delivery of pressed components to the company's assembly plant and sister concerns. I was also involved in the development of jigs, fixtures, and body structure for Fiat buses.

As a development engineer, I was involved in the development of body components for 4-wheel drive vehicles. I was also involved in the development of special purpose vehicles and conversion of spark ignition engines to dual-fuel system.

My **final year engineering project** was a pioneering work (for Pakistan) in the conversion of spark ignition engines to dual-fuel systems including the design of a conversion kit.

AWARDS

1. HEC's Best University Teacher Award, 2009.
2. IBA's Outstanding Teaching Award, 2002.
3. Best University Teacher Award, 2001, by the University Grants Commission, Islamabad.
4. Northern Illinois University, Gerald Maryanov Award, 1991.
5. UBL gold medal, 1983, awarded at the Institute of Business Administration, University of Karachi, for best all round performance in the MBA program.
6. USAID scholarship for management development, 1988.
7. British Council Foreign Office Scholarship for MPA at the London School of Economics, UK, 1989. I did not avail this scholarship and proceeded directly for my Ph.D. to the USA in 1989.

PROFESSIONAL AFFILIATIONS

1. Member, American Political Science Association (APSA).
2. Member, Pakistan Society of Development Economists.
3. Associate Member (past) American Society of Mechanical Engineers (ASME).
4. Member, Pakistan Engineering Council (PEC).

5. Member, Institution of Engineers, Karachi.
6. Member, Corporate Excellence Award Sub-Committee of the Management Association of Pakistan.

My work related interaction has been with high-level international and national academics and researchers; international consultants of top ranking global firms; top/senior corporate executives; mid-level and junior executives, consultants, academics, researchers, students and administrative staff; and also blue-collar skilled/unskilled production workers, supervisors, and labour unions.

- Encl:**
1. **ANNEX-1: Research and publications**
 2. **ANNEX-2: Papers presented in seminars/conferences (national & international)**
 3. ANNEX-3: Details of teaching at the IBA+in USA, semester-wise
 4. ANNEX-4: List of papers/articles in country's periodicals and leading dailies (Dawn, The News, and Business Recorder).... **TO BE PROVIDED ON REQUEST.**

Annex-1

RESEARCH and PUBLICATIONS (Dr. Mahnaz Fatima)

A. BOOKS:

1. Mahnaz Fatima. Quality Management in Pakistan's Export Oriented Industries. 2008. Oxford University Press, Karachi.
2. Mahnaz Fatima. Imperatives of Globalization: Implications for Pakistan. 2001. Area Study Centre for Europe, University of Karachi.
3. Mahnaz Fatima. Business Problems in Pakistan: Management of External Environmental Factors. 1996. Institute of Business Administration, Karachi. This is a compilation of 16 of my articles on management.

B. RESEARCH PAPERS:

2010

1. Fatima, M. (2010), 'Relationship between micro and macro level economic performance: a case for strategic management in Pakistan', *International Journal of Sustainable Strategic Management*, Vol. 2, No. 4, pp.335-364.

2. Fatima, M. (2010), 'Trade in Economic and Trade Relations Between Russia and the European Union', *Journal of European Studies*, Vols. 26 & 27, Nos. 2 & 1, pp.25-42.

2008

Book was published as mentioned in A(1) above. Considerable effort was made in editing the book and in meeting the requirements of the publisher.

2007

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**
1. Mahnaz Fatima. "WTO and its impact on the economy of the world: A case study of India and Pakistan" in Naveed Ahmad Tahir (Ed). June 2007. Globalization: Economic, Social and Political Dimensions; Focus on South Asia. Area Study Centre for Europe, University of Karachi in collaboration with the Hanns Seidel Foundation, Islamabad. pp. 109-122.
- **Publications in NIPA's The Journal of Management**
2. Dr. Mahnaz Fatima. "A review of United Nations 'Global Compact' and its impact on Pakistan." **The Journal of Management**. National Institute of Management, Karachi. Vol.9, No.1. July 2007. 77-87.
- **My publications in URDU**
3. Dr. Mahnaz Fatima. "Ghurbat ka masala aur khwateen per tashaddud". IRTIQA (Journal of Irtiqa Institute of Social Sciences). December, 2007, Issue No. 44. pp. 71-76.

2006

- **Publications/presentation in USA's**
4. Mahnaz Fatima and Ejaz Ahmed. "Quality management in Pakistan's knitwear industry." Quality Engineering. Vol 18, No 1. January--March, 2006; 15-22. Taylor and Francis, USA.

5. Mahnaz Fatima and Ejaz Ahmed."Quality management in Pakistan's bedwear industry." Quality Engineering. Vol 18, No 4. October--December, 2006; 443-451. Taylor and Francis, USA.

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

6. Mahnaz Fatima."European aid and development assistance as an instrument of conflict prevention and conflict resolution: A critical appraisal" in Naveed Ahmad Tahir (Ed). July 2006. The Role of Europe in Conflict Resolution, Conflict Management, Peace-building and Peace-keeping from the Balkans to Southeast Asia. Area Study Centre for Europe, University of Karachi in collaboration with the Hanns Seidel Foundation, Islamabad. pp. 30-52.

2005

- **Publications/presentation in USA's**

7. Mahnaz Fatima and Ejaz Ahmed."Quality management in Pakistan's ready made garments' industry." Quality Engineering. Vol 17, No 3. July--September, 2005; 459-465. Taylor and Francis, USA.

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

8. Mahnaz Fatima."Overpopulation, mass poverty, and structural economic problems: domestic and push factors for immigration" in Naveed Ahmad Tahir (Ed). July 2005. Immigration to Europe from South Asia and the Muslim World. Area Study Centre for Europe, University of Karachi in collaboration with the Hanns Seidel Foundation, Islamabad. pp. 1--23.

2004

- **Research for the Area Study Centre for Europe, University**

of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.

9. Mahnaz Fatima."The Euro as a Challenge to the Supremacy of the US Dollar in International Markets" in Naveed Ahmad Tahir (Ed). July 2004. US-European Relations in the Contemporary International Setting: Implications for the Developing World. Area Study Centre for Europe, University of Karachi in collaboration with The European Union, Brussels and the Hanns Seidel Foundation, Islamabad. pp. 159-183.

- **My publication in URDU**

10. Dr Mahnaz Fatima."Taaleem taraqqi ka waseela." IRTIQA (Journal of Irtiqa Institute of Social Sciences). October, 2004. Issue No. 37. pp. 81-84.

2003

- **Publications/presentation in USA's**

11. "Quality management in Pakistan's knitwear industry." Paper **submitted** for publication in a US journal.

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

12. Mahnaz Fatima."The Islamic and Western concepts of society and economy" in Naveed Ahmad Tahir (Ed). July 2003. Relations between the European Union and the Muslim World in the Contemporary Geopolitical and Economic Scenario. Area Study Centre for Europe, University of Karachi in collaboration with The European Union, Brussels and the Hanns Seidel Foundation, Islamabad. pp. 217-234.

- **Publications in Pakistan Perspectives—an interdisciplinary national research journal published by the Pakistan Study Centre, University of Karachi**

13. Mahnaz Fatima. "The Feudal Tentacles: Is Feudalism Dead?" Pakistan Perspectives. Pakistan Study Centre, University of Karachi. Vol 8, Nos 1&2. January-December, 2003. 141-149.

- **Publications in NIPA's The Journal**

14. Mahnaz Fatima. "Competencies and Values Required for Effective Management of our Economy." The Journal. National Institute of Public Administration, Karachi. Vol.8, No.3. September 2003. 29-48.

- **My publications in URDU**

15. Dr. Mahnaz Fatima. "World Trade Organization aur zaraat" (World Trade Organization and agriculture). IRTIQA (Journal of Irtiqa Institute of Social Sciences). January--March, 2003, Issue No. 34. pp. 72-78.
16. Dr. Mahnaz Fatima. "Ghurbat kaysay mitaaein" (how to eradicate poverty). IRTIQA (Journal of Irtiqa Institute of Social Sciences). September, 2003, Issue No. 35. pp. 86-92.

2002

- **Publications in NIPA's The Journal**

17. Mahnaz Fatima. "Management of quantum change in Pakistani organizations." The Journal. National Institute of Public Administration, Karachi. Vol.7, No.3. September 2002. 55-67.

2001

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

18. Dr. Mahnaz Fatima. "Europe's role in globalization." Journal of European Studies. Area Study Centre for Europe, University of Karachi. Vol 16 & 17, No 2 & 1. July 2000 & January 2001. 70-85.
19. Mahnaz Fatima. "WTO: A viewpoint from the Developing World" in Naveed Ahmad Tahir (Ed). September 2001. European Union-Asia Relations in the 21st Century: Problems, Prospects, and Strategies. Area Study Centre for Europe, University of Karachi in collaboration with The European Union, Brussels and the Hanns Seidel Foundation, Islamabad. pp. 64-91.

- **Other international/national publications**

20. Mahnaz Fatima and Qazi Masood Ahmed. "Political Economy of Fiscal Reforms in the 1990s." The Pakistan Development Review. 40:4 Part II (Winter 2001)pp.503-518.

- **Publications in Pakistan Perspectives—an interdisciplinary national research journal published by the Pakistan Study Centre, University of Karachi**

21. Mahnaz Fatima. "Globalization and Pakistan: A Perspective." Pakistan Perspectives. Pakistan Study Centre, University of Karachi. Vol 6, No 1. January-June 2001. 1-12

- **My publications in URDU**

22. Dr. Mahnaz Fatima. "Budget aur maeeshat per iss key asaraat" (The federal budget and its impact on the economy). IRTIQA (Journal of Irtiqa Institute of Social Sciences). July--September 2001, Issue No. 29. pp. 12-17.

23. Dr. Mahnaz Fatima. "Qiam-e-Amn key liay pur-amn jihad ki zaroorat" (Peaceful crusade required for peace). IRTIQA (Journal of Irtiqa Institute of Social Sciences). September--December 2001, Issue No. 30. pp. 19-26.

2000

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

24. Mahnaz Fatima. "Economic Relations between Pakistan and the European Union (EU): Trade, Aid and Economic and Technical Assistance" in Naveed Ahmad Tahir (Ed). April 2000. Pakistan and Post-Ideological Europe: Prospects for Cooperation in the 21st Century. Area Study Centre for Europe, University of Karachi. pp. 72-115.

25. Mahnaz Fatima. "The Concept of Economic Security: Viewpoint from the Developing World" in Naveed Ahmad Tahir (Ed). July 2000. Security in Europe and South Asia: Challenges and Options for the Twenty-First Century. Area Study Centre for Europe, University of Karachi and the Hanns Seidel Foundation, Islamabad.

- **Publications in National Development and Security circulated in ECO and SAARC countries**

26. Dr. Mahnaz Fatima. "Globalization and BWI's Role in LDCs: Can the tension be resolved?" in Dr. S.M. Rahman (Ed). 2000. Globalization: Geoeconomic World Order. Foundation for Research on International Environment, National Development and Security (FRIENDS), Rawalpindi. pp. 135-

150.

27. Dr. Mahnaz Fatima. "Salvaging Pakistan from Debt Liabilities." National Development and Security. Vol IX, No. 2. Winter 2000. 1-14.

- **Publications in Marketing Review**

28. Dr. Mahnaz Fatima. "Strategic Management Practice in Pakistan." **Marketing Review**. Volume 20, No. 3. July--September 2000. 57-61.

1998-1999

- **Research for the Area Study Centre for Europe, University of Karachi. The Centre works in collaboration with The European Union and European countries. Emphasis is interdisciplinary.**

29. Mahnaz Fatima. "Historical background of EMU/EURO" in Naveed Ahmed Tahir (Ed). 1999. EURO: The Single European Currency; Its Implications for Europe and the World. Area Study Centre for Europe, University of Karachi. Chapter 1, 1-28.
30. Mahnaz Fatima. "Economic implications of European Monetary Integration" in Naveed Ahmed Tahir (Ed). 1999. EURO: The Single European Currency; Its Implications for Europe and the World. Area Study Centre for Europe, University of Karachi. Chapter 2, 29-53.
31. Mahnaz Fatima. "Structural reforms in Pakistan" in Naveed Ahmed Tahir (Ed). 1998. The politics and economics of the market economy in post-Cold War Europe: lessons for South Asia. Area Study Centre for Europe, University of Karachi and The Hanns Seidel Foundation, Islamabad. pp. 47-58.

- **Other international/national publications**

32. Hafiz A. Pasha and Mahnaz Fatima. "Fifty years of Public Finance in Pakistan: A Trend Analysis" in Shahrukh Rafi Khan (Ed). 1999. 50 Years of Pakistan's Economy. **Oxford University Press, Karachi**. Chapter 7, 201-216.
33. Mahnaz Fatima, Sameen Rafi, and Ashfaq H. Khan. "A test of the Wagner's Law in Pakistan: An application of cointegration and error correction modelling." **Indian Economic Journal**. April-June 1998-99. Vol 46, No 4. 119-125.
34. Hafiz A. Pasha and Mahnaz Fatima. 1996. "Macro trends in

corporate profitability in Pakistan." Paper presented at the IBA National Conference on Business Administration and Economics, '96. Published in Pakistan Economic and Social Review, Volume XXXVI, No.2 (Winter 1998), pp. 225-242.

- **Publications in National Development and Security circulated in ECO and SAARC countries**

35. Mahnaz Fatima. "What do we mean by good governance?" National Development and Security. Vol VII, No. 2. November 1998. 75-84.

- **Publications in Pakistan Perspectives—an interdisciplinary national research journal published by the Pakistan Study Centre, University of Karachi**

36. Mahnaz Fatima. "Trickle Down Approach to Development in Pakistan: An Overview." Pakistan Perspectives. Pakistan Study Centre, University of Karachi. Vol III, No 2, December 1998. 29-48.

- **Publications in Pakistan Horizon—Pakistan's journal in foreign affairs**

37. Mahnaz Fatima. "Alternatives to dependence on Bretton Woods Institutions." Pakistan Horizon. Vol 51, No.3. July 1998. 21-32.

1997

- **Publications in National Development and Security circulated in ECO and SAARC countries**

38. Mahnaz Fatima. "Prospects of Inter-regional cooperation between China and Pakistan--A Pakistani Perspective." National Development and Security. Vol VI. No.1. August 1997. 1-14.

- **Publications in Pakistan Horizon—Pakistan's journal in foreign affairs**

39. Mahnaz Fatima. "Foreign influence on Pakistan's economic policy." Pakistan Horizon. Vol 50, No.4. October 1997. 39-49.

- **My publications in URDU**

40. Mahnaz Fatima. "The political economy of IMF's decisions." (Urdu translation) Irtiqa, No 19. June 1997. 15-20.
41. Mahnaz Fatima. IMF aur Pakistan ki siyasi maeeshat. Irtiqa publications. October 1997. (booklet in Urdu on IMF and Pakistan's political economy).

- **Publications in Pakistan & Gulf Economist**

42. Dr. Mahnaz Fatima. "Pakistan's external dependence at peaks." Pakistan and Gulf Economist. August 18-24, 1997. Vol. XVI. No. 33. 45-47.

1996

- **Publications in Pakistan & Gulf Economist**

43. Dr. Mahnaz Fatima. "1995: The political economy." Pakistan & Gulf Economist. December 30, 1995--January 5, 1996. Vol XIV No 52. 10, 11.
44. Dr. Mahnaz Fatima. (a) "Privatization in Pakistan--I." Pakistan & Gulf Economist. February 3-9, 1996. Vol XV No 5. 35-37.

Mahnaz Fatima. (b) "Privatization in Pakistan--II." Pakistan & Gulf Economist. February 10-16, 1996. Vol XV No 6. 33, 34.
45. Dr. Mahnaz Fatima. "Need for an alternative development strategy." Pakistan and Gulf Economist. March 30-April 5, 1996. Vol XV No.13. 33-36.
46. Mahnaz Fatima and Hafiz A. Pasha. "Inter-industry variation in corporate profitability in Pakistan." Paper prepared for publication.

1994

- **Publications in Pakistan & Gulf Economist**

47. Dr. Mahnaz Fatima. "The Trickle Down Model of Economic Development Counterproductive." Pakistan & Gulf Economist. March 12-18. 1994 Vol XIII No.11: 12-13.

1992

- **Publications/presentation in USA's**

- 48 "Encompassing Groups and Economic Development: A Test of the Mancur Olson Thesis in Four Countries." Paper presented at the Midwestern Political Science Association Annual Meeting, Chicago, April 1992.

C. ARTICLES:

Over 550 articles on economics, management, and other national/international issues published on the economics, business, leader, and other pages of reputed dailies (Dawn, The News, Business Recorder); and papers presented in several conferences and seminars (list of seminars/conferences attached as **ANNEX-2** and detailed list of papers/articles is in **ANNEX-4**).
Annex-4 WILL BE PROVIDED ON REQUEST.

D. BOOK REVIEWS

2007

1. "Change is inevitable." Dawn, 'Books & Authors' January 28, 2007. A review of Harigopal. Management of Organizational Change. 2nd Ed. 2006. Sage Publications.
2. "Reducing the gaps." Dawn, 'Books & Authors' April 01, 2007. A review of Behera (ed). Globalizing rural development: competing paradigms and emerging realities. 2006. Sage Publications.
3. "For the benefit of all." Dawn, 'Books & Authors' September 30, 2007. A review of Joseph Stiglitz. Making Globalization Work...global justice. 2006. Allen Lane.

2006

4. "Managerial Challenges." Dawn, 'Books & Authors' March 05, 2006. A review of Barbara Parker. Introduction to Globalization and Business. 2005. Sage Publications.
5. "Good, better, best." Dawn, 'Books & Authors' June 11, 2006. A review of Aquila Ismail. The Microcredit Programme

- of OPP—Orangi Charitable Trust. 2005. Sama Editorial & Publishing Services.
6. "Tricks of the trade." Dawn, 'Books & Authors' July 09, 2006. A review of Chowdhury & Geest. Economic Reform and Trade Performance in South Asia. 2004. Bangla Desh Institute of Development Studies.
 7. "Can profits eradicate poverty?." Dawn, 'Books & Authors' December 17, 2006. A review of Prahalad. The Fortune at the Bottom of the Pyramid: Eradicating poverty through profits. 2005. Wharton School Publishing.

2005

8. "Exemplary organization building." Dawn, 'Books & Authors' March 20, 2005. A review of Shaukat Raza Mirza. From Exxon to Engro. 2005. Oxford University Press, Karachi.
9. "The customer is always right." Dawn, 'Books & Authors' September 4, 2005. A review of R. Seth & K. Seth. Customer Delight. 2005. Sage Publications, New Delhi.
10. "Force or Farce?" Dawn, 'Books & Authors' October 16, 2005. A review of Sumit Roy. Globalization, ICT, and Developing Nations. 2005. Sage Publications, New Delhi.

2004

11. "Understanding women's basic rights." Dawn, 'Books & Authors' January 1, 2004. A review of Rashida Patel. Woman versus Man: Socio-legal gender inequality in Pakistan. 2003. Oxford University Press, Karachi.
12. "The Marketing of Services." Dawn, 'Books & Authors' February 15, 2004. A review of Audrey Gilmore. Services Marketing and Management. 2003. Sage Publications India Pvt Ltd.
13. "Perspectives on Urbanization." Dawn, 'Books & Authors' February 15, 2004. A review of R.S.Sandhu. Urbanization in India. 2003. Sage Publications India Pvt Ltd.

14. "Unlocking the power of knowledge." Dawn, 'Books & Authors' July 18, 2004. A review of Mohan Thite. Managing People in the New Economy. 2004. Sage Publications India Pvt Ltd.
15. "Transformative approach." Dawn, 'Books & Authors' August 15, 2004. A review of Vipin Gupta (Ed). Transformative Organizations: A Global Perspectives. 2004. Sage Publications India Pvt Ltd.
16. "How the other half lives." Dawn, 'Books & Authors' September 19, 2004. A review of Mohsin S. Jaffri. The Other Half: Discrimination against Women. 2004. Royal Book Company, Karachi.

2003

17. "Creating a Spirited Workforce." Dawn, 'Books & Authors' February 2, 2003. A review of Biswajeet Pattanayak et al (Ed). Creating Performing Organizations. 2002. Sage Publications India Pvt Ltd.
18. "Critical Factor." Dawn, 'Books & Authors' March 16, 2003. A review R. C. Sekhar. Ethical Choices in Business, 2nd Ed. 2002. Sage Publications India Pvt Ltd.
19. "Is Corporation the answer?" Dawn, 'Books & Authors' August 3, 2003. A review of Shiva & Bedi (Eds). Sustainable Agriculture and Food Security: The Impact of Globalization. 2002. Sage Publications India Pvt Ltd.

2002

20. "Challenging economic orthodoxy." Dawn, 'Books & Authors' February 19, 2002. A review of John Degnbol-Martinussen. Policies, Institutions, and Industrial Development: Coping with Liberalization and International Competition in India. 2001. Sage Publications India Pvt Ltd.
21. "Developing South Asia." Dawn, 'Books & Authors' August 18, 2002. A review of Khadija Haq (Ed). The South Asian Challenge. 2002. Oxford University Press.
22. "Was it truly a golden age?" Dawn, 'Books & Authors' October 6, 2002. A review of Dr. Shahida Wizarat. The Rise and Fall of Industrial Productivity in Pakistan. 2002. Oxford University Press.
23. "Shedding outdated notions." Dawn, 'Books & Authors' November 10, 2002. A review of Frank Lafasto and Carl Larson. When TEAMS Work Best. 2002. Sage Publications India Pvt Ltd.

2001

24. "Showing the mirror." Dawn, 'Books & Authors' January 23, 2001. A review of Kamran Moosa. Quality Management Practices. 2000. PIQC.

25. "Turnarounds with a human face." Dawn, 'Books & Authors' April 24, 2001. A review of Pradip Khandwalla. Turnaround Excellence. 2001. Sage Publications India Pvt Ltd.
26. "The handloom boom." Dawn, 'Books & Authors' July 3, 2001. A review of Kanakalatha Mukund and B. Syama Sundari. Traditional Industry in the New Market Economy. 2001. Sage Publications India Pvt Ltd.
27. "Indian Experience." Dawn, 'Books & Authors' September 4, 2001. A review of G. S. Bhalla and Gurmail Singh. Indian Agriculture: Four decades of development. 2001. Sage Publications India Pvt Ltd.
28. "The unequal half." Dawn, 'Books & Authors' December 11, 2001. A review of Mira Seth. Women & Development: The Indian Experience. 2001. Sage Publications India Pvt Ltd.

1996

29. "A human development paradigm." The Star Weekend, October 10, 1996. A review of Dr. Mahbub ul Haq's book, Reflections on Human Development. 1995. Oxford University Press, Inc.

ANNEX-2

National/International Conference & Seminar Papers: Dr. Mahnaz Fatima

Read the following papers at various conferences/seminars:

2008

1. Women's Action Forum's Seminar on "**Food and Transport Costs**" held July 30, 2008. My paper was read in Urdu on the same topic.

2006

2. Two-day Area Study Centre for Europe's International Seminar on "Globalization: Economic, Social, and Political Dimensions; Focus on South Asia" held in Karachi November 28-29, 2006 in

collaboration with the Hanns Seidel Foundation, Islamabad. I read a paper on **"WTO and its impact on the economy of the world"** on November 29, 2006.

2005

3. Two-day Area Study Centre for Europe's International Seminar on "The Role of Europe in Conflict Resolution, Conflict Management, Peace-building and Peace-keeping from the Balkans to Southeast Asia" held in Karachi November 16-17, 2005 in collaboration with The Hanns Seidel Foundation, Islamabad. I read a paper on **"European Aid and Development Assistance as an Instrument of Conflict Prevention and Conflict Resolution: A Critical Appraisal"** on November 16, 2005.

4. Aurat Foundation's Seminar on **"Poverty and Violence against Women"** held July 27, 2005. I read a paper on the same in Urdu.

2004

5. A paper on **" Relationship between micro & macro level economic performance: A case for institutional strengthening in Pakistan?"** was presented in the 19th Annual General Meeting (AGM) of the Pakistan Society of Development Economists (PSDE) held January 13-15, 2004 in Islamabad.

6. IBA's Seminar on **"Education: A Solution for Development?"** held March 22, 2004. My paper was read in Urdu on the same topic.

7. Two-day Area Study Centre for Europe's International Seminar on "Immigration to Europe from South Asia and the Muslim World" held in Karachi October 5-6, 2004 in collaboration with The Hanns Seidel Foundation, Islamabad. I read a paper on **"Overpopulation, mass poverty, and structural economic problems: the domestic push factors for immigration"** on October 5, 2004.

2003

8. IRTIQA's Seminar on January 19, 2003. Read a paper in Urdu on, **"WTO aur Zaraat."**

9. KARACHI UNIVERSITY TEACHERS' SOCIETY's Seminar on **"The**

Impact of Globalization." It was held on February 24, 2003. I read a paper captioned, "A Background to what Pakistan's response should be to Globalization."

10. Two-day Area Study Centre for Europe's International Seminar on "US-European Relations in the Contemporary Setting: Implications for the Developing World" held in Karachi September 17-18, 2003 in collaboration with The Hanns Seidel Foundation, Islamabad. I read a paper on "**The Euro as a Challenge to the Supremacy of the US Dollar in International Markets**" on September 18, 2003.

2002

11. A paper co-authored with Dr. Qazi Masood on "**Political Economy of Fiscal Reforms in the 1990s**" was presented by the latter in the 17th Annual General Meeting (AGM) of the Pakistan Society of Development Economists (PSDE) held January 14-16, 2002 in Islamabad.
12. Two-day Area Study Centre for Europe's International Seminar on "Relations between the European Union and the Muslim World in the Contemporary Geopolitical and Economic Scenario" held in Karachi April 17-18, 2002 in collaboration with The European Union, Brussels and The Hanns Seidel Foundation, Islamabad. I read a paper on "**The Islamic and Western Concepts of society and economy**" on April 17, 2002.
13. IBA's Marketing Society's 2002 Crossfire on, "**Ethical Marketing: Myth or Reality**" held May 3, 2002. I was a panel member.
14. NILAT/NLF (National Labour Federation) Seminar on "**The impact of WTO and GLOBALIZATION on industry and trade unions with special reference to Pakistan**" held August 6, 2002 in Karachi. I read a paper on the same topic in Urdu.
15. The Arts Council of Pakistan organized a seminar on the **role of media in raising human rights awareness**. It was held August 9, 2002. I read a paper on the same topic in Urdu.

2001

16. IBA's Economics Society's 2000-01 Crossfire on, "Converting Global Companies from Net Importers to Exporters" held April 9, 2001. I was a panel member.
17. IRTIQA's Seminar on July 22, 2001. Read a paper in Urdu on, "**Pakistan ka qaumi budget aur maeshat per iss key**

asaraat."

18. 7th Congress of All Pakistan Trade Union Congress held November 5-10, 2001. Read a paper in Urdu on **"Globalization aur insaani huqooq"** on November 7, 2001.

2000

19. Two-day National Human Resource Conference organized by the Pakistan Society for Training and Development on "Professional Competencies and Values required for our National Growth" and held February 23-24, 2000. I read a paper on **"Competencies and Values required for Effective Management of our Economy"** on February 24, 2000.
20. One-day Area Study Centre for Europe's International Workshop on "The European Union's External Relations: with the Developing and the Developed World" and held May 31, 2000. I read a paper on: **"Europe's role in globalization."**
21. FRIENDS' Seminar on "A comprehensive strategy for salvaging Pakistan from debt liabilities" held July 27, 2000. Read a paper on **"A comprehensive strategy for the liquidation of Pakistan debt."**
22. NILAT/FES (Friedrich Ebert Stiftung) Seminar on "WTO and Challenges for Pakistan" held October 17, 2000. I read a paper on **"WTO: Implications for Pakistan."**
23. Two-day Area Study Centre for Europe's International Seminar on "European Union-Asia Relations in the 21st Century: Problems, Prospects and Strategies" held in Karachi October 24-25, 2000 in collaboration with the The Hanns Seidel Foundation, Islamabad and the European Union: Brussels. I read a paper on **"WTO: A Viewpoint from the Developing World"** on October 25, 2000.
24. Three-day "PEN for PEACE, 2000" National Conference organized jointly by IRTIQA and several national NGOs. It was held November 24-26, 2000. I read a paper in Urdu on, **"Qiam-e-Amn key liay pur Amn jihad ki zaroorat!"** (translation: "Peaceful crusade required for peace!").

1999

25. OLD RAVIANS' Seminar on **"Is economic meltdown imminent?"** held February 6, 1999.
26. Three-day FRIENDS' International Seminar on "Goeconomic World Order" held in Islamabad September 14-16, 1999 in

collaboration with the The Hanns Seidel Foundation, Germany. I read a paper on **"Globalization and BWI's role in LDCs: Can the tension be resolved?"** on September 15, 1999.

27. Two-day Area Study Centre for Europe's International Seminar on "Security in Europe and South Asia: Challenges and Options for the Twenty-first Century" held in Karachi October 20-21, 1999 in collaboration with the The Hanns Seidel Foundation, Germany. I read a paper on **"The concept of economic security: viewpoint from the developing world!"** on October 20, 1999.

1998

28. International Women's Day Seminar held March 8, 1998 and organized by the **Karachi Women's Peace Committee**. I read a paper on **"Disempowerment of women is a major cause of nation's economic backwardness."**
29. Seminar organized by the Karachi University Teachers Concerned for Human Survival on **"Indian nuclear detonation: viable options"** held May 25, 1998. I read a paper in urdu on **economic impact**.
30. FRIENDS' Seminar on "Good governance and fulfillment of national aspirations" held August 28, 1998. Read a paper on:

"What do we mean by good governance?"

31. AURAT Foundation's three-day (December 29-31, 1998) political awareness workshop for trade unionists. On December 30, I made a presentation in Urdu on the **Sectoral Allocations in Federal Budgets**.

1997

32. Three-day "International Goethe-Jang Symposium on Impact of Values on Christian-Secular and Islamic Societies." Read the following paper on April 4, 1997:

"The impact of values in the area of Pakistan's ECONOMY"

33. "IRTIQA's symposium on 'Reconstructing the polity of Pakistan'" held April 27, 1997. Read a paper in Urdu on:

"IMF programs, MNCs, and the common man."

34. "Goethe Seminar on IMF's Structural Adjustment Program" held May 3, 1997. Read a paper on:

"Why IMF's Structural Adjustment Program?"

35. "FRIEND's Seminar on 'Strengthening Sino-Pak relations for promoting security, stability, and peace in South Asia and the Region" held June 10, 1997. Read a paper on:

"Prospects of inter-regional cooperation between China and Pakistan: A Pakistan Perspective"

36. Two-day International Seminar organized by the **Area Study Centre for Europe--The Hanns Seidel Foundation, Islamabad** on "The Politics and Economics of the Market Economy in post-Cold War Europe: Lessons for South Asia" held October 21-22, 1997 in Karachi. I read a paper on **"Structural reforms in Pakistan."** I was also a discussant for one of the seminar's five sessions.

37. Seminar organized by **Shahida Welfare Trust (SWT)** with Government of Sindh and in collaboration with **UNDP** on **"Poverty alleviation: Role of Infrastructure in Socio-economic Uplift"** held December 1, 1997 in Karachi. I read a paper on the same topic as that of the seminar.

1996

38. "Budget 1996-97" seminar organized by IBA/AERC on July 1, 1996 in Karachi. Two papers read:

- (a) **"Political economy of the budget"**
(b) **"Impact of the budget on employment"**

39. Three-day "IBA national conference on business administration and economics, '96" Presented the following paper co-authored with Dr. Hafiz A. Pasha (the then Director, IBA) on July 21, 1996:

"Macro trends in corporate profitability in Pakistan"

40. "ICN.NEWS seminar" held August 17, 1996. Presented a paper on:

"Human resources in government organization: Impact on national exchequer"

41. Two-day "Employers' Federation of Pakistan/ILO Human Resource Management 2000 conference." Presented the following paper on September 8, 1996:

"Advancing technology and its impact on employment in Pakistan"

42. "ICN.NEWS seminar" held November 5, 1996. Read a paper on:
"Current economic scenario: Implications for Pakistan"
43. "IBA Seminar" on **loan defaults** organized by the Finance society and held November 17, 1996. Read a paper on:
"Impact of loan defaults on the economy"
44. "IBA Seminar" on **corruption** organized by the Economics society and held November 20, 1996. Read a paper on:
"How to cure corruption in the economy?"
45. "IRTIQA's Seminar" held December 27, 1996. Read a paper on:
"The political economy of IMF's decisions"
- 1995
46. "The State of the Economy" seminar organized by The News on May 27 & 28, 1995 in Karachi. Paper read:
"Can we effectively delink ourselves from the global economy?"
47. "Budget 95-96" seminar organized by the IRTIQA Institute of Social Sciences on June 23, 1995 in Karachi. Paper read:
"Impact of National Budget (95-96) on Education and Health"
48. "Budget 95-96" seminar organized by IBA/AERC on July 2, 1995 in Karachi. Papers read:
(a) "Impact of the budget on employment"
(b) "Impact of the budget on social sectors"
49. Four-day "IRTIQA National Education Conference" held December 22-25, 1995 in Karachi:
(a) I read a paper on the "Present system of education" on December 23, 1995.
(b) I chaired a syndicate session on "Professional Education: Business Management" on December 24, 1995.

(c) At the end of the conference, I was included in a 16-member commission formed that was named the Citizen's Commission on Education (CCE).

1992

50. Paper presented at the Midwestern Political Science Association Annual Meeting, Chicago, April 1992:

"Encompassing Groups and Economic Development: A Test of the Mancur Olson Thesis in Four Countries."

ANNEX-3

A)

IBA teaching experience: Dr. Mahnaz Fatima

1. Spring 1993: 12 hours per week
 - . Macroeconomics--BBA-1/I&II
 - . Cost Accounting--BBA-3/I&II
2. Summer 1993: 6 credit hours (15 hours per week)
 - . Development Economics
 - . Macroeconomics
3. Fall 1993: 12 hours per week
 - . Macroeconomics--MBA-1
 - . Microeconomics--BBA-2/I&II
 - . Managerial Policy--evening
4. Spring 1994: 12 hours per week
 - . Macroeconomics--BBA-1/I&II
 - . Managerial Policy--MBA-4, banking
 - . Managerial Policy--evening
5. Summer 1994: 6 credit hours (15 hours per week)
 - . Development Economics
 - . Macroeconomics
6. Fall 1994: 12 hours per week
 - . Macroeconomics--MBA-1
 - . Microeconomics--BBA-1/I&II
 - . Managerial Policy--evening
7. Spring 1995: 12 hours per week
 - . Macroeconomics--BBA-1/I&II
 - . Microeconomics--MBA-2
 - . Managerial Policy--evening
8. Summer 1995: 3 credit hours (7.5 hours per week)
 - . Development Economics
9. Fall 1995: 12 hours per week
 - . Macroeconomics--MBA-1

- . Development Economics--BBA-6/I&II
 - . Managerial Policy--evening
10. Spring 1996: 12 hours per week
- . Macroeconomics--BBA-1/I&II
 - . Principles of Marketing--MBA-2
 - . Managerial Policy--evening
11. Summer 1996: 3 credit hours (7.5 hours per week)
- . Development Economics
12. Fall 1996: 12 hours per week
- . Macroeconomics--MBA-1
 - . Development Economics--BBA-6/I&II
 - . Managerial Policy--evening
13. Spring 1997: 12 hours per week
- . Macroeconomics--BBA-1/I&II
 - . Microeconomics--MBA-II
 - . Managerial Policy--evening
14. Summer 1997: 3 credit hours (7.5 hours per week)
- . Development Economics
15. Fall 1997: 12 hours per week
- . Macroeconomics--MBA-I
 - . International Trade--BBA-6/I&II
 - . Managerial Policy--evening
16. Spring 1998: 9 hours per week
- . Production Management--BBA-5/I&II
 - . Microeconomics--evening
17. Fall 1998: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Development Economics--evening
18. Spring 1999: 9 hours per week
- . Managerial Policy--MBA-4 and Evening
 - . Macroeconomics--BBA-1/I
19. Summer 1999: 3 credit hours (7.5 hours per week)

- . Development Economics
20. Fall 1999: 9 hours per week
- . Managerial Policy--MBA-4/I & II and evening
21. Spring 2000: 9 hours per week
- . Managerial Policy--MBA-4 and evening
 - . Microeconomics--MBA-2
22. Summer 2000: 3 credit hours (7.5 hours per week)
- . Microeconomics
23. Fall 2000: 9 hours per week
- . Managerial Policy--MBA-4/I & II and evening
24. Spring 2001: 9 hours per week
- . Managerial Policy--MBA-4 and evening
 - . Macroeconomics--BBA-1/II
25. Summer 2001: 3 credit hours (7.5 hours per week)
- . Macroeconomics
26. Fall 2001: 9 hours per week
- . Managerial Policy--MBA-4/I & II and evening
27. Spring 2002: 9 hours per week
- . Managerial Policy--MBA-4 and evening
 - . Macroeconomics--BBA-1/I
28. Summer 2002: 3 credit hours (7.5 hours per week)
- . Development Economics
29. Fall 2002: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Managerial Policy--Evening
30. Spring 2003: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Managerial Policy--Evening
31. Summer 2003: 3 credit hours (7.5 hours per week)

- . Development Economics
32. Fall 2003: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Managerial Policy--Evening
33. Spring 2004: 9 hours per week
- . Managerial Policy--MBA-4
 - . Macroeconomics--MBA-2
 - . Managerial Policy--Evening
34. Summer 2004: 3 credit hours (7.5 hours per week)
- . Development Economics
35. Fall 2004: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Managerial Policy--Evening
36. Spring 2005: 9 hours per week
- .Macroeconomics--MBA-2
 - .Managerial Policy--MBA-4
 - .Managerial Policy--Evening
37. Summer 2005: 3 credit hours
- . Development Economics
36. Fall 2005: 9 hours per week
- . Managerial Policy--MBA-4/I&II
 - . Managerial Policy--Evening
37. Spring 2006: 9 hours per week
- .Macroeconomics--MBA-2
 - .Managerial Policy--MBA-4
 - .Managerial Policy--Evening
38. Fall 2006: 9 hours per week
- . Development Economics--BBA-5/I&II
 - . Managerial Policy--Evening

39. Spring 2007: 9 hours per week
- . Managerial Policy–BBA-8/I
 - . Managerial Policy–MBA-4
 - . Managerial Policy–Evening
40. Fall 2007: 9 hours per week
- . Development Economics–BBA-5/I&II
 - . Managerial Policy–Evening
41. Spring 2008: 9 hours per week
- . Corporate Strategy–MBA-4 (TBBA & direct)
 - . Managerial Policy–Evening
42. Fall 2008: 9 hours per week
- . Development Economics–BBA-5/I&II
 - . Managerial Policy–Evening
43. Spring 2009: 9 hours per week
- . Corporate Strategy–MBA-4 (TBBA & direct)
 - . Managerial Policy–Evening
44. Fall 2009: 9 hours per week
- . Development Economics–BBA-5/I&II
 - . Corporate Strategy–MBA, evening
45. Spring 2010: 9 hours per week
- . Corporate Strategy–MBA-4 (TBBA & direct)
 - . Corporate Strategy–MBA, evening
46. Fall 2010: 9 hours per week
- . Development Economics–BBA-5/I&II
 - . Corporate Strategy–MBA, evening
47. Spring 2011: 9 hours per week
- . Managerial Policy–BBA-8/II & III
 - . Corporate Strategy–MBA, evening
48. Eight semesters between 1983 and 1987/88:

I assisted Dr. Junaid Ahmad in teaching the Managerial Policy course at the IBA and was responsible for all monthly

evaluations.

B) Teaching Experience (1990-1991):

Northern Illinois University
DeKalb, Illinois 60115
USA

During my Ph.D. program, I taught independent sections of the following courses for one year:

- * Foreign and Comparative Politics (POLS 260) -- Fall 1990
- Bureaucracy and Public Policy (POLS 330) -- Spring 1991 and Summer 1991

(* this course was outside my PhD fields)