



The Aspire Zone

Department of Management Sciences, CUI Abbottabad Campus | E-Newsletter

Special points of interest:

- Connecting the Dots by Dr. Jamil Anwar
- Time Bank by Abeer Fatima
- Meet Our Entrepreneurs
- Meet Our Researchers
- 2nd Wave by Hamna Mumtaz
- Farewell to Dr. Amjad Fareed Hasnu
- PhD Research

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Editorial

We thought the pandemic is over. There were signs of the beginning of the end of the pandemic. Vaccine trials were successful, and governments around the globe were rolling out mass vaccination plans. But then 2nd wave of COVID-19 delivered the bad news, and educational institutes were again closed. We moved back to the realm of online education. While writing this, our spring semester had started with on-campus classes for 50% of the students. But this didn't last long. The news of the 3rd wave raised the alarms, and in no time, we were completely back to online education.

The current issue of the newsletter covers our hybrid journey of the fall 2020 semester, where we started physical classes but had to close down the university again on account of 2nd wave. This issue contains few

articles from our students and faculty. Also, it includes a brief summary of market-research based projects done by our final year BBA students. It also offers glimpses of research carried out by our doctoral students. Furthermore, interviews of two of our young entrepreneurs are also included.

Although life would never return to the pre-COVID19 routine, I hope that through a united and disciplined front against COVID-19, we will be able to defeat it, Inshah Allah.



Dr. Yasir Bin Tariq
Lead Editor





Department in Numbers

Degree Wise Graduated Students

BS(BA)
999

MS(MS)
241

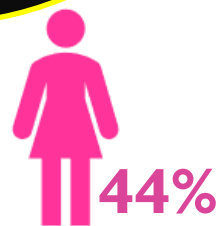
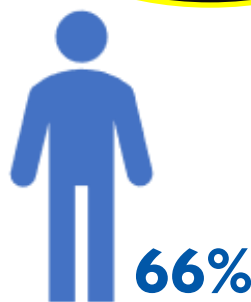
MBA
932

MS
(Banking & Finance)
66

Total Students Graduated till Fall 2020
2479

MS
(Project Management)
55

MS
(Economics)
59



BS
(Economics)
127



Department in Numbers



Full Time Faculty

51

Male
42

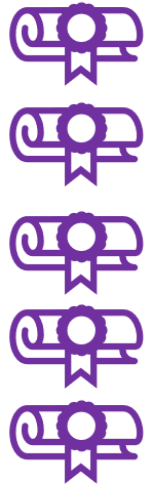


PhDs 18

Female
9

Total Degree Programs Offered

10



Number of Courses Offered

191

Total Enrolled Doctoral Students

24

Male 67%

Female 33%

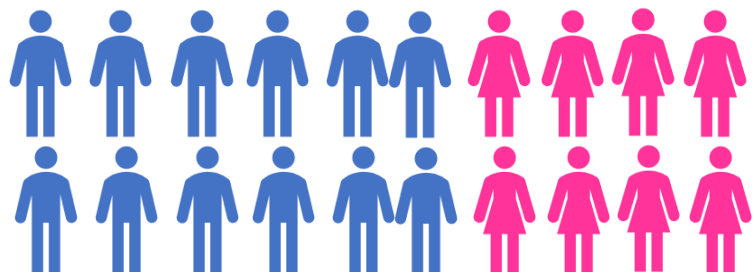


Total Current Enrollment

780

Male 68%

Female 32%





Dr. Syed Afzal Shah was Interviewed by the Asian Disaster Preparedness Center (ADPC), Bangkok

A representative of the Asian Disaster Preparedness Center (ADPC) Bangkok interviewed Dr. Syed Afzal Shah regarding how Covid19 has affected SME's in Pakistan, the importance of Business Continuity Planning (BCP), the importance of ILO toolkit for BCP, and policy recom-

“ADPC is providing strategic support for the strengthening of National Public Health Emergency Operations Centers, risk communication, and awareness-raising in its program countries. ADPC is developing a repository of knowledge resources for south-south learning and knowledge exchange”

mendations. These interviews from each country will be compiled in the shape of a booklet and shared as a policy recommendations document and guidelines for future plan of action.

THE IBA ONLINE ENTREPRENEURSHIP PROGRAM (OEP)

TRAINING BY DR. JAMIL ANWAR - JUNE 19 - AUGUST 13, 2020

Dr. Jamil Anwar, Assistant Professor at Department of Management Sciences, conducted a session titled “Growth with the Blue Ocean Strategy” in the IBA Online Entrepreneurship Program (OEP). The participants of the course were from across Pakistan and some international participants as well.

The IBA Online Entrepreneurship Program (OEP) is designed to help and facilitate

participants to identify and follow up on various opportunities in the business and non-business context to help them perform better and set and achieve goals the right way. This course inculcates valuable skills in the participants to grow personally and professionally and develop new leadership abilities.

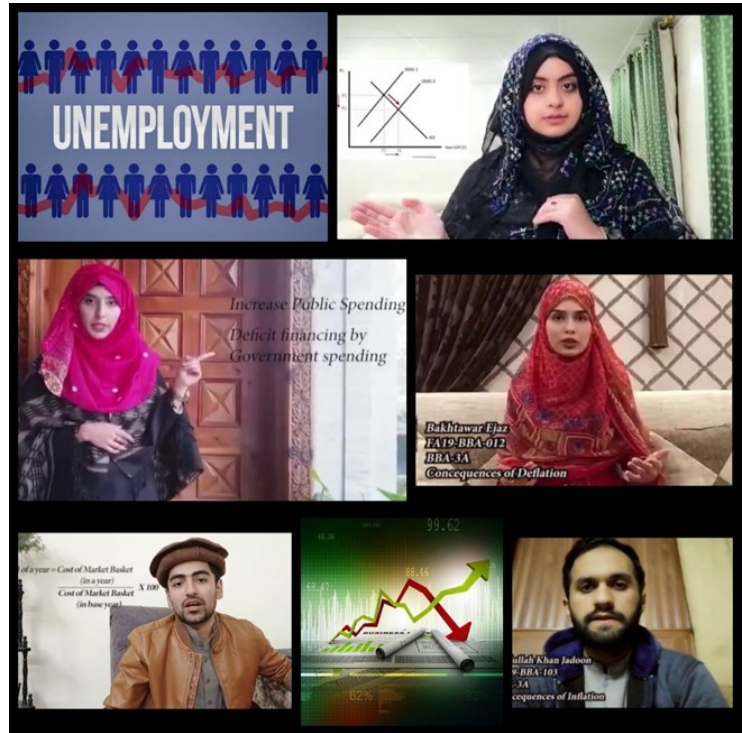
#Outreach



Video Presentations on Macro Economics

The students of the 3rd semester were assigned a fascinating video project in their Macro-Economics class. The students were divided into groups of five members. The course instructor, Ms. Aisha, gave them mainstream macro-economic topics such as Inflation and Deflation, Economic growth, Unemployment, and Savings and Wealth.

Each group had to collaborate online and shoot a video presentation on the specific topic they were provided with. For the students, it was an excellent opportunity to get out of their same old daily routine and do something fun and interactive rather than just taking online lectures non-stop! According to the students, it was a unique experience, and they got a chance to converse with their classmates online, discuss the whole idea, plus video editing was a good skill some got to learn!



It was a mix of creativity and learning, which is a brilliant way to keep a healthy teaching environment.

27th Annual International Vincentian Business

Conference Chair– Dr. Syed Afzal shah

Dr. Syed Afzal Moshadi Shah (Assistant Professor – Department of Management Sciences) presented his research and also served as a Session Chair in the 27th Annual International Vincentian Business Ethics Conference (IVBEC) held on Oct 22-24, 2020. The conference was hosted by Niagra University's College of Business Administration, USA.



“Prof. Hasnu is a towering personality and a role model to all of us. We have learned from him the exemplary conduct of a university professor, soft leadership, and human to human connections.”

*Dr. Syed Afzal Shah
Assistant Professor*



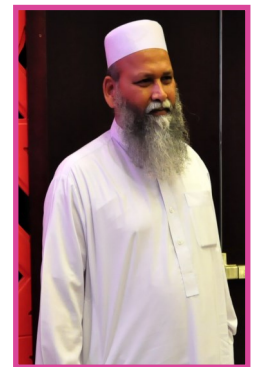
“I believe every classroom deserves the presence of, every student deserves a lecture from, and every new employee deserves the support/guidance of Prof. Dr. Syed Amjad Farid Hasnu. He is a role model to look up to, and I was lucky enough to experience him in every role.”

*Muhammad Zarak Khan
Lecturer*

Farewell - Prof. Dr. Amjad Farid Hasnu

April 2006 - October 2020 | Department of Management Sciences





Farewell - Prof. Dr. Amjad Farid Hasnu

Department of Management Sciences

“Prof Hasnu is a soft-spoken, kind-hearted, very caring, and a father figure. The time spent with him was one of the best years of my life. He has been my teacher, supervisor, and mentor. I found him at very high standards in each role. We have been part of some common social, spiritual, and charitable work. I wish him and his family a very blessed and productive retired life. May Allah SWT give him good health.”

Dr. Jamil Anwar, Assistant Professor

“Professor Dr. Syed Amjad Fareed Hasnu has been a kind teacher, a considerate mentor, and a guiding light for us over the years. He has been a source of inspiration and has profoundly influenced all the faculty members and students. It has been a privilege for us to always have someone for advice and guidance in difficult situations. We have learned many valuable lessons from his guidance regarding professionalism and especially about life.”

Umar Hassan, Assistant Professor



Opportunities in the midst of Raining Catastrophe

Hamna Mumtaz (BBA-4)

Ever since the lockdown started, one of the companies that highly benefitted from the pandemic-driven period is Microsoft. In November 2016, Microsoft launched Teams, an application designed to integrate essential workplace tools and allow users to operate their business operations anywhere via services that combine video and audio meetings, calls, file sharing etc. It is also fully equipped with classroom materials and services. The best part is that Teams comes with Office 365. Many users around the globe found it to be a convenient way of communicating online and sharing MS Word, PowerPoint, and Excel files.



Slack, its rival company, formerly threw criticism at Microsoft teams. But who knew that gradually, with the pace of time, or let's say, with the rate of the Covid-19 spreading, MS Teams would see a rapid increase in their revenue!

The statistics are mind-blowing. Microsoft Teams user base increased dramatically from the end of 2019 till 2020. It jumped up from 20 million users in 2019 to 75 million users up till April 2020. It reached a staggering number of 115 million by November 2020!

Similarly, the revenue generation model showed gradual increments of 4 to 5 billion dollars every year. However, the year 2020 witnessed a massive jump of \$14 billion (\$35 billion in 2019 to \$49 billion in 2020).

For many of us, the year 2020 had become another name for adversity. While almost every other business was on the verge of shutting down, incurring huge losses, others actually saw the opportunity amid the chaos and made the most out of this year. MS Teams might seem like an incomparable example to us, but history proves that most of the things we see as huge and successful today were small, infamous, and struggled when they first started.

All we need to do is to start considering every problem as an opportunity and to always give our best, even during the darkest of times!



#MeetOurFaculty

Dr. Mansoor Nazir Bhatti
Assistant Professor / Graduate
Program Coordinator
PhD (Management)
Universiti Teknologi Malaysia



#MeetOurFaculty

Syed Qasim Shah
Lecturer
Doctoral Candidate
University of Malaya, Malaysia



#MeetOurFaculty

Immad Khan Jadoon
Assistant Professor
MS (MS)
CUI, Abbottabad Campus



Huzaifa Khalid is a young student from BBA-3. He is passionate and a brilliant student whose purpose is to do something that can make a difference. To know about his business and the related details, we conducted an interview.

Q. Huzaifa, it makes us happy that at such a young age, you've done a lot of things. How did you come up with this idea of opening up your own business at an age when what all others do is fun?

Age doesn't define a skill. This is what I read back in times. But now I totally believe in it. You're never too young, neither too old to learn. If someone is passionate enough, the steps to success are way easier and interesting.

We feel really honored and inspired when young students give us something to praise. Our university has found such passionate and hardworking students who, along with studying, are playing a major role in society.

#MeetOurEntrepreneurs

INTERVIEWED BY STUDENT EDITOR: ABEER FATIMA

A. Everyone has a role model, and for me, this task was done by my own father. Since childhood, he was the person who inspired me. I wanted to achieve something worthwhile. I saw many of my seniors completely lost. This was a push that made me realize I need to do something. And I believe I can make things possible in a shorter time.

Q. Is someone supporting you, or this is a "one-man show?"

A. It's not at all a single player thing. My father is supporting me in all the ways he can. However, financially I have my own support. I initiated the business with my savings, and I'm proudly investing by myself.

Q. Do you believe in yourself and the setup that you've come up with?

A. I totally do. I'm very confident and have complete faith in my abilities. Doing business is never an easy task. It's full of risks, but nothing is possible without struggles and toils.

Q. What do you think can be the impact of your business on society?

A. I believe the societal impact is way too hard to guggle. But where they want to be inspired, they'd be. Seeing a young one like me, it'd probably make some good number

of youngsters develop their own ideas and plans. As far as my business category is concerned, it would surely impact that households in a good and better way.

Q. Tell us briefly about your business. What's the purpose?

A. I have a distribution of Engro Foods, with Olpers being my product. The area under my supervision is Qalandrabad, Data and Kalapul, covering about 165 shops. It was hard to do all the jobs by myself, but then I hired a salesperson who became a chauffeur as well. The business is all on cash as the brand is well known among the general population and has a good reputation. I have my own separate warehouse, transportation and a separate accountant as well.

The purpose of starting this business is to succeed with this one, being completely independent. I do not want to rely on anyone. Dependency, in my view, ruins everything. I hope to bring people ease and peace with growing my business into more and more such setups.

Q. How do you feel about being called a young businessman?

A. *Chuckles* I have never felt this way before, but now when I've been highlighted this way, I feel really proud.



Mohtasim Tahir is another young entrepreneurs who let the world look at him in a different perspective. He is a student of BBA 3rd semester.

Q. Mohtasim, we heard that you are one of those young ones who believe in being “practical”. What would you

comment?

A. Yes. That’s entirely true. To me, theory blending with practical exposure is true learning. Standalone theoretical knowledge is beneficial but practical exposure cements that

Q. What is the sole purpose of your business?

A. I believe making people happy is the easiest one can do. I always wanted to do something that put a smile on other’s face. The purpose is to provide people with a friendly environment, where they can spend their weekends.

Q. How is the overall response?

A. The feedback has been entirely positive, with the grace of Allah. It makes me happy to see everything going smoothly.

Q. How do you feel being a young entrepreneur?

#MeetOurEntrepreneurs

INTERVIEWED BY STUDENT EDITOR: ABEER FATIMA

knowledge .

Q. You always wanted to do your own business. What pushed you to actually initiate this idea?

A. I belong to a business background. It was my family initiative to introduce something within the area that could entertain people around. I was part of the plan.

Q. Who is supporting you to fulfil your dream?

A. Of course, my father. He has always stood by my side. The entire family adds in to make me a person who can be of some help to this world and its people.

Q. Brief us about your business. What is it all about?

A. We set up an amusement park by the name “Pak Wonderland” in Haripur. It offers several playing areas and game booths. The entire set up is done within a safe boundary to keep our customers secure. The environment that we provide is friendly so that families can spend some quality time with us.

Q. Do you believe this set up of yours is bringing change?

A. I’m completely sure that this park is making a huge difference. Not only it is the source of entertainment for the citizens, but also for the tourists. This is one of the biggest entertaining areas that is built up exclusively for families.

A. I feel really good, thinking that I’m investing my time and efforts whole-heartedly. I’m helping my parents grow this business, and we’re surely looking for more.

**“All our dreams can
come true, if we have
the courage to pursue
them.”**

Walt Disney

#MeetOurGraduatingStudents

CUI, Abbottabad Campus, you have given me the best times of my life. You've introduced me to some of my lifelong friends and the love of my life. I am proud to graduate, but I'm sadder to leave. You have given me a safe place to be and all the opportunities I needed to move on and be successful.



Shiza Afridi
BBA - Class of Spring 2017

#MeetOurGraduatingStudents

COMSATS was like a home to me." The reason why I came 1200 km away from my home to CUI, Abbottabad Campus, is that this is the best place to boost your personality, and it's the most beautiful campus in Pakistan. The weather is terrific, and so is the management. I'd recommend everyone to join Abbottabad Campus.



Kashif Bilal
BBA - Class of Spring 2017

TIME BANK

Abeer Fatima (BBA3)

It's about the time that we prosper, and it's about the time that we fail. No matter how long it takes to step up the levels, one needs to bring it in. It took me a couple of years to understand the real importance of time. Every explanation, every definition felt useless and unreal. To my complete surprise, I happened to read an article that totally grasped my attention. It was for the first time something so deeply impacted my thoughts. Since childhood, if I ever went across this topic, it was some boring essays or long biographies that tried to put light on the importance of time.

What I read was supported by a true living example that inspired me the most. A Chinese international student was to live with a middle-aged woman in Switzerland. Within a very few days, he learnt to live her life. But there was something that always puzzled him. On Saturdays, that woman spent a good amount of time somewhere out, leaving the house entirely on a stranger. The student who now became her family member asked where she used to go. She replied, "I go to a place where I take good care of an old woman who's unable to do her own work. I do her chores and get her groceries for the week." On asking, the student was told that she isn't paid for any of it.

"Then what's the point?"

"Time bank. There's this place where you register yourself. You take a card, and your entire information is written on it. If tomorrow, you need a helping hand. Your register would tell the history of how long you took care of someone. You'd be owed the same time you invested."

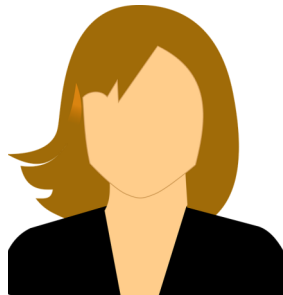
This article shook me for a moment. How unimportant we feel our time is. We barely invest it productively. We may find the time to do something that doesn't really count, but we forget how useless and regretful we feel the moment it's gone. This made me realize, nothing's more valuable than the time one has during a day. Even if that one hour is spent doing something a person really loves, that is known as the best use of time.

Time may feel like the moment that vanishes quickly, may seem like something that disappears in the blink of an eye, but this simple blink can do wonders. It can make you or break you. Hence, it's better to make use of it rather than feel guilty of the use you could make.

Time does matter. The watches and the clocks don't count if one fails to realize the importance of the hands ticking on it.



Muhammad Zarak Khan
Lecturer
MS (MS)
CUI, Abbottabad Campus



Ms. Humna Ijaz
Lecturer
MS (Marketing)
Bahauddin Zakariya University,
Multan

#MeetOurFaculty

#MeetOurFaculty

THE SECOND WAVE

Online Phase Continues

Bravo! We finally made it to August 2020. Our first-ever "Online" semester ended. For the graduating batch, it was time to say goodbye, but all the others were anxiously waiting for the university to reopen in September. Alas! No one knew that the second COVID-19 wave was just around the corner, waiting to strike us again, even harder.



Hamna Mumtaz

You all do remember the time when we logged into our portals and found out the timetable was rescheduled, just like it used to be during physical classes. Everyone was sure that they will be attending university in no time. But guess what, suddenly, a new announcement popped up; "On-campus classes shall be initiated only for specifically chosen semesters." At this moment, most of the students, including myself, were devastated. The 4-year time span of our bachelor's degree is undoubtedly the best time of our lives. One can never forget the memorable moments spent at the campus. As for us, it seemed like we are missing every bit of it!

But well, all that we could do was to accept the decision as it was for our own safety. The drastic change of the mode of studying was not much radical this time. We were already familiar with the system, making sure that our cameras are off, our microphones are not unnecessarily on, especially when your siblings are trying their level best to make sure things should not go as planned by you. It seems difficult and frustrating at times, but I am pretty sure that we are even going to miss those embarrassing moments and will recall such incidences as sweet memories.

Apparently, we have seen a lot of chaos in the world during 2020. There have been many serious talks, people have gone through depressive phases, and many have suffered the pain of losing their loved ones. Nevertheless, it's better to talk about the small little things we actually enjoyed or felt good about during the last semester. Look at the bright side. Yes, there is a bright side despite all the chaos and pandemics. We learned and experienced the online tools, which otherwise would not have been possible or very unlikely. Through webinars, we were able to connect to presenters from around the world. The online world gave us the universe of opportunities to learn, connect, grow and earn, which was otherwise not possible.

#MeetOurGraduatingStudents

When I came to COMSATS, I had no idea that it will prove to be the best institute for my career growth. 4 years back when I joined Abbottabad Campus, I was a student with poor communication skills and abilities but after becoming class representative in the 2nd-semester things changed as I use to participate in different activities and events that really helped me in building confidence inside me. I remained CR for the rest of the years, and it really helped me with my personality development and socializing. Thank you, Management Sciences Department

Hamza Safeer
BBA - Class of Spring 2017



#OutReach

Training on Class Room Management



Established in 1992, the Frontier Education Foundation (FEF, KPK) is mandated to motivate, encourage, facilitate, and support the private sector to promote college education. In connection with this objective, FEF conducted training sessions for teachers at Modernage School Abbottabad. **Dr. Jamil Anwar**, Assistant Professor at Department of Management Sciences, conducted two training sessions on “Using classroom time effectively” and “Maintaining discipline with dignity”.

#MarketResearch

Rewards make us happy: A Case of Zong's Low-Level Managers

Project by Bareera Sana Shaukat (BBA-7)

The main objective of my project was to assess how rewards affected employee performance and identify an effective rewards system to increase the productivity of employees. According to the responses, the most preferred reward in intrinsic reward was “Recognition” with 96% agreeing to it. The least preferred rewards were work freedom, independence, and job rotations, as reported by 76% of respondents. The most preferred reward in extrinsic rewards were compensation & incentives policies and Good environment & working conditions. In contrast, the least preferred reward in this category was the retirement benefits, with only 49% of the respondents satisfied.

The survey results indicated that 78% of the employees were satisfied with the current extrinsic reward packages being provided to them at their designated jobs. In comparison, the remaining 22% of the employees were not happy with their current extrinsic packages. Similarly, 84% of respondents were satisfied with current intrinsic rewards versus 16% who wanted to change them.

The significant recommendations for the ZONG HR team are to reconsider their strategies related to retirement benefits of employees, provision of allowances for logistics and transport, provision of a good working environment, and work out merit-based employee promotion rules.

#MarketResearch

Digital Marketing-Return on Investment

Project by Hamza Khan Jadoon (BBA-7)

Digital marketing is the component of marketing that utilizes the internet and online-based digital technologies such as desktop computers, laptops, mobile phones and other digital media and platforms to promote products and services. Digital platforms are increasingly incorporated into marketing plans and everyday life. As people increasingly use digital devices instead of visiting physical shops, digital marketing campaigns have become prevalent. Digital marketing has become more commonplace due to the COVID-19 pandemic as customers have heavily shifted to the online medium.

I analyzed the Return on Investment of digital marketing of four hotels in Abbottabad (Hotel One, Fairyland, Abbott Garden and Abbott Crown) to showcase how digital marketing is leading and traditional marketing (radio, television, print) is lagging. The four hotels are competitors of one another and are increasingly using Digital Marketing.

I used primary and secondary data and statistics like impression rate and abandonment rate. The result indicated the efficacy of digital marketing. Three out of four hotels studied generated impressive returns on their investment in digital marketing. The only exception is Crown hotel. A further inspection revealed that their marketing is done by Software Students who were unable to utilize digital marketing effectively because of a lack of knowledge of the marketing field.

So my conclusion is that hotels should put more money into digital marketing and get more clients. In today's world, it is essential to create digital platforms/accounts like website, Facebook, Instagram, LinkedIn, and Twitter etc. The common trend among tourists is that they check their destination spot and all the areas on their route for services provided there. This is done by using the websites of hotels. Tourists book their reservations well before time. The decisions are made based on the information on the websites as well as reviews provided by customers. Thus, digital marketing has great importance in terms of grabbing customers for the hotel industry.

#MeetOurFaculty



Tauqeer Shams

Lecturer
MS (MS)
CUI, Abbottabad Campus

#MeetOurFaculty



Dr. Bilal bin Saeed

Assistant Professor
PhD (Management)
University of Science & Technology
Beijing, China

#MeetOurFaculty



Zaheer Swati

Lecturer
MS (MS)
CUI, Abbottabad Campus

#MarketResearch

The Choices and Perception of Salaried Class About Investment Options - A Case Study of Abbottabad

Project by Momina Yousaf (BBA-7)

Investment is saving money with the hope of making more from it. Usually, investment is made by individuals for particular objectives like children education, own house, retirement plan, marriage etc. I identified the behavior pattern and choices of salaried class toward various investment options available. A sample of 50 respondents representing different professions, age groups, income levels was selected from Abbottabad. Data was collected from them.

I found that most of the respondents were risk-averse. Only a few of the respondents were risk takers, and they too took medium risks. 21 out of 50 people made moderate risk investments. Females were found to be more risk-averse. Also, investors with income less than 50,000 or those within 150,000-200,000 were more risk-takers than investors in other income groups.

It was also found out that people in the age of below 25 or 25-35 were investing for financing their education or for marriage. While 36-45 years old people were investing mainly for buying a home or car or for their children's education and marriage. 46-55 years old people were investing for their children's wedding or as their retirement plan. Government employees mostly invested in less risky option like real estate, whereas private employees opted for some riskier investments like gold, shares etc. People having 4, 5 or more dependents invested 10% of their monthly income. While people with no dependent invested 25% or more of their per month income.

Based on these findings, I would suggest that proper awareness campaigns should be launched by banks or financial institutions as most of the people were found to be unaware of the availability of different investment options. Secondly, financial institutions should consider digital marketing for advertising their products. Also, the salaried class should consider investing in financial assets as these would offer multiple benefits in the form of high returns and tax savings.

The **best investment**
you can make,
is an **investment in yourself....**
The more you **learn**,
The more you will **earn**.

Warrant Buffet

#MarketResearch

Consumption Patterns of Low Income Group

Project by Muhammad Awais (BBA-7)

Muhammad Awais studied the consumption patterns of low paid income group and their budget allocation. The purpose was to understand the budget allocation for the different expense by the salaried class. Also, what should be the minimum wage limit for low paid workers considering the high inflation rate and heavy taxes.

The primary data was collected from the employees of PTCL exchange branch Haripur and National Radio Telecommunication Corporation Haripur. The sample was divided into two clusters based on monthly income, i.e. earning less than and more than 30 thousand per month. Participants in both groups shared the same society and locality and had the same educational, health and telecommunications infrastructure.

The consumption pattern of both clusters was analyzed using four categories. The first category was food items. Both groups spend the same on food, i.e. 36% vs 37%. The 2nd category of non-food items comprises basic needs like clothing, medical care, and education. Group 1 spent approx. 30% on non-food items vs 27% by group 2. Cluster one spent 7% of income on durable goods, while cluster two spent 10% in that category. In the last category, which was utilities, both clusters spent the same percentage of their income.

These results indicated that the low-income group spent nearly 70% on basic needs like food, clothing, education, and health. Thus increase in inflation severely affects these low-income groups. Government should take extraordinary measures to control the cost of these items.



Inflation is **Taxation**
Without **Legislation**,

Milton Friedman



Graduate Program
Department of Management Sciences

Research Corner



Connecting the Dots.....Concepts and the Way Forward

Dr. Jamil Anwar – Teacher, Trainer & Coach
PhD (Management), MSc, MBA, OCP, DAIBP

Connecting the dots (CTD) means to understand one's past and to know how to put past decisions into the present context. The phrase can be used as a metaphor to illustrate an ability to associate one idea with another, find the "big picture", or salient feature. It is about cultivating the habit of seeing the interconnections between issues, information, and trends that may otherwise seem unrelated and irrelevant.

Define Your Dots

There is no specific definition of a dot. It varies from person to person and from organization to organization. It can be anything: an experience of success or failure, an event, an incident, a learning, an isolated friend, an opportunity, a resource, an idea, and so forth. The key is to explore, understand, and define these dots.

Create Your Dots

Dots are created over time, and everyone creates them. A dot is everything you do or try: people you met, past projects, events you took part in, your personal development journey, anything you have invested time and effort into, articles you wrote, speeches and presentations you delivered, skills you learned, organizations you served, and memory or knowledge you have created. All of your past dots served some important purpose to you and your journey forward to the present day. Whether it took an hour, a day, month or years, you move on, migrating to something new or your "next big thing". Dots are islands of intellectual property – YOUR experiential intellectual property. These dots are unique to YOU and no one else. Don't forget about your dots. So ask yourself about the purpose your "dots" serve for you.

Connect Your Dots

Not everyone knows how to connect these dots. As you grow older, you will start to collect many more dots. If your dots remain unconnected, then you might have lost many opportunities in the past, and you will lose many in future too. The dots you created are great because, at some point in your life, you will begin to connect some of them and create your new path forward in your personal growth and journey of life. These connections will help you in developing your passion or answering your calling. You will be able to reflect on your dots and recognize the commonality of the dots created in your past and align them with your present. You will realize that whatever new thing you are moving to or starting, you are not starting from ground zero anymore. You really are starting from some past dot that bears some similarity or commonality to your current situation.

According to Steve Jobs, "You cannot connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future". For Steve Jobs, it was his enrollment in a calligraphy class, out of sheer curiosity, which he credited to his early conception of what is today the Apple OS; the graphical user interface or GUI. Sometimes the connection of these dots happens

Connecting the Dots - Continued

his enrollment in a calligraphy class, out of sheer curiosity, which he credited to his early conception of what is today the Apple OS; the graphical user interface or GUI. Sometimes the connection of these dots happens soon after they were created, as when you migrate or transition from one of your dots straight into your next dot. For example, when you were younger, you were into photography, then stopped. Now you are picking up going to video, using all from your past dots in photography to aid you in videography.

What Are Your Dots

Reflect on yourself and ask: What are my dots? Define, identify, and create your own dots. Go into the past: your childhood, school, college, and university time, your tough times, successes and failures, the people who contributed to your life, family and culture etc. Make a list of these dots. Not all dots will be connected and used at once. You keep with you, and sometimes you will feel that these are like those rocks glistening across the stream as you look toward the other side and how to get across the stream.

Keep Creating Your Dots

Your previously created dots can become the launching pad to your next dots in the making. Sometimes it happens naturally, but mostly you have to reflect on your past and realize a desire or calling makes you feel that you are ready to answer. Rather than saying you heard it from someone else, you can take joy in saying, "I went through it myself". That gives you much empathy for others in similar situations.

Keep creating your dots, and always look at how these dots link your past with your future through your present. So keep learning how to define, create, link, and keep linking your dots. The one way forward can be to find out your purpose of life, the big picture "vision" of life, your core values, your strengths and weaknesses, your calling and meaning in life, your biggest relationship, your passion, your dreams etc. Make dots for each of these concepts, try to connect them, and move forward. You will feel comfortable in your personal life as well as in your professional life.

Sources:

<https://www.tdktalks.com/connecting-the-dots-leveraging-to-move-forward-on-your-past-accomplishments/>
Personal learning through teaching, training, and consultancy
Connect the Dots (Book) by Rashmi Bansal

#MeetOurResearchers



Dr. Muhammad Tahir is an assistant professor of economics at the Department of Management Sciences, CUI, Abbottabad Campus, since 2014. His area of specialization is International Trade, Economic Issues of Developing Countries, Econometric Modelling and Terrorism. Dr. Tahir has published more than 35 research papers in refereed international journals, including Economic Systems, Applied Economics Letters, Applied Research in Quality of Life and African Development Review. Dr. Tahir is currently working on two books that will be published by Emerald and Taylor & Francis later this year.

Dr. Tahir has more than 400 citations, and both h-index and i10-index are 9.

MERGERS AND ACQUISITIONS: ANALYSIS OF POST MERGERS AND ACQUISITIONS PERFORMANCE IN SAARC AND ASEAN COUNTRIES

Proposed PhD Research Summary By Majeed Ullah Khan

Mergers and Acquisitions (M&As) received the attention of academicians, investors and regulators because of the huge wealth involved in M&As transactions and frequency of occurring the phenomena. According to the Institute of Mergers, Acquisitions and Alliances (IMAA) statistics, there are 49,327 recorded deals of M&As across the globe which amounting to the value of US\$3,370 billion during 2019 alone.

In the proposed thesis, I will examine financial performance of acquirers firms after M&As deals and I will compare financial performance for three years before mergers with financial performance for three years after mergers. Ideally, the financial performance should increase as synergy theory suggests that the performance of two companies combined will be greater than the sum of the separate entities. But there are other factors than synergy which also have an impact on post-M&As performance, such as managerial self-interest, controlling shareholders' motives, managers' behavioral biases and leadership knowledge & expertise.

I will examine the impact of each factor on post-M&As financial performance of acquirer firms. Managerial self-interest in involving M&As deals is to work in the bigger organization for enjoying more perquisites and benefits or to pursue the objective of "too big to fail". Second, risk-averse managers may pursue unrelated (conglomerate) mergers to diversify their risks. Managerial self-interest negatively affects the post-merger performance of acquirers firms, as agency theory suggests.

Similarly, controlling shareholders may involve in M&As deals to gain private benefits of control and expropriate wealth of non-controlling shareholders. Which will cause a decline in post-M&As financial performance. So, I will empirically examine the impact of managerial self-interest and controlling shareholders motives on post-M&As financial performance.

Managerial behavior biases have also an impact on the

post-M&As financial performance of acquirer firms. Managers may suffer from overconfidence (hubris) which leads to overestimate their capabilities and underestimate the uncertainties associated with M&As deals. Consequently, higher value is paid for underperforming M&As deals and resulted in value-destroying mergers transactions. This suboptimal decision of M&As leads managers to other behavioral bias which is called escalation of commitment. They start throwing good money after bad money to prove that their M&As decision was value-enhancing. Hence, it makes me curious to empirically test the impact of these behavioral biases on post-M&A financial performance.

The role of leadership (BoD) knowledge & expertise in reaping synergistic benefits of M&As deals is the novel contribution of the proposed thesis. I will measure board of directors (BoD) knowledge & expertise and then I will investigate its impact on post-M&As financial performance of acquirers firms. I proposed a scoring index of the board's knowledge & expertise which will be a methodological contribution of the thesis.

An empirical analysis will be based on "M&As deals" from Pakistan, India, Malaysia, Thailand, Indonesia, and the Philippines for 2000-2015. I will use univariate and multivariate statistical models to test the hypotheses.

Mr. Majeed is a doctoral candidate at the



department of management sciences. He has earned an indigenous scholarship for his doctoral studies from HEC, Pakistan. Mr. Majeed is also working as an Assistant Professor at the Institute of Business

Studies, Kohat University of Science and Technology (KUST), Kohat. He got his MS in management sciences from Riphah International University Islamabad in 2014. He served in the corporate sector for 4 years, and he is teaching for 12 years at the university level.

JOB AND ORGANIZATIONAL PERFORMANCE: AN INTEGRATED MODEL OF JOB LOVE AND CONTEXTUAL FACTORS

Proposed PhD Research Summary By Naila Bibi

Work and love both are important to life. Great work is required to achieve the desired performance, and to do great work, find what you love. Recently, practicing several human resource management strategies to increase performance is the leading debatable issue among management researchers. The current study tries to identify “job love” as a pivotal factor to deal with such issue. It is aimed to achieve three main objectives. i) To know the perception about job love. An increase in personal love stories puts an impression on society that only personal love prevails, which is baleful. Love is not only personal love; it can be for parents, family, sibling, work/job, organization and country. Hence, it is suggested that job love may exist, as a feeling of love is present in each individual. The philosophical debate based on rationalism and irrationalism schools of thought is created to support this. ii) To explore job love and extend the construct “loving ones job”. It is categorized into two major dimensions; a) love for the job” constitutes passion, intimacy and decision/commitment, and (b) love at the job as workplace friendships. It does not focus on romantic relationships at work. iii) To link job love with contextual factors (person-fit, perceived job and organizational attractiveness, and availability of job and organization alternatives) and job and organizational performance.

The systematic literature review helps design a multilevel model of job love and its relationship with contextual factors, job and organizational performance. This study will contribute to theoretical knowledge and provide empirical evidence by exploring job love and its relationship with contextual factors, job and organizational performance. To avoid failure in employment relations such as employment laws, compensation and benefits, training, planning, and health and safety, human resource management researchers focus on individual perspectives such as

values, beliefs, emotions, and attitudes. Previous research in human resource management was limited to study mediators and moderators despite deep phenomena. So, the study identifies “job love” as complex phenomena behind human resource management psychology.

The study will have a significant impact at the employee level. “Job love” creates a culture of trust across the entire organization. Employees feel appreciated and consider their contribution as a matter for the organization. Trust attracts employees toward work, engages them to perform high and helps them to choose and stay in the organization. Job love will assist employees in experiencing equality; they consider each other at the same level. This will reduce the struggle for status and increase unity and strength. The study will contribute at the organizational level. Love the job, and workplace friendships affect other people at the job. Employees can enjoy the work and create a delightful environment. Others follow and imitate them. At a cross-level, employees try to love the job and foster a friendly atmosphere. A delightful environment increases employee wellbeing and performance. It will help managers in efficient use of human resources skills, capabilities, and knowledge.

Naila Bibi is a doctoral candidate at COMSATS University Islamabad, Abbottabad Campus, specializing in Human Resource Management. Also, she has written on analysis of skill gap for business graduates and managerial perspective.



LIST OF MS RESEARCH THESIS DEFENDED

Fall 2020

S. No	Name	Supervisor	Thesis title
MS (Economics)			
01	Syeda Farwah	Dr. Imran Khan	An investigation of Education Enrollment Level and Income Inequality: Global Empirical Evidence
02	Taimur Khan	Dr. Malik Fahim Bashir	Impact of Capital Flight on Economic Growth of Pakistan
03	Nabeela Bibi	Dr. Muhammad Asim Afridi	The Impact of Energy Mix and Financial Development on Carbon Emissions: Evidence from the Developing Countries
04	Kainat Nauman	Dr. Muhammad Asim Afridi	Impact of Tourism and Finance on Women Empowerment in Asia
05	Adan Hassan	Dr. Imran Khan	An Analysis of the Impact of Socio-Economic Factors on CO2 Emissions: An Empirical Investigation of Emerging Economies
06	Abdul Basit	Dr. Muhammad Asim Afridi	Macroeconomic Impact of Public Debt and Foreign Aid in Pakistan
07	Farah Daud	Dr. Muhammad Tahir	The Impact of Globalization on the Economic Growth of OIC Countries
MS (Management Sciences)			
08	Fizza Shamraiz	Dr. Muhammad Asim Afridi	Impact of High Frequency Trading (HFT) on stock Market's Volatility under COVID-19: Evidence from Emerging Asian Economies
09	Abdul Rehman Bin Yousaf	Dr. Naveed Jan	The Quantitative Measurement of Human Capital and its Impact on Asset Pricing Models
10	Saima Saddique	Dr. Naveed Jan	The Analysis of Bubbles in Stock Markets of SAARC and Macroeconomic Factors
11	Noor Us Saba	Dr. Syed Afzal Moshadi Shah	The Role of Business Ethics and Corporate Social Responsibility on Brand Attitude Among Consumers in Pakistan
12	Gul Bano	Dr. Naveed Iqbal	Analyzing Work Antecedents and Consequences of Work Life Balance: Evidence from Health Staff of Hazara Division
13	Gul Saiqa	Dr. Mansoor Nazir Bhatti	Impact of Emotional Intelligence on team Performance: Mediating Role of team cohesion
14	Abdul Haseeb	Dr. Jamil Anwar	The Impact of Employee Satisfaction with Work Life Balance Policies on Organizational Commitment and Job Performance

LIST OF MS RESEARCH THESIS DEFENDED

Fall 2020

S. No	Name	Supervisor	Thesis title
MS (Project Management)			
15	Rabeha Khan	Dr. Mansoor Nazir Bhatti	The Relationship between the Critical Success Factor and Project Performance: An Analysis of Project Management Tools, Practices and Managerial Support
16	Bibi Amina Batool	Dr. Shakir Hafeez	Time bias in Software Development Projects and its Mitigation
17	Basit Qazi	Dr. Mansoor Nazir Bhatti	Analyzing Stakeholders' Power over Social Responsibility Factors in Construction Projects of Pakistan
18	Sohail Riaz	Dr. Imran Khan	The Effect of Organizational Culture and Environmental Pressures on Project Performance in IT Sector of Pakistan: A Moderation Perspective
19	Zainab Imtiaz Qureshi	Dr. Naveed Iqbal	A Data-Driven Risk Assessment of Software Projects using Artificial Neural Networks
20	Mamoona Jabbar	Dr. Muhammad Saeed Lodhi	Stakeholder Management Influence on Trust in Construction Projects of Pakistan
21	Shehryar Khan Jadoon	Dr Muhammad Saeed Lodhi	Transformational Leadership and Project Success: The Role of Team Building in Construction Industry of Pakistan
22	Umair Ahmed	Dr. Bilal Bin Saeed	Statistical Analysis of Causes for Design Change: A Case Study of Hazara Motorway
MBA			
23	Fatima Saleem	Dr. Muhammad Mudassar Abbasi	Person-Environment Fit and Employee Creativity: The Moderating Role of Work Volition
24	Amal Zarar	Dr. Muhammad Asim Afridi	Risk Analysis of Stock Markets Under the Global Pandemic of COVID-19
25	Syed Sarmad Bashir Kazmi	Dr. Muhammad Naveed Jan	Determining the Prices of Risky Assets in the Equity Market in Pakistan

Coronavirus **COVID-19**



Coronavirus
COVID-19
Public Health
Advice

Social Distancing Outside

Spending time outdoors is good for our health.
But social responsibility is essential for ALL our health.



Avoid

close contact
with others



Distance

yourself at least
2 metres (6 feet) away
from other people



Small group

sizes should be kept
to a minimum



Don't arrange

to meet up with other
groups



Avoid

an area if it looks
very busy and go
somewhere else
for your walk

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