

EVENTS

- Seminar: Gender and Development
- Webinar: Contemporary HRM: A Shift of Paradigms
- Job Fair
- Business Plan Competition
- ❖ Farewell

MEET OUR FACULTY

- Mr. Awais Rashid
- Mr. Assad Rafaq

RESEARCH

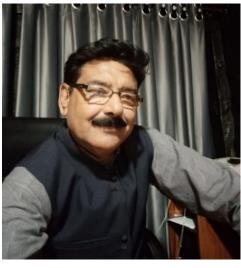
- Faculty ResearchPublished during SP22
- Summary of the topic defended by Management Sciences PhD Scholar
- Student's MS Thesis Titles
- Internship Reports

Thought of the Day

"Your Right to yourself"

Don't just have career, academic, professional, or Economic goals. Set goals to give you a balanced successful life. Balanced means set goals to give yourself by ensuring your health, relationships, mental peace are all in good order. Don't make yourself pensive for the sins of others, never fix your picture into the frame of other's picture, ultimately either the frame or the picture will disengage. There is no point in getting a promotion on the day of your breakup. There is no fun in driving a car or having a luddian in marriages if your back hurts. Shopping is not enjoyable if your mind is full of tension. Don't take life too seriously by making your comparison with others. Life is not meant to be taken seriously, as we are temporary here. We are like a prepaid card with limited warranty, validity, and no guarantee. If we are, we may be lucky who may last another 50 years. And years is just 2,500 weekends. Do we really need to get so worked up? It's ok, low score, low performance, late promotions, all are measured and valued by others. Take leave from work, fall in love, fight a little with your spouse It's ok ... We are people, not programmed devices. Enjoy life as it comes. On your death people will not take even your name, they will say lift the funeral. Just ask yourself for how long you shopped for yourself on your own choice? How many guests you invited for lunch or dinner? What you ate was your choice. How many people know about your sorrows. So do focus on your life, body, spirit and contentment.

Best wishes. Dr. A. U. Sayal





Seminar Guest Speaker: Dr. Abda Khalid

A seminar on Gender and Development was conducted on the 2nd of June 2022. The event was organized under the umbrella of E-Conspire Society presided by Mr. Khurram Shehzad and Ms. Aisha Ismail.

The speaker of the session was Dr. Abda Khalid, whose specialization is in Gender Studies. The session was very informative, and interactive, involving questions and answers both from the speaker and the students. Dr. Abda elaborated on the concept issues, and misconceptions regarding "Gender", and how sensitive and important it is for successful policy making and its implementation.

The seminar was arranged for BEC 8 and BEC 6 students. The host Ms. Kashaf Sayal of BEC 8 opened the session with meaningful poetry based on gender equality and Mr. Naqeeb Ullah of BEC closed the session by paying tribute to teachers.







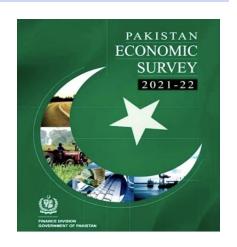


E-Conspire



#OutReach

It is a matter of great pleasure for the Department of Management Sciences that Dr. Imran Khan has contributed to Pakistan Economic Survey which is a prestigious and credible publication. This is indeed a real contribution to the Pakistan economy. The department further wishes him best of luck for such contributions in future.





#Webinar

A virtual session was arranged by the Department of Management Sciences where Mr. Kashif Javed (General Manager HR - Sharif Group) was the guest speaker. He spoke on "Contemporary HRM: A Shift of Paradigms".



COMSATS LIVE SESSIONS 2022

"Contemporary HRM A Shift of Paradigms"

THURSDAY 30 June 2022 7.30 pm LIVE on Microsoft Teams

> An interactive session by Mr. Kashif Javed Group General Manager HR Health Safety & Environment Sharif Group







Meet Our Faculty

https://drive.google.com/file/d/1iTJXaBpr_YdjyZ9aBjk3EReCz5stYw4Z/view?usp=drivesdk

Current times demand more versatile profiles. People with ability to work under pressure, teamwork, proactivity, problem-solving and being able to think outside of the box are real assets for any organization. People having dynamic characteristics are the key strengths to any organization. These involve being adaptable, creative, energetic, goal oriented, helpful, inspirational, and optimistic etc. Fortunately, the Department of Management Sciences is fortunate to have such faculty member *Mr.***Awais **Rashid** (Assistant Professor). He is involved in many departmental activities.

Department of management sciences has conducted a short interview in which few formal and informal questions were asked from Mr. Awais Rashid.



Job Fair



University Industry liaison plays a vital role in upgradation of academic activities and provision of qualified workforce to the industry. HEC acknowledged the presence of recruiters invited on campus. Considering this key role of CUI Liaison, management sciences department took initiative first of its kind in CUI, Abbottabad campus, under the supervision of Mr. Ubaid Ali Assistant Professor MS Department. A group of students from BBA 4th semester worked as an event organizers along with student representatives from other semesters and departments of the university. It took a month for preparations of the event. It was a challenging task and the students stood up to the challenge with great commitment. The most remarkable point about this event was that no financial assistance was sorted from university and the whole event was organized with sponsorships.

21 renowned recruiting organizations from different segments of corporate sector, including

automobile,
software, and IT
industry, PTCL,
Hospitality industry,
and many more
joined the job fair
making it a diverse
hub of
representatives
from corporate

sector. It also ensured that the job possibilities were there for more than one department of university. Worthy HOD MS department Dr. Aziz Ullah Sayal welcomed the guests. In his speech he appreciated event organizers and assured the visitors and students that this event will be a regular feature in academic sessions of CUI, Abbottabad in future.

It was a one-day event that started at 9:00am and ended 6:00pm. The entire day was very fruitful and great interactive sessions took place. Final semester



students and passed out graduates of CUI submitted their CVs, and on the spot, interviews were also conducted. It is expected that a respectable number of students will get internships and jobs as well through this event, which is very encouraging.

Students from junior semesters also visited different stalls and learned a great

deal of practical implementation of knowledge.

Feedback from the visiting companies was very encouraging and we were assured by every company for visiting again. Our visitors were served with tea and working lunch. In a short but graceful closing ceremony, event organizer Mr. Ubaid Ali thanked the visiting companies. After that worthy HOD MS department Dr. Aziz Ullah Sayal distributed participation certificates among representatives of visiting companies.

"IT'S FINE": By Omar Khan - BBA 7B

I have a habit of saying "It's fine" whenever someone does wrong to me, the first thing I utter is "It's fine".

Whenever I feel like I did something wrong, first thing I say is "It's fine".

Whenever I feel like I burdened someone with myself,

and they apologize for calling me emotional mess I say "It's fine"

Whenever I feel anxiety crippling and setting in my limbs,

I say to myself "It's fine".

Whenever my hands start trembling my heartbeats becomes eradic,

my eyes become tears I hug myself and say "It's fine"

Whenever I'm about to be done with everything I say "It's fine".

But I know all along. It's not fine. It's just a sweet lie.

Because since very long nothing has been fine.

But some lies are good? Aren't they...?

Farewell Class of Spring 2022



For the graduating batch in spring 2022, the **Executive Club** organized a mesmerizing farewell event alongside the students from BBA and Economics. The evening was filled with amazing sessions, fun-filled activities, musical performances, and mini-games with the students and faculty. The outgoing students were given some humorous titles which they enjoyed along with gifts as a token of gratitude. It was indeed a memorable eve that the audience enjoyed to their fullest. At the end, a wonderful video was played that combined the full four-year journey of the outgoing batches of BBA and Economics, while an emotional yet wholesome aura surrounded everyone.

Well, it's always hard to say goodbye, but ending on a happy and memorable note is what matters. After enjoying a delicious dinner, the event ended with the HOD, Dr. Aziz Ullah Sayal's speech. He gave some golden advice to the graduating batch and wished them good luck in their future endeavors.



Indo-Pak Rivalry; A
Need for Change in
Approach

India and Pakistan concomitantly share a history of tumultuous relationship with one another. They Common grounds for this historical enmity are territorial disputes, security issues, strategic incursions and a formalized and indoctrinated enemy image of one another. Implausible may peace seem, but moving into the 21st century, 'with a change in regime in Pakistan purporting peace and mutual cooperation', peace seems achievable, but at what costs and subjected to what impediments?

India and Pakistan share a popular enemy image of one another, with 4 wars in their portmanteau, the two states see one another as the destruction and annihilation of the other and because of that, are in a security dilemma as well. The build-up of such Popular and the 'Perceptive minority identity' didn't transpire overnight. It took place plaudingly, with events such as the 'wars of 1947, '65, '71, 'border skirmishes and LoC violations, 'Enemy property acts' and 'formal nationalist education' of both the states further aggravating the two nations subsequently the build-up of the enemy identity and on the economic side, aggrandizement of the defense budget from the already crippled national budgets. Recently, Pakistan and India came in a tussle with one another, with border violations and a threat of total war from both sides.

However, even after being in different conflicts, there have been many instances of cooperation with one another and both the states had regarded one another as most favored nations under the 'Aman ki Asha' program, they also have trade corridors and have recently opened the 'Kartarpura Corridor', held talks at the State level and also held CBMs and Track II dialogues to find solutions to their problems to end the shared enmity. But mostly they have failed to mature relations between the two nations. Pakistan and India have held many composite dialogues with one another, after every war, there was a pact, the Shimla agreement, and the Tashkent declaration are examples. Also, P.M Vajpaye visited Pakistan in 1998

and Lahore pact was concluded with beliefs and vows for a better tomorrow, similarly in 2006, Musharraf went to India and Agra talks were held, but they all been sabotaged and have failed.

Finding solutions to the shared problems is a hefty process, but it is achievable. The Territorial disputes between both the states can be resolved through talks, and water dispute managed by staying true to the International Indus water treaty. Kahsmir issue however, is a bit more complex. 'India wants to manage the conflict in loK by sending troops and repressing the voices of the Kashmiris, and Pakistan wants to resolve the conflict by sending aid to the fighting Kashmiri groups. This approach from both the nations will do nothing but further aggravate the situation. Due to the severity of the conflict between the two nations, and the build-up of enemy identity, 'this conflict needs more than resolution and management, it needs to be transformed'. A deep rooted analysis of the conflict is necessary, with finding the causes of contention and the concerns of local Kashmiri people and listening to their voices. Instead of focusing on the lamentations of the political elite, 'who are mere stooges to 'winning elections', a joint solution based on the wellbeing of the local people, as well as preserving the interests of India and Pakistan is necessary.

Time is ripe for the process of conflict transformation as Pakistan has lost its strategic ally and the biggest arms supplier in the form of U.S. after Trump came into power, which will create an unbalance of power between both the nation. This polarization in the economic sense is good for Pakistan and India ties, as Pakistan will seek to have a cooperative relationship with India. We need to stop focusing on the 'Realist paradigm'; in which every state is seen as an enemy and the need to acquire power is paramount for survival, to a more 'liberal framework'; just like European Union in which Cooperation is the lynchpin of mutual relations. Because the 'Security oriented' approach hasn't gotten us anywhere.

However, the Indian side has not assured Pakistan of the peace process because of the coming elections in India. 'A leader is seen as a traitor, or his nature regarded perfidious if he or she has holds talks with the other state, and for elections this is crucial'. Pakistan is trying its best to bring India on the same level. India's biggest concern was cross border terrorism from Pakistan, of which India has made an issue even on international forums like the U.N. Recently, the COAS of Pakistan highlighted this issue and said that he will jointly with Indian forces curb this issue. Imran Khan also is trying to hold dialogues with India and building positive CBMs to ensure peace. Also, the opening of the Kartarpura corridor is a good sign and an initiative towards the peace process. 'In conflict transformation, ideational values need to be changed' and from the Pakistani side, ideational values are changing. The people are seeing India as a neighbor than as an enemy. Internal transformation of identity of one side is paramount in conflict transformation. But 'India needs to manifest the belief that peace can only be ensured through improving and transforming relations and not by the security approach'. Indian public needs to hold their political elite accountable and the political elite needs to be more mature towards dealing the conflict. The only eminent solution to the India and Pakistan problem is through conflict transformation.

Conflict transformation is a hefty process and it requires time. India and Pakistan are moving towards better relationships. After the upcoming elections in India, the new Indian government might or might not ensure peaceful relations. But India will be under huge international pressure as China wants both the states to have good relations to safeguard Chinese as well as regional interests. With the inclusion of India and Pakistan in SCO, a better, more peaceful South Asia seems underway. But the enmity between the two states can only be transformed when both the sides internally start transforming themselves. Pakistan is doing that, India also needs to follow suit as the previous attempts at conflict resolution and management have failed, it is high time to start transformation.



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Talented individuals typically play significant roles in an organization success. Among others, exceptionalism, job specific motivation, creative initiatives and creative ideas implementation are the key personality traits of a successful and talented people. The department of Management Sciences is blessed to have such a multi-talented person Mr. Assad Rafag (Lecturer and Departmental Operating Officer). He is involved in all academic and extra-curricular activities like event management, seminars, and conferences across the campus. He is heading a campus level society named as "COMSATS LITERARY SOCIETY" from the last 10 years with full zeal and zest.



Autumn at the Campus

The Business Plan Competition

During the spring semester of 2022, The Executive Club hosted a "Business Plan Competition" which called upon students from all the departments to display their ideas. As attributed to its name, the Business Plan competition is the name of a challenge that few individuals accept. The main motto behind the event was to bring out the best in students in terms of their creativity, innovation, motivation, and hard work, and further help them proceed with their own startups in the coming future.

The competition was conducted in three phases. The first round consisted of a total of 55 teams. The team leader was supposed to pitch their idea to the judges within 3 minutes. The first round ended with the selection of the top 10 teams, whose ideas convinced the judges due to their uniqueness, ability to capture the target market, sustainability, and growth prospects. In the second phase, the shortlisted teams were given a training session by the respective judges to further polish their skills.

The selected teams anxiously awaited the final round while they prepared themselves to give their best. In the last round, the judgment was based on the quality of the content documented, a presentation summarizing the plan in a brief manner, and finally the presentation skills, ability to handle questions, and appropriate dress code of the respective team members.

The winning team's idea was: "Quick Pay" – An app specifically designed for the students of COMSATS to pay their fees, mess and Dhaba expenses, stationary, and transportation fare, all in just one click!

The 1st runner up's idea was "Affective Online Marketing services" where products are advertised to seek customer's attention.

And finally, the 2nd runner ups came up with the idea of **"ES Bikes and E-Taxi"**. They planned to sell imported electric or solar bikes from China.

The top three teams were awarded shields and certificates and the judges appreciated them for their outstanding efforts. They were offered further assistance in enhancing their ideas and taking them to the next level.









Research Corner - Faculty Research

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Sobia Zaman, Aziz Ullah Sayal, K. Shah, Bakht Zaman, S.Naqvi, R.Ahmad, M.Shah, J.Hussain, Dr. AM Abbasi, A.Hassan

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Syed Sadaqat Ali Shah, A. Afridi, Sarmad Jadoon

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An Integrated Approach to Linking Job Love with Contextual Factors and Performance: An Empirical Study from Pakistan, 2022

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Institutions and Women Entrepreneurship: The Mediating Role of Women Entrepreneurial Self Efficacy and Ethical Decision Making, Journal of Asian Finance, Economics and Business, 2022

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Towards a Comprehensive Corporate Sustainability Performance Evaluation in Pakistan. An Investigation into Corporate Sustainability Disclosure Quality and Comparison of GRI and non-GRI Firms, Global Business Review, 2022

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Does Capital Flight Undermine Growth: A Case Study of Pakistan, Journal of Money Laundering Control, 2022

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Majeed Ullah Khan, Taria Y. B.

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Umerlshfaq, Mehboobullah, M.M.Abbasi, Rahman Hussain, Usama Yousaf

https://www.researchgate.net/publication/362775573 The Mediating Role of Job Satisfaction and Transformational Leadership on Emotional Intelligence and Project Success

List of MS Research Thesis Defended Spring 2022

S. No	Student Name	Supervisor	Thesis Title		
MS(Economics)					
01	Muhammad Zeeshan	Dr. Muhammad Asim Afridi	The Role of Macroeconomic Policies on the Relationship between External Debt and Economic Growth		
02	Hamza Ali	Dr. Muhammad Tahir	Democracy and Environmental Sustainability: Evidence from Developing Countries		
03	Sardar Muhammad Asif Khatana	Dr. Muhammad Tahir	Analyzing the Impact of Economic, Environmental, Technical and Social Factors on Renewable Energy		
04	Attiq Ur Rehman Lodhi	Dr. Aziz Ullah Sayal	To Investigate the Effect of COVID-19 on Pre and Post Income of Hotels and Restaurants in Galiyat Pakistan		
MS(Banking and Finance)					
05	Syed Hamid Ali Shah	Dr. Muhammad Asif	Internal Determinants of Bank's Profitability: An Empirical Evidence from Pakistan		
06	Ayesha Awan	Dr. Muhammad Asif	Impact of Covid-19 Pandemic on Pakistan Stock Market		
MS(Project Management)					
07	Noor UI Ain	Dr. Naveed Iqbal	Examining Critical Success Factors for Project Management Success: Mapping Bibliographic Convergence		
08	Adnan Shah	Dr. Syed Afzal Moshadi Shah	Does Boundary Strengthening Affects Project Creativity and Project Performance in Software Houses of Pakistan?		
09	Mahgul Mehmood	Dr. Imran Khan	An Analysis of the Relationship between Project Governance and Project Success: A Sectoral Analysis of Pakistan		
10	Basit Ali	Dr. Syed Afzal Moshadi Shah	Examining the Effects of Individual, Leadership and Institutional Characteristics on Research Productivity in Universities of Hazara Division: An Analysis of NRPU Projects		
11	Dilawar Sajjad	Dr. Muhammad Mudassar Abbasi	Water Saving Efficiency and Cost Analysis of Rainwater Harvesting Project		
12	Babar Pervez	Dr. Naveed Iqbal	Analyzing the Impact of External Stakeholder Strategies on Project Success		

MS(Management Sciences)				
13	Matti UR Rehman	Dr. Yasir Bin Tariq	Impact of General Elections on State Owned Enterprises Employment and Investment Levels	
14	Saba Zeb	Dr. Shakir Hafiz	The Influence of Green HRM Practices on Green Service Behaviors	
15	Raza Hussain	Dr. Naveed Jan	Stock Price Forecasting by Artificial Intelligence A Case of Pakistan Equity Market	
Master's in Business Administration				
16	Waseem Mustafa	Dr. Muhammad Asif	Determinants of Financial Performance of Microfinance Banks in Pakistan	
17	Sara Qazi	Dr. Faiza Sajjad	Impact of Fintech on Financial Inclusion and Building Financial Resilience in Pakistan	
18	Rahman Hussain	Dr. Muhammad Mudassar Abbasi	The Mediating Role of Job Stress in the Relationship between Job Stressors and Job Satisfaction	
19	Umar Zamir	Dr. Muhammad Mudassar Abbasi	The Mediating Role of Employee Job Outcomes in the Relationship between Work Overload and Job Performance	
20	Hareem Mehdi	Dr. Shakir Hafeez	The Critical Discourse Analysis of Pakistani TVC Advertisements	
21	Usama Ali	Dr. Muhammad Asif	Role of Mobile Banking & E-Wallets on Financial Inclusion	
22	Usman Haleem	Dr. Naveed Iqbal	Analyzing the Impact of Talent Management Practices on Employee Job-Related Outcome in Hotel Industry of Pakistan	
23	Zayad Naseer Butt	Dr. Syed Afzal Moshadi Shah	How Organizational Rewards Affect Job Related Behavior in Hoteling Industry of Pakistan?	



Meet our PhD Scholar

Mr. Muahammad **Awais**

Despotic Leadership

Leadership is one of the fundamental and key ingredients to achieve success in every field.

Priorly focus of most researchers was to establish the linkaaes

between the positive aspect of leadership that helps establish positivity in the environment. Mainly leadership styles which represent the bright side of the picture were focused such as transactional, transformational, ethical, visionary, or strategic. On the other side there is a dark side of the picture as well that represents destructive leadership which focuses on the negative aspects of leaders. These types of leadership styles include abusive supervision, narcistic leadership, derailed leadership, petty tyranny, and despotic leadership. Despotic leadership is a type of leadership in which the leaders tend to exploit their followers and/or use organizational assets for achieving self-goals. These leaders tend to manipulate their followers in doing their own bidding e.g., using harsh or aggressive behaviors towards followers to force them to complete their desired tasks, or may be use soft and friendly tone to make employee work more on their selfish goals. This dark side of leadership may not include physical threats or aggressiveness but still it uses manipulation as a main tool to force followers to carry out tasks, their Page **15** of **17**

leaders' desire. Another problem with such type of leaders is the misuse of organizational assets i.e., equipment, finances, or other resources to fulfill their own goals which leads organizations to lose key opportunities and puts them on a path of decline.

In organizations such type of leadership is most common but is not identified easily as the selfinterests of such individuals may vary and thus the degree of manipulation may also vary accordingly. These despotic leaders might manipulate their employees depending on the circumstances which often include introverts or differently abled individuals more due to their variance from society. Thus, several problems arise for such individuals which may create many negative phenomena such as stigma and discrimination against such parties hence resulting in work behaviors that damages their interest. Such work behaviors include deviance, counter productivity, and or absenteeism/presenteeism.

Finally, to neutralize the misfortunes caused by such leadership styles, organizations might tend to increase social support programs that might help employees avoid the manipulation of their despotic leaders. Organizations can also develop certain climates where employees are psychologically safe and can present and work on their ideas without any hesitation, thus enabling them to avoid misusage.

Internship Reports

Hello, I'm Zain Ammar from BBA-8 and I did my internship in Graana.com Private Limited, regional office in Rawalpindi. It is a well-reputed and wellknown organization, comprising various departments. As my specialization is in Marketing, so I opted for marketing and sales department in project sales team, as a business development intern. I spent six weeks there as an obligatory course work for every student of Department of Management Sciences for relating and implementing practical knowledge of business world and corporate sector. Granana.com is a leading real estate firm of Pakistan having real estate commercial and residential projects all over Pakistan specifically twin cities, also providing services on digital platforms having the spot of Pakistan's smartest property platform, with its head office in Islamabad. Graana.com is a subsidiary of IMARAT GOC having a family of other enterprises as

My experience as intern at Graana.com has been great, full of learning and real-world exposure. As Graana.com has a distinct department of sales where respective area sales heads are supervising sub-executives to chalk out market trends, designing strategies, implementing new sales techniques, and overall sales process. Overall, for a business graduate especially one with majors in marketing it's a great deal of learning all things I learned there. My entire internship experience as a business development intern at Graana.com is very knowledgeable and helpful. The practical-world understanding is always some knowledge with which one can make no other kind of comparison. Throughout this period of six weeks internship, I extended a lot of precious information and awareness about the organization and about my field of specialization which othwise was not possible. This was a fortunate prospect to pursue some real-world experience and to expand my acquaintance base. During this occupation of internship, I came to know about the environment of organization, the setup of business in there and utmost prominently the administration and its sophistication inside the organization.

Hello, this is **Muhammad Sohail** from BBA-8 and I have done my internship with Finance Group of **Fauji Fertilizer Company** at Head Office Sona Tower, Rawalpindi. This is a Pakistani fertilizers company run by the Pakistan's Armed forces personals, incorporated in 1978 as a private limited company. This was a joint venture between Fauji Foundation (a leading charitable trust in Pakistan) and Haldor Topsoe A/S of Denmark.

The objective of my internship was to study & analyze the financial management of the company. This internship experience really helped me in getting the practical implementation of my academic knowledge, goals, objectives, and experience which will help me to progress in my career. The organization was good choice for me because it has well trained and qualified employees having internationally recognized academics i.e., (ACCAs, CAs, CFAs). I have worked in different departments of finance during my internship from treasury & funds to procurement department. I learned about the purchasing and importing of raw material. After that I was designated to the business planning and projects evaluation department where under the supervision of senior finance manager, I worked on the different business plans which was ongoing process over there. As a student of finance, I have worked on the financial feasibility of these business projects.

I was also assigned to financial reporting department, where the annual reports of the company are prepared quarterly and timely to ensure the transparency and disclosure. I have learnt that how these financial statements are prepared accurately and how budget is developed and proposed. My last week was with the employment fund and payroll, which deals with the statutory provident funds, benevolent fund and much more. They were also working on the different post-retirement plans of the employees i.e., pension, gratuity & WWF.

I felt very lucky to be a part of FFC giving one of the best professional workplace and environment. All managers have great level of intellect and expertise that really help me in learning new concepts. Overall, it was very good experience because I got opportunity to nurture my knowledge regarding how practically things related to finance are implemented. During my internship I had a great experience to learn about all those functions that FFC executed.

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