

PROF. DR. MASOOD-UL-HASSAN

Ph.D. (Istanbul University) | Post-Doc (Pak) | MBA | LLB | FCMA (Pak) | ACII (UK) | FLMI (USA) | ACS (USA)
Professor of Business Management, Department of Commerce, Bahauddin Zakariya University (BZU), Multan, Pakistan
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Google Scholar: scholar.google.com/citations?user=gWMUYKMAAAAJ | Citations: 3,833 | h-index: 34 | i10-index: 61

PROFESSIONAL PROFILE

Prof. Dr. Masood-Ul-Hassan is a Professor of Business Management in the Department of Commerce at Bahauddin Zakariya University (BZU), Multan, Pakistan, with more than 30 years of combined experience in teaching, research, training and academic administration at national and international institutions. His areas of expertise span business management, entrepreneurship, human resource management, insurance, finance and accounting, and women's entrepreneurship education. He is an HEC-approved PhD supervisor who has produced 9 PhD, 74 MPhil/MS and 6 BS scholars, evaluated 19 PhD theses as an external examiner, published 109 peer-reviewed journal articles and 1 book chapter (h-index 34; 3,833 citations, i10-index 61, per Google Scholar), presented 35 conference papers, delivered international keynote addresses, secured 10 competitive research grants, and served as Chairman of the Department of Commerce (2014-2017).

Areas of Expertise

Business Management & Organization • Entrepreneurship & Digital Entrepreneurial Ecosystems • Human Resource Management & Organizational Behavior • Insurance, Finance & Accounting • Women's Entrepreneurship Education • Knowledge Management • PLS-SEM & Quantitative Research Methods (SPSS, AMOS, LISREL) • Qualitative Research Methods (MAXQDA)

EDUCATION

Ph.D., Business Management & Organization — *2007 – 2011*
Department of Business Management & Organization, Istanbul University, Turkey

Thesis: “Effects of Organizational Trust on Organizational Commitment, Organizational Citizenship Behavior, and Employees' Task Performance – An Empirical Study in Banking Sector.” Completed under the Cultural Exchange Scholarship, Ministry of Education, Pakistan & Turkey.

Post-Doctoral Fellowship (Indigenous) — *2018/19*
Punjab Higher Education Commission — Rs. 1,200,000

Project: “Education for Women Entrepreneurs; Perceptions, Challenges and Opportunities Regarding Empowerment, Equity and Employability.”

Fellow, Cost and Management Accountants of Pakistan (FCMA) — *2010*
Institute of Cost and Management Accountants of Pakistan (ICMAP)

Associate of Chartered Insurance Institute, UK (ACII) — *2005*
Chartered Insurance Institute, UK — Distinction in Claim Management

Associate, Cost and Management Accountants of Pakistan (ACMAP) — *2003*
Institute of Cost and Management Accountants of Pakistan (ICMAP)

Bachelor of Laws (LLB) — *2000*
Bahauddin Zakariya University, Multan

Fellow, Life Management Institute (FLMI) & Associate, Customer Service (ACS) — *2000*
Life Office Management Association (LOMA), USA — FLMI with distinction (89%); ACS with honors (93%)

Master of Business Administration (MBA), Finance — *1995*
Bahauddin Zakariya University, Multan — CGPA 3.00 (65%)

Bachelor of Commerce (B.Com) — *1993*
Bahauddin Zakariya University, Multan — 933/1300 (72%); 2nd position university-wide; specialization in Advanced Accounting & Auditing

Diploma in Commerce (D.Com), Accounting Group — *1990*
Punjab Board of Technical Education, Lahore — 991/1350 (73%); 2nd position in college

Secondary School Certificate (SSC), Science Group — *1988*
Board of Intermediate & Secondary Education, Multan — 615/850 (72%)

ACADEMIC & PROFESSIONAL EXPERIENCE

Professor of Business Management, Department of Commerce — *25 Oct 2015 – Present*
Bahauddin Zakariya University, Multan

Chairman, Department of Commerce — *28 Mar 2014 – 27 Mar 2017*
Bahauddin Zakariya University, Multan

Led departmental academic and administrative affairs; taught management, entrepreneurship, HRM and marketing courses at BS, MS and MPhil level; supervised BS, MS, MPhil and PhD research; served as PhD Course Coordinator; coordinated with the Quality Enhancement Directorate on internal/external assessment and accreditation of departmental programs.

Associate Professor, Department of Commerce *19 Dec 2013 – 24 Oct 2015*
Bahauddin Zakariya University, Multan

Assistant Professor, Department of Commerce *17 Jan 2012 – 18 Dec 2013*
Bahauddin Zakariya University, Multan

Taught management, entrepreneurship, HRM and marketing courses for BS, MS and MPhil students; supervised BS, MS, MPhil and PhD research.

Assistant Professor, Department of Management Sciences *10 Aug 2011 – 16 Jan 2012*
Mohammad Ali Jinnah University, Islamabad Campus

Taught Organizational Behavior, Consumer Behavior and Human Resource Management.

PhD Research Scholar *Jan 2007 – Jul 2011*
Department of Business Management & Organization, Istanbul University, Turkey (Cultural Exchange Scholarship, Ministry of Education, Pakistan & Turkey)

Completed 11 PhD coursework classes and a basic Turkish language certificate; presented at international research conferences; published in international refereed journals; successfully defended PhD thesis in June 2011.

Training In-Charge *22 Jul 1996 – 13 Jan 2007*
State Life Insurance Corporation of Pakistan, Multan Zone (11 years)

Designed, organized and managed marketing, management and functional training courses for marketing and office personnel.

Trainer *2005 (5 months)*
Bahrain Training Institute, Bahrain

Designed and delivered courses in marketing, finance, management and accounting for corporate professionals and vocational students.

Bank Officer, Advances Department *6 Mar 1996 – 21 Jul 1996*
National Bank of Pakistan, Main Branch, Lahore

Lecturer *Dec 1995 – 5 Mar 1996*
Institute of Management Sciences, Islamia University, Bahawalpur — Permanent faculty position

Course: Business Research Methods.

Visiting Faculty
Bahauddin Zakariya University & Institute of Cost and Management Accountants of Pakistan, Multan

Courses: Investment and Accounting.

RESEARCH GRANTS & FUNDED PROJECTS

Education for Women Entrepreneurs; Perceptions, Challenges and Opportunities Regarding Empowerment, Equity and Employability *2018/19*
Funder: Punjab Higher Education Commission (Indigenous Post-Doctoral Fellowship) | *Amount:* Rs. 1,200,000

Evaluating the CPEC from Sustainability Perspective *2017/18*
Funder: Centre of Excellence – CPEC Competitive Policy Research Grant | *Amount:* Rs. 350,000

Role of Innovative Climate on the Relation between Open Innovation and Innovative Performance: A Knowledge Management Perspective from Pakistan *2017–18*
Funder: National Research Program for Universities, HEC Pakistan | *Amount:* Rs. 989,400

Testing Mediating Impact of Customer Satisfaction and Moderating Impact of Technology Trust between the Relationship of SST Service Quality and Customer Loyalty & Behavioral Intentions *2015–2017*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 102,000

Entrepreneurial Orientation and Firm Financial Performance: Testing the Role of Knowledge Creation and Top Management Team Characteristics in Pakistan *2016–2017*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 150,000

The Role of Trust in Social Commerce Purchase Intention: An Empirical Study in Emerging Economy of Pakistan *2017–2018*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 129,540

The Impact of Entrepreneurial Ecosystem on Entrepreneurial Behavior of Pakistani Freelancers: Mediating Role of Digiskills *2022–2023*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 100,000

Human Resources Information System Satisfaction & Success Factors: Integrating TAM and ISSM in Top Ten Commercial Banks of Pakistan *2014–2015*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 150,000

Impact of Organizational Assimilation of E-Government Systems on Business Value Creation *2014–2016*
Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 150,000

Linking the Digital Entrepreneurial Eco-system with Career Success of Pakistani Freelancers: Role of Activating, Pointing & Supporting Signals *2023–2024*

Funder: BZU Non-PhD Research Project Grant | *Amount:* Rs. 100,000

DOCTORAL (PHD) SUPERVISION

PhD Scholars Produced (9)

Mirza Waseem Abbass (Reg#1031108)
The Dilemma of Business Resilience and CRM Effectiveness in Tourism Industry of Pakistan – Turbulence
SZABIST, Islamabad — Completed; Notification No. Exams/SZABIST-Isb/PhD-MS/GN-17 dated 28-01-2019

Arslan Ayub (Reg# 2015-BZCM-178)
Employee's Responses Towards Organizational Change and Its Impact on Work Outcomes: Implications for Emotional Intelligence
Dept. of Commerce, BZU Multan — Completed; Notification No. Ph.D.756 dated 24-09-2020

Muhammad Saqib Nawaz (Reg# 2008-BZCM-77)
Examining the Paths from Export Strategic Orientations to Export Entrepreneurship in Pakistan: Integration of Resource-Based and Dynamic-Capability Views
Dept. of Commerce, BZU Multan — Completed; Notification No. Ph.D.1113 dated 23-12-2022

Amna Hasnain (Reg# 2003-BZBA-53)
Antecedents, Mechanisms and Consequences of Presenteeism: A Perspective from Pakistan
Dept. of Commerce, BZU Multan — Completed; Notification No. Ph.D.924 dated 28-12-2021

Asghar Iqbal (Reg# 2005-LD-28)
Role of Innovative Climate on the Relation between Open Innovation and Innovative Performance: A Knowledge Management Perspective from Pakistan
Dept. of Commerce, BZU Multan — Completed; Notification No. Ph.D.1199 dated 19-07-2023

Sadia Shoukat (Reg# 2008-BZCM-123)
Achieving Sustainable Business Outcomes through Eco-Innovation Adoption: A Multi-Perspective Study from Pakistan
Dept. of Commerce, BZU Multan — Completed; Notification No. Ph.D.1375 dated 31-07-2024; CGPA 3.77; External Examiners: Prof. Dr. Guney Cetin Gurkan (Trakya University, Turkey), Dr. Azahari Bin Ramli (Universiti Utara Malaysia)

Muhammad Shahid Iqbal (Reg# 2008-BZCM-25)
Examining Self-Service Technologies (SSTs) Experience through SSTs and Users' Characteristics in Pakistan: The Role of Co-Creation Experience and Technology Trust
Dept. of Commerce, BZU Multan — Completed; PhD requirements fulfilled per HEC/university quality criteria; formal notification number pending issuance

M. Haseeb Khan Khakwani (Roll No. PHDC-22-07)
Impact of Digital Entrepreneurial Ecosystem on Digital Entrepreneurial Readiness: An Investigation into Pakistan's Gig Economy
Dept. of Commerce, BZU Multan (co-supervised with Prof. Dr. Asif Yaseen) — Thesis completed and submitted; notification awaited

Maria Javed (Roll No. PHDC-23-04)
Advancing Sustainability through Green Entrepreneurship: A Mixed-Methods Study of the Manufacturing Sector in Pakistan
Dept. of Commerce, BZU Multan — Thesis completed and submitted; notification awaited

PhD Scholars Under Supervision (2)

Muhammad Ahmad (Roll No. PHDC-22-11)
Linking Job Characteristics to the Needs Fulfillment, Meaningful Work, and Career Success of Pakistani Gig Workers: Roles of Value Proposition and Decent Work
Dept. of Commerce, BZU Multan

Misbah Bokhari
Industry 5.0-Driven Social Media Engagement and Women's Empowerment in Pakistan
Dept. of Commerce, BZU Multan (registered 16-09-2024, per BZU Notification No. Acad/Scholar's File/7292 dated 25-08-2026)

MPHIL / MS THESIS SUPERVISION (74 SCHOLARS)

1. Shahzad Akram (MPHCM-24-04) — AI Acceptance in the Banking Sector of Pakistan: The Role of Innovative and Individual Factors. BZU Multan, 2024–2026.
2. Syeda Rida Fatima Gardezi (MPHCM-23-03) — Influence of Gender Equality and Women Empowerment Perceptions on Sustainable Entrepreneurial Intentions: An Extension of Theory of Planned Behaviour. BZU Multan, 2023–2025.
3. Dalawar Hussain (MPHCM-23-02) — Understanding the Intention to Adopt AI-Enabled HRM Functions in Pakistani Organizations Using an Integrated TAM-TOE Model. BZU Multan, 2023–2025.
4. Khadija Manzoor (MPHCM-23-06) — Impact of Social Commerce Trust on Online Social Media Purchase Behavior: The Mediating Role of Social Commerce Satisfaction. BZU Multan, 2023–2025.
5. Ayesha Ayaz (MPHCM-23-28) — Impact of Information Support and Emotional Support on Online Social Media Purchase Behavior: The Mediating Role of Customer Rating and Review Quality. BZU Multan, 2023–2025.
6. Hafsa Nayyar — Linking Digital Entrepreneurial Eco-system with the Career Success of Pakistani Freelancers: Mediation of Activating, Pointing and Supporting Signals. BZU Multan, 2021–2023.

7. Infal Khakwani — Impact of Entrepreneurial Ecosystem on Entrepreneurial Behavior of Pakistani Freelancers: Mediating and Moderating Role of Digiskills. BZU Multan, 2021–2023.
8. Amber Hamid — Driving Online Customer Brand Engagement and Value Co-Creation by Brand Interactivity: The Role of Brand Love. BZU Multan, 2020–2022.
9. Kiran Mushtaq — Social Commerce Intention and Its Dimensions during Covid-19. BZU Multan, 2019–2021.
10. Maria Javed — The Impact of ICT and Social Media Adoption on Pakistani Freelancers' Empowerment and Entrepreneurial Behavior: The Moderating Role of Entrepreneurial Skills. BZU Multan, 2019–2021.
11. Hafiz M. Azib Miraj — Role of Entrepreneurial Mentoring and Youth Development Program on Youth Empowerment: A Case from Pakistan. BZU Multan, 2018–2020.
12. Hafiz M. Kamran Shakir — Antecedents of Youth Self-Employment Behavior: A Case from Pakistan. BZU Multan, 2018–2020.
13. Bilal Qamar — Empowering Entrepreneurship: The Role of Freelance Training Programs in Pakistan. BZU Multan, 2018–2020.
14. Muhammad Ahmad — Impact of Decent Work on Women Empowerment: Mediating Role of Subjective Well-Being and Psychological Capital. BZU Multan, 2017–2019.
15. Alvena Fida — Role of Gender Equality in the Relationship between Entrepreneurial Training and Women Empowerment: A Socio-Economic Perspective from Pakistan. BZU Multan, 2017–2019.
16. Hafiz Muhammad Rashid Jan — Antecedents and Consequences of Consumer Attitude towards Counterfeit Products: An Empirical Evidence from Southern Punjab of Pakistan. BZU Multan, 2017–2019.
17. Muhammad Ali — Impact of Customer Motivation and Customer-Owned Resources on Electronic Word of Mouth through Customer Co-Creation Value, Brand Equity, and Psychological Ownership. BZU Multan, 2017–2019.
18. Sumera Bashir — Women Entrepreneurial Education and Training: Turning Problems into Gender Empowerment Opportunities. BZU Multan, 2017–2019.
19. Farkhanda Khalil — Factors Affecting Entrepreneurial Intention: Role of Environmental and Internal Factors of Incubation Centers. BZU Multan, 2016–2018.
20. Shoaib Muhammad Blouch — Bridging the Gap between Intention and Adoption of Cyber Entrepreneurship: An Empirical Study from Pakistan Using Unified Theory of Acceptance and Use of Technology. BZU Multan, 2016–2018.
21. Zunaira Tehsin — Antecedents of Customer's Intention to Use Islamic Banking: Empirical Study of Pakistan. BZU Multan, 2016–2018.
22. Sana Khan — Effect of Export Promotion Programs on Export Performance. BZU Multan, 2016–2018.
23. Hania Malik — Technology Acceptance among Small and Medium Enterprises (SMEs) of Pakistan. BZU Multan, 2016–2018.
24. Muhammad Ishfaq — Impact of Knowledge Sharing and Management Practices on Organizational Performance: An Empirical Study of Selected Campuses of University of Central Punjab. BZU Multan, 2015–2017.
25. Muhammad Imran — Impact of Team Characteristics and Team Performance through Empowerment: Moderating Role of Team Motivation. BZU Multan, 2015–2017.
26. Mohsin Shahzad — Work-Family Role Integration and Personal Well-Being: The Moderating Effect of Attitude towards Personal Web Usage and Person-Organization Fit. BZU Multan, 2015–2017.
27. Muhammad Aashiq Ali — The Effects of Personal and Organizational Factors on Role Ambiguity amongst Internal Auditors of Fatima Group Organizations. BZU Multan, 2015–2017.
28. Sheikh Rehan Aslam — Social Customer Relationship Management, Relationship Management Orientation and Business Strategies Affecting Bank's Performance. BZU Multan, 2015–2017.
29. Waqar Nazeer — Users' Behavior towards Online Purchase in Pakistan: A Multi-Perspective Theoretical Framework. BZU Multan, 2015–2017.
30. Tariq Iqbal — Evaluating the Smartphone Repeat Purchase Intention: An Empirical Study of Pakistani Smartphone Users. BZU Multan, 2015–2017.
31. Ubaidullah Shafiq — Team Empowerment and Team Performance Linkage via Knowledge Sharing, Team Efficacy and Team Prosocial Motivation: A Case of Hotel Industry in Multan. BZU Multan, 2015–2017.
32. Syeda Manal Fatima — Psychological Capital as a Mediator between Employees' Personal Characteristics & Their Behavior: An Empirical Study in Manufacturing Sector of Pakistan. BZU Multan, 2015–2017.
33. Nayab Bukhari — Impact of Social Networking Sites (SNS) Advertisement on Social Commerce: An Empirical Study in Pakistan. BZU Multan, 2015–2017.
34. Zeeshan Iqbal — Customers' Co-Creation with Self-Service Banking in Pakistan: A Multi-Theoretical Framework. BZU Multan, 2015–2017.
35. Maimoona Malik — SMEs' Intention towards the Adoption of Mobile Marketing: A Case of Pakistan. BZU Multan, 2015–2017.

36. Muhammad Asrar — Impact of Job Stress on Organizational Commitment and Job Performance: An Empirical Study of Public & Private Hospitals of Punjab, Pakistan. BZU Multan, 2015–2017.
37. Aisha Wahid — Customer Participation in Online Shopping and Brand Co-Creation: An Empirical Study of Online Clothing Brands of Pakistan through Social Media. BZU Multan, 2015–2017.
38. Ayousha Rehman — Determinants of Organic Food Purchase Behavior: Study of the Application of Theory of Planned Behavior in Pakistan. BZU Multan, 2015–2017.
39. Samar Zaman — Impact of Corporate Social Responsibility on Brand Performance: Mediating Effects of Customer Satisfaction, Brand Equity and Corporate Reputation (A Study of 5 Top-Rated Banks of Pakistan). BZU Multan, 2015–2017.
40. Bakhtawar Khurram — The Role of Trust in Social Commerce Purchase Intention: An Empirical Study in Emerging Economy of Pakistan. BZU Multan, 2015–2017.
41. Muhammad Akram — An Empirical Investigation of Influencing Factors on the IPTV Subscription in Pakistan: Moderation Role of User Perceived Video Quality. COMSATS Institute of Information Technology, Fall 2016.
42. Rahat Sabah — Impact of Export Processing Zones on Economic Development of Pakistan. BZU Multan, 2014–2016.
43. Abdul Karim — Impact of Target Costing on Sustainable Competitive Advantage: An Empirical Evidence from Pakistan. BZU Multan, 2014–2016.
44. Saira Batool — The Co-Creation Experience & Knowledge Contribution Behavior from Students' Perspective in Virtual Institute(s) of Pakistan. COMSATS Institute of Information Technology, Spring 2016.
45. Muzaffar Ahmad — The Mediating Role of Knowledge Sharing Process between Knowledge Environment and Employee Information Use Outcomes. BZU Multan, 2014–2016.
46. Sidra Sheikh — Women Entrepreneurs of Southern Punjab – The Triggering Events and Impact of Uncertainty Avoidance & Masculinity on Their Success. BZU Multan, 2014–2016.
47. Sibta Shoaib — Entrepreneurial Orientation and Firm's Performance: Testing the Role of Knowledge Creation and Top Management Team Characteristics. BZU Multan, 2014–2016.
48. Waqas Abdul Sattar — Impact of Factors on Adoption and Continued Use of E-Procurement System: Empirical Evidence from Pakistan. BZU Multan, 2014–2016.
49. Mirza Rohail Baig — E-Commerce Adoption: An Empirical Study on SMEs Sector of Pakistan. BZU Multan, 2014–2016.
50. Muhammad Yasir Shahzad — Impact of IT Capabilities on Firm Performance: Testing the Mediating Impact of E-Procurement Functionality. BZU Multan, 2014–2016.
51. Adnan Haider — Factors Deteriorating Outsourcing Performance and Retaining Capability Loss. COMSATS Institute of Information Technology, Fall 2016.
52. Junaid Aftab — Critical Factors which Impact on Learner Satisfaction: A Study of E-Learning Institutions of Pakistan. COMSATS Institute of Information Technology, Spring 2016.
53. Kamran Haider — Organizational Assimilation of Electronic Procurement Innovations in Multan Region Industries/Companies. COMSATS Institute of Information Technology, Spring 2016.
54. Freeha Naz — Role of Values and Environmental Concerns for the Sustainable Purchasing Behavior: An Evidence from Pakistan. COMSATS Institute of Information Technology, Spring 2016.
55. Shayan Shakir — The Interaction among Employees Creativity, Innovation, Entrepreneurial Self Efficacy & Organizational Performance in Human Capital Development. COMSATS Institute of Information Technology, Spring 2016.
56. Muhammad Shahid Iqbal — Testing the Mediating Impact of Customer Satisfaction and Moderating Impact of Technology Trust between the Relationship of SST Service Quality and Customer Loyalty & Behavioral Intentions. BZU Multan, 2013–2015.
57. Mansha Yousaf — Effect of Employee Internal and External Factors on Employee Creativity: Mediating Role of Psychological Empowerment and Creative Process Engagement. BZU Multan, 2013–2015.
58. Naveed Ahmad — Determinants of Employee Turnover in Call Centers: A Case of Pakistan. BZU Multan, 2013–2015.
59. Farah Naz — Impact of Organizational Assimilation of E-Governance Systems on Business Value Chain Creation. BZU Multan, 2013–2015.
60. Shumaila Sharif — Integrating Social Exchange Perspective with Employees' Workplace Attitudes and Behaviors: An Empirical Research on Pharmaceutical Sector of Pakistan. BZU Multan, 2013–2015.
61. Muhammad Shahid Yaqoob — Assessing the Impact of Service Quality, Relational Benefits, Relational Bonds on Customer Satisfaction and Retention: Evidence from Selected Banks of Multan Region. National University of Modern Languages (Multan Campus), 2012–2014.
62. Danial Akhtar Sumbal — Relationship between HR Practices & Employee Turnover Intentions, Taking Moderating Effect of Neuroticism and Extroversion: A Case Study of Selected Banks in Multan. National University of Modern Languages (Multan Campus), 2012–2014.

63. Marium Zahoor — Impact of Reward Management System on Employees' Performance and Job Satisfaction via Motivation: Evidence from Commercial Banks of Southern Punjab, Pakistan. National University of Modern Languages (Multan Campus), 2012–2014.
64. Owais Javaid — Interrelationship among Capital Structure, Corporate Governance Measures and Firm Value: Panel Study from Pakistan. National University of Modern Languages (Multan Campus), 2012–2014.
65. Muhammad Arif Nawaz — Impact of Business Ethics on Employees' Affective Commitment, Job Satisfaction and Performance via Trust in Organization: An Empirical Study on Cellular Operators of Pakistan. National University of Modern Languages (Multan Campus), 2012–2014.
66. M. Saqib Nawaz — Impact of Human Resources Practices on Employee Output and Organizational Performance: Testing the Mediating Effect of Intellectual Capital in the Manufacturing Sector of Pakistan. BZU Multan, 2012–2014.
67. Sadia Shaukat — Interrelations among Leadership Styles, Job Characteristics and Employee Outcomes: Testing the Mediating Effect of Person-Job Fit and Person-Organization Fit in the Telecommunication Sector of Pakistan. BZU Multan, 2012–2014.
68. Asghar Iqbal — Impact of Organizational Support on Information Use Outcomes, Testing the Mediating Impact of Knowledge Management Environment & Information Behavior Values in Pakistan. BZU Multan, 2012–2014.
69. Muhammad Iran Sajid — Impact of Perceived CST, Ethical Leadership and Perceived Organizational Support on Employee Job Behaviors: Testing the Mediating Role of Employee Commitment & Satisfaction in Banking Sector of Pakistan. BZU Multan, 2012–2014.
70. Saad Hassan — Testing the Mediation Role of Perceived Organizational Support between Leadership Styles, Organizational Justice and Employee Behavioral Outcomes. BZU Multan, 2012–2014.
71. Maria Zamir — Impact of Service Orientation and Market Orientation on Organizational Performance through Mediation Effect of Employee Customer-Oriented Behavior and Customer Satisfaction in the Banking Sector of Pakistan. BZU Multan, 2012–2014.
72. M. Farooq Ahmad Khan — The Impact of HRM Practices and Job Related Factors on Employee Job Satisfaction, Performance and Creativity: Testing the Mediating Effect of Work Engagement in the Financial Sector in Pakistan. BZU Multan, 2012–2014.
73. Muhammad Shoaib — Impact of Perceived Organizational Support and Psychological Empowerment on Job Performance and Employee Satisfaction: The Mediating Effect of Employee Engagement in Banking Sector of Pakistan. BZU Multan, 2012–2014.
74. Bilal Anwar — Antecedents of Employee Engagement. National University of Modern Languages (Multan Campus), 2011–2013.

BS THESIS SUPERVISION (6 SCHOLARS)

1. Ahmed Naveed Jaura — Mediating Role of Human Capital between Organizational Learning & Competitive Advantage & Moderating Role of Human Resource Values. BZU Multan, 2011–2015.
2. Sehrish Anjum — Impact of Service Quality, Perceived Value and Trust on Customer's Behavioral and Repurchase Intentions: An Application in Telecommunication Sector of Pakistan. BZU Multan, 2011–2015.
3. Syeda Manal Fatima — Impact of Emotional Capability & Learning Capability on Human Capital, Testing the Mediating Impact of Organizational Learning & Moderating Role of Human Resource Value. BZU Multan, 2011–2015.
4. Khadija Farrukh — Building Employee Work Engagement through Leadership, Job Characteristics & Psychological Empowerment. BZU Multan, 2011–2015.
5. Infal Khakwani — Antecedents of Green Purchase Intention and Behaviour of Pakistani Youth. BZU Multan, 2017–2021.
6. Maryem Khalid — Antecedents of Intention and Behavior to Engage in Social Commerce: Role of E-Commerce Satisfaction during Covid-19. BZU Multan, 2018–2022.

PHD EXTERNAL EXAMINER (19 THESES)

1. Amir Riaz — High Performance Work System at Bank Branches: Exploring the 'Black Box' of Strategic Human Resource Management through the Lens of Resource-Based View and Organizational Justice Theory. COMSATS Institute of Information Technology, Lahore, Fall 2017.
2. Razia Shaukat — Workplaces that Work: Examining the Relationships between Conflict, Subjective Well-Being, Employee Performance and Turnover Intentions. COMSATS Institute of Information Technology, Islamabad, Fall 2016.
3. Aamer Waheed — Linking Performance Appraisal Quality with Employee Participation in Informal Learning Activities through Psychological Empowerment. COMSATS Institute of Information Technology, Islamabad, 2019.
4. Arslan Ahmad Siddiqi — Impact of Drug Advertising on Brand Equity: Evidence from an Emerging Market. COMSATS Institute of Information Technology, Islamabad, Spring 2018.
5. Muhammad Waqas Maharvi — Effectiveness of Performance Appraisal System: A Proposed Model with Empirical Evidence from the Government Employees of Punjab, Pakistan. COMSATS Institute of Information Technology, Islamabad, Fall 2017.
6. Farah Samreen — Abusive Supervision and Counter-Productive Work Behavior: A Moral Licensing Perspective. COMSATS Institute of Information Technology, Lahore, Fall 2018.

7. Muhammad Zaheer — From Kick to Stitch: Exploring Trajectories of Converting Embodied Knowledge into Embedded Processes. University of Management and Technology (UMT), Lahore, May 2019.
8. Aamer W. — Linking Performance Appraisal Quality with Employee Participation in Informal Learning Activities through Psychological Empowerment. COMSATS Institute of Information Technology, Islamabad, Nov 2019.
9. Mustafa Jan — Risk Assessment Modeling Using Pattern Recognition & Data Mining. Pakistan Navy Engineering College (PNEC), NUST, Karachi, Aug 2021.
10. Mohammad Ali — The Role of Brand Tribe and Brand Romance in Building Brand Loyalty. COMSATS Institute of Information Technology, Islamabad, Nov 2021.
11. Rabia Asif — Diversification and Stability of Financial Performance in the Banking Industry: A Panel Data Investigation. COMSATS Institute of Information Technology, Lahore, Jan 2022.
12. Sajjad Ahmad — CEO Dark Triad Personality Traits and Startup Performance: Upper Echelons Theory's Perspective. COMSATS Institute of Information Technology, Islamabad, May 2022.
13. Amna Mukhtar — Work-Life Interface among Female Entrepreneurs of Pakistan: A Study of Fashion Design Sector. Institute of Business Administration, University of the Punjab, Lahore, Jul 2022.
14. Aamer Shahzad — De-Leveraging to the Extreme: Antecedents and Consequences. COMSATS Institute of Information Technology, Lahore, Oct 2022.
15. Mahnaz Begum — Predicting Pro-Environmental Behavior in Sustainable Consumption of Electronic Products. COMSATS Institute of Information Technology, Islamabad, Nov 2022.
16. Sadaf Nagi — Self-Efficacy and Leader-Member Exchange Relationship: A Serial Mediation Model of Employees' Voice Behavior, Managers' Voice Aversion, and Emotional Exhaustion. COMSATS Institute of Information Technology, Islamabad, Jan 2023.
17. Naila Bibi — Job and Organizational Performance: An Integrated Model of Job Love and Contextual Factors. COMSATS Institute of Information Technology, Abbottabad, Nov 2023.
18. Waqas Khaliq Bhatti — A Study to Investigate the Impact of Spiritual Leadership on Inclusion Practices: An Empirical Evidence through Mediated Mediation Approach. COMSATS Institute of Information Technology, Wah Campus, Jul 2024.
19. Hina Mushtaq — Volatility Spillover in the South Asian Market during Global Health Crises and Political Uncertainties. Layalpur Business School, Government College University, Faisalabad, Nov 2024.

PUBLICATIONS

Verified via Google Scholar (scholar.google.com/citations?user=gWMUYKMAAAAJ) as of September 2026: 109 peer-reviewed journal publications, 3,833 total citations, h-index of 34, and i10-index of 61.

Book Chapter

1. Hassan, M.U., & Iqbal, A. (2017). Entrepreneurial Orientation & Firm Performance Link of SMEs in Pakistan: Testing the Mediating Role of SECI Model of Knowledge Creation. In N. Rauf, N.J. Seth, S.U. Bajwa & A.M. Khan (Eds.), Emerging Dimensions of SME Focused Research in Pakistan (pp. 17-54). Lahore, Pakistan: SMEDA.

Peer-Reviewed Journal Articles (109, Reverse Chronological)

1. Khakwani, H.K., Yaseen, A., Hassan, M.U. (2026). How Digital Readiness Impacts Digital Entrepreneurial Readiness Behavior: An Empirical Investigation of GIG Workers in Pakistan. Global Management Sciences Review, 11(1), 152-177 [HEC recognized Category: Y]. https://doi.org/10.31703/gmsr.2026(XI-I).10
2. Khakwani, H.K., Yaseen, A., Hassan, M.U. (2026). Unifying Ecosystem Perspectives: A Systematic Literature Review of Entrepreneurial and Digital Ecosystems to Conceptualize the Digital Entrepreneurial Ecosystem. Center for Management Science Research, 4(3), 1344-1371. https://doi.org/10.5281/zenodo.21620664
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106. Hassan, M.U., Semercioz, F. (2010). Trust in Personal and Impersonal Forms: Its Antecedents and Consequences – A Conceptual Analysis within Organizational Context. International Journal of Management & Information Systems, 14(2), 67-83 [HEC recognized foreign journal, indexed Ulrich (2010)]
107. Semercioz, F., Hassan, M.U., Vatansever, N. (2010). Antecedents and Consequences of Interpersonal Trust: An Empirical Study. Journal of US-China Public Administration, 7(4), 73-85 [HEC recognized foreign journal, indexed Ulrich (2010)]
108. Hassan, M.U., Yaqub, M.Z. (2010). Strategic Role of Human Resource Development as Boundary Spanner. European Journal of Economics, Finance and Administrative Sciences, 19, 146-154 [Scopus Q3; HEC recognized foreign journal (2010)]
109. Pinar, I., Hassan, M.U. (2009). Effects of Knowledge Management Environment on Information Behaviors and Information Outcomes: An Empirical Study. Istanbul Management Journal, 20(62), 6-29 [HEC non-recognized foreign journal, indexed DOAJ/Ulakbim/Proquest/EBSCO]

CONFERENCE PRESENTATIONS (35)

1. Exploring Pakistan Youth Empowerment through Self-Efficacy & Social Support: Mediating Role of ICT Use, in 2nd AUSOM International Research Conference on Revisiting Business Practices in Digitized Era (2AIRC), 12-13 December 2024, Air University Pakistan

2. Impact of Information Support and Emotional Support on Online Social Media Purchase Behavior: The Mediating Role of Customer Rating and Review Quality, in 2nd AUSOM International Research Conference on Revisiting Business Practices in Digitized Era (2AIRC), 12-13 December 2024, Air University Pakistan
3. Impact of Social Commerce Trust on Online Social Media Purchase Behavior: The Mediating Role of Social Commerce Satisfaction, in 2nd AUSOM International Research Conference on Revisiting Business Practices in Digitized Era (2AIRC), 12-13 December 2024, Air University Pakistan
4. Examining Pakistani youth entrepreneurial behavior through ICT use: mediating role of empowerment and knowledge sharing (HASSAN & SHAKIR) in 3rd International Conference on Tourism, Entrepreneurship and Business Research (ICTEBR) 14-16 December, 2022, Institute of Business Management and Administrative Sciences, The Islamia University of Bahawalpur
5. Antecedents and Consequence of Consumer Attitude towards Counterfeit products: An Empirical evidence from Southern Punjab of Pakistan (Hassan, Jan, Ali & Ahmad) In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
6. High status food brands and the Intervening Role of E-Word of Mouth in the Online food networks in Pakistan (Munir & Hassan) In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
7. Impact of ICT Training on Women's Employability and Entrepreneurial Skills: An Empirical Study in Southern Punjab of Pakistan (Hassan, Shakir & Naheed) In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
8. Impact of Customer Motivation and Customer Owned Resources on Electronic Word of Mouth through Customer Co-Creation-Value, Brand Equity, and Psychological Ownership (Ali, Hassan, Jan & Ahmad), In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
9. Incidents that effects customer purchase intention through the adoption of mobile commerce (Rehan & Hassan), In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
10. Moderating effect of customer engagement on the brand image – customer loyalty relationship with respect to social exchange theory (Kanwal & Hassan) In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
11. Impact of Decent Work on Women Empowerment: Mediating Role of Subjective Well-Being and Psychological Capital (Hassan, Ahmed, Jan & Ali) In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
12. Social media marketing efforts of luxury brand: Influence on brand equity and customer behavior in Pakistan (Hassan, Qureshi, Miraj, Munir, Kanwal), In Building Youth Capacity to Develop Knowledge Based informative Pathways in Pakistan COMSATS University Islamabad, Vehari Campus December 23-24, 2019
13. What Drives the Self-Entrepreneurs? Revival of Incentive Theory of Motivation in the Context of Freelancers (HASSAN & BALOUCH) in 3rd S.M.E. Conference, held on November, 27, 28-2018 at Lahore Arts Council - Alhamra, Mall Road, Lahore, Pakistan
14. Entrepreneurial Orientation And S.M.E.s' Financial Performance, Testing The Role of Knowledge Creation And Top Management Team Characteristics: An Empirical Evidence From Southern Punjab, Pakistan (HASSAN, IQBAL & SHOAIB) in 3rd S.M.E. Conference, held on November, 27, 28-2018 at Lahore Arts Council - Alhamra, Mall Road, Lahore, Pakistan
15. Role of Innovative Climate on the Relation between Open Innovation and Innovative Performance: A Knowledge Management Perspective from S.M.E. sector of Pakistan (HASSAN & IQBAL) in 3rd S.M.E. Conference, held on November, 27, 28-2018 at Lahore Arts Council - Alhamra, Mall Road, Lahore, Pakistan
16. Impact of Transformational Leadership on Pakistani Hotel Performance: Mediating Role of Team Empowerment, Knowledge Sharing, Team-Efficacy and Team Prosocial Motivation (HASSAN, SHAFIQUE, IQBAL & BUKHARI) 2nd International Research Conference on Economics Business and Social Sciences, April 17-18, 2017 at School of Economics, Bahauddin Zakariya University Multan, Pakistan.
17. Evaluation of Individuals' Behavior Patterns towards Cellular Network: An Empirical Study of Pakistan (HASSAN, IQBAL & MALIK) 2nd International Research Conference on Economics Business and Social Sciences, April 17-18, 2017 at School of Economics, Bahauddin Zakariya University Multan, Pakistan.
18. Customers' Co-Creation with Self-Service Banking in Pakistan: A Multi-Theoretical Framework (HASSAN & IQBAL) 4th International Conference on Contemporary Issues in Business Management, held on March 21, 22-2017 at University of Central Punjab Lahore, Pakistan in collaboration with the KEDGE Business School, France.
19. Role of Organizational Learning & Human Resource Values in the Relationship of Emotional Capabilities, Learning Capabilities and Human Capital: An Empirical Evidence from Service Sector of Pakistan (HASSAN, IQBAL & FATIMA) 4th International Conference on Contemporary Issues in Business Management, held on March 21,22-2017 at University of Central Punjab Lahore, Pakistan in collaboration with the KEDGE Business School, France.

20. Innovative Behaviour of Women Entrepreneurs of Pakistan: Impact of Personality Traits, Gender Stereotypes and Cultural Values (HASSAN, HASSAN & SHEIKH) in 2nd S.M.E. Conference (International), held on March 14, 15-2017 at Pearl Continental Hotel, Lahore.
21. Role of Psychological Capital between Emotional Intelligence, Social Support and Work Engagement: Testing the Moderating Role of Trust in Telecom Sector of Pakistan (HASSAN, IQBAL & FATIMA) at 1st National Conference on Business Dynamics, on February 20, 2017, at Academic Complex AIOU Main Campus Islamabad.
22. Building Employee Work Engagement through Leadership, Job Characteristics & Psychological Empowerment (HASSAN, SADDIQUI & SHARIF) as poster presentation at 1st International Conference on Current Trends in Psychology: Security Issues in Pakistan & its Psychological Implications, on 31st March-2016, at Department of Applied Psychology, Bahauddin Zakariya University-Multan.
23. Negative Impact of Workplace Ostracism: The Pragmatic & Psychological Effects (HASSAN, SHAUKAT & NAWAZ) as poster presentation at 1st International Conference on Current Trends in Psychology: Security Issues in Pakistan & its Psychological Implications, on 31st March-2016, at Department of Applied Psychology, Bahauddin Zakariya University-Multan.
24. Factors affecting the Adoption of Self-Services Technology in Pakistan: An Integration Theory of acceptance Model & Theory of Planned Behavior (HASSAN, NAWAZ & SHAUKAT) at 1st International Conference on Current Trends in Psychology: Security Issues in Pakistan & its Psychological Implications, on 31st March-2016, at Department of Applied Psychology, Bahauddin Zakariya University, Multan.
25. Entrepreneurial Orientation & Firm Performance link of S.M.E.s in Pakistan: testing the mediating role of SECI model of Knowledge Creation (HASSAN & IQBAL) presented at 1st National S.M.E. conference on 25th May-2016 at Pearl Continental Hotel Lahore
26. Managerial Implications of Rocking the Floor by Employees: Consequences of Voice Behavior (HASSAN, BATOOL & HASSAN) presented at 1st International Research Conference on Economics Business and Social Sciences, 12-13 April-2016 at Bahauddin Zakariya University Multan.
27. The Impact of Investors' Stock Market Awareness on Stock Market Efficiently: a Case Study of Southern Punjab-Pakistan (AKHTAR, HASSAN & KANWAL) presented at 1st International Research Conference on Economics Business and Social Sciences, 12-13 April-2016 at Bahauddin Zakariya University Multan.
28. Interrelationship among Corporate Image, Service Quality, Customer Satisfaction and Loyalty, Testing the moderating Impact of Complaint Handling (HASSAN, IQBAL, SHARIF & YASEEN) presented at 1st International Research Conference on Economics Business and Social Sciences, 12-13 April-2016.
29. Trust in Personal and Impersonal Forms Its Antecedents and Consequences: A Conceptual Analysis within Organizational Context" (HASSAN & SEMERCİÖZ), 2010 International Applied Business Research Conference held at Orlando, FL, U.S.A., January 4-6, 2010
30. Role of interpersonal and institutional trust in product, process, behavioral and strategic innovation: An Empirical study in organizational context (SEMERCİÖZ, HASSAN AND ALDEMIR) presented in the 8th IAMB 2010 Madrid Spain Conference June 28-30, 2010
31. Antecedents and Consequences of Interpersonal Trust: An Empirical Study (SEMERCİÖZ, HASSAN AND VATANSEVER), EBES 2009 Conference, Istanbul, 1-2 JUNE, 2009.
32. Team Learning and Its Impact on Marketing Team Performance: An Empirical Study (HASSAN AND ZELAL) Ankara University International Conference Marketing And Entrepreneurship AUMEC Antalya APRIL, 2009
33. Strategic Role of Human Resource Development (H.R.D.) As Boundary Spanner (HASSAN AND YAQUB) JANUARY, 2009, A.B.R. & T.L.C. Conference Oahu, Hawaii, U.S.A.
34. Different Roles of Satisfaction, Trust and Commitment in Strategic Networks (SEMERCİÖZ, YAQUB AND HASSAN) JANUARY, 2009, A.B.R. & T.L.C. Conference Oahu, Hawaii, U.S.A.
35. Interpersonal Trust and Its Role in Organizations (VATANSEVER, SEMERCİÖZ AND HASSAN) November 2008, International Scientific Conference Volume 111 Technical University of Gabrovo

KEYNOTE ADDRESSES & SESSION CHAIR

1. Keynote Speech at the 2nd International Conference on Emerging Trends in Business, Economics, and IT (ICEBE&IT-2026), Government Sadiq College Women University (GSCWU), Bahawalpur, February 2-3, 2026
2. Keynote Speaker at the 1st International Conference on Emerging Trends in Business, Economics & IT (ICEBE&IT), Government Sadiq College Women University (GSCWU), Bahawalpur, February 11-12, 2025
3. Session Chair on HRM & Marketing — 2nd AUSOM International Research Conference (2AIRC), Air University Pakistan, December 12-13, 2024
4. Keynote Address on “Revisiting Business Practices in Digitized Era” — 2nd AUSOM International Research Conference (2AIRC), Air University Pakistan, December 12-13, 2024
5. Session Chair on Sustainable Development — 3rd Student Research Conference on Building Youth Capacity to Develop Knowledge-Based Informative Pathways in Pakistan, COMSATS University Islamabad, Vehari Campus, December 23, 2019
6. Keynote Address on “Building Youth Capacity to Think and to Feel” — 3rd Student Research Conference on Building Youth Capacity to Develop Knowledge-Based Informative Pathways in Pakistan, COMSATS University Islamabad, Vehari Campus, December 23, 2019

7. Keynote Address on “Ensuring Sustainable Development through Eco & Open Innovation: Strategic Orientations Perspective” — Institute of Cost and Management Accountants of Pakistan, Multan Center Management Accountants Conference, February 18, 2017
8. Keynote Address on “How to Become a Good Presenter” — 1st Student Research Conference 2017, COMSATS Institute of Information Technology, Vehari, October 14-15, 2017
9. Session Chair on Strategic Entrepreneurship, Emotional Appeal in Insurance Advertisement, and Firm Valuation — International Conference on Business & Economics (ICBE-2016), Islamia University of Bahawalpur, May 5-7, 2016
10. Session Chair on Employee's Innovative Behavior, Economic Capital, and Consumer Buying Behavior — International Conference on Business & Economics (ICBE-2016), Islamia University of Bahawalpur, May 5-7, 2016
11. Keynote Address on “The Change Has Been Changed: What It Means for Business Management” — International Conference on Business & Economics (ICBE-2016), Islamia University of Bahawalpur & Punjab Higher Education Commission, May 5-7, 2016

EDITORIAL EXPERIENCE

- Member, Editorial Board, Pamukkale University Journal of Business Research (PIAR) — an international, peer-reviewed, scientific and electronic journal, published since 2014

HONORS & AWARDS

- HEC-Approved PhD Supervisor
- Best Research Paper Award 2013/14, Higher Education Commission of Pakistan — for “Effects of Innovation Types on Firm Performance: An Empirical Study of Pakistan's Manufacturing Sector,” Pakistan Journal of Commerce and Social Sciences, 7(2), 2013
- Best Paper Award 2016, SMEDA (1st National SME Conference, Lahore) — for “Entrepreneurial Orientation & Firm Performance Link of SMEs in Pakistan: Testing the Mediating Role of SECI Model of Knowledge Creation”
- Best Paper Award 2017, SMEDA (2nd SME Conference International, Lahore) — for “Innovative Behavior of Women Entrepreneurs of Pakistan: Impact of Personality Traits, Gender Stereotypes, and Cultural Values”
- Best Paper Award nomination, Research & Academic Writing Colloquium 2016, Faculty of Psychology, University of Indonesia, Jakarta — for “Role of Values and Environmental Concerns for Sustainable Purchasing Behavior: Evidence from Pakistan”
- NBEAC Accreditation Award — M.Sc. Accounting & Finance and B.S. Accounting & Finance programs of the Department of Commerce accredited under his chairmanship
- Initiated the PhD program in Commerce and the M.S. Innovation & Entrepreneurship program at Bahauddin Zakariya University, Multan
- Awarded PhD Scholarship by the Government of Turkey under the Cultural Exchange Scholarship (Ministry of Education, Pakistan & Turkey)
- Basic Turkish Language Certificate, TOMER, Ankara University (2007)
- Best Trainer, State Life Insurance Corporation of Pakistan — 2000, 2002
- Top-grade student, PhD coursework (11 courses, 85% average), Department of Business Management & Organization, Istanbul University, Turkey (2007–2009)
- 1st position, Certificate in Commerce (C.Com), college session 1989
- 1st position, Diploma in Commerce (D.Com, Accounting Group), college session 1990
- 1st position, B.Com Part I, Bahauddin Zakariya University, session 1991
- 2nd position, B.Com (overall), Bahauddin Zakariya University, session 1991–1992
- Foreign professional qualifications secured with distinction/honors: Advanced Diploma in Insurance and ACII (UK) with Distinction in Claim Management; FLMI & ACS in Life Insurance (LOMA, USA) with Distinction and Honors

OTHER ADMINISTRATIVE ASSIGNMENTS

- Chairman, BZU Loans and Advances Committee — 6.5 years
- Chairman, BZU House Allotment Committee — 1 year
- Member, BZU Semester Implementation Committee — 6.5 years
- Member, Committee for BZU Lahore Campus — from 22-03-2016
- Member, BZU Sports League — 2019
- Member, BZU Investment Committee — 2 years
- Member, BZU Vision-2025 Implementation Committee
- Chairman, Departmental Admission, Discipline, Purchase, Examination & Financial Aid Committees — 3 years
- Member, BZU Finance Committee (Budget Estimates Scrutiny) — 6.5 years
- Member, Departmental Examination and Discipline Committees — 8 years
- Focal Person, Departmental Accreditation Committee — 3 years

ENTREPRENEURSHIP INITIATIVES & TRAINING ACTIVITIES

FZ Group (Gowns Wear, Birthday Event Management & Gift Shop)

Officers Town Commercial Market, outside Agriculture Gate, BZU Multan. A partnership venture centred on providing elegant, classic designs to customers; started as a short-term project by BS Commerce students to train their entrepreneurial skills. Supervised and guided the students in successfully operating the project, which closed after one year having achieved break-even.

Managerial and Training Activities

- As Training Head at State Life Insurance Corporation of Pakistan, Multan Zone, and as Trainer at Bahrain Training Institute, Kingdom of Bahrain — designed, coordinated and delivered Functional, Professional Business Management, and Marketing Management courses for office and marketing personnel
- Played a key role in conducting the "One-Day Workshop on Structural Equation Modeling through SmartPLS-4," Department of Business Administration, University of Sahiwal, June 8, 2023
- Leading team member in coordinating the "Seminars on Challenges to Humanity & Its Solutions," Department of Commerce, BZU Multan
- Chief Guest, "Seminar on Contemporary Issues in Business Taxation & Accounting," Department of Commerce, BZU Multan
- Organized the annual "Entrepreneurial Gala," Department of Commerce, BZU Multan, since 2012
- Coordinated the annual "Strategic Management Gala," Department of Commerce, BZU Multan, from 2019 onwards
- Leading team member in organizing the "Two-Day Training Workshop for NVivo" (qualitative data analysis tool), Department of Commerce, BZU Multan
- Organized and hosted a "Seminar on Agricultural Income & Business Income," Department of Commerce, BZU Multan
- Played a key role in organizing the "One-Day Training Workshop for SPSS and SmartPLS" (quantitative data analysis tools), Government Sadiq College Women University, Bahawalpur

PROFESSIONAL MEMBERSHIPS & CREDENTIALS

Prof. Dr. Masood-Ul-Hassan holds two internationally chartered professional designations that are rare among Pakistani business faculty: FCMA (Pak) (cost & management accounting) and ACII (UK) (chartered insurance), alongside LOMA's FLMI (USA) and ACS (USA) credentials in life insurance management.

- Fellow, Institute of Cost and Management Accountants of Pakistan (FCMA)
- Associate, Institute of Cost and Management Accountants of Pakistan (ACMAP)
- Member, Research Committee, ICMAP
- Member, ICMAP Multan Branch Council
- Member, Pakistan Insurance Institute, Karachi
- Associate, Chartered Insurance Institute (ACII), UK
- Fellow, Life Office Management Institute (FLMI), LOMA, USA
- Associate, Customer Service (ACS), Life Office Management Association (LOMA), USA

TECHNICAL & LANGUAGE SKILLS

Statistical & Modeling Software: LISREL, SPSS, AMOS, SmartPLS (PLS-SEM, HOC modelling, bootstrapping, HTMT, PLSpredict).

Qualitative Analysis Software: MAXQDA.

Languages: English, Turkish, Arabic, Urdu, Punjabi, Saraiki.

REFERENCES

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Email: isilmp@istanbul.edu.tr