

MADIHA REHMAN FAROOQI

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RESEARCH INTERESTS

Organizational Theory and Behavior, Training and Development, Public Sector Reforms, Local Governance Reforms, Value Co Creation and Citizen Engagement

EDUCATION

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|---|-------------|
| Ph.D. Administrative Sciences | 2020 |
| <i>Institute of Administrative Sciences, University of the Punjab, Lahore</i> | |
| GPA: 4.00/4.00 | |
| Major Subjects: Management and Public Administration | |
| Mphil Management | 2010 |
| <i>Institute of Administrative Sciences, University of the Punjab, Lahore</i> | |
| GPA: 3.53/4.00 | |
| Major Subjects: Management | |
| BS (HONS) Management | 2008 |
| <i>Institute of Administrative Sciences, University of the Punjab, Lahore</i> | |
| GPA: 3.76/4.00 | |
| Major Subject: Human Resource Management | |
| F.A Gen. Science | 2004 |
| <i>Lahore College for Women University, Lahore</i> | |
| Marks: 818/1100 | |
| Major Subject: Mathematics, Statistics, Economics | |
| Matriculation | 2002 |
| <i>Jauher Foundation High School, Lahore</i> | |
| Marks: 696/850 | |
| Major Subjects: Physics, Chemistry, Biology | |

EXPERIENCE

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| Permanent Lecturer & Program Coordinator Undergrad Programs (Mor) | May 2021-till date |
| UE Business School, University of Education, Lower Mall Campus, Lahore | |
| Taught Courses: <i>Management and Human Resource Management, Training Intervention in Job Design, Organizational Behavior, Business Ethics and Sustainability, Organizational Theory and Behavior, Intro to Public Administration</i> | |
| Permanent Faculty Member | April 2015-Feb 2020 |
| <i>University of Central Punjab, Lahore</i> | |
| Taught Courses: <i>Management and Human Resource Management, Training Intervention in Job Design, Organizational Behavior, Business Ethics and Sustainability, Organizational Theory and Behavior, Conflict and Negotiation</i> | |
| E-Instructor | Jan 2010- Oct 2013 |
| <i>Virtual University of Pakistan, Lahore</i> | |
| Taught Courses: Research Methodology, Internship supervision, Research Project supervision | |

ACADEMIC SERVICES

External Examiner

Dec2020—till date

Virtual University of Pakistan, Institute of Administrative Sciences, University of the Punjab
Setting and evaluating papers as external examiner, supervising research projects at the graduate level

Journal Reviewer

Serving on three HEC recognized journals

Visiting Faculty Member

Oct 2013- Feb 2014

Institute of Administrative Sciences, University of the Punjab, Lahore

Taught Statistics in Management at Under-Graduate level

Honorary Member Public Administration Student Alliance (PASA) May 2025- till Date

RESEARCH

Journal Articles:

- Farooqi, M., Shoukat, F., & Sohail, M. (2025). **Exploring digital public service through public service logic perspective: Evidence from HEC Pakistan.** Qualitative Research Journal for Social Studies, 2(4), 1235.
- Naveed, S., Farooqi, M. R., & Salman, Y. (2025). **Wicked problems and value co-destruction in service ecosystems: Navigating the tension between public and private value.** International Journal of Public Sector Management.
- Ul-Durar, Shajara & De Sisto, Marco & Arshed, Noman & Naveed, Shabana & Farooqi, Madiha Rehman, (2024). **FinTech adoption in achieving Ecologically Sustainable Mineral Management in Asian OBOR countries – A cross-section and Time Autoregressive Robust Analysis**, Resources Policy, Elsevier, vol. 91(C)
- Farooqi, M., Naveed, S., Ul-Durar, S., & De Sisto, M. (2023). **Hybrid Organizational Form as a Response to Institutional Complexity: The Case of Local Municipally Owned Corporations in Lahore.** *Australian Journal of Public Administration*, 82(4), 1-15. <https://doi.org/10.1111/1467-8500.12622>
- Naveed, S., Farooqi, M. R., & Rizwan, A. (2022). **Implementation Challenges of Strategic HRM in State-Owned Enterprises of Pakistan: An Institutional Perspective.** *Human Nature Journal of Social Sciences*, 3(4), 271–284. Retrieved from <http://hnpublisher.com/ojs/index.php/HNJSS/article/view/241>
- Farooqi, M. R., Naveed, S., Javid, S. and Salman, Y. (2022) ‘**Institutional complexity of HR Practices: Challenges for Sustainable Business**’, *Public Administration Issue*, 6 (Special Issue II, electronic edition), pp. 122-137
- Naveed, S., Jabeen, N., Farooqi, M., Javid, S., Rizwan, A (2021) **Drivers of Public Enterprise Reforms In Pakistan: The Perspective Of New Institutionalism.** *Governance and Management Review* 6 (1), 1-16
- Javid, S., Farooqi, M. R., Shoukat, A., & Rasheed, A. (2020). **Assessment of Financial Risks on Financial performance of Conventional Banks: An Empirical Evidence from Pakistan.** *Paradigms*, (SI), 81+. <https://link.gale.com/apps/doc/A636154870/AONE?u=anon~81e61604&sid=google Scholar&xid=a5e5970e>
- **Institutional Complexity of Civil Service Reforms in Pakistan: Challenges and Impediments** (2019). *Journal of Political Studies*, 26 (1), 241-264

Funded Research Project:

- Co-PI: Unlocking Synergies through Public Value Co-creation: A Holistic Examination of Public-Private Partnerships in Punjab's Educational Landscape funded project by RASTA PIDE (2024)

Book Chapters:

- Naveed, S., Jadoon, Z.I. & Farooqi, M. (2022). **HRM in the Public Administration in Pakistan: from Personnel Administration to Strategic Alignment** in Handbook on Asian Public Administration
- Farooqi, M. & Naveed, S. (2022). **Reforms in Federal Training Institutions in Pakistan- An Institutional Perspective**. In Eds. Zahra, A., Bouckaert., Jadoon, Z.I., Jabeen, N (Ed.), *Public Sector Reforms in Pakistan- Hierarchies, Markets and Networks*
- Naveed, S. & Farooqi, M., Jadoon, Z.I. (2022). **Energy Sector reforms in Pakistan: Trends and Challenges**. In Eds. Zahra, A., Bouckaert., Jadoon, Z.I., Jabeen, N (Ed.), *Public Sector Reforms in Pakistan- Hierarchies, Markets and Networks*

Skills Developed: Qualitative and Quantitative Research Methods, Data and Textual Analysis

SELECTED CONFERENCE PRESENTATIONS

- **From Adoption to Co-Creation: Citizen Engagement in HEC Pakistan's Digital Attestation System** presented at IAS-SANPA International conference scheduled held from 30th October to 1st November 2025 in Lahore, Pakistan.
- **Trends, Themes, and Networks in Sustainable Tourism Research: A Bibliometric Perspective** presented at 16th ICMR Organized by Faculty of Business and Management Science, held on 17-24th October 2025 in Uzbekistan
- **Reforms in Federal Training Institutions in Pakistan- An Institutional Perspective** presented at Book Seminar organized by Institute of Administrative Sciences, university of the Punjab, 27 Feb 2020
- **Institutional Complexity of HR Practices: Challenges for Sustainable Business** presented at 6th International Conference on Contemporary Issues in Business Management (ICIBM) Organized by UCP, 6-7 February 2020, UCP Lahore
- **Exploring Civil Service Reforms through Institutional Logic Perspective** presented at 7th Asian Management Research Conference Organized by LUMS, 23-24 March 2018, PC Bhurban.
- **Institutional Complexity and Organizational Governance: The Case of Hybrid Organizations** presented at Governance, Management & HR: Strategic Directions, 20th – 21st March, 2018 at Pearl Continental, Lahore Organized by: Institute of Administrative Sciences, University of the Punjab in collaboration with Punjab Economic Research Institute (PERI)
- **Emergence of Agency Model in Pakistan: The Case of Federal Training Institutions of Pakistan** presented at 3rd International Conference on Contemporary issues in business management (ICIMB), 22-23 February 2016, University of Central Punjab, Lahore
- **Drivers of Agencification: The Case of National School of Public Policy (NSPP)** presented in 7th International Conference of the South Asian Chapter of AGBA, 19-21 August 2015, Islamabad, Pakistan
- **Governance Model of Federal Training Institutions of Pakistan** presented in **3rd International Conference on Leadership and Learning in Asian Century** (2014) held at Penang, Malaysia Agencification in Pakistan: The Case of National School of Public Policy (Thesis) presented in the 2nd International Conference on Business Management (2012) held at University of Management and Technology (UMT)

Updated on 26th January 2026

- **Measuring Organizational Citizenship Behavior as a Consequence of Organizational Climate**, Poster Presentation at International Conference on Industrial and Organizational Psychology: Trends, Challenges, and Applications (2012) held at Quaid-iAzam University, Islamabad.
- **Aporia of Agencification-** The Case of National School of Public Policy (NSPP) presented at Istanbul International Conference on Business And Economics, Istanbul, Turkey (2012).
Skills Developed: Public Speaking, Qualitative Research Methods

TRAININGS & WORKSHOPS

Organized for PhD Students in UE Business School, Lower Mall Campus, Lahore:

- Conducted: From Stories to Insights: A hand-On Nvivo Workshop for Qualitative Analysis Organized for Final Year students held on 12th Dec 2025
- Qualitative data analysis (January 2022)
- Grounded theory (February 2022)
- Smart PLS and structural equation modeling (February 2022)
- Using Mendley for literature organizing (February 2022)
- Panel data analysis (February 2022)

Attended:

- Empowering Educators: Inclusive Stem Tools for Transformative Pedagogy organized by University of Education on 21-22 April 2025
- Faculty Training workshop on Teaching Governance with European Lens under Jean Monnet Modules on Governance and Policy on 7th August 2025
- Case-Based Teaching in Business Education in LUMS From 15/12/2023 to 16/12/2023
- Local Government Forum in LUMS on 25/08/2023
- Reforming Local Government: Lessons from EU in Information Technology University from 31/07/2023 to 11/08/2023
- Data Analytics for Governance (2023)
- Faculty Development Program in UCP in 2015 & 2019
- Part of Skill Program conducted in UCP by School of Leadership

Skills Developed: Leadership, Personal Development, Time Management, Event Management

HONORS AND AWARDS

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| Best Paper Award at 6 th International Conference on Contemporary Issues in Business Management (ICIBM) | 2020 |
| Merit Scholarship in PhD | 2015-2020 |
| Dean's Honors List | 2004-2008 |
| Merit Scholarship and Full Tuition Fee waiver | 2004-2010 |

SKILLS

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| <i>Languages</i> | Urdu (mother tongue) English (fluent) |
| <i>Software</i> | NVivo, L ^A TEX, MS Office, SPSS |

REFERENCES

1. Dr Shabana Naveed, Associate Professor, Lahore Garrison University Lahore, Contact 03314445911
2. Prof. Dr. Yaamina Salman IAS, University of the Punjab, Lahore, Contact:03008410678