

Dr. Rana Nadir Idrees

Associate Professor, Department of Management Sciences

COMSATS University Islamabad (Lahore Campus)

Defence Road, Off Raiwind Road, Lahore, Pakistan

Head of Department, Management Sciences (2020 – 2023)

HEC Approved PhD Supervisor (2021 – 2029)

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PROFESSIONAL SUMMARY

Associate Professor of Management Sciences at COMSATS University Islamabad, Lahore Campus, with more than twenty-five years in higher education and three years as Head of the Department. Research covers human resource management, organisational behaviour, leadership development and employee well-being, with twenty-seven published journal articles and book chapters in outlets including Springer, Emerald, Wiley, Inderscience and IGI Global. An HEC approved PhD supervisor with two doctorates completed, and currently Principal Investigator on an international research grant examining remote workers' well-being across Pakistan and Malaysia.

ACADEMIC BACKGROUND

Degree	Year / Result	Institution
PhD in Management Sciences	2012 – 2020 1st Division / CGPA 3.63	COMSATS University Islamabad, Lahore Campus
MS in Management Sciences	2006 – 2008 1st Division / CGPA 3.57	University of the Punjab, Lahore
MBA in Accounting and Finance	1997 – 1999 1st Division / CGPA 3.61	University of the Punjab, Lahore
Bachelor of Commerce	1995 – 1997 1st Division / CGPA 3.63	University of the Punjab, Lahore
Diploma in Cost and Management Accounting	1997 – 1998 1st Division	University of the Punjab, Lahore
F.Sc. (Pre-Engineering)	1993 – 1995 1st Division	Lahore Board, Lahore
Matriculation in Science	1991 – 1993 1st Division	Government Chouburji High School, Lahore

PhD thesis: "Impact of Compensation Systems Attributes on Teacher's Performance with Associated Variables in Universities of Pakistan." Supervisor: Dr. S. M. Imran Haider Naqvi. Course work 18 credit hours, research work 9, total 27.

Foreign examiners: Dr. Pawan Budhwar (Aston University, United Kingdom), Dr. Rubina Mahsud (Seattle University, United States) and Prof. Dr. Zaheer Khan (University of Kent, United Kingdom).

Completion notified by the Controller of Examinations on 9 December 2019. Degree conferred 15 January 2020 and issued 11 February 2020.

WORK EXPERIENCE

- **Associate Professor, Department of Management Sciences, COMSATS University Islamabad, Lahore Campus, 12 May 2026 to date. Officers Grade OG-III, equivalent to Basic Pay Scale 20. Selected on the recommendation of the University Selection Board.**
- **Assistant Professor, Department of Management Sciences, COMSATS University Islamabad, 24 September 2010 to 11 May 2026. Sahiwal Campus to 16 May 2018, and Lahore Campus on transfer from 17 May 2018 in the same designation and pay, service continuing without break.**
- **Time scale promotion to Officers Grade OG-III, equivalent to Basic Pay Scale 20, 1 July 2023, the designation continuing as Assistant Professor.**
- **Lecturer, Institute of Administrative Sciences (IAS), University of the Punjab, Lahore, October 2009 to October 2010.**
- **Lecturer, permanent senior faculty member, Punjab College of Commerce (PCC), University of Central Punjab Main Campus, an entity of Punjab Group of Colleges, teaching commerce subjects to B.Com and M.Com students.**

PROFESSIONAL AND ACADEMIC SERVICE

- **Peer reviewer.** More than fifteen manuscripts and research proposals reviewed for academic journals and for the National Research Programme for Universities (NRPU), Higher Education Commission.
- **External Examiner, doctoral and MPhil.** More than twelve PhD and MPhil examinations across the University of the Punjab, Bahria University, the University of Gujrat, Superior University and the University of Lahore, including MPhil and equivalent degrees at the University of Lahore and the University of Gujrat (2021 – 22).
- **External Examiner, undergraduate.** B.Com and equivalent degrees, University of the Punjab, Lahore.
- **Convener.** Departmental Doctorate Program Coordination Committee (2020 – 23).
- **Session Chair.** 3rd International Conference on Business Administration, Institute of Business Administration, University of the Punjab, 2024.

ADMINISTRATIVE EXPERIENCE

- Head of Department (DMS), COMSATS University Islamabad, Lahore Campus (2020 – 2023).
- **Active Member** from the Department of Management Sciences in the TAKE-UP Project, "Transforming Academic Knowledge to develop Entrepreneurial Universities in Pakistan", an EU Erasmus+ project delivered with Saarland University, Germany and Athens University of Economics and Business, Greece (2020 – 2023). Served as Project Coordinator for six months.
- Convener, Graduate Advisory Committee.
- Convener, Departmental Academic Review Committee.
- Member, Campus Academic Review Committee.
- Convener, Departmental Examination Committee.
- Supervised the departmental submission to NBEAC, the HEC accreditation body, including the peer review team visit and the accreditation data returns.
- Member, PhD Interview Committee of the Department.
- Member, Board of Studies (Principal Seat).
- Member, Course Codes and Specialization of Scheme of Studies of BS (BA), Principal Seat.
- Member, BS Data Analytics Program Committee of BS (BA), Principal Seat.
- Member, Developing Business School Committee, Principal Seat.
- Member, establishment of the Business Incubation Centre at Lahore Campus.
- Selection Board member during 2023, and Convener of the departmental selection committee for visiting faculty.
- Attended the two-day consultative workshop "Changing Tomorrow" for Academic Heads of all CUI campuses, COMSATS University Islamabad, 29 to 30 November 2021.
- Represented COMSATS in the webinar "Health Justice: A Policy Dialogue" and the dissemination of the PERI Reports 2020-21.
- Prepared and submitted the strategic plan of DMS (2022 – 2027) for approval by the statutory bodies.
- Prepared, compiled and secured approval for the complete list of foreign and local PhD evaluators for the Department.
- Ran an intensive admission campaign to strengthen admissions in both quality and number, and published the departmental newsletter.
- More than 7 PhD and 16 MS graduates produced by the Department during tenure as Head, including pending and near time-barred cases.
- Worked with the Joint Programme Committee and the External Linkages Committee on industrial collaboration, alumni mapping and alignment of the curriculum with current industry requirements.

RESEARCH GRANTS AND FUNDED PROJECTS

- **Principal Investigator.** "Surveillance, Stress, or Support? Examining South Asian Remote Workers' Well-Being." AASSREC International Social Science Collaboration and Development Grant 2025, administered by the Academy of the Social Sciences in Australia with AASSREC and the Global Development Network, supported by IDRC Canada. AUD 5,750, January 2026 to December 2026. A comparative mixed-methods study across Pakistan and Malaysia using PLS-SEM and NVivo.
- **Project Coordinator (six months).** EU Erasmus+ TAKE-UP, "Transforming Academic Knowledge to develop Entrepreneurial Universities in Pakistan", a European Union funded capacity building project delivered with Saarland University, Germany and Athens University of Economics and Business, Greece, 2020 to 2023. Departmental representative for COMSATS University Islamabad, Lahore Campus, with study visits to Saarbrücken and Athens in 2022.

CITATION METRICS

Google Scholar, as at 30 August 2026.

- **Citations:** 176 in total, 126 since 2021.
- **h-index:** 8 in total, 7 since 2021.
- **i10-index:** 6 in total, 5 since 2021.

RESEARCH PUBLICATIONS

A. Journal articles (23 published)

1. Shakil, M. H., Butt, J. M., Idrees, R. N., Ehsan, S., & Mukarram, M. (2026). Green finance and digital transformation: how financial products drive sustainability in China. *Management & Sustainability: An Arab Review*, ahead-of-print. <https://doi.org/10.1108/MSAR-11-2025-0444>
2. Ali, F., Idrees, R. N., Shakil, M. H., Zaman, S., & Khalil, J. (2025). Impact assessment of Sehat Sahulat Program: a qualitative study of the government of Pakistan. *Quality & Quantity*, 60(1), 1369-1389. <https://doi.org/10.1007/s11135-025-02317-1>
3. Yaseen, U., Idrees, R. N., Shakil, M. H., Haider, S. Z., & Khalil, J. (2025). Influence of academic leadership on organizational commitment of faculty members in private sector universities: mediating role of work engagement. *Quality Assurance in Education*, 33(1), 17-30. <https://doi.org/10.1108/QAE-04-2024-0072>
4. Hashmi, W. M., Idrees, R. N., Shakil, M. H., Nadeem, R., & Haider, S. Z. (2024). Exploring the tenure track system and basic pay scale system of academic professionals working in public universities: a qualitative approach. *Quality & Quantity*, 59(1), 739-759. <https://doi.org/10.1007/s11135-024-01960-4>
5. Shakil, M. H., Mukarram, M., Hussain, G., Idrees, R. N., & Sajjad, A. (2023). The influence of green human resource management on environmental performance: an empirical study investigated in the pollutant industries of Pakistan. *Business Strategy & Development*, 7(1), e313. <https://doi.org/10.1002/bsd2.313> [HEC W category]
6. Shakil, M. H., Idrees, R. N., Ehsan, S., & Anwar, W. (2023). Impact of green human resource management on green creativity in pharmaceutical companies: mediation role of green mindset. *Environmental Science and Pollution Research*, 30(38), 88481-88494. <https://doi.org/10.1007/s11356-023-28626-2> [HEC W category]
7. Shakil, M. H., Mahmud Zuhudi, N. W. B., & Idrees, R. N. (2024). Sustainable entrepreneurship: the impact of corporate size and innovation on the integration of environmental and social responsibility in business ventures. *Journal of Entrepreneurship and Business Venturing*, 4(1), 241-256. <https://doi.org/10.56536/jebv.v4i1.100>
8. Ashraf, A., Jamal, S., Khatak, A. A., & Idrees, R. N. (2024). The role of macroeconomic variables in shaping the financial performance of firms in developing economy. *International Journal of Social Sciences Bulletin*, 2(4), 871-882.
9. Yunis, M. T., Idrees, R. N., Chaudhry, A., & Abdullah, M. I. (2024). Exploring the role of strategic intent in boosting employees' entrepreneurial behavior. *International Review of Management and Business Research*, 13(2), 107-117. [https://doi.org/10.30543/13-2\(2024\)-9](https://doi.org/10.30543/13-2(2024)-9)
10. Akram, S., & Idrees, R. N. (2024). Impact of servant leadership on sustainable HRM practices. *Journal of Management and Administrative Sciences*, 4(1), 1-13.
11. Sheikh, U., Idrees, R. N., & Aziz, S. (2024). Effect of teachers' personality traits on organizational commitment: the mediating role of relativism and idealism as ethical orientation in universities of Lahore, Punjab, Pakistan. *International Journal of Contemporary Issues in Social Sciences*, 3(1), 393-406.
12. Khan, K. S., Imran, A., & Idrees, R. N. (2024). AI-driven transformations in healthcare marketing: a qualitative inquiry into the evolution and impact of artificial intelligence on online strategies. *Journal of Population Therapeutics and Clinical Pharmacology*, 31(1), 179-190. <https://doi.org/10.53555/jptcp.v31i1.3954>
13. Idrees, R. N., Haider, S. W., Rehan, M. F., & Fatima, T. (2021). Predicting impulse buying beyond the traditional motivation in mobile social commerce. *International Journal of Innovation, Creativity and Change*, 69-87.
14. Mushtaque, T., Jadoon, I. A., Idrees, R. N., Imran, A., & Rehman, Z. (2021). Workforce diversity and employee performance: a case of commercial banks in Pakistan. *Humanities & Social Sciences Reviews*, 9(3), 9-15. <https://doi.org/10.18510/hssr.2021.932>
15. Gogosh, M., Idrees, R. N., Hussain, B., Khan, A., & Ullah, R. (2021). Hexaco model of personality as a predictor of academic entitlement. *Elementary Education Online*, 20(1), 3006-3015. <https://doi.org/10.17051/ilkonline.2021.01.336>
16. Waqas, M., Anwar, F., Altaf, M., Mushtaq, N., & Idrees, R. N. (2019). Job resources and job attitudes: does the moderating role of Islamic work ethics make difference? *Al-Qalam: Research Journal*, Punjab University, 24(2).
17. Idrees, R. N., Naqvi, I. H., Imran, A., & Ismail, M. (2019). Compensation systems attributes and teachers' performance: mediating effect of psychological contract fulfilment. *Middle East Journal of Management*, 6(6), 695-724. <https://doi.org/10.1504/MEJM.2019.102826>
18. Idrees, R. N., Waqas, M., Naqvi, I. H., Imran, A., & Anjum, Z. (2019). Strategic human resource management function and HR staffing: a case study of telecom sector. *Paradigms*, 12(2), 153-160.

- 19. Hassan, S., & Idrees, R. N. (2015). Personality traits, satisfaction with fairness of performance-based incentive (PBI) system and research performance of teachers in a public university of Pakistan. *British Journal of Education, Society & Behavioural Science*, 5(3), 289-303. <https://doi.org/10.9734/BJESBS/2015/9622>
- 20. Idrees, R. N., Abbasi, A. S., & Waqas, M. (2013). Systematic review of literature on workforce diversity in Pakistan. *Middle-East Journal of Scientific Research*, 17(6), 780-790.
- 21. Riaz, A., Idrees, R. N., & Imran, A. (2013). Employees' belief regarding training benefits and affective commitment: an evidence from banking sector of Pakistan. *Middle-East Journal of Scientific Research*, 16(3), 310-318.
- 22. Waqas, M., Abbasi, A. S., & Idrees, R. N. (2013). Academic performance of undergraduates in universities of Pakistan. *Middle-East Journal of Scientific Research*, 16(1), 55-61.
- 23. Idrees, R. N., Naqvi, I. H., & Riaz, A. (2013). Monetization of perks of civil servants of Pakistan is not a universal solution. *World Applied Sciences Journal*, 22(8), 1032-1043.

B. Book chapters (4 published)

- 1. Shakil, M. H., Amjad, F., Idrees, R. N., & Butt, J. M. (2025). Balancing exploration and exploitation in strategic alliances: a knowledge management perspective (Chapter 10). In *Knowledge Creation and Sharing for Social and Economic Development* (pp. 247-270). IGI Global. <https://doi.org/10.4018/979-8-3373-2362-6.ch010>
- 2. Foncubierta-Rodríguez, M.-J., Shakil, M. H., Holgado-Herrero, M., & Idrees, R. N. (2024). Mediation and negotiation in conflicts management (Chapter 11). In *International Managerial Skills in Higher Education Institutions* (pp. 195-206). IGI Global. <https://doi.org/10.4018/979-8-3373-0791-6.ch011>
- 3. Foncubierta-Rodríguez, M.-J., Shakil, M. H., Holgado-Herrero, M., & Idrees, R. N. (2024). Conflict management (Chapter 10). In *International Managerial Skills in Higher Education Institutions* (pp. 173-194). IGI Global. <https://doi.org/10.4018/979-8-3373-0791-6.ch010>
- 4. Amjad, F., Shakil, M. H., Anwer, N., Zaman, S., & Idrees, R. N. (2026). Securing the digital frontier: cybersecurity, AI, and autonomous systems in customs and border management (Chapter 10). In *Digital Transformation, Customs Reform, and Regional Integration for Sustainable Trade Corridors* (pp. 273-300). IGI Global. <https://doi.org/10.4018/979-8-3373-8362-0.ch010>

C. Accepted and forthcoming

- 1. Shakil, M. H., Idrees, R. N., Mumtaz, M. M., Zaman, S., & Hameed, A. A. Reimagining education management with artificial intelligence for transforming talent acquisition, engagement, and workforce automation. In *AI Influence on Cognitive Load in Higher Education Institutions*. IGI Global Scientific Publishing. Accepted 11 August 2026.

NATIONAL AND INTERNATIONAL CONFERENCES

- "Psychological Capital, Academic Work Environments and Teacher's Performance: An Approach towards Sustainable Development in Higher Education Institutions of Pakistan", by Rana Nadir Idrees, Asma Imran and Summaira Malik, accepted at the 16th International Conference on Business Management 2019, Monash University, Melbourne, Australia.
- "Migration and its Environmental Effects", accepted at an international conference, Bucharest, Romania, 2012.
- "Globalization and its Impact on Pakistan's Agriculture", accepted at an international conference, Bucharest, Romania, 2012.
- "Transparency of Environmental Impact Assessment Process in Pakistan", presented at the First International Conference on Management and Economics (ICME), COMSATS University Islamabad, Sahiwal Campus.
- "Cross-Functional Teams, e-HRM and Conflict Resolution", presented at the First International Conference on Management and Economics (ICME), COMSATS University Islamabad, Sahiwal Campus.
- "Performance Based Incentives and Research Performance of University Teachers", ICME, COMSATS University Islamabad, Sahiwal Campus, 2012.

INTERNATIONAL WORKSHOPS ATTENDED

- Introduction to Structural Equation Modelling (AMOS), three-day training workshop organised by the Applied Quantitative Methods Network (AQMeN), 19 to 21 March 2014, University of Edinburgh, United Kingdom.

RESEARCH SUPERVISION

PhD completed (2)

- **Dr. Shomaila Akram.** Notified by the Controller of Examinations on 30 December 2025, CGPA 3.54.
- **Dr. Muhammad Tauseef Yunis.** Notified by the Controller of Examinations on 17 March 2026, CGPA 3.63.

PhD in progress

- One PhD scholar currently under supervision.

MS and MPhil supervision (more than twenty graduates; selected)

- **Umer Yaseen**, Impact of academic leadership on organizational commitment of faculty members in private sector universities of Punjab: mediating role of work engagement and moderating role of co-worker support.
- **Nayyab**, Impact of entrepreneurial leadership on firm performance: the mediating role of firm competitiveness.
- **Faiza Iqbal**, Impact of student's readiness in implementation of e-learning system on their satisfaction: the moderating role of quality of e-learning system in public sector universities of Pakistan.
- **Fazand Ali**, Linking spiritual leadership with organizational citizenship behavior: the mediating role of spiritual well-being and psychological capital.
- **Syed Muhammad Ameer Muslim**, Knowledge sharing and project portfolio success: a mediating role of innovation management and moderating effect of project interdependency.
- **Iqra Batool**, Impact of transformational leadership on project success in IT sector: the mediating role of team-building and moderating role of organizational culture.
- **Fatima Muhammad Ashhad**, Total reward, commitment and doctors' performance in public service hospitals in Punjab, Pakistan.
- **Muhammad Haseeb Shakil**, Impact of green human resource management on green creativity: mediating effects of green mindset and moderating effects of green concern.
- **Wajeelha Muzaffar Hashmi**, A comparative study of tenure track system and a basic pay scale system of academic professionals working in public universities of Pakistan.
- **Fajjar Ali**, Impact assessment study of Sehat Sahulat Program of the Government of Pakistan.

PUBLIC ENGAGEMENT AND SOCIAL IMPACT

Two self-funded educational platforms founded and run in a personal capacity, without University resources. Both also serve his academic work, one as a research field laboratory and the other as teaching infrastructure. A copyright application has been filed with the Intellectual Property Organization of Pakistan for each, and both are currently pending.

- **Founder, Unsung Achievers, launched 2024. A volunteer driven educational and welfare storytelling platform built on the idea of life journeys as learning laboratories, producing free instructional content on artificial intelligence, professional skills and career development. More than 400 bilingual videos in Urdu and English to date. The platform doubles as a field laboratory for research on human, psychological and social capital, character building, motivation and human behaviour, leadership and ethics, and career mentorship, through in-depth interviews and biographical narratives. Methods include podcasting, AI assisted broadcast (Avacast), and digital storytelling as public scholarship. It also carries recorded university course lectures, made publicly available.**
- **Founder, CourseMera, launched 2025. A bilingual e-certification and career platform created to widen access to skills based learning and employability for young people in developing economies, and carrying his digitalised course lectures, three courses digitalised to date.**

LANGUAGES

- **English:** fluent in reading, writing, speaking and listening (IELTS).
- **Urdu:** proficient in reading, writing, listening and speaking.
- **Punjabi:** speaking, reading and listening.

COUNTRIES VISITED

Sr.	Country	Purpose	Year
1	Germany	Erasmus+ TAKE-UP study visit and training, Saarland University	2022
2	Greece	Erasmus+ TAKE-UP training, Athens University of Economics and Business	2022
3	Luxembourg	Erasmus+ TAKE-UP study visit	2022
4	France	Erasmus+ TAKE-UP study visit	2022

ACHIEVEMENTS

- Associate Professor, 12 May 2026, on the recommendation of the University Selection Board. Officers Grade OG-III, equivalent to Basic Pay Scale 20, held since the time scale promotion of 1 July 2023.
- Principal Investigator, AASSREC International Social Science Collaboration and Development Grant 2025, an international award supported by IDRC Canada.
- Research Productivity Award, COMSATS University Islamabad, 2013.
- HEC Approved PhD Supervisor, 2021 to 2029.
- Project Coordinator on the EU Erasmus+ TAKE-UP project, a European Union funded capacity building programme delivered with Saarland University, Germany and Athens University of Economics and Business, Greece.
- Registered in the National Scientists Directory of the Pakistan Scientific and Technological Information Centre (PASTIC), Ministry of Science and Technology, 2023.
- Awarded a partially funded PhD scholarship by COMSATS University Islamabad.
- Throughout first division in academic career.

INTERESTS AND HOBBIES

- Listening to news.
- Book reading.
- Cricket.

REFERENCES

References available on request.