

Hassan Rasool

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Research and Consulting Experience

During past 20 Years, I have worked with following organizations on different type of assignments that regard to OD, HR & Strategy consulting, Governance, Training and Psychometric Assessments. Details of selected projects can be found in proceeding sections.

Unilever Pakistan, Telenor, Ufone, PTCL, Jazz Cash, Zong, , Pakistan Poverty Alleviation Fund(PPAF), IRM-NRSP, Group Development Pakistan (GDP), S & P Global , MTBC, NBP, Bank Alfalah, Allied Bank, Khushali Bank, UNDP, UNFPA, UNAIDS, IOM, World Bank, Islamic Relief, MaxCare, Vital Tea, Kay & Emms, Masood Textiles, Nishat Mills, Sitara Chemicals, Impresa , Capable Asia, Master Wind, Millat Equipment, Pakistan Accumulators, W.J. Hagerty & Sons, Shaukat Khanum Hospitals, Shalamar Hospital, Kulsoom International, Excel Labs, CCL Pharmaceutical ,CPEC Center of Excellence, , Civil Aviation Authority, Planning Commission, Ministry of Defense, PIEAS, Military Lands & Cantonment Boards, , Ministry of Climate Change and few more.

Selected Research Project & Reports

Sr. No.	Name of the Project Report	Organization	Scope of Work
1	Academic Research and its Utilization for the Socio- Economic Development of the Country (2020)	Higher Education Commission 3.8 Million	This HEC Funded report evaluates graduate data of 2013-2017 of students graduating from different universities of Pakistan. It puts forward an evidence base for policy revisions in higher education and related research.
2	CPEC's Impact on Job Creation in Pakistan: An Assessment (2019)	World Bank	This study examines the impact of CPEC projects on job creation and related skills demand and development in Pakistan.
3	Job Growth and HRD Policy for Energy Infrastructure Projects under China Pakistan Economic Corridor (CPEC) with CPEC Center of Excellence PIDE (2018).	CPEC Center of Excellence, PIDE	This study forecast the current and future job creation and skill demands for CPEC energy projects.
4	Training Needs Assessment (TNA) of Punjab Forest Departments (2018).	Ministry of Climate Change and UNDP	These reports highlight the training needs of staff working at different levels of the organization. It proposes a list training programs to improve the performance.

	Training Needs Assessment (TNA) of KPK Forest Departments (2018).		
5	Reform and Innovation in the Government for high performance (2015)	UNDP	Study of Civil Service Recruitments, Selection, Training and Performance systems and prepare a reform agenda. Coordination of Governance Forums 2015 & 2016
6	Market dynamics and potential of frozen meat in Pakistan, U.A.E & KSA. (2014)	Capable Asia	This report identified the potential of setting up a frozen meat industry in Pakistan and its export potential. It specifies the consumer preferences with regard to price, parts and places of purchase.
7	Marketing Potential of dried apricots and its products in Pakistan. (2012)	Impresa	This study collected price and quality data of apricots from six major cities of Pakistan. Potential for setting up a unit in north was evaluated along with the development of marketing mix plan.
8	Impact assessment of grievance redressal system and Watan card scheme (2014)	Third Party, IOM & World Bank	Data from a random sample of 4800 households was collected from 12 districts of KPK, Punjab & Sindh in this experimental control study of impact assessment.
9	To explore the IT challenges in industrial sector specifically in Textile Sector and to develop a profile of decision makers and Influencers in specified organizations. (2005)	Land Mark Resources & IBM	Profiling of decision makers with regard to technology adaptation in different textile organizations.
10	Feasibility of setting up an international institution of Higher education. (2000)	Elixir Foundation	This study evaluates the standard of higher education, explore challenges and devise marketing strategy for the launch of a foreign university campus.

Selected Industry Projects

Sr. No.	Name of the Project	Organization Name	Scope of Work
1	Development of Key Performance Indicators	Military Lands and cantonment board, Ministry of Defense	Training of Staff on strategic Planning Organizational Diagnosis KPI development Workshop
2	Psychometric Assessment of Blue Collar Workers	Unilever Pakistan	Design, administration and subsequent evaluation reports of psychometric test
3	Development of HR System	Excel Labs	System diagnostics and development of high performance HR system
4	ASPIRE Management Development Program	PTCL	Design and Delivery of a training intervention and subsequent impact assessments
5	CDO Development Program	Islamic Relief	Pre-Training Screening, design and delivery of learning program and post training assessments
6	Going Green: Leadership, Team Building, Performance Management workshop	UNFPA	Satisfaction survey followed by the design and implementation of an intervention that would put UNFPA performance bar Green
7	Strategic Planning Retreat	Group Development Pakistan	Strategic Plan workshop with management team of the organization
8	Organizational Development Program	Kay & Emms	Diagnosis of organizational structure, culture and strategy
9	Management Training Program	Civil Aviation Authority	Pre and Post Training Assessments, Design and delivery of management training program
10	Project Turn Around	Kay & Emms	Restructuring of organizational structure and culture and development of requisite systems
11	Team Building Retreat	UNAIDS	Climate Survey followed by the design and implementation of a team building retreat for UNADIS

Research Publications

1. Rasool, H.,(2022) Behavior Leverage: Bringing Beneficial Cultural Change in Organisations, PIDE Working Papers No. 2021:8
2. Ying, Z., Jianqiu, Z., Akram,U., Rasool, H., (2021) TAM Model Evidence for Online Social Commerce Purchase Intention, *Information Resources Management Journal*, Volume 34,Issue 1, January-March 2021 DOI: 10.4018/IRMJ.2021010105
3. Bhatti, M.H., Akram, U., Bhatti, H.M., Rasool, H., Su, X. (2020) Unravelling the effects of ethical leadership on knowledge sharing: the mediating role of subjective well-being and social media in Hotel industry, *Sustainability*, MDPI doi: 10.3390/su12208333
4. Shah, I.A., Csordas,T., Akram,U., Yadav,A. and Rasool, H. (2020) Multifaceted Role of Job Embeddedness Within Organizations: Development of Sustainable Approach to Reducing Turnover Intention, *SAGE Open*, April-June 2020: 1–19, DOI: 10.1177/2158244020934876
5. Bilal, M., Zeng, J., Yasir, T., Rasool, H., Akram, U. (2020). Understanding the Effects of Internet Usage Behavior on eWOM. *International Journal of Information Systems in the Service Sector*. 12. 10.4018/IJISS.2020070106.
6. Liu, L., Su, X., Akram, U., Rasool, H., (2019). Tourism Apps Women Prefer and Their Tipping Point' *Human Systems Management*, vol. 38, no. 3, pp. 209-220.
7. Sohaib, M., Akram, A., Hui, P., Rasool, H., Razaq, Z., Khan, M.K. (2019) "Electronic word-of-mouth generation and regulatory focus", *Asia Pacific Journal of Marketing and Logistics*, <https://doi.org/10.1108/APJML-06-2018-0220>
8. Rasool, H. & Ellahi, K. (2017) Effect Of Blue Light Muraqaba Meditation (BLMM) On Stress And Performance: The Development Of A Measurement Scale, *UW Journal of Management Sciences 1* (2017) 42 -52
9. Moon, M. A., Khalid, M. J., Awan, H. M., Attiq, S., Rasool, H., & Kiran, M. (2017). Consumer's perceptions of website's utilitarian and hedonic attributes and online purchase intentions: A cognitive–affective attitude approach. *Spanish Journal of Marketing - ESIC*, 21(2), 73-88.
10. Attiq S., Rasool, H. Iqbal,S. (2017)The Impact of Supportive Work Environment, Trust, and Self-Efficacy on Organizational Learning and Its Effectiveness: A Stimulus-Organism Response Approach. *Business & Economic Review*, 9(2) 73-100. DOI dx.doi.org/10.22547/BER/9.2.4
11. Ellahi, K. & Rasool. H. (2016) Understanding Workforce Diversity: In Theosophical Perspective *Science International*,28(3),3119-3123.
12. Rasool, H (2016) Meditation Training in Organizations, *Lambert Publishing*, Germany.
13. Rasool, H. & Nasir, Z.M. (2015) The Other Side of Goal Orientation and Training Outcomes: Mediating Role of Training Motivation. *Journal of Service Science and Management*.
14. Moon, M.A., Rasool, H. & Attiq, S. (2015) Personality and Irregular Buying Behavior: Adaptation and Validation of Core Self Evaluation Personality Trait Model in Consumer Impulsive and Compulsive Buying Behavior *Journal of Marketing and Consumer Research*,15 (1) 121-131.
15. Moon, M.A., Rasool, H. & Attiq, S. (2015) An analysis of compulsive buying behavior: Questioning the role of marketing campaigns, *Journal of Marketing and Consumer Research*,16 (1) 97-101.
16. Rasool, H. A. & Nasir, Z.M. (2012). Varying Responsibilities Across Job & Home Domains and Employee Well Being. *Applied Research in Quality of Life. The Official Journal of the International Society for Quality-of-Life Studies*. DOI 10.1007/s11482-012-9205-7.
17. Rasool, H. A. & Nasir, Z.M. (2012). Organizational Intervention for Work-Family Conflict & Facilitation across Domains: Effectiveness of Blue Light Muraqaba Meditation (BLMM): A Field Experiment, *Far East Journal of Psychology and Business*. 9(1) 35-57.

18. Rasool, H. A., Bashir, F. A., Azam, I. R.(2010). "Pre-Training Motivation and the effectiveness of Transformational Leadership Training: An Experiment, *Academy of Strategic Management Journal*, 9 (2), 123-131.
19. Rasool, H. A., Bashir, F. A., Azam, I. R.(2009). "Pre-Training Motivation and the Impact of Transformational Leadership Training on Satisfaction with Trained Supervisors: A field Experiment" *Proceedings of the Academy of Strategic Management*, 8 (2), 35-41. ISSN 2150-511X, Las Vegas: Allied Academies, USA.
20. Ghafoor, A., Qureshi, T.M, Rasool, H.A. & Hijazi, T. (2011). Mediating Role of Creative self-efficacy in the relationship between Transformational Leadership and Creativity, *African Journal of Business Management*, 5(27), 11093-11103.
21. Rasool, H. A., Bashir, F. A., Ramay, M. I., (2008). "Employee retention challenge at Intertex: A case study" 407-035-1 *European Case Clearing House (ECCH)*, U.K.
22. Rasool, H. A., Bashir, F. A., Ramay, M. I., (2008). "Employee retention challenge at Intertex: A case study" Teaching Note 407-035-8 *European Case Clearing House (ECCH)*, U.K.
23. Rasool, H. A., Bashir, F. A., Ramay, M. I., (2009). "HRD Roles and Competencies: A comparative study of Pakistan and China using ASTD model" *Interdisciplinary Journal of Contemporary Research in Business*, 1(5), 99-111. ISSN 2073-7122

Selected Conferences and Seminars

- o Participated in the Academy of Strategic Management Conference 2009 USA. Presented paper titled "Pre-Training Motivation and the Impact of Transformational Leadership Training on Satisfaction with Trained Supervisors: A field Experiment" and earned distinguished research award.
- o Participated as Session Chair in 1st National Conference on Business Dynamics on 20th February 2017 at Allama Iqbal Open University, Islamabad .
- o Participated as session chair in 1st Social Sciences Conference held on 4-5 November 2015 at Academic Complex, Allama Iqbal OpenUniversity Islamabad.
- o Participated as session chair in Fifth CUST Business Research Conference (CBRC) 2016 held on 10th November, 2016 at CUST Campus, Islamabad.
- o Delivered Two Seminars on "Know ThySelf" at PIEAS Islamabad during 2016.
- o Two Days Session on "Results Based Management" in PIDE during first quarter of 2016.
- o One Day session on "Teaching Methods" with lecturers of Gilgit Baltistan institutes in Education University, Lahore during November, 2016.

Training Attended:

- o Two Days workshop on "Entrepreneurship" organized by IBA, Karachi during July, 2016.
- o Two Day workshop on "Investments" organized by SECP during April, 2017.

Experience in Training Design & Delivery

Key Training Competencies

- o Training and learning needs assessment
- o Training Design & Delivery
- o Training of trainers (Tots)
- o Psychometric Profiling of Participants
- o Training Evaluations and Impact Assessments
- o Business Development for Training

Selected Corporate Trainings:

- o Series of Two day workshops on “Managing work time and stress” for Civil Aviation Authority(CAA) at Karachi, Lahore and Islamabad
- o Conducted a Training Assessment Centre for Civil Aviation Authority (CAA) as part of professional Grooming workshop and developed profiles of each employee/Participant of Civil Aviation Authority (CAA) which are still being used for promotions and Personal Development.
- o Designed, developed and conducted workshop on Personal Effectiveness for Islamic Relief covering components such as Leadership, Team work, Communication, Conflict Handling and Decision Making.
- o One day workshop with Tier one managers of S&P Global on Unleashing Leadership
- o One Day workshop with Saif Group (Kalsoom International Hospital) on personal effectiveness.
- o Two workshops with Shaukat Khanum (Lahore & Peshawar) and Shalamar Hospital on Stress Management.
- o ”Two day workshop on “Managing Self & Work” at ABL Head Quarter, Lahore.
- o “Effective Teams” one day workshop at MaxCare.
- o Workshops on stress management in Bank Alfalah in Lahore & Karachi.
- o Two day session of team building retreat with all employees of UNAIDS in Lahore.

Selected Open House Sessions

- o “Managing work time and stress” Sheraton Karachi, PC Lahore, Marriot Islamabad.
- o “Know Thy Self” open house session at Serena Hotel, Faisalabad.
- o “Who am I” brief sessions with PIEAS-Islamabad in April and September 2016.
- o Key Note at Youth Leadership Program organized by Career Buzz July 2016, 2017, 2018.
- o Key Note at Women Leadership Program organized by Career Buzz March, 2017.

Selected List of training Programs developed and delivered during 2020

1. One day workshop with Telenor on “ Handling stress in Covid Times”
2. A series of web workshops with PTCL on “personal effectiveness”
3. Session with PTCL’s HR staff on “Organization Development Models”
4. Half day online session with Deaf Tawk on “strategic planning”
5. Online session with “IRCO” on “psychometric assessments”
6. Two day workshop with PPAF on “Leadership & Team building”
7. One day session with Master Wind on “Managing work, time and Stress”
8. Online session with Virtual Café on “Developing Personal Vision”

9. Three days on campus faculty development program at NUML during March 2020.

EXPERIENCE IN Governance Reforms, Strategy and Policy Development in Public Sector

Development of a Governance Framework

To approach the reform initiatives in Governance, a strategic framework with the name of ICIC is developed through various discussions, meetings, national consultative workshop 2015 and Governance Forums in 2015 & 2016. ICIC refers to the abbreviation of four components i.e. Institutional, collaborative, Inclusive and citizen focused. This is the strategic framework for the design and direction of all reform initiatives in Governance, Institutional development and modernization of Public Sector.

Design and Organization of National Consultative Workshops and Forums

In order to develop insights into various governance issues across the country, MoPDR has conducted a number of consultations on the subject, where feedback was sought from a wide array of stakeholders on a number of issues surrounding the area of governance reforms. These consultations started from the National Governance Forum held in 2014 at Islamabad and culminated in a national workshop conducted in Bhurban 2015 followed a Governance forum same year. I facilitated these activities as consultant in the design and organization of these workshops and forums.

Report on civil service reforms in Pakistan

This report describes different HR practices in various countries, current system in Pakistan and recommendations on how HR practices can be modernized in Pakistan for public servants. The HR functions include: Performance Management System, Training & Development, Recruitment & Selection.

Development of Civil Service Reform Package

Ministry of Planning Development & Reform held a series of consultations with various stakeholders, including civil servants from all provinces. The consultations culminated in a two-day final national consultative workshop. Based on feedback and proposals sought from the participants, I worked as a consultant to develop a Reforms Package with other team members from MoPDR and UNDP, the reform package includes short-term and medium term actions in five key areas: institutional structures, recruitment, capacity building, performance management, and compensation and benefits, with e-governance cutting across all the themes.

Development of Performance Contract for 11 Ministries

Assisted in the development and review of vision, mission and key objectives to eleven ministries including Aviation Division, Ministry of Textile Industry, Ministry of Railways, Ministry of National Health Services Regulation and Coordination, Ministry of Commerce, Ministry of Information Technology and Telecommunications, Ministry Of Petroleum And Natural Resources, Ministry of Communications, Ministry of Federal Education and Professional Training, Ministry of Planning, Development and Reform. The assignment further included identifying representatives to work with these ministries on the development of KPIs and performance evaluation mechanisms.

Report on Transforming Establishment Division into HRM and OD division

This report describes the rationale and outlines the structure required to transform Establishment Division into Human Resource Management and OD division.

Report on Development of Human Resource Function in Ministries

This document outlines the purpose of setting up HR function in each ministry. It elaborates the scope of HR operations and requisite qualifications of an HR expert, who will lead the process.

Reforms in the Recruitment & Selection of Civil Servants

Age & Education

This policy recommendation describes a component of early reform package regarding recruitment and selection in Civil Service i.e. age and education. It is recommended that sixteen years of education be a prerequisite to entry in civil service and age ceiling for entry in civil service be increased from 28 to 30 years. These changes in age and educational requirements to entry in civil service are rationalized.

Fields of Entry

Entry in civil service is through 12 groups, this policy draft elaborates the need for changing the number of entry groups from 12 to seven in civil service and the introduction of specialist to generalist regime.

Introduction of Pre-Exam Screening Test

This proposal regards to attracting the talent and increasing the efficiency of FPSC by introducing an aptitude based pre-exam screening test. It also highlights the design and structure of the recommended test.

Reforms in the Training and Development of Civil Servants

This document evaluates the current training system of civil servants and proposes a new structure for the training and development of civil servants. It describes an upgraded structure of training programs based on PACE framework. Furthermore this document describes the mechanism for evaluating the role of training in the promotion of candidates.

Establishment of Model Police Stations at Islamabad: Diagnostic Study

Deteriorating public safety situation, widespread corruption, human rights violations, political victimization, lack of inadequate resources and weak accountability are some other reasons why reforms needs to be taken in the police system of Pakistan. This study aimed at identifying the high frequency citizen complaints and service response time. Gaps in infrastructure regarding service delivery were identified to propose citizen driven interventions.

Obliterating the ACR design and introducing PER based Performance Management System

Performance management is critical to sustainability and growth of any organization and remains a big challenge in public sector institutions. I evaluated the proposal on Redesigning of Annual Evaluation Report forms for BPS 17-18 prepared by Establishment Division and provided policy recommendations that include the introduction of an executive meeting with the employee and the right of employee to give comments on the evaluations made by supervisor.

Academic Experience (20 Years)

- Taught about 6000 graduate level students at different Universities across Pakistan.
- Supervised the MS level research of more than 100 students.
- Designed and taught more than 10 different courses in management studies.
- Developed the bachelor, masters and PhD programs in Business Studies for three universities.
- Designed the curriculum of many business courses.
- Served as faculty to more than 10 academic institutions across Pakistan.

Pakistan Institute of Development Economics, University of Agriculture, University of Faisalabad, University of Central Punjab, International Islamic University, FAST-NU, Riphah University, Comsats, PMAS Arid Agriculture University, Capital University of Science & Technology(CUST), SZabist, Bahria University, Air University, University of Lahore, American University of Hawaii.

Pakistan Institute of Development Economics (PIDE), Islamabad

- Thoughts & Philosophy of Management
- Leadership
- Organizational Development
- Organizational Behavior
- Training and Development
- Marketing Research

International Islamic University, Islamabad

- Business Policy and Strategy
- Entrepreneurship
- International Business
- Training and Development

SZABIST Islamabad

- *Strategic Human Resource Management*

University of Arid Agriculture, Rawalpindi

- Strategic Management
- Change Management
- Conflict & Negotiations

Fast National University, Islamabad

- Organizational Development
- Leadership and Team Building

Muhammad Ali Jinnah University, Islamabad

- Strategic Marketing
- Leadership

University of Agriculture, Faisalabad

- Business Policy and Strategic Management
- Business Research
- International Marketing

University of Faisalabad

- International Business
- Change Management

University of Central Punjab Lahore

- Conflict and Negotiations
- E-Business
- Strategic Management

Job Experience (20 Years)

Position	From	To	Total Period of Service	Departmental Field of Work	Organization
Assistant Professor,	2 nd September, 2015	To date	5 years, 10 days	Department of Business Studies	Pakistan Institute of Development Economics (PIDE)
Director	22 nd October 2013	1 st September, 2015	1 years 10 months 10 days	Corporate Consulting & Research	Max Foster Global
PhD Scholar	14 th January, 2009	15 th May, 2013	4 years 4 months 1 days	MAJU	PhD Studies
Lecturer	25 th October-2003	25 th October, 2008	5 years	Department of Business Studies	University of Agriculture
Lecturer	18-Feb-2002	24 th October, 2003	1 years 8 months 6 days	Department of Business Studies	University of Agriculture

Director	16, Feb,2000	17-Feb- 2002	2 Year One Day	Programs	Elixir Foundation
Manager	1995	1997	2 Years (approx.)	Exports	Bilal Fabrics Bureau

Academic Qualifications

Degree/ Certificate	Passing Year	Marks Obtained/ Total Marks or CGPA	Division	Grade	Major Subjects	Board/ University
PhD	May 2013	3.83/4.00			Business Management	Muhammad Ali Jinnah University
MS	Jan, 2009	3.83/4.00	Gold Medalist		Human Resource Management	Muhammad Ali Jinnah University
MBA	Dec 1999	3.28/4.00			Finance/Marketing	International Islamic University
BA	Sep 1997	488/800	1 st Div.		Economics	Punjab University
FSC	Oct, 1995	794/1100		A	Pre-Engineering	Govt. College Faisalabad
Matric	Jun, 1993	744/850		A-One	Science	Faisalabad Board

Professional Associations

- ✓ Executive Coach to three C-Level Positions
- ✓ Member, Pakistan Society of Development Economist (PSDE)
- ✓ Academy of Strategic Management, U.S.A. (Member)
- ✓ Life time member, Marketing Association of Pakistan (MAP)
- ✓ Reviewer HEC for NRPU Projects
- ✓ Editorial team member, University of Wah, Journal of Management Sciences
- ✓ PR Next (Co-Founder)
- ✓ Career Buzz (Co-Founder) (A Youth Development Initiative)
- ✓ MaxFoster Global (Co-Founder)
- ✓ Mumkin.pk (Co-founder)
- ✓ Executive Development Center, PIDE (Chairperson)