# RESUME

**Muhammad Nadeem Dogar**

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**Objective:** *To become a leading research-oriented consultant/practitioner in the discipline of Organization Development and Change with a special focus on Institutional and Capacity Building, Training and Development, Governance, Human Resource Management, Leadership Development, and Strategy Formulation for public and non-government organizations.*

Education:

* PhD in Organization Development and Change (2009 – 2013) from the University of Melbourne (UoM), Australia. I did a discursive analysis of the local government reform - Devolution Plan - to examine how a particular version of the change was legitimized and justified through the communicative interactions – texts and talk – of organizational members in Pakistan.
* Graduate Certificate in Advanced Learning and Leadership (2011-12) from the Melbourne School of Graduate Research, the University of Melbourne, Australia
* Master of Human Resources Management from the University of Melbourne, Australia (2006) - Grade H2A (77.17%)
* Master of Business Administration (Marketing) from the Bahauddin Zakariya University, Multan, Pakistan (1997) GPA 3.26 (69.4%)
* Bachelor of Arts with Statistics and Economics from the Government College University, Lahore (1995)

**Distinctions:**

1. Awarded Scholarship – 2011-12 to participate in Graduate Certificate in Advanced Learning and Leadership (GCALL) at the Melbourne School of Graduate Research, the University of Melbourne, Australia.
2. Awarded Australian Development Scholarshiptwice to studyMaster in Human Resources Management in 2005-2006 and to do a PhD in 2009 – 2013 at the University of Melbourne, Australia.
3. Stood 2nd in the order of merit in the Bahaudin Zakariya University Multan, Pakistan in Master of Business Administration session 1995-1997.
4. Awarded scholarship in 2001 to work as a LUMS-McGill Fellow (Lahore University of Management Sciences-McGill University of Canada) for the Social Enterprise Development Centre (SEDC) in Pakistan.

Research Papers/Trainings/workshops and Short Courses Attended:

1. LUMS-McGill Fellow/Master Trainer for the SEDC. LUMS and McGill University of Canada jointly implemented this course in Pakistan during 2001-2003 aiming to build capacity of the social sector of Pakistan
2. Completed Training of Trainers and Creating High Performance Teams conducted by the Institute of Rural Management (IRM), Islamabad – Pakistan
3. Completed Tutor Training Program (2009) **and** Teaching Enhancement Program (2010) from Teaching and Learning Unit (TLU), Faculty of Business and Economics (FBE) - the University of Melbourne – Australia
4. Completed Effective Presentation Skills Training and Academic Writing Skills Training (2006)from the School of Graduate Studies (SGS) – The University of Melbourne – Australia
5. Presented a multidisciplinary team research paper on “**Better Understanding Causes of Disadvantage and Impacts on University Accessibility”** at the University of Melbourne, Australia in 2012
6. Participated in two international research workshops on **“Discourse of Strategy as Practice”** in the University of Sydney, Australia (November 2012) and **“Discourse and Practice”** in the University of Melbourne, Australia (July 2009) conducted by the International Centre for Research in Organizational Discourse, Strategy and Change (ICRODSC)
7. Presented a research paper on **“Local Government Reform in Pakistan: A Discursive Analysis”** at the Department of Management and Marketing Doctoral Colloquium (2011) at the University of Melbourne, Australia
8. Academic Writing workshop conducted by Professor Wendy Noble (2012), Melbourne, Australia and Case Teaching Workshop conducted by Professor James A. Erskine (2010), Melbourne, Australia
9. Participated as a delegate in Human Resource Development Network’s (HRDN) 9th Annual Trainers Retreat (ATR)with theme on Retaining High Performersin Dubai – UAE (April 2007) and participated as Resource Person in HRDN’s 10th ATR with theme on Equitable HR Policies in Cairo – Egypt, (April 2008)
10. Monitoring and Evaluation Programme for Commissioners (2008) conducted by SEDC - LUMS – Pakistan and Monitoring and Evaluation Training Program by Pakistan Centre for Philanthropy, Islamabad - Pakistan
11. Attended Trainings on Multigrade teaching techniques, Child Friendly Schools and Monitoring and Evaluation for Community Based Schools Monitors conducted by Teacher Empowerment Centre of Adult Basic Education Society, Islamabad – Pakistan. Workshop Leaders Training conducted by Teachers’ Resource Centre, Karachi – Pakistan

Job Experience / Consultancies:

1. **01-08-2006 todate:** I have been providing expertise as a **Consultant for Organization Development and Change** in the areas of institutional and capacity building; governance; leadership development; strategy formulation; and human resource management for local and international organizations based in Pakistan working for the uplift of social sector and economic development of Pakistan. Recently I worked with **Punjab Skills Development Fund** as a Consultant – Skills Needs Assessment. Details of Key projects and clients are as follows:
2. **Social Enterprise Development Centre (SEDC) – LUMS (01-08-2006 to date)**: As a Consultant Organization Development and Change | Capacity Building developed multiple research based case studies/articles and concept papers for its key strategic projects. I have been an active member of SEDC – LUMS’ thematic group on education since 2006.
3. **International Labour Organization (ILO) – Pakistan (09-09-2006 to 31-03-2009)**: Worked as Training Needs Assessment (TNA) Expert and Capacity Building Specialist for Women Employment Concerns and Working Conditions Project in Pakistan. Further, I compiled and edited a research compendium on the status and working conditions of women in Pakistan.
4. **Canada-Pakistan Basic Education Project (CPBEP) – (17-02-2007 to 30-06-2007)**: Financial Management Specialist for the capacity building of Education District Offices, Multan and Lodhran (Pakistan); my responsibilities included training needs assessment, development of capacity building strategy and preparation of a financial management manual.
5. **01/01/2009 – 30-06-12**: Worked as a teacher/tutor with the Department of Management and Marketing, the University of Melbourne, Australia for Organisational Behaviour and Human Resources Management at undergraduate level. I also worked at **COMSATS** Institute of Information Technology (CIIT), Sahiwal - Pakistan – (01-09-2008 to 15-12-2008) and taught at postgraduate level (MBA) in the School of Management Studies as a visiting faculty member in the disciplines of Marketing and Human Resource Management.
6. **04-08-1998 to 31-12-2004:** Human Resource Manager and Coordinator Education Projects, Punjab Rural Support Programme – PRSP (which is a government funded NGO having a mandate to alleviate poverty through participatory rural development approach). In this position, I developed several training programs and manuals; devised recruitment and selection; training and development and performance management systems; and delivered more than 500 training programs/workshops/conferences.

As **Coordinator Education Projects**, I managed the education portfolio comprised of community based primary schools and adult literacy centers. Devised several public-private partnerships and implemented donor funded interventions in the areas of primary education, adult education, and women development. I devised teachers’ recruitment and selection methods, teachers training and performance management systems and school monitoring and evaluation systems.

**Research Based Case Studies and Articles (LUMS-SEDC):**

1. Dogar, M.N. & F. Bari (2005). The Punjab Rural Support Program (PRSP): Community Girls Primary School. **Managing NGOs in Developing Countries: Management Cases from Pakistan.** B.A. Khan and A.N. butt. Karachi – Pakistan. Oxford University Press, 1st ed., Volume II, pages (197-205)
2. Dogar, M.N. (2008). APPNA SEHAT: Change Management A & B. **Managing NGOs in Developing Countries: Health and Environment.** N. Sipra Karachi – Pakistan. Oxford University Press, 1st ed., Volume V, pages (85-92) & (93-98)
3. Dogar, M.N. (2007). Conflict at PRSP Community Based School: An issue of investigational and procedural justice with reference to sexual harassment in community based school. LUMS-McGill Social Enterprise Development Centre. Lahore University of Management Sciences, Lahore. Case No: 05-736-2007-1
4. Developed a case study on **“Leadership and Change Management Conflict”** at ANMOL (a NGO working for economic and social uplift of poor communities in Balochistan, Pakistan) **(at press)**
5. Developed a case study on **Business Case for Diversification and Role of Leadership With Reference To Change Management** in Adult Basic Education Society (ABES), Pakistan (a NGO working for literacy and education in Pakistan, two times UNESCO award winner) **(at press)**
6. Developed a case study about making a business case for **“Strategic Monitoring and Evaluation System”** for Brooke Hospital for Animals-Pakistan (it’s a subsidiary of Brooke U.K.) **(at press)**
7. Wrote two research based articles on gender titled **“Small Wins** versus **Revolution** Approach to Shatter Glass Ceiling at Workplace in Pakistan” and **“Assimilation, Differentiation and Integration paradigms for women workforce Diversity in Pakistan and its implications for organizations”** for NGO Pulse **(at press)**

**Computer Skills:** I effectively use Smart phones, laptops and tablets for my official work. I am well versed in Ms Word, Excel, Power Point, Email, Dropbox, Onedrive and Internet.

Language and Communication Skills: Fluent in English, Urdu and Punjabi. I have excellent communication, presentation and facilitation skills for consultative workshops, dialogues, interviews and focus group discussions.

Associations / Memberships: A member of International Centre for Research on Organizational Discourse, Strategy and Change (ICRODSC), Australia; Australian Human Resource Institute (AHRI), Melbourne, Australia; Academy of Management, USA; and Human Resource Development Network (HRDN) Islamabad - Pakistan

References:

**Professor Cynthia Hardy**, the University of Melbourne, Australia (chardy@unimelb.edu.com.au)

**Ms. Shandana Khan,** Chief Executive Officer, Rural Support Programs Network, Pakistan ([shandana@rspn.org.pk](mailto:shandana@rspn.org.pk))

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