

SHEHLA RIZA ARIFEEN

Lahore, Pakistan

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EDUCATION

- 2011-2015 ***PH.D. IN MANAGEMENT LEARNING AND LEADERSHIP***
Lancaster University Management School.
Department of Management Learning and Leadership.
<https://www.lancaster.ac.uk/lums/about-us/alumni/alumni-profiles/211618>
- Title of Thesis:
ETHICAL SELVES AND GLASS CHAINS:
A Complex Understanding of Career Experiences through the voices of British Pakistani Women.
Supervisors: Professor Caroline Gatrell and Professor John Burgoyne
- 1982-1984 ***MASTER OF BUSINESS ADMINISTRATION (MBA)***
University of The Punjab, Lahore.
Graduated top of the class. First female student to receive a Gold Medal in the Department of Business Administration, Punjab University.
- 1978-1981 ***BACHELOR OF ARTS (BA)***
Board of Intermediate Secondary Education from
Kinnaird College for Women.
- 1977 ***UNIVERSITY OF CAMBRIDGE, SCHOOL CERTIFICATE***
Convent of Jesus & Mary, Lahore.

ACADEMIC EMPLOYMENT

Over 30 years of Teaching Experience

- 2000 - To date ***The Lahore School of Economics, Pakistan.***
PROFESSOR, Marketing and Management.
Taught and developed curricula for courses at Undergraduate and MBA Fulltime and MBA Executive levels:
Organizational Behaviour, Human Resource Management, Business Policy, Introduction to Management, Marketing Management, Brand and Advertising Management, Principles of Marketing, Introduction to Advertising, Marketing Strategy, Advertising and Consumer Behaviour, Introduction to Consumer Behaviour.
- 2011- 2015 ***Lancaster University Management School, U.K.***
Graduate Teaching Assistant for management courses:
MNGT 120. Introduction to Management
MNGT 320. Rethinking Leadership
- 1988-2008 ***Visiting Faculty for MBA and BBA Programs and Guest Lecturer for Management Modules.***
- Pakistan Administrative Staff College, Lahore.
 - Civil Services Academy. DMG & Walton Campus, Lahore.

- The Lahore University of Management Sciences.
- Pak-American Institute of Management Science.
- The International University.

MANAGERIAL EMPLOYMENT

2008-to date	ADVISOR TO THE BOARD OF DIRECTORS. Icepac Group of Companies, Lahore. (A Family Business). Frozen Food Processing/Warehousing and Logistics Company. https://www.icepacgroup.com/
2004 - 2007	CHIEF EXECUTIVE OFFICER Icepac Group of Companies, Lahore.
2000-2011	DIRECTOR PLACEMENT SERVICES & EXECUTIVE MBA PROGRAMME The Lahore School of Economics, Lahore Pakistan
1984-1988	ASSISTANT MANAGER National Development Finance Corporation, Lahore Credit/Trade Finance, Regional Office

VISITING RESEARCHER

2018 – 2024	Honorary Scholar, University of Liverpool.
2021 – 2022	Visiting Researcher in the School of Management, University of Bath.
2015 - 2018	Visiting Researcher, Lancaster University Management School.

CONSULTANT

For Shetradex Outlook Project Of The International Trade Center, Geneva.

January 2023 - April 2023	Appointed National Consultant by The International Trade Centre (ITC) to administer a survey of public and private sector institutions on trade and gender for the SheTrades Outlook project. ITC has developed SheTrades Outlook (www.shetradex.com/outlook), an innovative digital tool that allows governments and other stakeholders to track progress on gender equality in trade and development towards achieving Sustainable Development Goal 5. The tool tracks how laws, policies and practices affect women's participation in business and trade, enables comparisons across countries and promotes the sharing of good practices.
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RESEARCH INTERESTS

Gender, diversity and inclusion, leadership, identities, careers, emotions in organizations and entrepreneurship using social constructionist and critical perspectives.

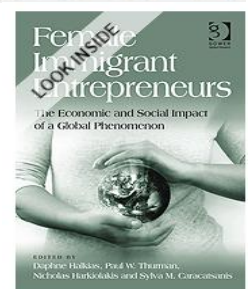
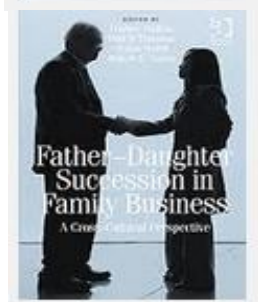
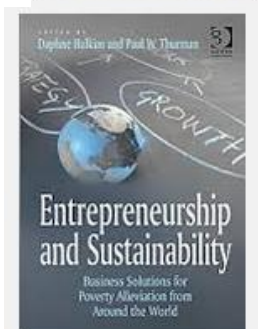
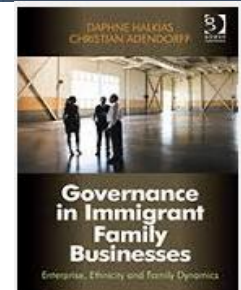
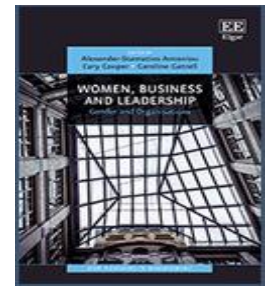
PUBLICATIONS

Refereed Journal articles

- 2025 Arifeen, S.R. (2025). "Juxtaposed between hypervisibility and invisibility: The case of the *hijab* in Pakistan." *Gender in Management: An International Journal*. <https://doi.org/10.1108/GM-10-2024-0539>
- 2024 Chughtai, A.A. and Arifeen, S.R. (2024). "Affective Trust in the Supervisor and Innovative Work Behavior: The Effects of Proactive Skill Development and Learning Goal Orientation". *Journal of Psychology*. <https://doi.org/10.1080/00223980.2024.2325664>
- 2023 Arifeen, S. R., & Mughal, F. (2023). Can improvisation be paradoxical? Learner positionality and the improvised digital disruption. *Management Learning*, 0(0). <https://doi.org/10.1177/13505076231197908>
- 2023 Arifeen, S.R. (2023). Ecological aspects of online learning in higher education: a qualitative multi-level exploration in a developing country. *Education and Information Technologies*. <https://doi.org/10.1007/s10639-022-11507-5>
- 2022 Chughtai, A.A. and Arifeen, S.R. (2022). "Humble leadership and career success: a moderated mediation analysis", *Management Decision*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/MD-05-2022-0651>
- 2022 Arifeen, S.R. & Syed, J. (2022). "Social Reproduction and Gender Beliefs of Ethnic Minority Women". *Gender, Work and Organization*. 1–20. <https://doi.org/10.1111/gwao.12822>
- 2020 Arifeen, S. R. (2020). "British Muslim women's experience of the networking practice of happy hours", *Employee Relations*, Vol. 42 No. 3, pp. 646–661. <https://doi.org/10.1108/ER-04-2018-0110>
- 2020 Arifeen, S.R. & Syed, J. (2020). "The challenges of fitting in: An intersectional framing of minority ethnic women managers' career experiences in the UK", *Personnel Review*, Vol. 49(5), 1194–1211. <https://doi.org/10.1108/PR-02-2019-0093>
- 2020 Arifeen, S.R & Gatrell, C. (2020). "Those Glass Chains that Bind You: How British Muslim Women Professionals Experience Career, Faith and Family", *British Journal of Management*. Vol. 31(1), 221–236. <https://doi.org/10.1111/1467-8551.12387>
- 2019 Arifeen, S.R. "Icepac Limited: Strategic Growth Choices for an SME in the Frozen Food Industry". *of Asian Journal Management Cases*, March 2019; vol. 17: Sage Publications, India.
- 2013 Arifeen, S.R and Gatrell, C. (2013). "A blind spot in organization studies: gender with ethnicity, nationality and religion. *Gender in Management: An International Journal*, Vol. 28, 3, p. 151-170.
- 2012 Arifeen, S.R. "Is masculinity a prerequisite to female managerial advancement in Pakistan?" *Pakistan Journal of Psychology*, Vol.43, 1, p.71-95.
- 2011 Arifeen, S.R. "The Socio-demographic Progression of the Pakistani Woman Manager 1988 to 2004 an Empirical Evidence from the Private Sector". *Business Review. Research Journal of IBA, Karachi, Pakistan*. Vol:6, 2, p.34-66.
- 2010 Arifeen, S.R. "The Significance Of Mentoring And Its Repercussions On The Advancement Of Professional, Managerial Women In Pakistan". *Global Business Review*, 11.2, p. 221-238. Sage Publications, India.
- 2010 Arifeen, S.R. "The Development Of Managerial Women: An Exploratory Comparison Of Malaysia And Pakistan." *IUP Journal of Management Research*. p. 21-36. ICFAI University Press. India
- 2008 Haque, E. and Arifeen, S.R. "Zareen and Majid Durrani." *Asian Journal of Management Cases*, Sep 2008; vol. 5: p. 110. Sage Publications, India.

Book Chapters:

- 2019 Chapter 26: “A blind spot in organization studies: Gender with ethnicity, nationality and religion”. Arifeen, S.R. & Gatrell, C. In Edt: Alexander-Stamatios Antoniou, Cary Cooper and Caroline Gatrell. *Women, Business and Leadership. Gender and Organizations*. April 2019. Edward Elgar Publishing
- 2014 “The sustainable immigrant family business model of good governance (Case study: A Chinese immigrant family business in Pakistan”, Arifeen, S.R. In (Edt) Daphne Halkias and Christian Adendorff, *Governance in Immigrant Family Businesses Enterprise, Ethnicity and Family Dynamics*. July 2014. Gower/Ashgate. UK.
- 2012 “The pro-poor innovative female entrepreneur: Linking grassroots enterprises to upscale markets in Pakistan”, Arifeen, S.R. In (Edt) Daphne Halkias, *Entrepreneurship, and Sustainability: Business Solution for Poverty Alleviation from around the World*. Sept 2012. Gower/Ashgate. UK.
- 2012 “The Case of Father-Daughter Succession in Pakistan”, Arifeen, S.R. In (Edt) Daphne Halkias, Paul Thurman, Celina Smith and Robert S. Nason; *Father-Daughter Succession in Family Business, A Cross-Cultural Perspective*. Jan 2012. Gower/ Ashgate. U.K.
- 2011 “United Kingdom: The Rise of South Asian female entrepreneurship”, by D.Halkias, S.Arifeen, L.Mourad, In (Edt) D.Halkias, P. Thurman, Nicholas Harkiolakis and Sylva Caracatsanis; *Female Immigrant Entrepreneurs. The Economics and Social Impact of a Global Phenomenon*. Ashgate/Gower, UK.



Case Studies

- 2011 Frozen Food Products Marketing and Distribution Challenges in a Developing Country.
Available at: <https://www.theigc.org/people/shehla-riza-arifeen>
- 1996 -1997 Case writing for Lahore University of Management Sciences (LUMS) Business School under the aegis of McGill University, Canada. Developed 5 case studies on women as managers and entrepreneurs under the supervision of Prof. Dr. Ehsan ul Haque. All cases are being used for class discussions at the Suleman Dawood School of Business, Lahore University of Management Sciences

- Zarine and Majid Durrani
- Neelum Agha
- Saba Ahmad
- Humaira Shazia
- Saulat Salahudin

One Case on Marketing

- Tullo Sunflower Oil

ACADEMIC REVIEWER

Member, British Academy of Management Peer Review College. <https://www.bam.ac.uk/bam-community/peer-review-college/bam-peer-review-college-fellows-and-members.html>

- Journal of Management Studies.
- Journal of Management & Organization.
- Asian Journal of Management Cases.
- Gender, Work and Organization.
- Gender in Management.
- Gender and Society.
- Organization.
- Women's Studies International Forum
- Journal of Business Ethics.
- Journal of Computer Assisted Learning.
- Human Resource Management.
- International Migration.
- International Journal of Organizational Analysis.

AWARDS

- William Ritchie Travel award.
- EURAM, 2013. Best Paper award for PhD student.
- Lancaster University Studentship
- Gold Medal for first position in MBA Programme.

SKILLS/TRAINING

- Proficient in NVIVO 10 and SPSS.
- Attended courses in structural equation modelling, SPSS at Lancaster University and NVivo training at Surrey University.
- Certificate in research training in Ethnography, Language and Communication, King's College London, 2013.
- Diploma Associate of the Institute of Bankers in Pakistan, 1987.
- Diploma In French. Alliance Francaise De Paris, 1980.

Associate Fellow of The Higher Education Academy, U.K. 2012.

PROFESSIONAL MEMBERSHIPS

- Academy of Management. USA.
- British Academy of Management. U.K.

LANGUAGES

- English

- Urdu
- French.