

# CURRICULUM VITAE

## Dr. Afifa Anjum Khattak, PhD, PMP®

Lecturer /Coordinator– Project Management  
Institute of Management Studies (IMS)  
University of Peshawar, Pakistan

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## 1. PROFESSIONAL SUMMARY

Dr Afifa Anjum Khattak is a senior Project Management educator and scholar with over twenty-three years of sustained excellence in master-level teaching, curriculum leadership, and research-integrated pedagogy. Since 2002, she has served as the sole faculty member responsible for Project Planning and Management instruction at the Institute of Management Studies, University of Peshawar, shaping the academic and professional development of more than 1,000 graduate students.

Her academic contributions are distinguished by the integration of governance theory, empirical project performance research, and experiential learning models into structured, standards-aligned curricula. Through institutionalized project showcase assessments, rubric-based evaluation systems, and evidence-driven instructional design, she has established a rigorous and practice-oriented learning environment.

Her graduates now serve in leadership roles across public institutions, multinational corporations, and international development organizations.

## 2. EDUCATION

### **PMP Certification ( 19 Jan 2026)**

#### **PhD in Public Administration (2019– Jan 2025)**

Institute of Management Studies, University of Peshawar

CGPA: 4.00/4.00

Dissertation: *Role of Good Governance Practices in Healthcare Projects Performance: Evidence from Public Sector Hospitals in Peshawar*

#### **MPhil in Public Administration (2016–2018)**

Institute of Management Studies, University of Peshawar

CGPA: 4.00/4.00

#### **MBA (Finance/Management) (1999)**

Institute of Management Studies, University of Peshawar

CGPA: 3.80/4.00

**BBA (1996)**

Department of Business Administration, Gomal University, Dera Ismail Khan  
First Division

**HSSC (F.Sc. Pre-Medical) (1993)**

Pakistan College, Tehran, Iran (Federal Board, Islamabad)  
First Division (B+)

**SSC (Science) (1991)**

Pakistan School, Tehran, Iran (Federal Board, Islamabad)  
First Division (A)

### **3. PROFESSIONAL TRAINING & CERTIFICATION**

- **PMP Certification ( 19 Jan 2026)**
- UNDP Training of Trainers, Supply Chain Management, Peshawar (2018)
- UNDP Training of Trainers, Results-Based Monitoring and Evaluation, Peshawar (2017)
- Research and Teaching Pedagogy Training, University of Kentucky, USA (April–June 2015)
- Postgraduate Diploma in Change Management and Leadership, PIMS Islamabad (2012)
- Certificate in Computer Applications for Business, IMS University of Peshawar (1999)

### **4. ACADEMIC APPOINTMENT**

**Lecturer, Project Management**

Institute of Management Studies  
University of Peshawar  
2002–Present

- Sole instructor of Project Planning & Management since appointment
- Responsible for syllabus design and revision
- Developer of structured assessment rubrics
- Active participant in accreditation and quality assurance processes

### **5. TEACHING EXPERIENCE**

**Lecturer /Coordinator****Project Planning & Management (MBA Level)**

2002–Present

- Continuous master-level instruction for 23+ years
- Average annual cohort: 45 students

- Fall 2025 MBA cohort: 68 students
- Estimated cumulative graduates taught: 1,000+
- Supervising internships, research projects, and theses for BBA, MBA, MPA, MPhil, and PhD students.
- Coordinating academic and co-curricular activities, including seminars, workshops, and student development events.
- Patron-in-Chief, IMS Magazine, *The Executive*.
- Coordinator, Event Management Club, IMS.

## **Additional Courses**

Principles of Accounting, Basic Management, Marketing Management, Financial Management, Financial Accounting, Financial Statement Analysis, Human Resource Management, Leadership, Organizational Behaviour, Strategic Management, International Marketing, Business Communication, Business Law, Business Finance, Small and Medium Enterprise (SME) Management, Organizational Development, Entrepreneurship, Conflict Management, Crisis Management, Change Management, Operations Management, Compensation Management, Supply Chain Management, Total Quality Management, Performance Management, Islamic Studies, Pakistan Studies.

## **6. TEACHING PHILOSOPHY**

Dr Khattak approaches Project Management education as the structured development of analytical rigor, ethical governance awareness, and applied leadership competence. Her pedagogy emphasizes experiential engagement, research-informed instruction, and transparent assessment systems.

Since 2002, she has institutionalized a Project Proposal Showcase model in which students:

- Develop full project plans
- Present proposals publicly
- Defend assumptions before faculty panels
- Undergo rubric-based evaluation

This model simulates authentic project approval environments and strengthens structured thinking, communication competence, and professional confidence. The same practice is followed for courses like SME, Entrepreneurship, Management and Human Resource Management, where students work on live event simulations, Business plan displays and Mock job fairs.

Her doctoral research on governance and healthcare project performance informs classroom case discussions, ensuring integration of transparency, accountability, participation, and consensus frameworks into applied project analysis.

Her instructional philosophy prioritizes:

- Evidence-based decision-making
- Governance-oriented project evaluation
- Stakeholder-centered leadership

- Ethical professional conduct
- Applied simulation-based learning

## **7. CURRICULUM DEVELOPMENT & INNOVATION**

- Designed the MBA Project Planning & Management syllabus
- Integrated structured lesson planning methodology
- Embedded key PM components, including:
  - Work Breakdown Structures
  - Risk Registers
  - Stakeholder Mapping
  - Governance-performance metrics
- Continuous syllabus refinement aligned with evolving global standards

## **8. SIGNATURE PEDAGOGICAL MODEL**

### **Institutionalized Project Proposal Exhibition (Since 2002)**

A structured experiential assessment framework involving:

- Full proposal development
- Academic exhibition display
- Faculty cross-evaluation
- Structured scoring sheets
- Oral defense and analytical questioning

The rubric framework developed has been extended across multiple management courses to promote assessment transparency and consistency.

## **9. RESEARCH-TEACHING INTEGRATION**

Doctoral research evaluated three major public healthcare projects in Khyber Pakhtunkhwa using good governance principles of the United Nations Development Programme.

Governance dimensions embedded into teaching include:

- Transparency
- Accountability
- Participation
- Consensus orientation
- Effectiveness
- Equity & Rule of law
- Strategic Vision

Students apply these constructs to analyze real-world project environments and performance outcomes.

## **10. SCHOLARSHIP IN PROJECT MANAGEMENT**

### **Peer-Reviewed Publications**

1. Governance and Project Performance in Public Sector Hospitals of Peshawar: A Patients' Perspective
2. Perception of University Graduates about Project Management Education in Pakistan: A Professional Perspective
3. Impact of Project Management Methodology on Project Success: Empirical Evidence from Pakistan
4. Impact of Transparency and Accountability on Healthcare Projects in Peshawar
5. Role of Participation and Consensus on Project Performance in Public Sector Healthcare in Peshawar
6. Investigating the Impact of Project Planning on Project Success: A Case of the Construction Industry

Research themes include:

- Governance-performance linkage
- Project methodology effectiveness
- Planning discipline and performance
- Healthcare project evaluation
- Public sector accountability framework

## **11. GRADUATE SUPERVISION**

### **MBA & BBA**

- Approximately 15 research projects are supervised annually
- Continuous supervision since 2002

### **MPhil**

- 5 theses supervised

Research domains include:

- Project performance
- Healthcare governance
- Leadership and accountability
- Public sector project management

## **12. TEACHING IMPACT & ALUMNI ACHIEVEMENT**

Graduates serve in reputable national and international organizations including:

- World Food Programme
- United Nations agencies

- Shell Oil Company
- Total Energies
- Pakistan Electric Limited
- Nestle
- Allied Bank
- Lady Reading Hospital
- Khyber Teaching Hospital
- Sehat Card, Insulin D talk, RBC Health Projects

Alumni hold positions such as:

- Directors
- Zonal Managers
- Area Managers
- Public sector healthcare project leads

Strong alumni representation in government health initiatives and development sector projects.

## **13. FACULTY CAPACITY BUILDING & TRAINING**

Trainer under a U.S. State Department–funded academic initiative. Kentucky University (2015).

Delivered structured workshops for faculty in 2024 from:

- Bagh university
- Gilgit university
- Mirpur university

Focus areas:

- Outcome-based syllabus design
- Lesson planning frameworks
- Experiential pedagogy
- Rubric-based assessment systems

## **14. ACCREDITATION & ACADEMIC SERVICE**

- Active participant in accreditation review processes
- Contributor to quality assurance documentation
- Event Management Coordinator
- Patron-in-Chief, IMS Magazine
- Organizer of academic seminars and student exhibitions

## **15. HONORS & RECOGNITION**

- Integrity Award – Accountability Lab KP 2018
- Top Position – PhD Coursework
- Top Position – MPhil

### **Final Positioning Statement**

Dr Afifa Anjum Khattak's career demonstrates sustained master-level excellence in Project Management education, research-driven pedagogy, curriculum leadership, and long-term graduate impact across public, private, and international sectors.

Her contributions reflect:

- 23 years of continuous PM teaching
- 1,000+ graduates influenced
- Governance-integrated scholarship
- Experiential assessment innovation
- Regional faculty development leadership