

The official flagship journal of ICMA Pakistan

# MANAGEMENT ACCOUNTANT

## AUTHORS' DIRECTORY 2020

[A listing with brief profiles of Authors' who contributed articles in the bi-monthly Management Accountant Journal of ICMA Pakistan during the year 2020]

*Encouraging the Authors while motivating others to be the next*



Published by:  
**Research and Publications Department**  
Institute of Cost and Management Accountants of Pakistan



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## VISION

To be the Preference in Value Optimization for Business.



## MISSION

To develop Business Leaders through imparting quality education and training in financial and non-financial area to bring value-addition in the economy.

## CORE VALUES

- Competence
- Innovation
- Ethics
- Transparency
- Professionalism

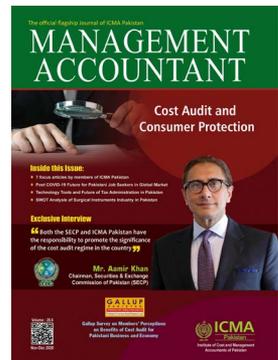
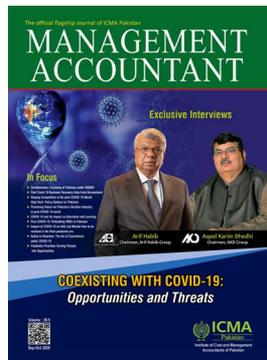
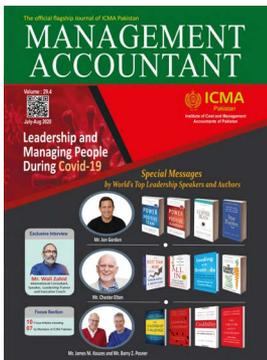
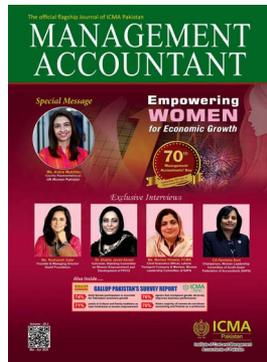


## Disclaimer

The profiles of authors given in this publication have been provided by the authors themselves and extracted from their articles under 'About the Author' published in the Management Accountant Journal.

# Themes of MA Journal during 2020

Sr.	Issue	Theme
1.	Jan - Feb 2020	Doing Business in Pakistan
2.	Mar - Apr 2020	Empowering Women for Economic Growth
3.	May - Jun 2020	Private Sector - Role, Issues and Challenges
4.	Jul - Aug 2020	Leadership and Managing People during COVID-19
5.	Sep - Oct 2020	Coexisting with COVID-19: Opportunities and Threats
6.	Nov - Dec 2020	Cost Audit and Consumer Protection



## President's Message



I am really pleased to know that the third edition of the 'Authors Directory 2020' is being released by the Research and Publications (R&P) Committee to recognize the contributions of authors in the Management Accountant Journal. This is indeed a unique initiative by the R&P Committee and I am pleased to know that the first two editions received wide appreciation from the authors and members of the Institute. This encouraging feedback augment our commitment to continue with its publication as a yearly feature.

It is quite satisfying that the official Journal of the Institute has improved considerably in terms of its quality content and impressive presentation and layout. My appreciation goes to Mr. Muhammad Yasin, Chairman and members of the R&P Committee for their valuable efforts and new ideas in bringing improvement in the Management Accountant Journal. I hope and expect that our Journal would soon transform into the most readable publications in the field of finance and accounting.

The market acceptability of our Journal can be gauged from the fact that experts and freelance writers, who are regularly contributing to leading newspapers and magazines, are also sending their exclusive articles for publication in the Management Accountant. This indicates that our Journal is being recognized in the relevant quarters and by the leading professionals and experts in the country and abroad. Let's make the Management Accountant one of the leading professional Journals in the world and for this, I urge the members to join our hands to accomplish this goal.

I once again congratulate Mr. Muhammad Yasin, Chairman; members of the R&P Committee and especially our R&P Directorate on issuing the Authors Directory, third in the row, and wish them all the success.

**Zia ul Mustafa Awan, FCMA**  
**President, ICMA Pakistan**

## Foreword



I am delighted and feel satisfied to present the third edition of the 'Authors Directory 2020' which covers the brief details of those writers whose articles were published in the six issues of the Management Accountant Journal during the year 2020. The issue of this annual series of publication by the Research and Publications Directorate has been warmly welcomed by the members as a remarkable effort of the Institute not only to recognize the efforts of its members in shape of write-ups in the official Journal but also to motivate others to come forward and write articles in the Journal.

Let me share some statistics of published articles here for information. In the six issues of MA Journal released during the year 2020, 33 members of ICMA Pakistan contributed 53 articles, out of which 22 were Fellows whereas 11 were Associate members. A notable feature of 2020 was that 16 new members of ICMA Pakistan shared their first articles in the Management Accountant Journal, a list of which is provided on the Contents page. I congratulate these members and hope that they will continue to share such valuable write-ups on diversified topics for the benefit of other members and readers.

Let me also acknowledge the contributions of articles made by 14 experts and non-members, including professionals and people from the academia and journalism in the Management Accountant Journal during 2020. I want to thank them for choosing our Journal for sharing their expertise and insightful suggestions on different themes. I hope and expect that these authors would share articles in future issues as well.

At the conclusion, I would like to thank my colleagues on the Research and Publications Committee as well as the team of R&P Department for putting their best efforts in bringing out this Authors Directory.

**Muhammad Yasin, FCMA**  
**Chairman, Research and Publications Committee**

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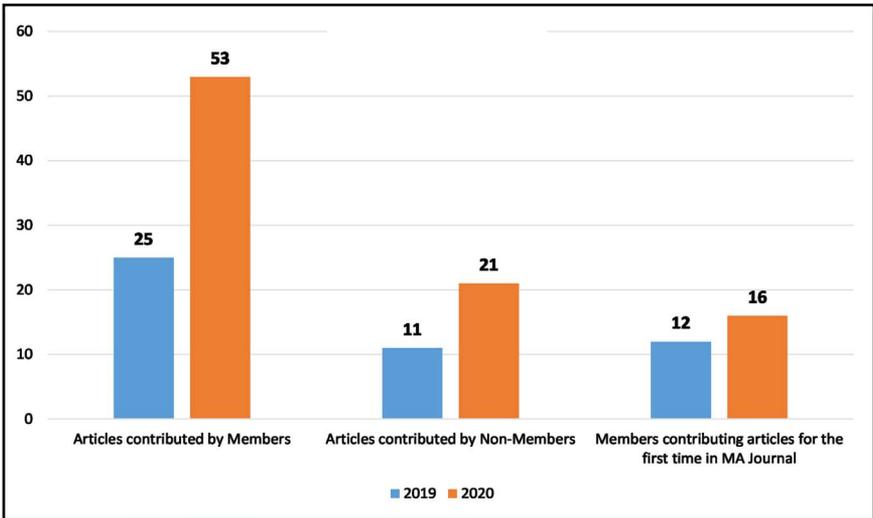
## Infographics of 6 issues of MA Journal during 2020



# Graphical Presentation

## Articles Published in MA Journal

	2019	2020
Articles contributed by Members	25	53
Articles contributed by Non-Members	11	21
Members contributing articles for the first time in MA Journal	12	16



## A brief History of Management Accountant (Journal)

**1961**

In March 1961, realizing the value and usefulness of having a journal of its own, the then Council of the Institute decided to launch an official Journal with name and title of 'Industrial Accountant'.

**1969**

In 1969, with the January – March 1969 issue, the 'Industrial Accountant' Journal appeared with a two-color title cover. Before that, there had been a few changes in the layout of the front cover.

**1992**

In July 1992, the name of Journal was changed from "Industrial Accountant" to "ManagementAccountant".

**1997**

From January 1997, the journal was converted from a 'quarterly' into 'bi-monthly' publication.

**2001**

From January 2001 to December 2004, the Journal was published on a monthly basis. The change was necessitated by the need to make available to members and students more and more articles and latest information in an rapidly changing global environment.

**2005**

Since January 2005, the Journal is being published on bi-monthly basis.

## FIRST EXCLUSIVE INTERVIEWS IN MA JOURNAL

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**1992**

This special interview section was initially introduced in the MA Journal in 1992.

The first interview was conducted of Mr. Khurshid Ahmed, former President of the Institute (1975-1978) which appeared in Oct-Dec 1992 Issue of the Journal.

**1997**

Mr. Shamim Ahmad Khan, Chairman of the then Corporate Law Authority (now the Securities and Exchange Commission of Pakistan) was the first head of government sector organization whose interview was published in the May-Jun 1997 issue of the Journal.

Mr. Frank Harding, the then President of International Federation of Accountants (IFAC) was the first international personality whose exclusive interview was published in Nov-Dec 1997 issue of the Journal.

**1998**

Senator Sartaj Aziz, the then Minister for Finance & Economic Affairs was the first Federal Minister who gave an exclusive interview for the Journal in 1998 which was published in Mar-Apr Issue.

## A brief History of Management Accountant (Journal)

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Journals published by professional institutes as their official organs are regarded as a constant source of continuing professional education. They bring to their members important information about new developments in their respective fields in a purposefully tailored form; provide them with a chance to benefit from the views and ideas of professional experts on specific current topics of direct relevance to their professions and offer them a forum to express their thoughts and narrate their own experiences in writing. The journals also serve as welcome continuing links between the qualified students and their Alma Maters.

In March 1961, realizing the value and usefulness of having a journal of its own, the Council of the Institute decided to launch an official Journal with name and title of 'The Industrial Accountant'. At that time, publication of the 'Industrial Accountant' Journal, besides its intrinsic worth, was also considered essential as a means to serve Pakistan's fast-growing industries. In those days, industrial development was moving very fast but the alarming aspect was the high cost of production and the worrisome percentage of wastage of resources in almost all established industries. The situation demanded control and monitoring by cost accountants, but enough qualified and trained cost accountants were not available in the country. The Institute, though doing its best, was not able to bridge the gap between the demand and supply of qualified accountants. The pass rate of its students was very low and the market demand of skilled cost accountants at the national level was too high and growing rapidly. The Institute was periodically bringing out a "Cost Bulletin" but its scope was too limited to serve the purpose effectively.

The above situation warranted that a full-fledged journal be published to create an atmosphere conducive to growth of deep interest in cost and industrial accounting both among the students and industrialists. A journal, which could be a source of information about cost accounting techniques and methods for those who were not able to join the Institute or pass its examination, was the need of the hour. And the Institute responded to it responsibly by starting publication of "The Industrial Accountant" in March 1961 on quarterly basis.

In July 1992, the name of Journal was changed from "Industrial Accountant" to "Management Accountant".

From January 1997, the journal was converted from a 'quarterly' into 'bi-monthly' publication.

From January 2001 to December 2004, the Journal was published on monthly basis. The change was necessitated by the need to make available to members and students more and more articles and latest information in a rapidly changing global environment.

Since January 2005, the Journal is being published on bi-monthly basis.

**Articles Contributed**  
**by**  
**Members of ICMA Pakistan**



## 1) QAISAR MUFTI [F-171]

- Title of Article : Cost Audit: The Luminary to do Away With Wastes.  
 Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection



### Profile

The writer is the former Chairman of ICAP & ICMA Pakistan Joint Committee, former Vice President, ICMA Pakistan and ICSP, Founding President of PIPFA, and practices as Corporate Counsel.

### Contact

- City : Karachi  
 Mob : 0300-2466766  
 Email : [mufti1002001@yahoo.com](mailto:mufti1002001@yahoo.com)

## 2) SYED SHAMIM AHMED [F-300]

- Title of Article : Inculcating Trust to Improve Doing Business in Pakistan  
 Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan
- Title of Article : Women Empowerment: A Synergy for Poverty Alleviation  
 Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth
- Title of Article : Private Sector: The Economy in Itself  
 Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges
- Title of Article : Surmounting COVID-19: A Challenge for Political Leadership  
 Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19
- Title of Article : Pandemic Priorities-Turning Threats into Opportunities  
 Issue published : Sep-Oct 2020 on the theme of Coexisting With COVID-19: Opportunities and Threats
- Title of Article : Better Supply guarantees Consumer Protection  
 Issue published : Sep-Oct 2020 on the theme of Cost Audit and Consumer Protection



### Profile

The writer is a senior Fellow member of the Institute. He retired as General Manager Finance from Karachi Port Trust (KPT) where he served for around 22 years in different positions. He started his initial career from Citibank and then served in Awami Autos (now Pak Suzuki)

### Contact

- City : Karachi  
 Mob : 0314-2222543  
 Email : [shamim.may01@gmail.com](mailto:shamim.may01@gmail.com)

**3) JALAL AHMAD KHAN [F-455]**

Title of Article : Potential Sectors for Private Sector Investment in Pakistan  
Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges.

Title of Article : Global Leadership and Response to COVID-19  
Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is a senior Fellow member and former Executive Director of ICMA Pakistan.

**Contact**

City : Karachi  
Mob : 0300-8262653  
Email : [jalalakhan1949@gmail.com](mailto:jalalakhan1949@gmail.com)

**4) MUHAMMAD SALIM [F-470]**

Title of Article : COVID-19 and its Impact on Education and Learning  
Issue published : Sep-Oct 2020 on the theme of Coexisting with COVID-19: Opportunities and Threats

Title of Article : Safeguarding Consumers Rights in Pakistan through Cost Information Reporting  
Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

**Profile**

The writer is a Fellow member of ICMA Pakistan and is engaged as faculty in several educational institutions.

**Contact**

City : Karachi  
Mob : 0345-3026702  
Email : [msalim1950@hotmail.com](mailto:msalim1950@hotmail.com)

**5) SYED AHMED ASHRAF [F-490]**

- Title of Article : Tackling Refunds of Exporters
- Issue published : May-Jun 2020 on the theme of Private Sector-  
Role, Issues and Challenges.

**Profile**

The writer is a senior Fellow member of ICMA Pakistan and the Chief Executive Officer at SA Ashraf & Associates (Management Accountants).

**Contact**

- City : Lahore
- Mob : 0336-4851701
- Email : [syed\\_ahmad\\_ashraf@hotmail.com](mailto:syed_ahmad_ashraf@hotmail.com)

**6) SHER ALI KHAN [F-605]**

- Title of Article : Prevailing practices in the Insurance Market  
affecting the innocent Policyholders
- Issue published : Sep-Oct 2020 on the theme of Coexisting  
With COVID-19: Opportunities and Threats

**Profile**

The writer is a Fellow member of ICMA Pakistan and has retired in 2014 from the State Life Insurance Corporation of Pakistan. He has over three decades of corporate experience in key positions in the field of Audit, Finance, Law, Marketing, Policyholder Service including Claim Investigation and settlement and had represented State Life on the Board of various companies. He has unique honor in the history of Pakistan to qualify for the FLMI (Fellow of Life Insurance Management Institute) exam from the USA by passing all the ten papers in one sitting and getting an A+ grade with distinction. Khan has also long teaching experience in Management Sciences including Financial Accounting, Management Accounting, Business Economics and Commercial Law.

**Contact**

- City : Peshawar
- Mob : 0300-8200796
- Email : [sherkhan595@gmail.com](mailto:sherkhan595@gmail.com)

**7) KHALID MEHBOOB [F-663]**

Title of Article : Women as Economic Force and Gender Gap

Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

Title of Article : Dispute Resolution

Issue published : Nov-Dec on the theme of Cost Audit and Consumer Protection

**Profile**

Mr. Khalid Mehboob, FCMA, LL.M, MA(Eco), FPFA is the Senior Director Legal Affairs & Examinations in ICMA Pakistan. He is doing his PhD-Law from University of Karachi.

**Contact**

City : Karachi  
Mob : 0335-2938411, 0300-9275620  
Email : [services3136@gmail.com](mailto:services3136@gmail.com)

**8) SHEHZAD AHMED MALIK [F-902]**

Title of Article : Technology Tools and the Future of Tax Administration in Pakistan

Issue published : Nov-Dec 2020 on the theme of Cost Audit and consumer Protection

**Profile**

The writer is the Fellow Member and Honorary Secretary of ICMA Pakistan and Executive Member/Chairman of Taxation Committee of Rawalpindi Chamber of Commerce & Industries. He is Authorized Trainer of Institute of Chartered Accountants in England and Wales-ICAEW and Board Member of Shehzad Malik Management Consultants (Pvt) Ltd., Busco Transit (Pvt.) Ltd., Sapna Technologies (Pvt) Ltd., Chohan Group (Pvt) Ltd. and Shah's Welfare Society.

**Contact**

City : Rawalpindi, Pakistan  
Mob : 0333-5104243  
Email : [consultants\\_tax@yahoo.com](mailto:consultants_tax@yahoo.com)

**9) MUHAMMAD JUNAID SHEKHA [F-876]**

- Title of Articles : Internal Audit in Family Owned Businesses
- Issue published : Sep-Oct 2020 on the theme of Coexisting With COVID-19: Opportunities and Threats
- Title of Articles : Technological Evolution and Business Process Outsourcing (BPO)
- Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is the Principal Consultant at M/s. Novus Consulting, engaged in providing services of governance and risk. He is also a Partner in PPT Square (Pvt) Ltd. He is a Fellow member of ICMA Pakistan and CA Pakistan. He is a regular speaker at various forums and is also involved in voluntary roles in promoting education.

**Contact**

- City : Karachi
- Mob : 0300-8295389
- Email : [jushekha@hotmail.com](mailto:jushekha@hotmail.com)

**10) GHULAM MUSTAFA QAZI [F-931]**

- Title of Article : Working Remotely: Challenges and Way Forward
- Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

**Profile**

The writer is a member of National Council, ICMA Pakistan and Chairman, Technical Support and Practice Development (TSPD) Committee.

**Contact**

- City : Islamabad
- Mob : 0321-5029988
- Email : [qazi@qaziconsulting.com](mailto:qazi@qaziconsulting.com)

**11) AHMAD TARIQ BHATTI [F-1294]**

- Title of Article : How to deal with a VAT Audit in UAE
- Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

**Profile**

The author is a Fellow member of ICMA Pakistan and Associate member of CIMA UK. He is working in Dubai since 2007 in senior finance roles. He has worked with PwC.

**Contact**

- City : Dubai, UAE
- Mob : 050-5418542
- Email : [at.bhatti@gmail.com](mailto:at.bhatti@gmail.com)

**12) ROZINA MUZAMMIL [F-1310]**

- Title of Article : Nexus between Women Empowerment and Economic Growth
- Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

**Profile**

The writer is a Certified Director and Fellow member of two prestigious accounting bodies of Pakistan. She holds a Master of Business Administration (MBA) degree and completed various courses on HRM with 18 years diversified experience at executive level. Before joining the Institute of Bankers Pakistan, she has served as General Manager Finance in the FMCG industry and also worked as Executive Director at Pakistan Institute of Public Finance Accountants (PIPFA). Currently, she is working as Chief Human Resources Officer (CHRO) at The Institute of Bankers Pakistan. She has authored a book on Accounting, titled Fundamentals of Accounting, published by an HEC recognized University in 2014.

**Contact**

- City : Karachi
- Mob : 0300-2179913
- Email : [rozina1310@gmail.com](mailto:rozina1310@gmail.com)

**13) SYED SHARIQ WAQAR [F-1395]**

- Title of Article : Economic Revolution and Tax Challenges
- Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan

**Profile**

The writer is a Fellow member of the Institute and has 25 years of diversified experience in different trades e.g. manufacturing, retail, aviation and education industry. He is also associated as freelance faculty at several MBA Universities. He also contributes to TV talk shows on economic front program.

**Contact**

- City : Karachi
- Mob : 0300-2021604
- Email : [syedjazilhamza@gmail.com](mailto:syedjazilhamza@gmail.com)

**14) MS. ALIA NOOR [F-1473]**

- Title of Article : Re-invent your Role for Workforce of the Future
- Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan



- Title of Article : Technology is no longer a “Want” but a “Need”
- Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

**Profile**

The author is a Keynote Speaker, Author and Trainer of “Game of Fintech”. Having over 13 years’ experience in Management Consultancy, VAT and External Audit with set of professional qualifications CIMA, FCMA and MBA along with Certifications in Oxford Fintech Programme, Digital Mindset, COSO Enterprise Risk Management, COSO Internal control from AICPA and GCC VAT Diploma. Currently working as Director Management Consultancy in Ahmad Alagbari Chartered Accountants and Director Program at Leading Edge Alliance Software Consultants and Fintech Trainer at Skyline University, UAE.

**Contact**

- City : Karachi
- Mob : 0334-3458455
- Email : [alia.znoor@gmail.com](mailto:alia.znoor@gmail.com)

**15) MUHAMMAD AHMED [F-1673]**

- Title of Article : Ensuring Protection of Consumers Choices through an effective Cost Audit
- Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

**Profile**

The writer is a Fellow member of ICMA Pakistan and has over twenty years of diversified experience in serving the industry.

**Contact**

- City : Karachi
- Mob : 0300-2720090
- Email : [ahmed-cma@hotmail.com](mailto:ahmed-cma@hotmail.com); [ahmed.cfo.cs@gmail.com](mailto:ahmed.cfo.cs@gmail.com)

**16) AGHA FAISAL [F-1821]**

- Title of Article : Hurdles and Challenges in Pharmaceutical Business In Pakistan
- Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan.
- Title of Article : Private Sector's Contribution for the Economy.
- Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

**Profile**

The writer is fellow member of ICMA Pakistan and working as Senior Manager Finance & Accounts in one of the pioneer pharmaceutical industries in Pakistan. He is a passionate reader and public speaker and possess in-depth knowledge of pharma business.

**Contact**

- City : Karachi
- Mob : 0321-2071534
- Email : [aghafaisal1973@gmail.com](mailto:aghafaisal1973@gmail.com)

**17) AHMAD MUKHTAR [F-1891]**

- Title of Article : COVIDONOMICS: Economy of Pakistan under RADAR
- Issue published : Sep-Oct 2020 on the theme of Coexisting with COVID-19: Opportunities and Threats

**Profile**

The author is an international economist and lawyer, currently working with the United Nations. He is a fellow member of ICMA Pakistan and holds master degrees in Economics, Public Policy, Law, and Biotechnology. He has worked in the civil services of Pakistan, international development projects, and, at present, with the United Nations.

**Contact**

- Country : Switzerland
- Mob : 041-8717936, 41791070097
- Email : [ahmadmukhtar@gmail.com](mailto:ahmadmukhtar@gmail.com)

**18) MUHAMMAD RASHID SHAH [F-1929]**

- Title of Article : The Basic of Cost Audit and its Advantages at different levels of Consumerism
- Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

**Profile**

The writer is a Fellow member of ICMA Pakistan and currently running his certified practicing firm in the name of Umar Nasir Rashid & Co. Having over twenty years of experience in Audit, Taxation, Budgeting, Finance, Accounts, Corporate, HR and other Resource Management matters, he has served at various corporate sectors organizations, including the Federal Board of Revenue (FBR). He holds the professional qualification and titles of FPFA and ACPA and is also a certified member of Institute of Forensic Experts and Institute of Internal Auditor, USA. Teaching is his ambition and he has been teaching in different universities as visiting faculty since long.

**Contact**

- Country : Islamabad, Pakistan
- Mob : 0333 5153849
- Email : [smrashidshah@gmail.com](mailto:smrashidshah@gmail.com)

## 19) INTZAR HUSSAIN RANA [F-1939]

- Title of Article : Bad and Toxic Lazy Colleague
- Issue published : Sep-Oct 2020 on the theme of Coexisting With COVID-19: Opportunities and Threats



### Profile

The writer is a Fellow member of ICMA Pakistan as well as the Pakistan Institute of Public Finance Accountants (PIPFA). Currently, he is working as a Finance Manager at Abu Dhabi National Paper Mill in U.A.E. He has extensive exposure to accounting, finance, costing, budgeting, and business management. He is a principal contributor to several successful start-ups, restructuring turnaround projects, acquisition and wind down in multi manufacturing industries.

### Contact

- City : Abu Dhabi, U.A.E.
- Mob : 0092-55-4287428, 00971-50-9475397
- Email : [inzirana@gmail.com](mailto:inzirana@gmail.com)

## 20) MUHAMMAD FAISAL MAQSOOD [F-1960]

- Title of Article : Women Empowerment in Pakistan's Economy
- Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth



- Title of Article : Private Sector's Role in Economic Revival
- Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

- Title of Article : Effective Leadership and Workforce Management during COVID-19
- Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

### Profile

The writer is a Fellow member of ICMA Pakistan and associated with Lucky Cement Limited as Senior Manager Finance and Accounts since 2011. He is also a Mentor at ICMA Pakistan and has conducted various Training workshops for students' professional development at ICMA Pakistan and other Institutions on topics such as "Effective Communication Skills" "Entrepreneurs in Pakistan" & "Mock Interviews".

### Contact

- City : Karachi
- Mob : 0300-8245003
- Email : [fmaqsood@lucky-cement.com](mailto:fmaqsood@lucky-cement.com)

**21) RASHID MAHMOOD [F-2019]**

Title of Article : COVID-19: A Blessing in Disguise for e-Commerce boom

Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats'.

**Profile**

The writer is the founder and CEO of Al Muaaz consultant having over 18 years of multifaceted experiences in industries like Production, Trading, Software Houses, and Services. He also has the expertise and proven ability in Management, Accounts, and Tax consultancy as well as System Study, System Structuring, Standardizing, and Streamlining Financial Reporting Processes. He has successfully implemented ERP software in Manufacturing, IT Houses, Trading Industries, Textile Sector, Services Sector to local and international companies.

**Contact**

City : Lahore  
Mob : 0321-4464984  
Email : [rashid.mahmood@hotmail.com](mailto:rashid.mahmood@hotmail.com)

**22) MADIHA NAZ [F-2050]**

Title of Article : Commentary on Guiding Principles of Public Procurement Rules, 2004

Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

**Profile**

The writer is a Fellow member of ICMA Pakistan.

**Contact**

City : Lahore  
Mob : 0302-4128618  
Email : [naz\\_madiha2003@yahoo.com](mailto:naz_madiha2003@yahoo.com)

**23) NOWMITTA JUNEJO [A-1977]**


- Title of Article : Vital Role of Women in Social and Welfare work in COVID-19 Scenario
- Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth
- Title of Article : Corporate Leadership during COVID-19
- Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is an Associate member of ICMA Pakistan and presently working as a Consultant at ICMA Pakistan. She has earlier served at different positions in the SECP, Saudi Pak Industrial and Agricultural Investment Company (Pvt) Ltd, Bestway Cement Ltd. A part from that she has remained as a visiting faculty lecturer in PIPFA, ICMA Pakistan and SKANS.

**Contact**

- City : Islamabad
- Mob : 0347-1153575
- Email : [nowmitta2004@yahoo.com](mailto:nowmitta2004@yahoo.com)

**24) ALTAF ISMAIL [A-2114]**


- Title of Article : Value Added Tax (VAT) in Saudi Arabia (KSA)
- Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth
- Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19
- Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection
- VAT Planning Strategy for Small and Medium-Sized Contractors in the Kingdom of Saudi Arabia
- Taxation of Real Estate Business in KSA – from VAT to RETT

**Profile**

The writer is a Fellow member of ICMA Pakistan and currently employed as Senior Financial Analyst at M/s. McDermott Arabia Company, Saudi Arabia.

**Contact**

- City : Saudi Arabia
- Mob : 00966-592686110
- Email : [altafacma@yahoo.com](mailto:altafacma@yahoo.com)

**25) MUHAMMAD ASIF QURESHI [A-2402]**

Title of Article : Role of Organizational Leaders in Developing Governance Structure and Strategy to mitigate COVID-19 Impact



Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is an Associate member of ICMA Pakistan and is currently working as GRC manager with Tawazun Economic Council, UAE. He is a seasoned GRC professional having other professional qualifications of CCISO, CISA, CIA, CISSP and PMP. He actively participates in mentoring and coaching activities for young learners in schools and colleges and also as guest speaker on cyber security related topics for young students.

**Contact**

City : Abu Dhabi, U.A.E  
Mob : 00971-563286448  
Email : [masifqureshi@yahoo.com](mailto:masifqureshi@yahoo.com)

**26) MOHSIN RAZA KHAN [A-2676]**

Title of Article : Construction Industry and Amendments in the Income Tax Ordinance, 2001.



Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges.

**Profile**

The writer is an Associate Member of ICMA Pakistan and has the experience of heading the Finance Department of different companies (both listed and unlisted). He has been serving as Company Secretary since 2004. Mr. Khan was also involved in raising a mutual fund and a brokerage house as CFO and Company Secretary.

**Contact**

City : Karachi  
Mob : 0333-2172930  
Email : [mohsinkhan@spdc.org.pk](mailto:mohsinkhan@spdc.org.pk)

## 27) MUHAMMAD MOIN AHMED [A-3285]



Title of Article : Private Sector in Pakistan & Infrastructure Challenges  
 Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

Title of Article : Cost Audit as Guardian & Protector of Consumers  
 Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

### **Profile**

The writer is an Associate Member of ICMA Pakistan and currently working for Star Denim Pvt. Ltd. as Deputy Manager Accounts & Exports. He has vast experience of working with national and multinational companies in Pakistan and abroad particularly in UAE and Saudi Arabia. He has a particular interest in current affairs and the economy.

### **Contact**

City : Karachi  
 Mob : 0346-2559057  
 Email : [moin04@gmail.com](mailto:moin04@gmail.com)

## 28) ABDUL QAYYUM [A-5614]



Title of Article : Private Sector-Key to Economic Turnaround  
 Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

Title of Article : Impact of COVID-19 on UAE Job Market: How to be resilient in the Post-pandemic era

Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats'

### **Profile**

The writer is an Associate member of ICMA Pakistan and currently working as Management Accountant in Abu Dhabi National Industrial Projects Co. (ADNIP), UAE. He has over eight years of diversified industry experience in core finance and accounting activities.

### **Contact**

City : Abu Dhabi, U.A.E.  
 Mob : 971 50 7616395  
 Email : [aqayyumacma@gmail.com](mailto:aqayyumacma@gmail.com)

**29) MUHAMMAD OVAIS KHAN [A-6193]**

Title of Article : Lessons in Leadership from the Life of the Prophet Muhammad (SAWW) on dealing with crisis like COVID-19

Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is an Associate member of ICMA Pakistan and has over five years' experience in running the accountancy and compliances (corporate taxes and governance) functions of various business organizations. He writes in the official Journal of PIPFA as well and his first article was published in Jan-Mar 2019 issue of PIPFA Journal on 'Sources of Ethical Development'.

**Contact**

City : Karachi  
Mob : 0322-2700935  
Email : [gregariousovais@yahoo.com](mailto:gregariousovais@yahoo.com)

**30) QASIM ALI [A-6245]**

Title of Article : Women Empowerment through Education and Training

Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

**Profile**

The writer is an Associate member of ICMA Pakistan and Institute of Bankers Pakistan. He also holds M.Phil. Commerce degree. He has more than 10 years of diversified work experience in Banking, Manufacturing, and taxation. He is a serving official of Inland Revenue Service, FBR.

**Contact**

City : Lahore  
Mob : 0340-7705197  
Email : [qasimdhillon@hotmail.com](mailto:qasimdhillon@hotmail.com)

**31) MUHAMMAD ASAM [A-6611]**

- Title of Article : Conducive Investment Environment – A Pre-requisite for Doing Business.  
Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan
- Title of Article : Competitiveness – A Real Challenge for the Corporate Sector  
Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges
- Title of Article : Cost Audit: Benefits and Bonding with Competitive Practices  
Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

**Profile**

The writer is an Associate member of ICMA Pakistan and currently working as Assistant Manager, Internal Audit at Dawn Bread. He has work experience of more than nine years.

**Contact**

- City : Faisalabad.  
Mob : 0322-4553303  
Email : [samcma1@gmail.com](mailto:samcma1@gmail.com)

**32) MUHAMMAD SALMAN BAIG [A-6486]**

- Title of Article : COVID-19: A Test for Corporate Leadership in Business Planning and Managing People and Costs  
Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

**Profile**

The writer is an Associate member of ICMA Pakistan with Masters in Commerce (Finance). He is currently employed as Division Controller at M/s. Crescent Steel and Allied Products Limited. He has diversified experience with Steel, Textile, Retailing and Oil, and gas sector.

**Contact**

- City : Karachi  
Mob : 0333-3261150  
Email : [muhammad.salman@crescent.com.pk](mailto:muhammad.salman@crescent.com.pk)

### **33) SULEMAN AFZAL [A-6786]**

- Title of Article : Infrastructure Development – Sine Qua Non  
for Boosting the Private Sector
- Issue published : May-Jun 2020 on the theme of Private  
Sector-Role, Issues and Challenges



#### **Profile**

The writer is an Associate Member of ICMA Pakistan, Masters of Public Administration, CA-Finalist from ICAP, and Member of ICMA Pakistan Toastmaster Club, Islamabad. He has 4 years of practical experience in auditing both external and internal, accounting and finance, budgeting and financial analysis, due diligence, and business processes.

#### **Contact**

- City : Islamabad
- Mob : 0331-5898287
- Email : [afzal.suleman@hotmail.com](mailto:afzal.suleman@hotmail.com)

**Exclusive Articles**  
**Contributed by Pakistani Writers**

**(Non-members)**

## 1) AFZAL ADAMJEE AND FAIZA AZEEM

Title of Article : Importance of Strategic Analysis and How it helps an Organization in making Strategic Decisions



Issue published : Nov-Dec 2020 on the theme of 'Cost Audit and Consumer Protection'

### **Profile**

Mr. Afzal Adamjee was working as Assistant Professor in the Management Department at Textile Institute of Pakistan.

Ms. Faiza Azeem was also working as Assistant Professor / Research Supervisor at Textile Institute of Pakistan.

### **Contact**

City : Karachi  
Mobile : 0302-8388115 / 0346 3200356  
Email : [m.afzaladamjee@gmail.com](mailto:m.afzaladamjee@gmail.com)

## 2) AMEEN AHSAN

Title of Article : Promising Future for Pakistan's Aviation Industry in post-COVID-19 world



Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats'

### **Profile**

The writer is currently the CEO of an upcoming airline named 'AIRSIAL' Pvt. Ltd. which is a public level initiative by the local business community of Sialkot as a 'Pride of Pakistan' to serve the country. He is also the co-founder and CEO of Nizam Group of Companies which is one of the largest manufacturers and exporters of workwear and working gloves to the personal protective equipment (PPE) market since 1990. He is a member of the Governor Punjab Business Advisory Committee and Senior Vice Chairman of the Business Development Committee of Sialkot Chamber of Commerce and Industry.

### **Contact**

City : Sialkot  
Contact : 052-4269670-4  
Email : [ceo@airsial.com](mailto:ceo@airsial.com)

### 3) DR. AADIL NAKHODA

Title of Article : Doing Business in Pakistan: Achievements and Challenges in 2019

Issue published : Jan-Feb 2020 on the theme of Doing Business in Pakistan



#### **Profile**

The writer is an Assistant Professor at the Institute of Business Administration (IBA) Karachi and a Research Fellow at Centre of Business and Economic Research (CBER). He has a PhD in International Economics and specializes in international trade, development economics and business strategies. He has published in international journals and has research collaboration with multilateral organizations. He publishes regularly in national newspapers and magazines.

#### **Contact**

City : Karachi  
Mob : 0333 3801363  
Email : [anakhoda@iba.edu.pk](mailto:anakhoda@iba.edu.pk)

### 4) DR. MANZOOR AHMAD

Title of Article : Staying Competitive in the post-COVID-19 World: High-Tech Policy Options for Pakistan

Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats



#### **Profile**

The author has served as Pakistan's Ambassador to the WTO and as FAO's representative to the United Nations at Geneva. He is currently a Senior Fellow with the Pakistan Institute of Development Economics (PIDE). He is a regular columnist on trade issues.

#### **Contact**

City : Islamabad  
Mob : 0331-8880003  
Email : [drahmadmanzoor@gmail.com](mailto:drahmadmanzoor@gmail.com)

## 1) Gary Cokins, CPIM

Title of Article : Post Covid-19 Business Recovery  
 Help from Accountants  
 Issue published : Sep-Oct 2020 on the theme of 'Coexisting  
 with COVID-19: Opportunities and Threats'



### Profile

Gary Cokins (Cornell University BS industrial engineering/operations research) 1971; Northwestern University Kellogg MBA 1974) is an internationally recognized expert, speaker, and author in enterprise and corporate performance management (EPM/CPM) methods and systems. He is the founder of Analytics-Based Performance Management LLC [www.garycokins.com](http://www.garycokins.com). He began his career in the industry with a Fortune 100 company in CFO and operations roles. Then 15 years in consulting with Deloitte, KPMG, and EDS (now part of HP). From 1997 until 2013 Gary was a Principal Consultant with SAS, a business analytics software vendor. His most recent books are Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics and Predictive Business Analytics. He can be reached on email: [gcokins@garycokins.com](mailto:gcokins@garycokins.com) and LinkedIn:

<https://www.linkedin.com/in/garycokins>

### Contact

City : Cary, North Carolina, USA  
 Mob : 919 720 2718  
 Email : [gcokins@garycokins.com](mailto:gcokins@garycokins.com)

## 5) HASSAN DAUD BUTT

Title of Article : Leveraging Modernization  
 World: High-Tech Policy Options for Pakistan  
 Issue published : Jul-Aug 2020 on the theme of Leadership  
 and Managing People during COVID-19



### Profile

The writer is a Projects' Management specialist and a faculty member of the Projects Management Dept. at various institutes / universities. He is currently the CEO of the KPK Board of Investment and Trade (KP-BOIT). He has also served as Project Director CPEC and as a Diplomat in People's Republic of China and Vietnam and is a recipient of Commemorative medal from the Chinese Ministry of Defense.

### Contact

City : Peshawar  
 Mob : 091-9224207-9  
 Email : [hdb4049@gmail.com](mailto:hdb4049@gmail.com)

## 6) HUMAYUN HABIB, FCA

Title of Article : To avoid burn out, Learn to Reprioritize and ignoresome of the Agenda Items  
 Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges



Title of Article : Leadership through Crisis: Some thoughts  
 Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19

### **Profile**

The writer is fellow member of CA Pakistan, member Malaysia-Pakistan Business Council; and part of leadership team representing FP&A and IBP Lead with a multi-million-dollar manufacturing and export-oriented global business operations based in Malaysia. He has over 15 years of experience in finance, supply chain planning, business development. Humayun keenly pursues professional interests in Strategy and Execution, Leadership, Supply Chain efficiencies, Digital Evolution facilitating business and societies, and contributes as panelist and Speaker at Professional Workshops and webinars.

### **Contact**

City : Malaysia  
 Mob : 60 14-984 7067  
 Email : [hhabib5111@gmail.com](mailto:hhabib5111@gmail.com)

## 7) HUZAIMA BUKHARI & DR. IKRAMUL HAQ

Title of Article : Morbid Taxation: Stifling Growth of Private Sector: Case Study of Telecom Industry



Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges

### **Profile**

The writers, lawyers and partners and members of Huzaima, Ikram & Ijaz, are well-known authors and Adjunct Faculty at Lahore University of Management Sciences (LUMS).

### **Contact**

City : Lahore  
 Mob : 0300-8496205  
 Email : [ikram@huzaimaikram.com](mailto:ikram@huzaimaikram.com)

## 8) MASOOD AHMED SHAIKH

Title of Article : PPPs in Sindh and the Way Forward

Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19



### **Profile**

The writer is an Assistant Executive Engineer under the Government of Sindh.

### **Contact**

City : Hyderabad  
Mob : 0312-8401080  
Email : [masood\\_ahmed\\_69@yahoo.com](mailto:masood_ahmed_69@yahoo.com)

## 9) RABIA KANWAL, GUL RUKH & HAREEM FATIMA

Title of Article : Role of female enrollment in women empowerment

Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth

Title of Article : The holistic Journey of state-owned KESC to a private-owned K-Electric

Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges



### **Profile**

The writers are M.Phil, Scholars in the Applied Economics Research Center (AERC) at the University of Karachi.

### **Contact**

City : Karachi  
Mob : 0332-3008197  
Email : [rabikanwal@yahoo.com](mailto:rabikanwal@yahoo.com)

## 10) RUTABA ADNAN



- Title of Article : How Women Empower the Economic Growth  
Issue published : Mar-Apr 2020 on the theme of Empowering Women for Economic Growth
- Title of Article : Partnerships: For Purpose & Governance  
Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges
- Title of Article : Post-COVID-19: Rebuilding SMEs in Pakistan  
Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats'

### **Profile**

The writer is a freelance columnist, who also provides research services at Alphasights. She has recently been certified in Financial Engineering from Columbia University in 2019. Her preliminary passion for writing since childhood had responsibly been a great derivative that led her to focus on business sector journalism, and has contributed on platforms like Medium and Huffpost. Her father, Tasneem Adnan, the real cause who subjected her to accountancy profession, is also a Fellow Member of ICMAP Pakistan with notably holding two gold medals by the Institute at his time.

### **Contact**

- City : Lahore  
Mob : 0333-4641163  
Email : [ruuadnan24@gmail.com](mailto:ruuadnan24@gmail.com)

## 11) SOHAILUDDIN ALAVI



- Title of Article : Role of Autonomous Bodies in the Government: Analysis and Way Forward (co-authored with Dr. Noor Alam who holds a PhD in Public Finance and having over 3 decades of hands-on-experience at senior positions in public administration)
- Issue published : May-Jun 2020 on the theme of Private Sector-Role, Issues and Challenges
- Title of Article : Harnessing the Frontiers of Executive Productivity
- Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19
- Title of Article : Downside of Management's Prerogative
- Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection

### **Profile**

The writer holds a professional qualification in banking and finance. He is a practicing Human Resources and Organization Development professional having more than three decades of hands-on-experience in his field. He has authored books and publishes extensively.

### **Contact**

- City : Karachi
- Mob : 0333-2138742
- Email : [salavi.aibf@gmail.com](mailto:salavi.aibf@gmail.com)

## 12) SHEHER BANO

Title of Article : Post COVID-19 Future for Pakistani Job Seekers in the Global Market

Issue published : Nov-Dec 2020 on the theme of Cost Audit and Consumer Protection



### **Profile**

Sheher Bano is an award winning senior journalist working in The News International. Her blogs, articles, and columns appear in national and international media, both in Urdu and English. She is also a trainer, motivational speaker, and career counselor.

### **Contact**

City : Karachi  
Mob : 0333-8555959  
Email : [sheheronline@gmail.com](mailto:sheheronline@gmail.com)

## 13) UROOJ AIJAZ

Title of Article : Economic Blues - Leadership to Envision Blue Recovery

Issue published : Jul-Aug 2020 on the theme of Leadership and Managing People during COVID-19



Title of Article : ACTION to REACTION: The Art of Coexistence under COVID-19

Issue published : Sep-Oct 2020 on the theme of 'Coexisting with COVID-19: Opportunities and Threats'

### **Profile**

The writer is an Economist, Academician, and Ph.D. Scholar working as an Assistant Professor at Bahria University Karachi in the Department of Management Studies. She is a member of the National Advisory Board of Innovation, Member of Karachi Chamber of Commerce & Industry, and National coordinator of Blue Economy.

### **Contact**

City : Karachi  
Mob : 0336-2355313  
Email : [uroojaijaz@gmail.com](mailto:uroojaijaz@gmail.com)

# About ICMA Pakistan

## Founder of Institute

**Late Mohammad Shoab** was the Founder President of the Institute. He remained President of Institute during two terms i.e. from 1951-1955 and from 1966-1969. In 1944, he founded the Indian Institute of Cost and Works Accountants [now called Institute of Cost Accountants of India] and was its founder President upto 1948. He was one of Pakistan's ablest financial experts who also held the following important portfolios of Federal Finance Minister of Pakistan; Vice President of the World Bank; and Consultant to the World Bank [he held this position till his death on 12th May 1976]. Mr. Shoab's contribution to the development of Cost and Management Accounting profession in Sub-Continent will be remembered with a sense of gratitude.

## Historical Landmarks

On 23rd. May 1951, a Certificate of Incorporation was issued under the Indian Companies Act of 1913 by the Registrar Joint Stock Companies to form the Institute with the name and title of 'Pakistan Institute of Industrial Accountants (PIIA).

On 30th June 1966, the Parliament passed the 'Cost and Industrial Accountants Act, 1966' which received President's assent on 14th July 1966 and became effective from 20th August 1966. The Act mandated the Institute to regulate the management accounting Profession in Pakistan.

On 16th November 1976, the National Assembly passed the 'Cost and Industrial Accountants (Amendment) Bill, 1976' which received President's assent on 26th November 1976. From that day onwards, the Institute came to be known by its new name i.e. Institute of Cost and Management Accountants of Pakistan.

On 8th September 1990, the Council under Section 34 of CMA Act 1966 promulgated the 'Cost and Management Accountants Regulations 1990 with the approval of Federal Government.

## Mandate & Responsibility

By virtue of authority vested in by Cost and Management Accountants Act, 1966 and Cost and Management Accountants Regulations, 1990, the Institute has been entrusted with responsibilities to (1) provide education (2) examine competencies and (3) confer internationally recognized post-graduate professional certification. After qualifying and meeting prescribed membership requirement, Institute awards g designations of Associate Cost and Management Accountant (ACMA) and Fellow Cost and Management Accountant (FCMA).

## International Affiliations

ICMA Pakistan is the founding member of International Federation of Accountants (IFAC) [since 1977], Confederation of Asian and Pacific Accountants (CAPA) [since 1980] and South Asian Federation of Accountants (SAFA) [since 1984]. It is actively engaged with these accounting bodies to promote the accounting profession around the globe. ICMA Pakistan is also the only participant of Integrated Reporting Council in Pakistan.





**ICMA**  
Pakistan

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ICMAP Building, ST-18/C, ICMAP Avenue, Block 6, Gulshan-e-Iqbal, Karachi.

Email: [rp@icmap.com.pk](mailto:rp@icmap.com.pk) | Phone: +92 21 99243900 | Ext: 117



[icmapdotpk](https://twitter.com/icmapdotpk)



[company/icmap](https://www.linkedin.com/company/icmap)



[icmapak](https://www.facebook.com/icmapak)



[www.icmap.com.pk](https://www.icmap.com.pk)