

DR ZIA UL HAQUE SHAMSI

Ph D (Strategic Studies), ndc, fawc, cdss (A), ensp (RSA)

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D-O-B March 1, 1958

1. **Professional Profile.** A diverse professional, with academic and management experience, and expertise in research, teaching, training, and management. Experienced Advisor with a demonstrated history of working in the education management industry. Thinks analytically and generates new ideas for research to inculcate thinking and reflection among the students that would bring positive and qualitative change in the output. In leadership roles, has the experience of solving complex problems emerging out of developing situations. As a research expert, remains current with trends and drivers in international, regional, and domestic affairs related to social sciences. Skilled in designing courses on Research Methodology, National Security, Strategic Studies, Crisis and Conflict Management, Leadership & Management, Hybrid War, and Defense Acquisition Management. Authored two international publications: ***Nuclear Deterrence and Conflict Management Between India and Pakistan'*** and ***South Asia needs Hybrid Peace,*** both published by Peter Lang, New York, USA. Also translated into Urdu, Sun Tzu's ***The Art of War.*** Regularly writes scholarly articles for different research journals, and opinion articles for the Pakistani newspapers, both in English and Urdu, and regularly appears on National TV networks in Current Affairs Programs. Also has a YouTube Channel of Hybrid Information (Quran and current Affairs). Shamsi has lived and experienced the cultures of Australia, South Africa, Qatar, and Pakistan.

2. **Objective.** To contribute to academia, the experience and expertise in research, teaching, curriculum development, management, and administration.

3. **Career Summary**

- (a) August 31, 2023 – Till Date: Assistant Professor, Department of Strategic Studies, National Defense University (NDU), Islamabad-Pakistan
- (b) **October 2022 - Till date:** Visiting Faculty, Faculty of Aerospace and Security Studies (FASS), Air University, Islamabad-Pakistan
- (c) June 2021 – May 2023: Director, Peace and Conflict Studies, Centre for Aerospace and Security Studies (CASS)
- (d) November 2020 to March 2021: Director Research and National Security at South Asian Strategic Stability Institute University, Islamabad-Pakistan

(e) **Teaching posts (International)**

(i) Joaan Bin Jassim Joint Command and Staff College, Qatar
Professor, Directing Staff
July 2014 to October 2020.

Teaching following courses: National Security, Theories of International Relations, Conflict Management and Resolution, Defence Acquisition Management, Strategic Leadership and Management, Research Methodology.

(f) **National Defense University, Islamabad-Pakistan**

(i) 2011-2014 Directing Staff (DS) Security Studies
Sponsored research, and presentation on the following courses: Sponsored National Security and War Course, responsible to supervise the research group for National Security of Pakistan, presented to Prime minister Of Pakistan and his Cabinet for three consecutive years. Strategic Appraisal and Analysis, Strategic Leadership & Management, Air Warfare, Non-Kinetic Warfare (NKW).

(ii) 2013 Visiting Fellow at the Foreign Services Academy, Islamabad-Pakistan
Teaching Theories of International Relations, Research Methodology, Diplomacy, Conflict Studies, And Nuclear Studies to Pakistani and International Students.

(iii) July 2001 – June 2002 Directing Staff: Command & Staff College, Quetta-Pakistan

(A) Teaching and assessing the following courses: Research Methodology, Air warfare, Air Defense, Air Reconnaissance.

(B) Developed Strategic Studies Package, Planned, Conducted, Coordinated for Lectures on National and International Import.

(iv) May 1986 – July 1989 Instructional Assignment: PAF Academy, Risalpur-Pakistan

(A) Qualified Flying Instructor, teaching Aerospace & Flying.

(B) Member of Academy Aerobatics Team with performance on Graduation Parades and 23rd March Parades.

4. Education and Qualifications

- (a) 2016 PhD in Strategic Studies (National Defense University, Islamabad-Pakistan)
- (b) 2007 Masters in Defense and Strategic Studies (National Defense University, Islamabad-Pakistan).
- (c) 2004 MA (Strategic Studies (Deakin University, (Australia).
- (d) 1999 M Sc (Strategic Studies), University of Karachi, Pakistan.
- (e) 1998 M Sc. (Defense and Strategic Studies), Quaid-i-Azam University, Islamabad-Pakistan.
- (f) 1998 Executive MBA (Preston University, Islamabad-Pakistan).
- (g) 1994 B Sc (Hons), War Studies, University of Karachi, Pakistan.
- (h) 1981 B Sc (Aero-Sciences), University of Peshawar, Pakistan

5. Professional Training

- (a) National Defense Course, NDU, Islamabad-Pakistan (2006-07)
- (b) Defense and Strategic Studies Course, Australian Defense College, Canberra, Australia (2004)
- (c) Australian and Military Familiarization Course, Australia (2003)
- (d) Executive National Programme, South African National Defense College, Pretoria, South Africa (2002)
- (e) US-Pak Strategic Dialogue, NESAs, Washington D.C., USA (2010).
- (f) Air War Course, Karachi-Pakistan (1999)
- (g) Combat Commander's Course, CCS Sargodha, Pakistan (1994)
- (h) Senior Command & Staff Course, AWC Karachi (1994)
- (j) Flying Instructor's Course, FIS, PAF Academy, Risalpur, Pakistan (1986)
- (k) Quality Assurance Course, PAF Base Sargodha, Pakistan (1988)
- (l) Safety Management Course, PAF Base Masroor, Karachi-Pakistan (1995)

6. Honours & Awards

- (a) Sitara-i-Imtiaz (Military), 2009.
- (b) Tamgha-i-Imtiaz (Military), 2006.
- (c) Professional Excellence Badge, 2000.
- (d) Chief of the Air Staff Commendation Certificate (1998)
- (e) Chief of the Air Staff Commendation Certificate (1995)
- (f) Certificate of Merit for Outstanding Services, Joaan Bin Jassim Command and Staff College, Qatar, 2020.

7. International Conferences and Workshops

- (a) Participated and Presented Paper on “Global Trends in Disarmament” at the “Second Forum on Arms Control, Disarmament and Non-proliferation, **2-4 May, 2023, at Doha-Qatar.**”
- (b) Participated and Presented Paper on “The Ukraine War” at the “First Forum on Arms Control, Disarmament and Non-proliferation, **12-15 September, 2022, at Doha-Qatar.**”
- (c) Participated and Presented Paper on “**Well Done Qatar**” at the “Decolonization in the Arts and Humanities” At 6th International Conference on Arts and Humanities (ICOAH 2019), 19th – 20th September 2019 in **Kuala Lumpur, Malaysia.**
- (d) Moderated Session-III on Aerospace Security at International Conference GSTAR-2022, organized by CASS on October 19-20, 2022, at Islamabad.
- (e) **Conducted Workshop on “Defense Acquisition Management” at JBJCSC, Al-Khor, Qatar, January 24-26, 2022.**
- (f) Conducted Seminar-cum-Webinar on “Indian Chronicles: Information Weaponization against Pakistan” by SASSI University on March 11, 2021.
- (g) Conducted Webinar on “Pandemic and its Impact of National Security” at SASSI University on December 22, 2020.
- (h) Conducted Workshop on “National Security” at JBJCSC, Doha-Qatar, April 3-5, 2017.
- (i) Conducted Workshop on “National Security” at JBJCSC, Doha-Qatar, November 7-9, 2016.
- (j) Conducted Workshop on “Defense Acquisition Management” at JBJCSC, Doha-Qatar, May 23-25, 2016.
- (k) Supervised Research, Preparation, and Presentation on National Security of Pakistan to Prime Minister and the Cabinet, 2014.
- (l) Supervised Research, Preparation, and Presentation on National Security of Pakistan to Prime Minister and the Cabinet, 2013.
- (m) Supervised Research, Preparation, and Presentation on National Security of Pakistan to Prime Minister and the Cabinet, 2012.

8. **Research Publications:**

(a) **Books**

- (i) “Understanding Sun Tzu and The Art of Hybrid War” by Peter Lang Inc., New York, (ISBN: 9781636672335, **August, 2023.**
- (ii) “South Asia Needs Hybrid Peace” by Peter Lang Inc., ISBN: 978-1-4331-9422-1, New York, **December 2021.**

(iii) “Nuclear Deterrence and Conflict Management Between India and Pakistan” by Peter Lang Inc., ISBN: 978-1-4331-7271-7, New York, **December 2020.**

(iii) Translated Urdu Version of Sun Tzu’s ‘The Art of War.’ 2013.

(b) **Chapter in a Book**

(i) “Domestic Politics in Hybrid War” in *Living Under Hybrid War*, NUST, 2022.

(ii) “National Security of Pakistan: Non-traditional Dimensions” in *Pakistan at 75*, CASS, 2022 (Under Publication).

(c) **Journal Articles**

a. “Deterrence and Diplomacy: Investigating India’s Motives Behind Conflict deferment and Pakistan’s Endeavors at Conflict resolution” CISS Insight, Journal of Strategic Studies, Vol. 10 No. 2 (2022).

b. “Introducing Realizm,” Policy Research Journal of Arts and Humanities, (PRJAH), Vol. 3, No. 2, 2022.

c. Hybrid Warfare and its Nuances: A Case Study from South Asia, Joint Article with Dr Farah Naz, IPRI Journal: XXII (1), 2022: 25-43.

d. “Impermanence of Deterrence Regime: A Cause of Tactical Instability in South Asia” Journal of Aerospace & Security Studies, 2022, Volume 1, 85-100.

e. ‘Strategic Neglect of Sun Tzu’s Precepts: A Case of Kargil Conflict,” NDU Journal 2013.

f. “India Air Force: A Regional Power by 2020,” NDU Journal 2011 and Commander’s Papers, ADF Journal 2013.

b. Book Reviews

(i) Stanley Wolpert, India and Pakistan: Continued Conflict or Cooperation? (Los Angeles; University of California Press, 2010), Published in ISSRA Papers, NDU, Islamabad, Vol III, Issue II, ISSN: 2219-0562, 2011.

(ii) Saira Khan. Nuclear Weapons and Conflict Transformation: The Case of India-Pakistan (New York; Routledge, 2010), Published in NDU Journal 2012, Vol XXXVI, ISSN 2073-0926.

c. Monographs

(i) NDU Monograph, Vol IV, Issue II, 2013, ISSN: 2220-2161, National Security of Pakistan.

(ii) NDU Monograph, Vol IV, Issue II, 2013, ISSN: 2220-2161, National Security of Pakistan.

d. Newspaper Articles

(1) The Change Over in the US, published in The Daily Times, Islamabad on January 25, 2012.

(2) Nuclear Deterrence and its Nuances, published in The Daily Times, Islamabad on February 13, 2021.

(3) Possibility of Peace versus Probability of War, published in The Daily Times, Islamabad on February 24, 2021.

(4) Pakistan Air Force: Second to None, published in The Daily Times, Islamabad on February 28, 2021.

(5) The Importance of Peace, published in The Daily Times, Islamabad on March 10, 2021.

(6) Hybrid war outplays nuclear deterrence, published in The Daily Times, Islamabad on March 16, 2021.

(7) Pandemic is not over, Please! Published in The Daily Times, Islamabad on March 23, 2021.

(8) Re-thinking Security: Rights versus Needs, published in The Daily Times, Islamabad on March 27, 2021.

(9) Appeasement is failed strategy, published in The Daily Times, Islamabad on March 29, 2021.

(10) Hybrid War versus Hybrid Peace, published in The Daily Times, Islamabad on April 2, 2021.

(11) Pakistan's Quest for a Regional Solution, published in The Daily Times, Islamabad on April 13, 2021.

(12) Peace within and Peace without, published in The Daily Times, Islamabad on April 21, 2021.

(13) China versus India: Divergent Strategic Concepts, published in The Daily Times, Islamabad on April 26, 2021.

(14) Perception Management Needed, published in The Daily Times, Islamabad on May 3, 2021.

(15) SAARC Highway, published in The Daily Times, Islamabad on May 10, 2021.

(16) WAR: Waste of Available Resources, published in The Daily Times, Islamabad on May 17, 2021.

(17) Islam and the Governance of State, published in The Daily Times, Islamabad on May 23, 2021.

- (18) COVID needs global response, published in The Daily Times, Islamabad on May 30, 2021.
- (19) Proposed peace plan for South Asia, published in The Daily Times, Islamabad on June 7, 2021.
- (20) Ghani must not become Najibullah, published in The Daily Times, Islamabad on June 13, 2021.
- (21) Turning a challenge into an opportunity, published in The Nation, on June 16, 2021.
- (22) Human Security equals national security, published in The Daily Times, Islamabad on June 21, 2021.
- (23) Do More – Absolutely Not, published in The Daily Times, Islamabad on June 28, 2021.
- (24) Strategy of Stage Management, published in The Daily Times, Islamabad on July 5, 2021.
- (25) Pakistan already has a full plate to deal with, published in Regional Times, Karachi on July 9, 2021.
- (26) Hybrid Character of Aerospace Power, published in Daily Times, Islamabad on July 12, 2021.
- (27) Taliban are Afghans only and not Pakistanis, published in Pakistan Observer, Islamabad on July 16, 2021.
- (28) Indian Military Procurements: A scandalous affair, published in Daily Times, Islamabad on July 19, 2021.
- (29) Taliban should strive for a Hybrid Victory, published in Daily Times, Islamabad on July 26, 2021.
- (30) Pakistan faces challenges of Societal Security, published in Pakistan Observer, Islamabad on 31 July, 2021.
- (31) Strategic Pause between Nuclear Neighbours, published in Daily Times, Islamabad on August 2, 2021.
- (32) Identifying levels of Hybridity of War, published in The Nation, Islamabad on August 7, 2021.
- (33) Hybrid Mannerism of Terrorists and The State's Response, published in Daily Times, Islamabad on August 9, 2021.
- (34) Taliban Offensive and Abject Surrender of Afghanistan Armed Forces, published in Daily Times, Islamabad on August 17, 2021.
- (35) Identifying the Enemy Within, published in Daily Times, Islamabad on August 23, 2021.
- (36) Victims of War in Afghanistan, published in Pakistan Observer, Islamabad on August 25, 2021.
- (37) Social Media: a Weapon of Mass Manipulation, published in Daily Times, Islamabad on August 30, 2021.
- (38) The Need for Productive Engagement with New Afghan Government, published in Daily Times, Islamabad on September 6, 2021.
- (39) Pakistan Air Force: A Force to Reckon With, published in Daily Times, Islamabad on September 7, 2021.

- (40) Afghanistan under Taliban: Beginning of a New Era, published in Daily Times, Islamabad on September 13, 2021.
- (41) Pakistan International Airlines: Great People to Fly With, published in Daily Times, Islamabad on September 20, 2021.
- (42) Pakistan's Strategic Relevance in South Asia, published in Daily Times, Islamabad on September 27, 2021.
- (43) Afghanistan and its Uncertainties, published in Daily Times, Islamabad on October 12, 2021.
- (44) Evolving Challenges of Cyber Security, published in Daily Times, Islamabad on October 18, 2021.
- (45) The Rise and Fall of Indian secularism, published in Daily Times, Islamabad on October 25, 2021.
- (46) Afghanistan Deserves a Marshall Plan Plus, published in Daily Times, Islamabad on November 1, 2021.
- (47) An Effective Diplomacy is Need of the Hour, published in Daily Times, Islamabad on November 10, 2021.
- (48) The Future belongs to Aerospace Power, published in Daily Times, Islamabad on November 15, 2021.
- (49) China-US Strategic Rivalry: Implications for Pakistan, published in Daily Times, Islamabad on November 23, 2021.
- (50) The Honour for the Dishonored, published in Daily Times, Islamabad on November 29, 2021.
- (51) Control the Corrupt-o-Currency to Save Pakistan's Economy, published in Daily Times, Islamabad on December 6, 2021.
- (52) Cultural Adventurism leads to Societal Confusion, published in Daily Times, Islamabad on December 13, 2021.
- (53) Indo-US Strategic Partnership: Impact on Regional Security, published in Daily Times, Islamabad on December 20, 2021.
- (54) Non-traditional Security Challenges to Pakistan, published in Daily Times, Islamabad on December 27, 2021.
- (55) Significance of National Security Policy of Pakistan, published in Daily Times, Islamabad on January 3, 2022.
- (56) Military Alliances versus Economic Cooperation, published in Daily Times, Islamabad on January 10, 2022.
- (57) The Missing Link in Human Security, published in Daily Times, Islamabad on January 17, 2022.
- (58) Challenges to Regional Security, published in Daily Times, Islamabad on January 24, 2022.
- (59) The Blurring Focus of Economy, published in Daily Times, Islamabad on February 7, 2022.
- (60) Human Security versus Human Safety, published in Daily Times, Islamabad on February 14, 2022.
- (61) Pakistan at 75: A Symbol of Resilience with a Tough Battle Ahead, published in Daily Times, Islamabad on February 21, 2022.

- (62) Expanding Regional Connectivity between MESACA, published in Daily Times, Islamabad on February 28, 2022.
- (63) The New World Order 2.0, published in Daily Times, Islamabad on March 7, 2022.
- (64) Was Really an Accident? published in Daily Times, Islamabad on March 14, 2022.
- (65) Cyber Warfare: A Weapon of Mass Disruption, published in Daily Times, Islamabad on March 21, 2022.
- (66) Let's Embrace Realizm to Avert Wars and Conflicts, published in Daily Times, Islamabad on March 28, 2022.
- (67) Should War be an Option to Maintain Peace? published in Daily Times, Islamabad on April 4, 2022.
- (68) Protracted Wars may Become Counterproductive, published in Daily Times, Islamabad on April 11, 2022.
- (69) Significance of Political Security, published in Daily Times, Islamabad on April 18, 2022.
- (70) Indo-US Partnership: Implications for Pakistan, published in Daily Times, Islamabad on April 25, 2022.
- (71) The Sorry State of Human Safety in Pakistan, published in Daily Times, Islamabad on May 2, 2022.
- (72) IAF Preparing for Short War, published in Daily Times, Islamabad on May 9, 2022.
- (73) PAF and its Modus Oprandi, published in Daily Times, Islamabad on May 17, 2022.
- (74) Is Ukraine Becoming Europe's Afghanistan, published in Daily Times, Islamabad on May 23, 2022?
- (75) Understanding the Politico-Economic Crises in South Asia, published in Daily Times, Islamabad on May 30, 2022.
- (76) Pakistan Humonomic Security may affect its Military Security, published in Daily Times, Islamabad on June 6, 2022.
- (77) Hindutva: BJP's Anti-Secular Agenda, published in Daily Times, Islamabad on June 13, 2022.
- (78) Beyond Disruptive Technologies and Towards Disruptive Deterrence, published in Daily Times, Islamabad on June 20, 2022.
- (79) Identifying the Enemy Within and Enemy Without, published in Daily Times, Islamabad on June 27, 2022.
- (80) Introducing Peoplism as a Replacement of Populism, published in Daily Times, Islamabad on July 4, 2022.
- (81) New Iron Curtain between Russia and Ukraine, published in Daily Times, Islamabad on July 18, 2022.
- (82) The Art and Science of Hybrid War, published in Daily Times, Islamabad on July 25, 2022.
- (83) The Essentiality of Political Stability for Economic Stability, published in Daily Times, Islamabad on August 1, 2022.
- (84) Pakistan under Economic Strangulation, published in Daily Times, Islamabad on August 8, 2022.

- (85) Defining National Values, published in Daily Times, Islamabad on August 15, 2022.
- (86) Defining National Interests (Part-I), published in Daily Times, Islamabad on August 22, 2022.
- (87) Defining National Interests (Part-II), published in Daily Times, Islamabad on August 29, 2022.
- (88) Defining National Interests (Part-III), published in Daily Times, Islamabad on September 5, 2022.
- (89) When Wars become a Matter of Routine! published in Daily Times, Islamabad on September 12, 2022.
- (90) Quaid's Quote Revisited, published in Daily Times, Islamabad on September 26, 2022.
- (91) Hybrid Warfare: Counter-Value or Counter-Force, published in Daily Times, Islamabad on October 3, 2022.
- (92) Warfare versus Welfare, published in Daily Times, Islamabad on October 11, 2022.
- (93) Significance of Aerospace Power: GSTAR is Back! published in Daily Times, Islamabad on October 17, 2022.
- (94) Fear War and Dear Peace, published in Daily Times, Islamabad on October 24, 2022.
- (95) Are We Already in World War-2.5? published in Daily Times, Islamabad on October 31, 2022.
- (96) Significance of Aerospace Security, published in Daily Times, Islamabad on November 7, 2022.
- (97) State, Society and Security, published in Daily Times, Islamabad on November 14, 2022.
- (98) Domestic Politics and Public Policy, published in Daily Times, Islamabad on November 21, 2022.
- (99) Deterrent Value of Democracy, published in Daily Times, Islamabad on November 28, 2022.
- (100) Significance of Teamwork, published in Daily Times, Islamabad on December 5, 2022.
- (101) Game-Changers Needed, published in Daily Times, Islamabad on December 12, 2022.
- (102) Living under Hybrid War, published in Daily Times, Islamabad on December 19, 2022.
- (103) Future Wars: Dissidence, Despondency & Disappointment, published in Daily Times, Islamabad on January 9, 2023.
- (104) Food Security in Pakistan, published in Daily Times, Islamabad on January 23, 2023.
- (105) Domestic Politics versus National Security: Case of India and Pakistan, published in Daily Times, Islamabad on January 31, 2023.
- (106) Paradoxical Linkages between Security and Economy, published in Daily Times, Islamabad on February 7, 2023.
- (107) Learning the Right Lessons, published in Daily Times, Islamabad on February 13, 2023.

- (108) Intellectual Bankruptcy, published in Daily Times, Islamabad on February 20, 2023.
- (109) Mismanaging Modern wars, published in Daily Times, Islamabad on March 6, 2023.
- (110) Devaluation of Core Values, published in Daily Times, Islamabad on March 13, 2023.
- (111) Domestic Politics and State Security (Part-I), published in Daily Times, Islamabad on June 5, 2023.
- (112) Domestic Politics and State Security (Part-II), published in Daily Times, Islamabad on June 12, 2023.
- (113) Domestic Politics and State Security (Part-III), published in Daily Times, Islamabad on June 19, 2023.
- (114) Myths and Realities of Victory and Success, published in Daily Times, Islamabad on June 27, 2023.
- (115) Understanding Economy, published in Daily Times, Islamabad on July 3, 2023.
- (116) Leadership and Diplomacy: Qatar, published in Daily Times, Islamabad on July 10, 2023.
- (116) Defining Faith for All Religions, published in Daily Times, Islamabad on July 17, 2023.
- (117) Let's have Elections in Pakistan, published in Daily Times, Islamabad on July 24, 2023.
- (118) Mission Kissinger in China, published in Daily Times, Islamabad on August 1, 2023.
- (119) Win the Wars by Other Means, published in Daily Times, Islamabad on August 7, 2023.
- (120) Proposing New State Pillars for Pakistan, published in Daily Times, Islamabad on August 14, 2023.
- (121) Win the Wars by Other Means, published in Daily Times, Islamabad on August 7, 2023.
- (122) Political Stability, published in Daily Times, Islamabad on August 29, 2023.
- (123) BRICS: A Force to Reckon With, published in Daily Times, Islamabad on September 4, 2023.

(e) TV Appearances (Talk Shows on Defense & Foreign Affairs)

- (1) Live TV Programme "Straight Talk" on Kay 2 Channel on February 8, 2021.
- (2) Live TV Programme "Straight Talk" on Kay 2 Channel on February 17, 2021.
- (3) Recorded TV Programme "Maazrat Kay Sath" on News One Channel on February 27, 2021.
- (4) Live TV Programme "Straight Talk" on Kay 2 Channel on March 3, 2021.

- (5) Recorded TV Programme “Aman Brabri Kay Saath” on Aaj News Channel on March 7, 2021.
- (6) Views on News, PTV World (Live), September 7, 2021.
- (7) Views on News, PTV World (Live), October 6, 2021.
- (8) Views on News, PTV World (Live), October 25, 2021.
- (9) Views on News, PTV World (Live), November 10, 2021.
- (10) Views on News, PTV World (Live), November 29, 2021.
- (11) Views on News, PTV World (Live), December 18, 2021.
- (12) Views on News, PTV World (Live), December 27, 2021.
- (13) Views on News, PTV World (Live), February 3, 2022.
- (14) Views on News, PTV World (Recorded), February 16, 2022.
- (15) Views on News, PTV World (Skype-Live), March 22, 2022.
- (16) Views on News, PTV World (Recorded), April 7, 2022.
- (17) Views on News, PTV World (Live), June 14, 2022.
- (18) Views on News, PTV World (Live), July 21, 2022.
- (19) Views on News, PTV World (Live), October 3, 2022.
- (20) Views on News, PTV World (Live), November 10, 2022.
- (21) Views on News, PTV World (Live), December 16, 2022.
- (22) Views on News, PTV World (Live), January 12, 2023.
- (23) Views on News, PTV World (Live), February 13, 2023.
- (24) Game-Changer, PTV World, (Recorded), March 7, 2023.
- (25) Game-Changer, PTV World, (Recorded), March 21, 2023.
- (26) Game-Changer, PTV World, (Recorded), March 28, 2023.
- (27) Views on News, PTV World (Live), June 14, 2023.
- (28) Game-Changer, PTV World, (Recorded), June 19, 2023.
- (29) Game-Changer, PTV World, (Recorded), June 20, 2023.
- (30) Game-Changer, PTV World, (Recorded), July 4, 2023.
- (31) Game-Changer, PTV World, (Recorded), July 18, 2023.
- (32) Game-Changer, PTV World, (Recorded), July 25, 2023.
- (33) Game-Changer, PTV World, (Recorded), August 28, 2023.

9. **References:**

- (a) Dr Rizwana Karim Abbasi, HOD, NUML, Islamabad.
rabbasi11@yahoo.com Cell No. +92 3355 666803
- (b) Dr Naeem Ahmad Salik, Executive Director, SVI, Islamabad,
naeemsalik@gmail.com Cell No. +92 321 5092909
- (c) Dr Tughral Yameen, NUST, Islamabad.
Cell No. +92 323 8556824