



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow



Annual Report 2006-07

Table of Contents

I	ABOUT IBA.....	3
II	ACADEMIC PROGRAMS	4
III	FACULTY	5
IV	RESEARCH PUBLICATIONS.....	11
V	BOOKS, MONOGRAPHS, and PROCEEDINGS.....	12
VI	PAPER PRESENTED IN NATIONAL/ INTERNATIONAL CONFERENCES.	13
VII	CASE STUDIES.....	16
VIII	ON - GOING RESEARCH.....	19
IX	SERVICES TO CORPORATE & PUBLIC SECTORS.....	20
X	JOURNAL OF IBA - BUSINESS REVIEW.....	23
XI	CCS/ IT PROJECTS COMPLETED SINCE 2006.	24
XII	STUDENT PROJECTS IN INDUSTRY.....	26
XIII	VISITS OF SCHOLARS, DIPLOMATS AND DIGNATIRIES	27
XIV	EMPLOYERS OF IBA GRADUATES.....	29
XV	ANNEXURES	30
XVI	MEMBERS BOARD OF GOVERNORS - IBA	31

I ABOUT IBA

INTRODUCTION

The IBA is the oldest business school outside North America. It was established in 1955 with technical collaboration of U Penn's Wharton School of Finance and later University of Southern California. IBA set the standards of educational and professional excellence. It seeks to advance and encourage new ideas and to promote enduring values to guide the practice of management. Over the years, IBA has built a reputation for producing graduates of unmatched professionalism and sound ethical and moral values. IBA has an academic environment in which talented and outstanding young men and women are inspired to reach out to the farthest limits of their vision and capacities. IBA is proud of its nearly 7,500 accomplished alumni who are engaged in highly specialized and professional undertaking all over the world. Many of them hold demanding positions of administrative responsibilities in various fields of governance in Pakistan and abroad. We proudly celebrate their association with IBA.

CORE VALUES

• Merit • Truth • Integrity • Humility • Creativity • Discipline • Tolerance • Excellence

MISSION

Our mission is to provide education and training for management leadership in business and public sector in Pakistan. We aspire to be the best business school in Asia and amongst the best in the world. It is our cherished mission to establish links with renowned business schools in the world and with business and public sector organization in Pakistan and to try to introduce the knowledge, current and contemporary business culture and work - ethics for making Pakistan amongst the most competitive countries in the world.

IBA PHILOSOPHY

Our philosophy is rooted in the creative urge to strive continuously to improve upon all components of our system: culture, people and infrastructure; and to turn bright students with leadership potential into outstanding human beings and business professionals - the leaders for tomorrow.

MEETING THE CHALLENGES

A fine blend of our academic environment, research culture and highly qualified and devoted faculty at IBA, moulds bright and intelligent students with leadership potential into high performing entrepreneurs and professional managers.

THE GOAL AHEAD

IBA is set on a path of constant improvement, introducing changes in all critical fields of its undertaking. Its partnership with MICROSOFT has given a new dimension to the Center for Computer Studies, enabling students and faculty to remain abreast with the state of the art software and hardware.

It has entered into agreements with CBR to impart not only quality education to its probationers but also to its senior members in the field of management in order to

realize the government's policy to change the culture and the managerial practices of this important department and to bring them to the accomplished level of modern-day needs and expectations.

II ACADEMIC PROGRAMS

PROGRAMS OF STUDY AT THE IBA

Our programs have been growing steadily in keeping with the needs of the society.

We offer courses in the fields of:

- Doctor of Philosophy – Ph.D. (MIS/ICT/CSE)
- MS (Economics)
- MS (Finance)
- Master of Business Administration – MBA (Morning Program)
- Master of Business Administration – MBA (Evening Program)
- Master of Business Administration (Management Information System) MBA-MIS (Morning Program)
- Master of Business Administration (Management Information Systems) MBA-MIS (Evening Program)
- Master of Business Administration – Tax Management (Morning Program)
- MBA (Executive) program for Government officers
- MBA (Executive) program for Mid-Career Managers
- Bachelor of Business Administration – BBA (Morning Program)
- Bachelor of Business Administration – Management Information Systems
- Bachelor of Computer Studies – BCS (Morning Program)
- Postgraduate Diploma in Business Administration – PGD (Evening Program)
- Visiting Students Program (Evening Program)
- Business English Program
- Preparatory Program for Rural Students (National Talent Hunt Program)

CAREER OPPORTUNITIES

The Institute offers a flexible curriculum, diversified and focused, to the committed and highly motivated students who are willing to embrace change and ready to experiment with new ideas and thought patterns, anxious to assume leadership role in the corporate world of today and tomorrow.

CENTER OF EXECUTIVE EDUCATION

The Center of Executive education is a state-of-the-art learning and training center. It focuses on training managers and providing them with educational opportunities aimed at refinement of skills and attitudes they will need to succeed in the highly volatile, competitive and complex business environment of today's corporate world. The programs designed by the center aim at helping organizations gain competitive advantage by developing their most important resources - the people. The center encourages activities designed to enhance organizational effectiveness of professionals and their training in various areas of professional interest by providing them with the tools and knowledge to improve their managerial skills. The programs offered are

designed to strengthen the participants' leadership skills with a focus on personal development, productivity improvement and strategic thinking. The Center specializes in executive education and management development activities through "open-enrollment" courses, client-specific programs, consultancy and applied research.

CENTRAL BOARD OF REVENUE (CBR) – CAPACITY BUILDING PROGRAM

The IBA is providing training to the Tax and Customs officers of CBR in Karachi, Lahore and Islamabad. Up till now, 350 officers of grade 17 – 21 have been trained at IBA. All the courses are designed by the faculty, which include Computer Skills, Communication and Presentation Skills, Management Skills, Leadership and Teambuilding Skills.

CENTER FOR ENTREPRENEURSHIP IN PAKISTAN

IBA is establishing a Center for Entrepreneurship in Pakistan in collaboration with International Centers of similar nature. The center will be assisted by a distinguished advisory panel, 'Blue Ribbon Panel', consisting of the Directors of Entrepreneurship Institutes at MIT, Babson, Harvard and Stanford. This panel will not only advise but also assist and support the new Pakistani Center. Dr. Peter Bearse, who is an International Consulting Economist and an Expert in developing Entrepreneurial Center, is supervising the project.

RESEARCH CENTER

The Research Center at City Campus plays a key role in the development of industrial and financial sectors of Pakistan by providing useful research and evaluation guidance. The activities of the Research Center consist of both core and collaborative research to provide help to the federal and provincial governments, non-governmental organizations and the private sector. The Center is a repository of the core research done by the IBA faculty, scholars and students. The research papers written are documented, archived and made available to other researchers and industry. The IBA faculty and students can access these research papers via the IBA intranet.

III FACULTY

HIGH PROFILE FACULTY

The IBA faculty comprises of teachers with academic achievements augmented by successful practical business management experience. The faculty ensures that the system of education at the IBA is a unique blend of the best in classroom instruction, case studies, role-playing, business games, research and practical training in business organizations.

During 2005-08 the PhD qualified faculty increased from 15 to 24 whereas the total fulltime faculty increased from 62 to 78.

TEACHING DEPARTMENTS

The Institute of Business Administration (IBA) has six departments operating under its umbrella, namely the Accounting and Law, Economics & Finance, Management, Marketing, Social Science, & Computer Studies. These departments are headed by experienced and dedicated chairpersons who are eminent in their fields. They develop and maintain a curriculum which is updated regularly, based on the continual changes in the dynamic business world. The departments continuously assist the administration in their efforts to develop their current faculty, and to expand to create diverse and competent faculty pools, which make IBA one of the most reputable institutions in Pakistan today.

Department of Accounting and Law

Department of Accounting is an integral part of the degree and non-degree programs at the IBA. The accounting program offers courses in the graduate and undergraduate programs and prepares students for careers such as the independent practice of public accounting, controllership, and general accounts management. This Department is a source of quality accounting education and research and is committed to achieving excellence in the development, and application of financial and managerial accounting, knowledge about the functioning of private, public and not-for-profit organizations in a global environment.

The teaching mission of the Department of Accounting is to produce outstanding graduates by offering comprehensive, state-of-the-art educational programs. It seeks to provide students with unique opportunities for personal and professional growth by increasing their competence and improving their skills for learning, analyzing, and critical thinking. The department aims to prepare the students for stewardship function in the organizations they work for. It also organizes an annual faculty workshop in the methods of teaching of accounting.

Research Areas

- Cost accounting
- Strategic planning and activity based cost accounting system
- Re-structuring and financial statement analysis

Department of Economics and Finance

The objective of the Department of Economics and Finance is to provide the curriculum and environment that fosters development of effective practitioners and scholars. The Department offers specialization in finance and in Banking. The primary objective of the specialization is to develop knowledgeable and capable executives for key positions in the Financial Services Sector. This Department provides a sound educational experience to students, which develops critical thinking abilities in economics, banking and finance. The conveyance of knowledge through formal course work and formal mentoring and counseling is the foremost objective of the Department. These efforts are enhanced by continuous involvement in the development and dissemination of improved instructional material and methods. This has proven to be a solid foundation for individuals who have gone directly to the work force in financial services sector or business financial management. The Department has also provided a strong background for those who have decided to continue their education in graduate business and other

professional fields. The Economics and Finance Department has a strong, internationally trained & recognized faculty. Besides the regular faculty, many adjunct faculty members with foreign degrees and rich professional experience also teach courses in the department.

Research Areas

- Monetary Economic
- Public Finance
- Development Economics
- Public and Private Sector
- Economic and financial markets
- Corporate finance
- Portfolio management and financial econometrics
- Market integration and environmental economics

Department of Management

The Department of Management supports teaching and research in the areas of Human Resource Management, Organizational Behavior, Strategic Management, and Organization Theory. Our MBA concentration in Human Resource Management prepare Masters' students for management challenges of tomorrow. Our faculty is widely acknowledged as being leaders in research in areas such as employee training and development, team decision-making and effectiveness, and strategy formulation and implementation. Faculty members work with businesses in the region as consultants and advisors, to strengthen competitive effectiveness and improve managerial understanding of organizational processes and performance. What we learn as researchers and advisors, shapes what we teach in the classroom, producing an educational experience that is grounded in reality and forward-looking in emphasis. The department offers Masters in Business Administration with a major / specialization in Human resource Management. BBA-MBA program students are required to take eight elective courses of HRM. MBA (direct) program students are required to take four elective courses. Students are also allowed to opt for a bi-major in which they may combine HRM electives with marketing or finance electives. MIS & CS students can also take HR electives within the allowed limit for the business courses.

The department consists of 12 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad. The department also invites senior professionals from the business and industry to conduct courses as visiting faculty. Most of them hold senior managerial positions and have foreign qualifications. The faculty at the department is engaged in wide range of research and publication activities as well as presenting and participating in national and international conferences. The department also supervises 10-12 seminars organized by various student societies every year.

Research Areas

- Human Resource Management
- Strategic Management
- Small business management
- Operations management
- Supply chain management

- Crisis management
- Project management
- Entrepreneurship and comparative management

Department of Marketing

The Marketing Department helps create strong customer focus in our graduates. The department endeavors range from creating awareness about the ad campaigns worldwide to the technical knowhow needed to make an advertisement (from shooting of a film to editing it). Most of the faculty in this department consists of professionals; the essential practical flavor is very much there. It also reaches skills ranging from launching a product, through brand development, brand promotion and brand expansion; in essence, how to manage products and brands through hands on practical experience evaluation.

Research Areas

- Corporate marketing and users
- Consumer behavior
- Marketing research
- International marketing
- Rural marketing
- Export marketing
- Brand management.

Department of Social Sciences

The objective of the Department of Social sciences is to enable students in making analytical connections between social theory and managerial policy, in order to make clear, informed and consistent reasoning in the articulation and presentation of ideas. The department is committed to provide students with an overall understanding of the basic sciences in order to make them aware of the social environment, to help them to become better managers. The grouping of scholars at the department is from diverse social science disciplines such as Anthropology, Archaeology, History, International Relations, Language, Philosophy, Political Science, Religion, Science & Technology and Sociology.

Research Areas

- Non-Traditional Sources of Conflicts
- Political Science
- Social psychology
- Political systems and democracy
- Conflict resolution

Center for Computer Studies

Computer science is the study of computers and computational systems; their theory, design, development, and application. Principal areas within computer science studies include Management Information Systems, artificial intelligence, computer systems and networks, numerical analysis, programming languages, software engineering, and theory of computing. The Center for Computer Studies offers learning through a large number of courses supplemented by researching artificial intelligence, software

engineering, analysis, computer systems, databases, and data communications. Its highly qualified regular faculty, supplemented by professional visitors, is responsible for teaching the courses for the computer science majors. The graduates are hired for IT related careers in industry, government, and education, sometimes after post-graduate study.

Programs offered by this Center are BS (Computer Science), BS (Information Technology), BS (Software Engineering), MS (Computer Science), MS (Information Technology), MS (Software Engineering), BBA (Management Information System), MBA(MIS) Morning and Evening programs and PhD in areas of Computer Science and Engineering (CSE), Information and Communication Technologies (ICT), Artificial Intelligence, Operations Research, Cryptography, Numerical Analysis, Numerical Computing.

Research Areas

- Database Management and Data Communication
- Hi-Speed Next Generation Network
- 3G mobile network
- Business Process Re-engineering.
- Web marketing and web designing
- Artificial Intelligence
- Computational intelligence
- Information security management
- Planning and information system audit

STUDENTS AT IBA

STUDENTS INTAKE

During 2006, in our MBA program 2274 students appeared in the entry test, 330 passed our entry test and after going through rigorous process of group discussion and interview, 304 students made it to the final list. In the final list, 15.1 % of the students did their Bachelors from University of Karachi, 14.1% did their Bachelors from FAST University and 8.9% did their Bachelors from NED University. In terms of educational background, 15.8% of the students did B.Com, 13.5 BS, 12.5 BSC, 10.5 BE, 10.5 BCS.

In our BBA program 3480 students appeared in our entry test, 445 passed the entry test and after going through rigorous process of group discussion and interview 417 students made it to the final list. Among the final selected students, 46.2% did their A-Levels, 24.3% did Intermediate; 46.9% did their O-Levels and 19.7% did Matric. (See Annexure for details)

STUDENTS' ACHIEVEMENTS

Our students win distinctions and praises from foreign and local dignitaries for their confident, reasoned discourse, organized team work and knowledge. The IBA student groups arrange dozens of seminars and conferences every year. As individual contestants our students have been successful in national and international competitions. Two of our students; Muniva Mahmood and Asim Ali Raza were chosen to go to Geneva in an international seminar. They joined 30 other business students from around

the world. The IBA was the only school in the world which had the distinction of having two students accepted for this seminar. Last year Asnia Asim topped contestants from 109 countries to win the World Bank Essay Contest. The IBA team won Pakistan round of Microsoft India's Imagine Cup 2006.

IBA standards are recognized by the finest universities in the world. A student of the BBA who completed two semesters at the IBA went to Canada and joined the BBA-Management Program of the University of Toronto. The University allowed transfer of credits for the courses he did in two semesters at IBA.

NATIONAL TALENT HUNT PROGRAMME

The growing income and regional inequalities in Pakistan necessitate that educational opportunities at institutions of excellence such as IBA are made available to talented and meritorious students from poor families and backward districts. To meet this objective the IBA will keep on increasing the number of scholarships and also set up a National Talent Hunt Programme (NTHP) to identify meritorious students from the backward districts of Pakistan, provide them special coaching to prepare for IBA entry tests and provide full financial support to those who are selected for admission.

In the Year 2004, IBA launched a National Talent Hunt Programme to select the best students from various regions of the country who, because of financial constraints, could not apply for admission in IBA. This program is specially targeting students from backward areas of Balochistan, Southern Punjab, Rural Sindh, FATA region and Northern Areas which are not that advanced as far as educational institutions are concerned.

In 2007, 12 students were trained and two of them qualified the aptitude test as compared to 2004 in which 19 students were trained and one student qualified the aptitude test.

The Alumni Network.

IBA's 7,500+ graduates, one of the largest alumni networks of any business school in Pakistan, have achieved phenomenal success in the corporate world and a large number of them occupy top positions within and outside Pakistan. The IBA maintains an official website consisting of alumni database which can be joined or updated by the alumnus. It offers numerous features including an online alumni directory that lists graduates as far back as 1958.

IV RESEARCH PUBLICATIONS

FACULTY PUBLICATIONS IN REFEREED JOURNALS 2006- 2007

1. Ahmed, N. "Corruption improves efficiency: An Erroneous Belief" *Business review*, Vol 2, No 1, Jan-June 2007, pp. 168-170
2. Ahmed, N. "The impact of corruption on efficiency in developing economics" *International Journal of Economic Perspectives*, Vol 1, Issue 2, July 2007, pp. 64-73 (Co-Author Oscar T. Brookins)
3. Ahmed, N. "The long run and short run endogeneity of money supply in Pakistan: An Empirical Investigation", *SBP Research Bulletin* Vol 2, No1 2006, pp. 267-78 (Co author: Fareed Ahmed)
4. Ahmed, Qazi. M "Determinants of Recent Inflation: in Pakistan" *Pakistan Society of Development Economist*, Lahore 19-22, December 2006.
5. Ahmed, Qazi. M "Financial Development and Economic Growth in Asian Countries: A Heterogeneous Dynamic Panel Data Approach" *Journal of Social and Economic Policy*, Volume, 3, No.2, (2006):213-233.
6. Ahmed, Qazi. M. "Estimating the Black Economy through Monetary Approach: A Case Study of Pakistan". *Economic Issues* 2006.
7. Ahmed, Qazi. M., "Financial Development and Income Inequality in Pakistan: An Application of ARDL Approach". *Pakistan Society of Development Economist*, Lahore 19-22, December 2006.
8. Arain, F.M, Tipu, S., "Emerging Trends in Management Education in International Business Schools" *Educational Research and Review*. Vol.2 (12), 2007 pp. 325-331.
9. Arain, F.M., Tipu, S., "Comparative analysis of the Project Management Curricula offered by Academic Institutions in Pakistan", *Educational Research and Review*, 2007
10. Arain, F.M., Tipu, S., "Status of Project Management Education in Pakistan", *Management, Procurement and Law* 2007.
11. Asif, M. "Food for thought of those who want Islam in Economy, Management Accountant" 2007
12. Ismail, Z., "Parenting Stress in Mothers of Children with Special Needs", *Pakistan Journal of Psychology*, 2007.
13. Ismail, Z. "Socio-economic Status as a Predictor of Relational Adjustments in Working Women", *Business Review (Research Journal, Institute of Business Administration)* pp. 29-44, Aug-Dec 2006.
14. Ismail, Z. "Development of Social Support Scale", *Pakistan Journal of Psychology*, June 2006.
15. Mahnaz Fatima. "A Review of United Nations 'GLOBAL COMPACT' and its Impact on Pakistan." *The Journal of Management*, Vol 9, No.1, July 2007. National Institute of Management (formerly NIPA), Karachi. 77-87.
16. Mahnaz Fatima. "WTO and its Impact on the Economy of the World: A Case Study of India and Pakistan" in Naveed Ahmad Tahir (Ed.). June 2007.

Globalization: Economic, Social and Political Dimensions; Focus on South Asia. Area Study Centre for Europe, University of Karachi in collaboration with The Hanns Seidel Foundation, Islamabad. 109-122.

17. Mirza, S. & Meenai, Y, "Value-Expressive Advertising on women with regard to their actual self concept, intention and brand recall" Journal of Management and social sciences, Vol. 3, No. 2 pp 94-99, Institute of Business and Technology (BIZTEK) Karachi 2007.
18. Nishat, M. "Do Emerging Markets Promote Long-Run Economic Growth: A Case Study of Karachi Stock Exchange", The Asian Economic Review, Vol. 49 (2), August 2007, pp. 205-215.
19. Nishat, M. "Earning Function of Business Graduates in Pakistan", Proceeding of Asian Forum of Business Education 2006. (with Syed Abdullah, student of BBA-MIS 2006)
20. Nishat, M. "Financial Reforms and Profitability of Financial Institutions – Are They Correlated? A Case of Pakistan", Proceedings 9th South Asian Management Forum, 2007, pp. 257-263.
21. Nishat, M. "Macroeconomic Determinants of Tariff Policy in Pakistan", International Journal of Business, Management and Economics, Selected Proceedings, Volume 2, pp. 91-98, 2007.
22. Nishat, M. "Testing for Market Efficiency in Emerging Markets: A Case Study of the Karachi Stock Market", The Lahore Journal of Economics, Vol. 12 (1), Jan-Jun 2007, pp. 119-140.
23. Nishat, M. "The Effect of Exchange Rate Volatility on Pakistan Exports", Pakistan Economic and Social Review, Vol. XLIV, No. 1, Summer 2006, pp. 81-92.
24. Nishat, M. "The Entrepreneurship Development in Pakistan: Issues and Perspectives", Proceedings 9th South Asian Management Forum, 2007, pp. 27-38.
25. Nishat, M. "Corporate Governance and Firm Performance in an Emerging Market -An Exploratory Analysis of Pakistan", Journal of Corporate Ownership and Control, Vol. 4, Issue 2, winter 2007, pp. 216-225.
26. Sajjad Haider, Alexander H. Levis "Effective Courses of Action Determination to Achieve Desired Effects, IEEE Transactions on Systems, Man, and Cybernetics" 2007- Part A, 36 (6), 1140-1150
27. Tipu. S, "Innovation Studies in Different Countries: Future Research Agenda for Pakistan." Business Review. 2(1), 2007 pp. 171-180.

V BOOKS, MONOGRAPHS, and PROCEEDINGS

1. W. A. Khan and A. Raouf; Standards for Engineering Design and Manufacturing; 2006, CRC Press/ Taylor and Francis, USA.
2. W. A. Khan and A. Raouf; Virtual Reality for Discrete and Continuous Manufacturing; 2006, John Wiley (UK) and Industrial Press (USA).
3. Aman U. Saiyed, Management Accounting for Financial Institutions textbook published by Institute of Bankers Pakistan 2007.

VI PAPER PRESENTED IN NATIONAL/ INTERNATIONAL CONFERENCES

1. Baqai, H. Clash of Civilization: A Myth or Reality. Organized by the Society for Research and Dialogue in Karachi on 21st January 2007.
2. Baqai, H. Foreign Relations of Pakistan at a pre-budget seminar in the Sindh Assembly on 4th May 2007.
3. Baqai, H. Role of Religion & Ideology in the Indo-Pak Conflict Spectrum at LUMS-Cambridge Conference, March 10-11, 2007, at Pausing Executive Center LUMS (Published) March 10-11, 2007.
4. Danishmand, Attended conference on Competitiveness: Corner Stone of Growth Strategy at Islamabad on March 12, 2007
5. Faisal Manzoor Arain, Attended International Conference on SCRI at C36University of Salford, Manchester, UK from March 26 - 28, 2007.
6. Javed Husain, Attended AMDIP Conference on Management Education & Practices organized by Intle. Islamic University Islamabad from May 5 - 6, 2006.
7. Meenai, Y. Value-Expressive Advertising On Women With Regard To Their Actual Self-Concept, Intention And Brand Recall 6th Issue Of Journal Of Management & Social Science 2006.
8. Meenai, Y., New Course Curriculum Of Mathematics With Technology Proc. 3rd National Statistical Conference May 28-29, 2007, Vol. 14, 367-379
9. Mir, Shahid, "Corporate Social Responsibility: A case study on optimum utilization of raw material to enhance productivity" delivered at a conference on corporate governance organized by Institute of Business Administration Karachi 2007.
10. Mir, S. "Entrepreneurship development in Pakistan: An Exploratory Research" presented in a conference organized by association of management development institutions in South Asia at Dhaka Bangladesh, in December 2006
11. Quratulain, Paper presented on "Estimated ODE Solutions for Numerical Computing" at Summer Conference in Mathematics organized by LUMS from June 29 - 30, 2006.
12. Naved Ahmed, Paper presented on "Corrupt Clubs and the Convergence Hypothesis" in 2nd International Conference on Business Management & Economics at Izmir, Turkey from June 15 - 18, 2006
13. Nishat, M. "Risk Management in Microfinance in Pakistan – An Empirical Assessment of the Risk of Default", presented at 10th International Conference on Global Business and Economic Development, Kyoto, Japan, August 8-11, 2007.
14. Nishat, M. "Earning Function of Business Graduates in Pakistan", Paper presented at Asian Forum of Business Education in Hanoi, Vietnam 2006.
15. Nishat, M. "Export Growth in Pakistan: Has FDI Played a Role? – A Simultaneous Approach", Presented at 3rd International Conference on Business, Management and Economics, Yasar University Izmir, Turkey during 13-19 June 2007. (co-authored with S. Minhaj)

16. Nishat, M. "Financial Reforms and Profitability of Financial Institutions – Are They Correlated" Accepted at the 9th SAMF Annual Conference on Management for Peace, Prosperity and Posterity, Dhaka, Bangladesh 2006/07. (Ms. Shama Ahmed presenting the paper)
17. Nishat, M. "Impact of Remittances on Human Development in South Asia – An Exploratory Study", Presented at 3rd International Conference on Business, Management and Economics, Yasar University Izmir, Turkey during 13-19 June 2007. (co-authored with Z. Khan)
18. Nishat, M. "The Arrival of Public Information and Asset Price Behavior in Emerging Markets Evidence from Stock Market in Pakistan", presented at 10th International Conference on Global Business and Economic Development, Kyoto, Japan, August 8-11, 2007. (co-authored with K. Mustafa)
19. Nishat, M. "The Entrepreneurship Development in Pakistan: Issues and Perspective" Accepted at the 9th SAMF Annual Conference on Management for Peace, Prosperity and Posterity, Dhaka, Bangladesh 2006/07. (Dr. Shahid Mir presented the paper).
20. Nishat, M. "The Macroeconomic Determinants of Tariff Policy in Pakistan", Presented in 2nd International Conference on Business, Management and Economics, Yasar University Izmir, Turkey during 15-18 June 2006. (co-authored with A. Aqeel)
21. Rao Nisar A. Khan, Attended Pre-proposal submission Conference at Islamabad organized by UNDP on May 7, 2007.
22. Sajjad Haider, Alexander H. Levis Courses of Action for Effects Based Operations Using Evolutionary, SPIE Defense and Security Symposium, Orlando, FL 2006
23. Shah, A. A. "The Introduction of SEC1 Theory (Knowledge Creation Process by Prof. Nonaka) and its organizational application i.e., Hypertext Organization" presented at "The B to B Marketing Workshop" held at "The Surgical Instrument Manufacturers Association of Pakistan" on January 15, 2007.
24. Shah, A. A. Value-Expressive Advertising On Women With Regard To Their Actual Self-Concept, Intention And Brand Recall 6th Issue Of Journal Of Management & Social Science
25. Shah, A. A., .New Course Curriculum Of Mathematics With Technology Proc. 3rd National Statistical Conference May 28-29, 2007, Vol. 14, 367-379
26. Syed Irfan Nabi, Presented research paper on "Consumer Behaviour and Cellular Industry in Pakistan" in National Conference on Information & Communcation Technologies at Bannu on June 9, 2007
27. Tajuddin Islamuddin, Presented research paper at the Third National Conference on Statistical Sciences at Lahore from May 28 - 29, 2007.
28. Tazeen Hasan, Paper presented on "Dynamic Evolution of Mathematical and Statistical Techniques to Model Data Traffic" at Summer Conference in Mathematics organized by LUMS from June 29 - 30, 2006.
29. Wizarat, T. A. Challenges for the Middle East, published by Islamic History Department. University of Karachi, Summer 2007

30. Wizarat, T. A. The changing role of women in Muslim countries. Proceedings of the Seminar Hamdard university 2006
31. Wizarat, T. A. Pakistan foreign policy options, Published in a year book brought out by Alumni of Karachi university at Mauritius in 2007
32. Yaseen A. Meenai, Paper presented in ICoMS-I at Indonesia from June 17 - 24, 2006

VII CASE STUDIES

7.1 Topics for case study development

1. **Scope of Financial innovations in Pakistan;** Ms Tahira Jaffery

Various financial innovations were explored along with factors hindering their implementation in Pakistan

2. **KSE 100 Companies Analysis;** Ms Tahira Jaffery

Currently working on financial analysis of KSE 100 Co. database gathered has immense potential for further analysis and preparation of case studies

3. **Engro Chemicals Pakistan Limited;** Ms Zehra Saleem

The case study discusses in detail the strategic aspects of Engro such as industry analysis, operational analysis, problem analysis, alternatives and recommendation.

4. **Pakistan State Oil (PSO),** Ms Zehra Saleem

The case study provides a strategic viewpoint of PSO from industry perspective

5. **SIEMENS DG Sets Business Unit;** Ms Zehra Saleem

This study was developed and submitted with the consent of the manager at SIEMENS. It discusses in detail the SWOT analysis, market analysis etc.

6. **Ethical and moral in the corporate world;** Dr Tufail Qureshi

7. **Consumer Behaviour patterns of different target groups;** Ms Yasmeen

Consumption Behaviour patterns of children, teenagers, young adults, young professionals, working housewives, Junior and senior fathers

8. **Students Loan – Need and Scope in Pakistan ;** Ms Naila Imran

The research focused on the demand and availability of students' loan facility in Pakistan for our client, Citibank. The administration and students of major educational institutes in Karachi for medicine, engineering and business studies were interviewed on the said topic. Various financial institutions were also interviewed for this purpose. A student loan product was then developed for the bank.

9. **Haleeb – A Brand under Stress ;** Mr Jami Moiz

A study of an established brand that has been the market leader in its category. The study analyzes the reasons for the weakening of brand equity of such a strong brand.

10. Walls – Frozen desserts In-home consumption decline; Mr Jami Moiz

The consumption of Walls Frozen Desserts has been steadily declining over the years. The study explores the reasons for this decline and validates consumer research data.

11. Tech-Knowledgey (Rs. 100 Mobile); Mr Imran Khan

This was a comprehensive business plan designed for The Indus Entrepreneur (TIE) competition held at Sheraton Hotel, Karachi in year 2007. The business plan was about a company Tech-knowledgey, specialized in knowledge sharing, high technology products. The company had plans to provide high level services at low cost and provide students of rural areas access to knowledge which was not there for ages. This would bridge the gap between rural and urban students through knowledge sharing.

12. ERP at the Pakistan International Airlines (PIA): integrating business processes in a large scale organization ; Mr Imran Khan

This case was prepared with Professor Robert C. Waters on PIA. The main focus was on knowing about integration of business processes in a large scale organization using ERP.

13. Accounting and Corporate Governance Issues of selected listed companies;

Mr Muhammad Asif

Companies with adverse audit opinion were selected and students were asked to evaluate the accounting and corporate governance issues based on research.

14. Federal Tax Ombudsman – An Appraisal (FTO); Mr Muhammad Asif

An article on the FTO ordinance and appraisal of FTO performance

15. Food for thought of those who want Islam in economy; Mr Muhammad Asif

Comments and evaluation as to why the approach towards Islamization is not the correct way it should be, not only the techniques to do so.

16. Should Marketers target vulnerable groups; Ms Nida Aslam

This study was based on a book by Borton Macchiette and Abhijit Roy on “Taking sides-clashing views on controversial Issues in marketing” and the study was formulated for the Pakistani markets.

17. Are outrageous prices inhibiting consumer access to life sustaining drugs?

Ms Nida Aslam

A customized version of articles from book by Borton Macchiette and Abhijit Roy on “Taking sides- clashing views on controversial Issues in marketing” in context of Pakistan.

7.2 Completed Case Studies

Pakistan-Japan Business & IBA Project to realize objectives of Vision 2030:

Japanese business organizations and Pakistani business organizations doing business with Japan have formed an organization named Pakistan Japan Business Forum (PJBF). IBA at the request of Pakistan Japan Business Forum has joined them to conduct a study as to how to achieve objectives of Pakistan's Vision 2030. We have formulated a joint study working group in Pakistan. IBA will be doing fundamental sectoral studies to draw conclusions working with the parallel group in Japan which includes business leaders and some professors of Tokyo University. The final report will be presented to the Government of Pakistan in about 12 months.

Shell Tameer Program:

IBA is a developmental partner of Shell Tameer Program. The Shell Tameer Program is a nation-wide effort/program to promote entrepreneurship among youth of the country. IBA is a developmental partner to this program and has developed indigenous version of teaching and training material, promotion brochures and selected case studies as well as provide general consulting and advice to the Shell Tameer Project Management

Case studies of PIA - 2007-08:

The IBA under the guidance of Prof. Robert Waters, Professor at George Washington University, is preparing six case studies of different functions and operations of PIA. These studies are meant to provide factual basis for strategic decisions for PIA.

VIII ON - GOING RESEARCH

1. Marketing success factors for Karachi small firms based on data from 120 small firms in Pakistan; Mr. Ejaz Ahmed Mian
2. Factors affecting day-to-day communication of CBR officers. Raw data of 400 CBR officers from grade 18 to 21 has already been collected; Ms. Nida Aslam Khan
3. Type 1 And Type 2 Errors- Which One Is More Risky? Ms. Aniqah Kashif
4. Semantic Web Annotation; Ms. Quratulain Rajput
5. Scanned text analysis for character recognition; Quratulain Rajput and Zubair Ahmed
6. Econometric Modelling of quantitative study of Information technology adoption; Syed Asim Ali.
7. End-to-End Data Delay Analysis of IEEE 802.11 Distributed Coordination Function; Mr Faisal Iradat
8. An Integrated Voice and Data Traffic with the New Call Admission Control Scheme in IEEE 802.11 DCF based Wireless LANs; Mr. Faisal Iradat
9. The importance of incorporating Entrepreneurship in service oriented organizations: An organizational change, management perspective. Ms. Zehra Saleem
10. Phenomenology and the Islamic Perspective; Dr. Tufail A. Qureshi
11. Articulation of traditional norms and modern experience in Nigerian Culture; Dr. Tufail A. Qureshi
12. Semantic web, Data ware Housing, Data Mining and Ontologies; Dr. Nasir Tauheed
13. Text book on International relations; Dr. Talat A. Wizarat
14. How do poor people perceive about suicide attack, poverty and petty corruption? A case study of slum areas of Karachi (Pakistan); Dr. Naved Ahmed
15. Globalization-Led Growth: A case study of East Asian Economies; Dr. Naved Ahmed

IX SERVICES TO CORPORATE SECTOR & PUBLIC SECTORS

Research for the Textile Industry:

One of our faculty members Dr. Khadija Bari is on the Sub-Committee on National Textile Strategy Committee constituted by the Prime Minister of Pakistan.

Research Partnership with SMEDA:

Agreement signed to collaborate on industry feasibilities.

Pakistan-Japan Business & IBA Project to realize objectives of Vision 2030:

Japanese business organizations and Pakistani business organizations doing business with Japan have formed an organization named Pakistan Japan Business Forum (PJBF). The IBA at the request of Pakistan Japan Business Forum has joined them to conduct a study as to how to achieve objectives of Pakistan's Vision 2030. We have formulated a joint study working group in Pakistan. The IBA will be doing fundamental sectoral studies to draw conclusions working with the parallel group in Japan which includes business leaders and some professors of Tokyo University. The final report will be presented to the Government of Pakistan in about 12 months.

Shell Tameer Program:

The IBA is a developmental partner of Shell Tameer Program. The Shell Tameer Program is a nation-wide effort to promote entrepreneurship among youth of the country. The IBA is the developmental partner to this program and has developed indigenous version of teaching and training material, promotion brochures and selected case studies as well as provided general consulting and advice to the Shell Tameer Project Management

Microsoft, Student Awards and Consultancy:

A number of consultancy projects have been carried out with Microsoft by IBA faculty which includes:

- Localization of the Junior Developer Curriculum
- Pilot training of the Junior Developer Curriculum
- Localization of the partners in Learning Curriculum
- Pilot of Language Interface Pack

Two faculty members of the IBA were presented with the "Innovative Teacher" award at the Microsoft Junior Developer Curriculum Conference.

CPD TRAINING OF ACCA MEMBERS IN IBA-CEE

ACCA Pakistan organized Continuous Professional Development (CPD) events for members in Lahore, Karachi and Islamabad. For ACCA members in Karachi, ACCA invited IBA to undertake a series of seminars. The topics were mainly related to the field of accountancy and finance so as to contribute to the professional development of their members.

Seminars:

- Corporate Governance
- Appeals Procedure, Penalties and Postponement

Conducted by Mr. Muhammad Safi Mail, Chairman EOBI
IFRS 17 Leases

SEMINAR OF MARKETING RESEARCH

Dr. Eduardo L. Roberto was the facilitator who is recognized as one of the world's leading authorities on marketing research and brand management. The seminar has been designed to show research practitioners "when to use what methodology and why", in a simple and user-friendly manner. There were 25 participants from various organizations which included Unilever, Adcom, Mindshare, Greenstar, GSK, ACNielsen, etc

TECHNICAL ASSISTANCE PROGRAM FOR BANKING SECTOR

The program was conducted by Anjum Asim Shahid Associates (Pvt.) Ltd for State Bank of Pakistan staff at IBA-CEE. The program was spread over 28 months. IBA was one of the partners in this project. IBA provided them the venue and meal facilities.

The program continued for the whole year. It consisted mainly training of SBP staff on different management related topics like Values and Shared Behavior, HRM, Customer Relationships, Performance Management, Coaching and Counseling, etc

CBR Capacity Building Programme 2005-2006

Training Program for the officers of CBR (Tax and Customs) in Karachi. The capacity building program was divided into four modules. Each module was of ten weeks. All the participants were officers of Grade 17-21 Nearly 350 officers were trained

Modules:

- Computer Skills (Dr Sayeed Ghani was the course lead and Syed Irfan Nabi was the lead instructor and course coordinator)
- Communication and Presentation Skills (Mr. Ejaz Mian and Mr Humayun Ansari designed the course and Mr Humayun Ansari was the course coordinator)
- Management Skills (Dr. Shahid Mir and Ms. Salma Mirza designed the course and were the course coordinators)
- Leadership and Teambuilding Skills

Citigroup- Risk Management and Control

December 11-23, 2006

CBR Capacity Building Program (Lahore) 2007

July 02-December 08, 2007

Conducted at Directorate of Training (Income Tax), Lahore. Nearly 275 officers were trained (1st Half: 269, 2nd Half: 273)

Modules:

1. Computer Skills

2. Communication and Presentation Skills
3. Management Skills
4. Leadership and Teambuilding Skills

Workshops on Project Planning and Scheduling

Organized by Memon Professional Forum. June 02, 2007 & June 09, 2007. CEE provided facilities

ITC Training of Trainers in Market Analysis Karachi-

14-17 Feb 2006 and April 05, 2006. CEE provided facilities

Certificate in Business Administration for Employees' Old Age Benefit Institution (EOBI) Probationary Officer

30 officers were nominated by EOBI for the certificate program. [First Term: March 12-May 24, 2007 Second Term: June 11-August 23, 2007]

The Certificate comprised of seven modules. There were 26 sessions of 75 minutes each in each module. In order to ensure IBA's standard, there was midterm exam, series of quizzes and assignments before the final exam. The modules were:

- a) Economics of Social Protection
- b) Business Communication
- c) EOBI Act and Rules / Regulations and Social Security Laws
- d) Book Keeping and Accounting
- e) Labor Policy and Labor Laws/Relevant company law
- f) Management
- g) Research paper on EOBI and Social Protection

At IBA we are committed to the notion that teaching without research is a barren activity; devoid of creative joy and excitement. We also believe that research without transfer of knowledge is a concept without percept, formless and slight, blind and empty. BUSINESS REVIEW is an expression of such a well founded pedagogical experience, rooted in the research culture of the Institute of Business Administration.

<p style="text-align: right;">ISSN 1990 - 6587</p> <p>Volume 3 Number 1</p> <h1 style="text-align: center;">Business Review</h1> <p style="text-align: center;">January – June 2008</p> <div style="text-align: center;">  <p>RESEARCH JOURNAL of THE INSTITUTE OF BUSINESS ADMINISTRATION KARACHI – PAKISTAN.</p> </div>	<div style="text-align: center;">  <h2 style="margin: 0;">Business Review</h2> </div> <p style="text-align: center;">Editorial Board</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Darishmand Director</td> <td style="width: 50%;">Tufail A. Qureshi Editor</td> </tr> </table> <p style="text-align: center;">Advisory Board</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Khadija Malik Bari Talat A. Wazarat Zeenat Ismail</td> <td style="width: 50%;">Javed Hussain Mirza Sardar Hussain Naved Ahmed</td> </tr> </table> <p style="text-align: center;"><i>Institute of Business Administration, Karachi, Pakistan</i></p> <p style="text-align: center;">External Editors</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Akif Hassan <i>IQRA University, Karachi, Pakistan</i></td> <td style="width: 50%;">Abdul Rashid <i>International Islamic University, Islamabad, Pakistan</i></td> </tr> </table> <p style="text-align: center;">Consulting Foreign Editors</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Deepak Kapur <i>Institute of Management Technology Ghaziabad, UP, India</i></td> <td style="width: 50%;">Arun Diwaker Nath Bajpai <i>Rani Durgavati University Jabalpur, MP, India</i></td> </tr> <tr> <td>Low Sui Pheng <i>National University of Singapore Singapore</i></td> <td>Khurshid M. Kiani <i>Bany College of Business Almaty, Republic of Kazakhstan</i></td> </tr> <tr> <td>S.W.S.B. Dasanayaka <i>University of Moratuwa Sri Lanka</i></td> <td>Bettina Robotka <i>Humbolt University Berlin Germany</i></td> </tr> <tr> <td>Toshio Fujita <i>Japan International Cooperation Agency Tokyo, Japan</i></td> <td>Khurshed Omer <i>University of Houston Downtown Texas, USA</i></td> </tr> <tr> <td></td> <td>Faisal Manzoor Arain <i>University of Calgary, Canada</i></td> </tr> </table>	Darishmand Director	Tufail A. Qureshi Editor	Khadija Malik Bari Talat A. Wazarat Zeenat Ismail	Javed Hussain Mirza Sardar Hussain Naved Ahmed	Akif Hassan <i>IQRA University, Karachi, Pakistan</i>	Abdul Rashid <i>International Islamic University, Islamabad, Pakistan</i>	Deepak Kapur <i>Institute of Management Technology Ghaziabad, UP, India</i>	Arun Diwaker Nath Bajpai <i>Rani Durgavati University Jabalpur, MP, India</i>	Low Sui Pheng <i>National University of Singapore Singapore</i>	Khurshid M. Kiani <i>Bany College of Business Almaty, Republic of Kazakhstan</i>	S.W.S.B. Dasanayaka <i>University of Moratuwa Sri Lanka</i>	Bettina Robotka <i>Humbolt University Berlin Germany</i>	Toshio Fujita <i>Japan International Cooperation Agency Tokyo, Japan</i>	Khurshed Omer <i>University of Houston Downtown Texas, USA</i>		Faisal Manzoor Arain <i>University of Calgary, Canada</i>
Darishmand Director	Tufail A. Qureshi Editor																
Khadija Malik Bari Talat A. Wazarat Zeenat Ismail	Javed Hussain Mirza Sardar Hussain Naved Ahmed																
Akif Hassan <i>IQRA University, Karachi, Pakistan</i>	Abdul Rashid <i>International Islamic University, Islamabad, Pakistan</i>																
Deepak Kapur <i>Institute of Management Technology Ghaziabad, UP, India</i>	Arun Diwaker Nath Bajpai <i>Rani Durgavati University Jabalpur, MP, India</i>																
Low Sui Pheng <i>National University of Singapore Singapore</i>	Khurshid M. Kiani <i>Bany College of Business Almaty, Republic of Kazakhstan</i>																
S.W.S.B. Dasanayaka <i>University of Moratuwa Sri Lanka</i>	Bettina Robotka <i>Humbolt University Berlin Germany</i>																
Toshio Fujita <i>Japan International Cooperation Agency Tokyo, Japan</i>	Khurshed Omer <i>University of Houston Downtown Texas, USA</i>																
	Faisal Manzoor Arain <i>University of Calgary, Canada</i>																

MIS Projects Completed

1. IBA Portal

The IBA portal provides an internal portal site for all IBA faculty, students and administration. A large number of services are available via the portal including access to over 17,000 online journals provided by HEC, CMS, LMS, circulars, forms, e-mail and other IBA websites such as the library website, Faculty evaluation, etc.

2. Online Faculty Evaluation using CMS

The Online Faculty Evaluation System was successfully launched on Jan 2006. This system was developed in-house by IBA MIS Staff. Typically 95% of all IBA students in both campuses and across all programs (including evening program) are evaluating all faculty at IBA. CMS has detailed information of student registration according to their classes. After logging in, students can view the classes and faculty for which they are registered.

3. Website Improvement

The website has been significantly improved with regular updating of events, external advertisements, tenders, notices. The download section contains the entire IBA prospectus as well as a large number of IBA forms.

4. TRL Website

A new *Telecommunication Research Lab* website for the PhD students was launched in October, 2006. The Website highlights research activities in the CCS as well as other useful information.

5. ICICT 2007 Website and Research Conference Management portal

A new website and online portal for the planned ICICT2007 has been prepared and being made ready for activation. This Website also allows for applicants to register themselves. A complete Conference Management portal is under development for allowing researchers to upload their papers for review, and for reviewers to give their comments online.

6. IBA Research Portal

The IBA Research Portal has also been enhanced with new features. Presently it has 331 papers prepared by students for various research oriented projects at IBA.

7. IT Infrastructure

A number of projects have been completed in the recent past (financed by either IBA and/or HEC) whose details are as follows.

S#	Project Title	Start Date	End Date
1	Repair and Maintenance Contract for Out of Warranty PCs and IT Equipments	Nov-06	Nov-07
2	Implementation of McAfee Total Protection Antivirus Suit for Servers, PCs, Laptops	Jun-06	Aug-06
3	Purchase of two Cisco 2821 Routers & two Cisco ASA5520 Firewall from Siemens	Jun-06	Sep-06
4	Purchase of 53 PCs and Laptops from INBOX	Jun-06	Sep-06

8. Projects Under Implementation

- **Multimedia Installation**

20 Multimedia along with PCs were purchased. The procurement of these multimedia will ensure that all IBA class rooms on both campuses have prefitted multimedia. This will also reduce the repair costs of these systems and ensure ease of availability.

- **Staff Town Networking**

Wireless networking of the IBA Staff Town was underway during this period and also implemented, providing Staff Town residents access to the internet.

- **Purchase of PCs and Servers**

Purchase of PCs and servers was initiated and purchased.

- **Upgradation of Internet Bandwidth**

Major upgrades were made to the Internet Bandwidth on both campuses.

- **Fee Management System**

A Fee Management System (FMS) was developed incorporating integration between the CMS and Credit Financial System. The FMS was developed by the end of 2007 and allowed students to print their vouchers and for Finance Department to view detailed student-wise fee receivable reporting.

XII STUDENT PROJECTS IN INDUSTRY

To further strengthen MBA program and to stream line the market requirements, we provided hands-on experience through 5- Month project to those students who don't have business undergrad degree and market exposure.

S.#	Organization	Title of Projects
1	A F Ferguson & Co	BASEL - II Diagnostic Consulting Project
2	BMA Capital Management Ltd	Industry and Company Research related to Capital Market
3	BOC Pakistan Ltd	Developed Connect Program and Establish Feasibility for launch of liquid Helium
4	Citibank NA	Launch of E-statements for Citibank's Customers
5	Crafters Group of Industries	Development of HR Strategies and Financial Control Analysis
6	Elixir Securities	Development of financial models for Elixir Securities
7	Engro Chemical Pakistan Limited	Strategy Development of ZORAWAR and Trade mark Copyright Registration for Engro Chemical Pakistan
8	Engro Foods	Development of Architecture for Customer Relationship Management Activity
9	Glaxosmithkline Pakistan Limited	Marketing and Finance Project of Glaxosmithkline Pakistan Limited
10	ICI Pakistan Ltd	Analysis of Automobile Industry and Chemical uses of Polyurethane Spray Foam
11	Invest Capital & Securities (Pvt) Ltd	Creation of Micro and Macro level financial models
12	Invisor Securities (Private) Limited	Build Real-Life equity Research Analysis
13	TIM Associates	Transformation of Business Processes to Business Requirements
14	JSABAMCO Limited	JS ABAMCO HR department's Project
15	Limton Group of Companies	Develop HR policies for Limton Group of Companies
16	MCB Asset Management Co.	Established Research Department and Create Financial Models for MCB Asset Management
17	Motorola Pakistan	Brand Awareness of Motorola Pakistan
18	NIB Bank Limited	Implementation of BASEL-II and Credit Risk Model
19	Paktel Pakistan	Reengineering of Business Process - HR Project
20	Shahzad Training & Consulting International	Established STCI as an HR consultancy in Pakistan
21	Sindh High Court	Developed a 'Hiring and Evaluation Manual' for Sindh High Court
22	Standard Capital Securities (Pvt.) Ltd	Industry Analysis and Financial Modeling
23	Standard Chartered Bank	Work flow Management of Recruitment Process

24	Synergy Advertising	Launch of Brand Synario.com
25	Tapal Tea Pvt. Ltd	Recruitment and Marketing Project
26	Technomen Group of Companies	Setting up of Local Area Network and Prepare Marketing Strategy
27	United Bank Ltd	Develop Strategies for ubl.com.pk Net Banking
28	Value Added Marketing Services (Pvt.) Ltd (VAMS)	VAMS Marketing Department's Project

XIII VISITS OF SCHOLARS, DIPLOMATS AND DIGNATIRIES

- Mr. Kaiser Naseem, Country Manager, International Finance Corporation visit on April 26, 2007.
- Counsel General of Iran on April 23, 2007.
- Malaysian & Brunei Media Delegation on April 9, 2007.
- Dr. Grace Clark, Chief of US Education Foundation in Pakistan on April 4, 2007.
- Dr. Shailesh Thaker, HRD Expert/ Outstanding HRD Trainer of India on March 22, 2007.
- German Media Delegation on February 26, 2007.
- Students of the Kennedy School of Government Harvard University, USA on January 27, 2007.
- H.E. Mr. Nakano Shouichi, Counsel General of Japan on December 14, 2006.
- H.E. Mr. Seiji KOJIMA, Ambassador Extraordinary and Plenipotentiary of Japan to Pakistan delivered lecture on “Japan Pakistan Economic Relations- Challenges and Opportunities from a New Japanese Economy” on November 25, 2006.
- Mr. Anwar Maqsood, Pioneer Visionary & Outstanding Communicator as Guest of Honour at a Play: “Mind Your Language” on November 22, 2006.
- Zia Mohyeddin, Chairman, National Academy of Performing Arts and The World Renowned Speech Communicator on November 14, 2006.
- Air Marshal Masood Akhtar, S.Bt, HI (M), (Retd) on November 7, 2006.
- Lecture – Discussion, “GOING GLOBAL”, by Mr. Asad Omar, President and CEO- Engro Chemicals Pakistan Limited and Chairman-Engro Asahi Polymar & Chemicals Limited and-Engro Vopak Terminal Limited on October 11, 2006.
- Lecture – Discussion, Muslim Life in The U.S., Members of Citizen’s Dialogue Team from The U.S. ,on Saturday, September 16, 2006.
- Federal Public Services Commission Delegation on September 13, 2006.
- Lecture - Discussion , Experience In Strategic Management, A Global Perspective, by Mr. Hartmut Wellerdt, Assistant Professor of Marketing,

University of Bremen, Germany. Former Chairman of Unilever Food Services, Germany, Ex-Managing Director of Nestle Food Services, Germany & Austria, on September 7, 2006.

- Mr. Md. Abdul Hannan, Deputy High Commissioner of Bangladesh on April 27, 2006.
- Dr. Vijay Mahajan, to speak on “Marketing Strategies for Emerging Economies” on March 31, 2006.
- Mr. Tsunenari Tokugawa, President of the Tokugawa Memorial Foundation, Advisor Nippon Yusen Kaisha on March 10, 2006.
- Dr. Saleha Suleman, Dean International Students, Michigan Technical University- USA, February 17, 2006.
- Dr. Anwar H. Syed, Professor Emeritus, University of Massachusetts to speak on “Interplay of Modernization and Westernization with Democracy” on February 14, 2006.
- Dr. M. Fouzul Kabir Khan Executive Director & C.E.O of Infrastructure Development Company Ltd (IDCOL) on January 25, 2006.

XIV EMPLOYERS OF IBA GRADUATES

S#	Name of Company	S#	Name of Company
1	3M Pakistan Private Limited	43	MCB Bank Ltd
2	A . F. Ferguson & Co.	44	McKinsey & Company
3	Abbott Laboratories (Pakistan) Limited	45	Meezan Bank Ltd.
4	ABN AMRO Bank Ltd.	46	MindShare Pakistan
5	Aga Khan University	47	National Database & Registration Authority
6	Alfaisal University, Kingdom of Saudi Arabia	48	Nestle Pakistan
7	Alghanim Industries, Kuwait	49	Netpace Systems
8	Arif Habib Investment Management Limited	50	Novartis Pharma Pakistan
9	ARY Digital Network	51	Orient Advertising
10	Bank Alfalah Limited	52	Orix Investment Bank Pakistan Limited
11	BASF Pakistan (Pvt.) Ltd	53	Pak MediaCom (Pvt) Ltd.
12	BOC Pakistan Limited	54	Pak-Arab Pipeline Company Limited
13	Chevron Pakistan Limited	55	Pakistan Cables Limited
14	Citiban NA	56	Pakistan National Shipping Corporation
15	CNBC Pakistan	57	Pakistan State Oil Company Limited
16	Colgate Palmolive (Pakistan) Ltd.	58	Pakistan Tobacco Company
17	Dalda Foods (Pvt.) Ltd	59	Pfizer Laboratories
18	Descon Chemicals Pakistan	60	Procter & Gamble Pakistan Pvt. Ltd.
19	Dubai Islamic Bank Pakistan Limited	61	Prolink Consulting (Pvt.) Limited
20	Elixir Securities Pakistan	62	Reckitt Benckiser Pakistan Limited
21	Emaar Pakistan Group	63	Shell Gas LPG Pakistan
22	Emirates Global Islamic Bank Limited	64	Shell Pakistan
23	Engro Chemical Pakistan Limited	65	Sidat Hayder Murshad Associates
24	Engro Vopak Terminal Ltd	66	Siemens Pakistan Engg. Co. Ltd.
25	Faysal Bank Limited	67	Standard Chartered Bank (Pakistan) Limited
26	Geo TV Network	68	State Bank of Pakistan
27	GlaxoSmithKline Pakistan Ltd	69	Sui Southern Gas Company Limited
28	Habib Oil Mills (Pvt.) Ltd.	70	Syngenta Pakistan Limited
29	HSBC Bank Middle East Limited	71	Telenor Pakistan Limited
30	ICI Pakistan Limited	72	The Citizens Foundation
31	Indus Motor Company	73	The Habib Bank Group
32	Invisor Securities (Pvt) Ltd	74	The Securities and Exchange Commission of Pakistan
33	Jahangir Siddiqui Group	75	UBL Funds Management
34	JCR-VIS Credit Rating Co. Ltd.	76	UBL Insurers Limited
35	JS Bank Limited	77	UBL Investment Banking Group
36	JS Investments Limited	78	Unilever Pakistan Ltd
37	JWT Asiatic	79	United Bank Limited
38	Karachi Stock Exchange	80	White Horizon Lights Trading LLC, Dubai - UAE
39	KASB Bank Limited	81	Zulfeqar Industries Ltd
40	KASB Securities Limited		
41	Lakson Tobacco Company Ltd		
42	Maersk Pakistan (Pvt) Ltd		

List of Scholarships

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admission test and fulfils other requirements is refused admission because of inability to afford the cost of the programs at the Institute. A financial aid committee scrutinizes applications of students seeking financial aid and sanctions assistance for those who demonstrate need. The following contribute to the IBA scholarship program:

S#	Name of Scholarships
1.	Higher Education Commission – Japanese Need Based Scholarship
2.	Government of Sindh Endowment Fund
3.	Al-Ameen Denim Mills (Pvt) Ltd with two colleagues Mr. Mohsin Nathani and Mr. Ruhail Mohammad.
4.	Sumitomo Corporation
5.	Oxford & Cambridge Society
6.	Bhaimia Foundation
7.	ICI Pakistan Limited
8.	Pakistan State Oil
9.	Habib Bank Limited
10.	Karachi Port Trust
11.	Abdul Waheed Khan & Asghari Khanum Memorial Fund
12.	Aftab Associates
13.	University of Karachi Alumni Association of Baltimore and Washington Metropolitan Area, USA
14.	Frontier Education Foundation
15.	Siemens
16.	Khushhali Bank
17.	Mobilink Scholarship
18.	Mr. Khaliq & Sons /Miscellaneous Scholarship by individuals
19.	British Council (OSI / FCO Chevening / Cambridge Commonwealth Trusts)
20.	Dr. Ishrat Hussain Scholarship, Financed by Habib Bank Limited.

XVI MEMBERS BOARD OF GOVERNORS - IBA

THE IBA PATRON

Dr. Ishratul Ebad Khan, (Governor of Sindh)

MEMBERS

Mr. Justice Khalid Ali Z. Qazi	Chairman
Prof. Dr Pirzada Qasim Raza Siddiqui	Member
Dr. Ishrat Husain (Director IBA)	Member
Mr. Mazharul Haq Siddiqui	Member
Prof. Dr. Sohail H. Naqvi	Member
Mr. Shamim Ahmed Shamsi	Member
Mr. Tanvir Ahmed Sheikh	Member
Mr. Shaukat Tarin	Member
Dr. Manzoor Ahmad	Member
Mr. S. Ali Raza	Member
Mr. Qasim Rabbani	Member
Mr. Sohail Wajahat H. Siddiqui	Member
Mr. Zahid Bashir	Member
Dr. Nasir Tauheed	Member
Dr. Qazi Masood Ahmed	Member
Mr. Shahid Shafiq	Member

IBA Full-Time Faculty Members

Department of Accounting and Law

Zaheeruddin	Chairperson, Assistant Professor
Aman U. Saiyed	Lecturer
Kanza Sohail	Faculty Member
Mahreen Nazar	Lecturer
Muhammad Asif	Faculty Member

Department of Center for Computer Studies

Dr. Sayeed Ghani	Chairperson CS & MIS
Abdul Wajed Khan	Lecturer
Ahmad Raza	Faculty Member
Ameer H. Rizvi	Faculty Member
Aniqa Shah	Lecturer
Dr. Ahmed Ali Shah	Associate Professor
Dr. Nasir Touheed	Professor, Member of IBA BOG
Dr. Sajjad Haider	Faculty Member
Dr. Wasim A. Khan	HEC Professor
Dr. Zaheeruddin Asif	Assistant Professor
Imran Khan	Faculty Member
Maheen Ghauri	Lecturer
Muhammad Waseem Arain	Faculty Member
Naila Aamir	Lecturer
Quratulain Nizamuddin Rajput	Lecturer
S.M Faisal Iradat	Lecturer, Asst Students Counselor
Syed Irfan Nabi	Lecturer
Yaseen Ahmed Meenai	Faculty Member

Department of Economics & Finance

Dr. Naved Ahmad	Chairperson, Associate Professor
Amber Imtiaz	Lecturer
Amir Jahan Khan	Faculty Member
Dr. Heman Das Lohano	Associate Professor
Dr. Khadija Malik Bari	Assistant Professor
Dr. Mohammad Nishat	Professor
Dr. Qazi Masood Ahmed	Associate Professor & Chairperson C.E.E.
Fareed Ahmed	Faculty Member
Lalarukh Ejaz	Assistant Professor
Mudeeha Khalil Hassan	Faculty Member
Sana Fatima Asghar	Faculty Member
Shabih Haider	Assistant Professor
Tahira Maryam Jafferri	Lecturer
Zia-ul-Haque	Assistant Professor & Hostel Superintendent

Department of Management

Mirza Sardar Hussain	Chairperson, Assistant Professor
Bushra Akbar Khan	Faculty Member
Dr. Mahnaz Fatima	Professor
Dr. Mohammad Iqbal	Associate Professor
Dr. Sara Khan	Assistant Professor (On Leave)
Dr. Shahid Mir	Assistant Professor, Coordinator Testing Service / Students Counselor (On Leave)
Mohammad Kamran Mumtaz	Faculty Member (On Leave)
Sarah Mazhar Inam	Faculty Member
Syed Imran Saqib	Faculty Member
Syed Sultan Raza	Lecturer
Toshio Fujita	Associate Professor
Zehra Saleem	Faculty Member

Department of Marketing

Humayun Sultan Ansari	Chairperson, Assistant Professor
Farah Naz Baig	Faculty Member
Nida Aslam Khan	Faculty Member
S.M. Saeed	Faculty Member
Salma Mirza	Lecturer
Yasmin Zafar	Assistant Professor
Saima Hussain	Faculty Member

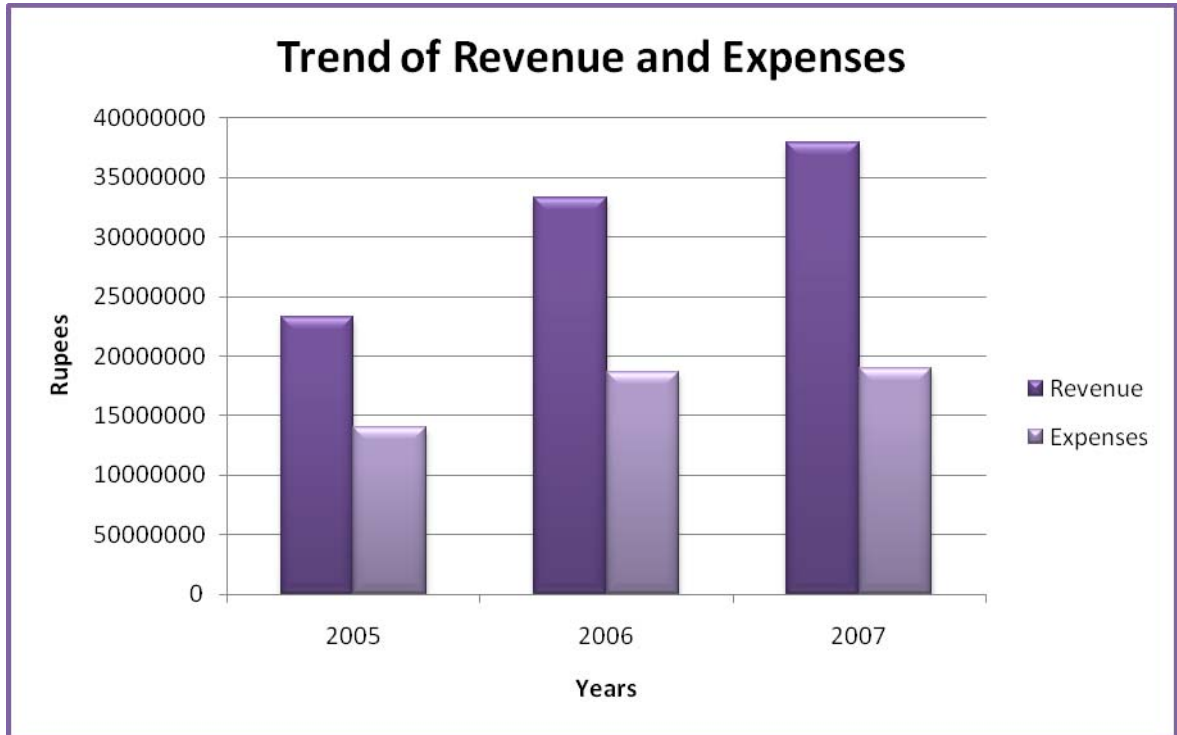
Department of Social Sciences

Dr. Zeenat Ismail	Chairperson, Professor
A.W.Qureshy	Professor
Dr. Bettina Robotka	HEC Level 1 Professor
Dr. Huma Naz Siddiqui Baqai	Associate Professor
Dr. Talat A. Wizarat	Professor
Dr. Tufail A. Qureshi	Faculty Member
Maria Hassan	Faculty Member
Rabail Qayyum	Faculty Member
Javeria Rebaz	Faculty Member

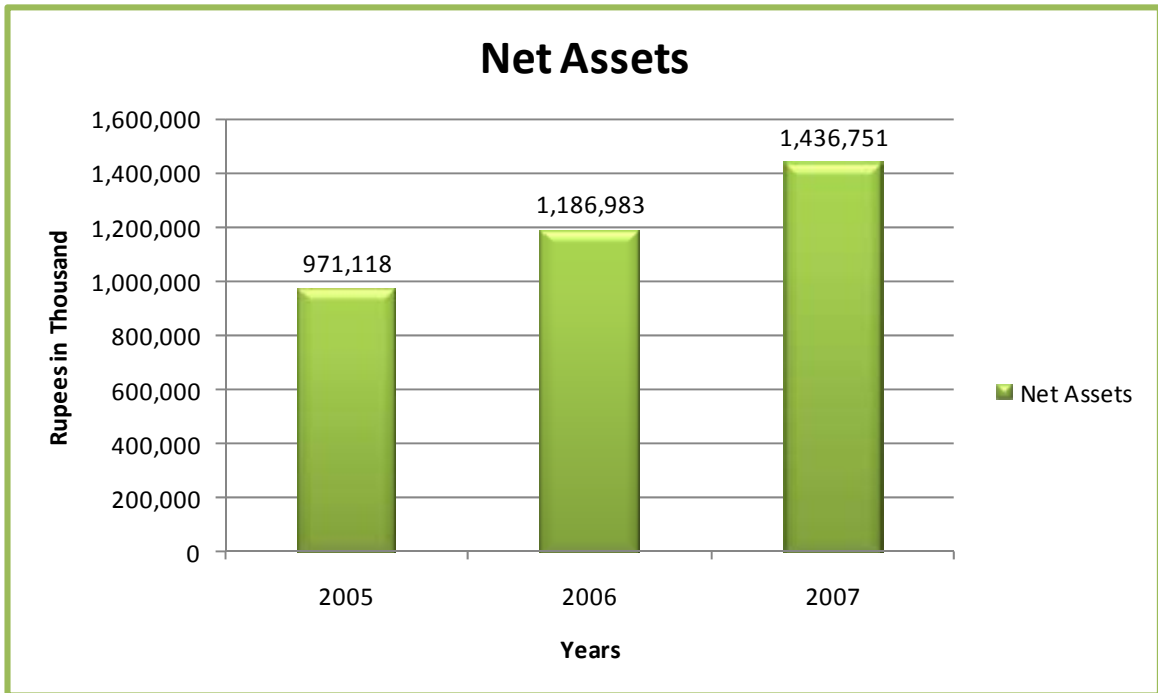
FINANCIAL STATEMENTS

Revenue Source	2005	2006	2007
Rupees			
Revenue – net off refunds	153,312,478	179,352,138	186,041,898
Government Grants	44,807,051	68,201,821	81,199,098
Other Income	34,184,415	85,505,991	112,143,141
TOTAL	232,303,944	333,059,950	379,384,137

Expenses	2005	2006	2007
Operational Costs			
Admission, course/program and examination	12,999,705	13,002,984	15,746,850
Direct costs of Testing Services	3,196,037	2,896,629	3,571,808
Advertisement	3,379,315	2,982,880	4,366,127
Scholarships and Other awards	107,955	30,000	-
Hostel Charges	70,981	1,015	-
Research and Surveys	23,669	14,696	-
TOTAL (Operation)	19,777,662	18,928,204	23,684,785
Administrative Expenses			
Salaries, wages and benefits	78,592,571	112,582,546	114,719,911
Utilities	5,277,440	5,213,466	6,269,023
Transportation	2,528,841	2,106,372	2,319,282
Printing and Stationary	3,401,787	3,608,317	3,141,062
Repairs and maintenance	2,810,336	5,849,768	7,436,820
Legal and Professional Charges	710,000	594,736	942,886
Communications	6,358,047	5,883,063	2,790,782
Insurance	617,648	654,832	869,960
Entertainment	793,123	684,421	432,572
Depreciation	14,004,409	16,552,223	17,364,328
Amortization of Intangible Assets	239,813	483,879	1,254,750
Provisions against accrued interest	-	-	1,781,796
Rents, Rates and Taxes	51,700	47,700	34,901
Auditor's Remuneration	334,736	334,736	385,000
Others	122,600	2,972,371	1,052,432
TOTAL (Admin)	116,946,452	157,568,430	160,795,505
OTHER EXPENSES			
Fairs, exhibitions, seminars and conferences	3,260,353	9,508,893	3,739,178
Newspapers and Periodicals	497,783	272,074	125,619
Contributions and Subscriptions to Societies	27,827	257,702	365,810
Bank Charges	84,529	25,227	265,923
Miscellaneous Cost	8,379	30,509	240,955
TOTAL (OTHER EXPENSES)	3,878,871	10,094,405	4,737,485
Total Expenditure	140,602,985	186,591,039	189,217,774
Net Profit	91,700,959	146,468,911	190,166,363



NET ASSETS			
Rupees in Thousand			
	2005	2006	2007
Net Assets	971,118	1,186,983	1,436,751



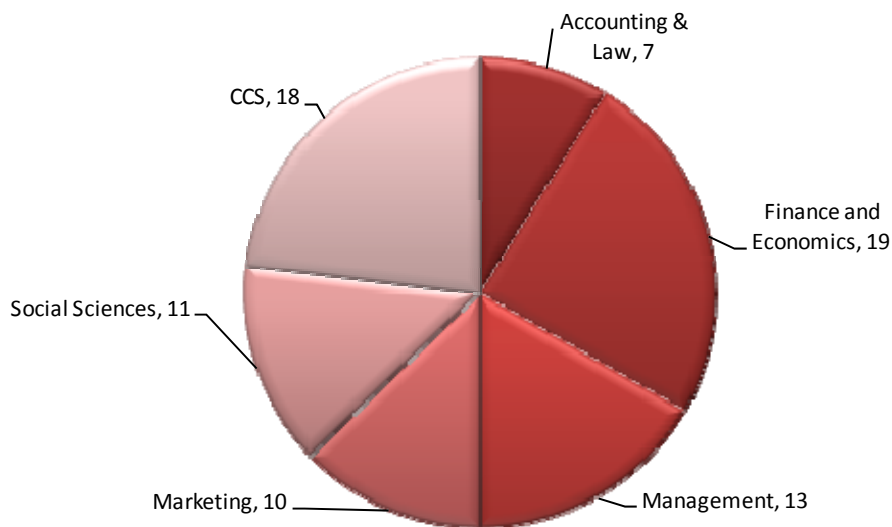
SCHOLARSHIP DISBURSED			
Rupees in Thousand			
	2005	2006	2007
Scholarships	6934	7545	8030



FACULTY AT IBA

Name of Department	Full Time Faculty	Part Time Faculty
Accounting	7	5
Finance and Economics	19	16
Management	13	12
Marketing	10	19
Social Sciences	11	3
Centre for Computer Studies(CCS)	18	27
Total	78	82

Full Time Faculty



Part-Time Faculty

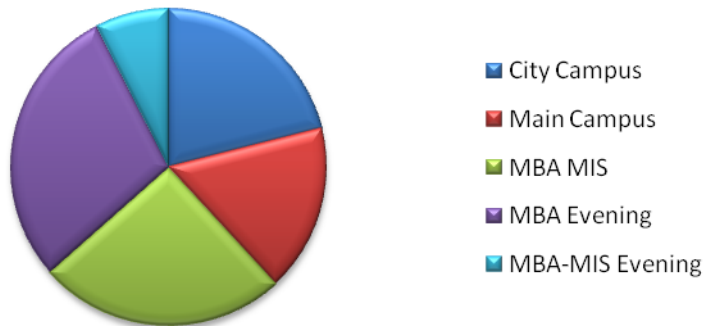


STUDENT PROFILE

STUDENT ENROLLMENT

MBA Admission Status	2006
Appeared	2274
Final List	
City Campus	64
Main Campus	52
MBA MIS	77
MBA Evening	88
MBA-MIS Evening	23
Total	304

MBA Allocation



BBA Admission Status	2006
Appeared	3480
Final List	
City Campus	164
Main Campus	150
BBA-MIS	57
BCS	45
Total	416

BBA Allocation



MBA/MBA-MIS

Appeared: 2274

Enrolled: 304

Success Rate: 13.36%

Program of Study

	Students	Percentage
City Campus	64	21.1
Main Campus	52	17.1
MBA MIS	77	25.3
MBA Evening	88	28.9
MBA-MIS Evening	23	7.6
Total	304	100.0

Educational Institutes:

University

	Students	Percentage
Karachi University	46	15.1
FAST University	43	14.1
NED University	27	8.9
Govt. College of Commerce	15	4.9
LUMS	13	4.3
Data not available	160	52.6
Total	304	100.0

Educational Background:

	Students	Percentage
BA	16	5.3
BBA	27	8.9
BCOM	48	15.8
BCS	32	10.5
BE	32	10.5
BS	41	13.5
BSC	38	12.5
MBBS	5	1.6
MSC	3	1.0
MA	1	0.3
MS	1	0.3
LLB	1	0.3
MBA	1	0.3
Data not available	58	19.1
Total	304	100.0

Inter/A-Level

	Students	Percentage
A Level	24	7.9
Cambridge	8	2.6
Intermediate	223	73.4
Data not available	49	16.1
Total	304	100.0

Matric/O-Level

	Students	Percentage
Cambridge	9	3.0
Matric	218	71.7
O Levels	34	11.2
Data not available	43	14.1
Total	304	100.0

BBA/BBA-MIS

Appeared: 3480

Enrolled: 416

Success Rate: 12%

Program of Study

	Students	Percentage
City Campus	164	39.4
Main Campus	150	36.1
BBA-MIS	57	13.7
BCS	45	10.8
Total	416	100.0

Educational Institutions

A-Level

Karachi Grammar School	30
The Lyceum School	30
Beacon House School	29
St. Patricks School	21
The City School	13
Foundation Public School	12
Private	11
Avicenna School	8
South Shore School	3
DA Public School	3
Bahria College	2
St. Michael's Convent School	2
Sadiq Public School	1
Aitchison College	1
Other	26

Intermediate

Aga Khan Secondary School	14
DA Degree College	9
St. Patricks School	7
Adamjee Govt. Science College	7
Foundation Public School	5
St. Michael's Convent School	4
COMMECS	4
Beacon House School	3
Karachi Grammar School	3
The Lyceum SchoolL	3
DJ Science College	3
The City School	2
Bahria College	2
Private	2
Sadiq Public School	2
D.H.A School	2
CIBES	2
St. Joseph Convent	1
Avicenna School	1
Cadet College	1
DA Public School	1
Aitchison College	1
Other	22

Educational Background

Intermediate/A-Level/Cambridge

	Students	Percentage
A Level	192	46.2
Intermediate	101	24.3
Cambridge	2	0.5
Data not available	121	29.1
Total	416	100.0

Matric/O-Level/Cambridge

	Students	Percentage
O Level	195	46.9
Matric	82	19.7
Cambridge	3	0.7
Data not available	136	32.7
Total	416	100.0