

# TAP INTO THE CURRENT AT IBA

IBA Newsletter for Employees

Annual Issue



Institute of  
Business Administration  
Karachi

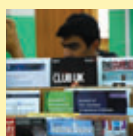
Leadership and Ideas for Tomorrow

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2009

2011

2010





# A Dialogue with a Progress Leader

• You envisioned a future for IBA and charted out a five year plan. Three years down the lane, do you feel that Faculty Development, Infrastructural Changes, Technology Upgradation and Community Outreach programs are all progressing as planned?

**IH:** There are four pillars of IBA's five-year plan. Our major endeavour is to revamp our physical infrastructure and IT facilities which are going to last for the next 20-25 years. What we have inherited was done 40 years ago and was meant for 200 students only, while now we have 2000 students and almost 200 faculty members at IBA. So there's a dire need for infrastructural expansion to cater to the growing population of the IBA community.

In this regard, we are progressing swiftly. We have completely renovated the Academic Blocks at the Main and City Campuses, Auditorium, Boys' and Girls' Hostels and Admin Block at the City Campus. Now we are constructing a new Boys' Hostel, Center for Entrepreneurship Development and a Prayer Hall. Furthermore, both IBA libraries and the FCS building are being renovated and modernized. The construction of the 14 story building at the City Campus will begin shortly while the Student Center and Sports Ground have already been completed successfully.

In the IT Sector, ERP, Video Conferencing, Wi-Fi, Online Registrations, Course Enrolments, Fee Payment - almost all functions are being automated and students can now have instant and remote access to IBA through emails and the updated IBA website. We are establishing three state-of-the-art Data Centers which are expected to be completed in the next three to four months. These will have both advanced exchange and storage servers to meet the rising high-tech needs of IBA in the years to come. Besides this, every faculty member at IBA now has a laptop and is encouraged to use multimedia and other modern facilities in class rooms. On the Faculty Development side, despite the challenges in attracting international faculty, we continue our relentless efforts. Almost 17 new PhD faculty members have been inducted besides several foreign Masters and professional degree holders in IBA during the last three and a half years. Our visiting faculty now includes eminent practitioners.

The entry point for faculty has also been made quite tough since the candidates now have to give presentations in front of the entire faculty other than meeting certain criteria before they can be considered for faculty positions. So we are upgrading the standard of our faculty continuously.

“ It is the service orientation which is very important for the IBA staff. They have to be very polite and positive to both the students and faculty as well as to the outsiders. ”

As far as the Community Outreach Program is concerned, my greatest source of joy is the National and Sindh Talent Hunt programs. When the program was initiated, only one or two students would get admitted into IBA. However, last year we were able to admit as many as 18 students. Most of them are from very backward districts of Pakistan and have never been out of their own villages. These talented young students, who cannot afford the expenses of higher education, are identified, brought to IBA and are given a two-month orientation. They live in hostels; attend and undergo classes for overall grooming including tutorials, mock interviews, field visits - all free of cost!

Though the number of students inducted through this program is still very low but I hope that in the next two years we will be able to raise it further. We are planning to extend the duration of the orientation from two to four months along with better screening of the candidates so that we can facilitate best quality students through the program.

These are some of our endeavours in the last three and a half years.

• Pakistan has faced problems at the political and socio-economic fronts. How far do you think these have affected the implementation of your policies?

**IH:** Only to some extent - nobody can forecast the future. When I joined IBA, I was not aware that Pakistan

would go through such a deteriorating law and order situation. The major hurdle we have been facing throughout these years is to attract scholars of international repute and visiting academicians from Business Schools around the world. Even Pakistanis working abroad do not consider it safe to visit Karachi, especially in the recent past.

• Any kind of change faces resistance - What kind of resistance came along your path? How did you field it?

**IH:** It cannot be a one man show. Change always demands collective team efforts and a leader has to take all the stakeholders on board to carry forward the process effectively; everyone concerned has to be involved in the decision making.

This demands regular consultation and modifications in plans that don't work as per expectations. Most importantly, one has to communicate persistently to the community to share the vision behind policies and actions.

That's why IBA's newsletter 'The Current' is important as a common platform both for management and staff.

Every staff member should be given a chance to avail these communication tools to share their problems, suggestions and ideas with the management.



The Communications team interviewing Dr. Ishrat Husain for The Current's annual issue

• **In your three year tenure as Dean and Director of IBA, if you could have done something differently what would that be?**

**IH:** I think I would like to revisit the entire Faculty Development Program and review it since there are not many Pakistanis doing or willing to do PhD abroad and we haven't had the expected response to our Overseas Scholarship Program till now, despite the fact that we have relaxed some conditions. For instance, the admission criterion has been expanded from the top 50 to top 100 business schools for the attainment of scholarship.

• **What role do you think the IBA Community at large must play?**

**IH:** It is the service orientation which is very important for the IBA staff. They have to be very polite and positive to both the students and faculty as well as to the outsiders. They should willingly be helpful and prompt and serve as a facilitator rather than adopting bureaucratic, indifferent and apathetic attitudes. So,

improving the standard of service and quality of response at every level is important for achieving our strategic goals. We may have beautiful buildings but if the people in those buildings are not responsive, then we can't achieve anything. I believe it is the quality of the human resource that makes all the difference.

• **What quality do you admire most in your employees and which one irritates you the most?**

**IH:** Like the head of a family, I don't have any personal likes and dislikes since my staff is just like my children. But I do appreciate those who work hard with honesty and dedication and devote all their energies for the well being of IBA. On the contrary, those who are not even performing their jobs and keep their personal interests above those of the institutional interests don't have much respect in my eyes. Also, when people make commitments and then blame others rather than accepting their responsibility for not delivering - that I find very unprofessional and disturbing.

**Personality Dimensions**

**Re-energized by...**

Music, poetry, reading, exercise, traveling-these are a few things that I do to relax myself.

**Likes reading...**

I read Urdu poetry. My favourite poets are Faiz Ahmed Faiz and Faraz. Besides I also read national and international magazines such as Foreign Affairs, Economical and Political Weekly, Business Week. I try to get hold of the latest bestsellers whenever I find the time.

**Strengths & Weaknesses...**

I always want to improve myself. I prefer to live in the present. I neither live in nostalgia of the past nor worry about the future. Rather I single-mindedly focus on the tasks assigned to me and perform them to the best of my ability.

Weaknesses: impatient, not a good listener, impulsive in feedback. I always want to overcome them.

**Favourite writers...**

Fond of the sub-continental English writers such as Anita Desai, Vikram Seth, Mohsin Hamid, Mohammed Hanif, Kamila Shamsie, and the likes.

## Easier Said Than Done!

A couple of years ago, an experienced, long serving faculty member remarked that IBA was like a mini-Pakistan, facing more or less similar challenges, largely as a result of lack of good governance and timely information sharing. Reflecting on the accomplishments of the last 3 years, all efforts in every department of IBA have been focused on creating systems, processes, policies, and a forensic regularity in reporting at all levels. This effort has borne fruit in the shape of the newly printed; two volume IBA Code Book that contains all Manuals, Rules & Regulations, procedures and SOPs governing all departments.

This accomplishment is key to introducing and building a culture of accountability, transparency, and stability. After overcoming the pain of taking the first difficult step of constructing the frameworks defining our playing field, there remains a need to ensure that the basics of "how" the game is played are clear. For good governance to exist in both theory and practice, a number of new ways of working are already in operation. Employees have been empowered to participate in meaningful ways in decision making processes through the establishment of various committees and task teams. Additionally, matrix type structures have been introduced to ensure greater cross functional interaction and a reduction in 'silo mentality' (an attitude found in some organizations that occurs when several departments or groups do not want to share information or knowledge with other individuals in the same company). Employees at all levels have been provided access to information, especially by means of the widespread use of technology.

Our challenge in 2012 and onwards will be in the equitable implementation and execution of policies that we have worked hard to co-create. Only then will posterity announce that IBA was governed well during this era. Let us work together with a will and courage that history will vote in our favour long after we have moved on in our journeys.



# The New Face of IBA

A journey through the development phases of IBA's physical infrastructure

The Current team interviewed Director Projects, Engr. Rehan A. Riaz. Here is what he had to say:

*"Courtesy of the Projects Department, the 'new face of IBA' is the talk of the town. Our alumni are especially appreciative of the newly constructed buildings and have openly expressed so in public forums. We feel proud that despite a small team, our hard work is clearly visible in the form of towering state-of-the-art structures."*

*The Projects team is now very well versed with the standard that IBA has envisioned. They are working very hard to meet these goals and have shown real team spirit in converting the dreams of the IBA management into reality. However, their work is far from done- the Projects team has to continue to show diligence in the coming two years to bring out a complete picture of the new shape of IBA. This new IBA will be no less than any international campus."*



Director Projects with the Projects team at City Campus

Infrastructural development projects were undertaken as an integral part of the overall development of IBA. The comprehensive program, launched in 2008, was aimed at providing modern facilities and a pleasant teaching and working environment for the faculty, students and staff.

At first, a detailed survey of requirements was conducted. Based on this, the scope of various projects was defined. Next, competition and selection procedures for Architects, Designers, Consultants, Project Managers and Contractors were developed. The Projects' implementation policy was formally approved by all the decision making bodies viz the Executive Committee, Audit



The main Campus Projects team with the Projects Director



A newly renovated classroom



Adamjee Academic Block, Main Campus





Faculty Lounge, Main Campus

and Finance Committee and the IBA Board of Governors.

requirements of the Government regulatory bodies such as PPRA and SPPRA as well as the IBA regulations such as Transaction Authority Policy (TAP), Procurement Policy and Procedures (PP&P). A comprehensive manual was thus developed, encompassing all the above as well as the procedures for monitoring and control of progress, cost, quality and Projects scope.

As per the implementation policy, independent Project Managers for detailed supervision are engaged, having Project Management Organizations (PMOs), wherein each project has a team of Architects, Consultants, Project Managers Contractors, Sub-Contractors and Vendors. They are working with specific goals and responsibilities and performance criteria defined in their respective contracts with IBA.

This success has been achieved largely owing to teamwork. As the implementation system matured, IBA was able to attract competent Architects, Project Managers, Consultants and Contractors, who are amongst the top 10 companies in Pakistan.



HEC Projects Director, Mr. Shameem Ahmad with his team



The newly launched Auditorium



## The Butterfly Story

A man found a cocoon of a butterfly. One day, a small opening appeared. He sat and watched the butterfly for several hours as it struggled to squeeze its body through the tiny hole. Then it stopped, as if it couldn't go further. So the man decided to help the butterfly. He took a pair of scissors and snipped off the remaining bits of the cocoon. The butterfly emerged easily but it had a swollen body and shriveled wings.

The man continued to watch it, expecting that any minute the wings would enlarge and expand enough to support the body. Neither happened!

In fact the butterfly spent the rest of its life crawling around. It was never able to fly. What the man in his kindness and haste did not understand: The restricting cocoon and the struggle required by the butterfly to get through the opening was a way of forcing the fluid from the body into the wings so that it would be ready for flight once that was achieved.

Sometimes struggles are exactly what we need in our lives. Going through life with no obstacles would cripple us. We will not be as strong as we could have been and we would never fly.

Where there is no struggle, there is no strength.

*Oprah Winfrey*



# Faculty of Computer Science

## Becoming More Tech Savvy Each Year

Over the last three years, the FCS has seen a number of major developments. In 2008, the BCS program was reinvigorated and converted to BS (Computer Science) program. Also the MS (Computer Science) Evening program was introduced for the first time for working students. It was in 2009 that the Faculty of Computer Science was established as a separate faculty in IBA and upgraded from the earlier Center for Computer Studies. That year, the offerings of PhD research were also broadened to include Operations Research, Artificial Intelligence, Numerical Analysis, Numerical Computing and Supply Chain Management. The year 2010 witnessed the addition of another new department, the Department of Mathematical Sciences under the wing of Faculty of Computer Science. In Spring 2011, the first BS (CS) batch was introduced at the Main Campus. The BS (Economics and Math) program was also finalized in 2011 and is being launched from Spring 2012.

### First PhD Graduate from IBA FCS

Convocation 2011 witnessed the graduation of the first PhD in Computer Science. Dr. Quratulain Rajput's research interests are in Semantic Web Technologies, Information Extraction and Semantic Annotation. Currently there are five more faculty members of the FCS pursuing their doctorates in different areas including System Architecture, Performance Analysis of Wireless Systems, Mobile Adhoc Wireless Networks, Management Information Systems and Wireless Sensor Networks.

### Expansion and Renovation of FCS Building

The FCS is currently undergoing a complete expansion and renovation phase which includes the expansion of the old building, addition of a new Hardware and Networking Lab, Software Lab and a Robotics Lab.

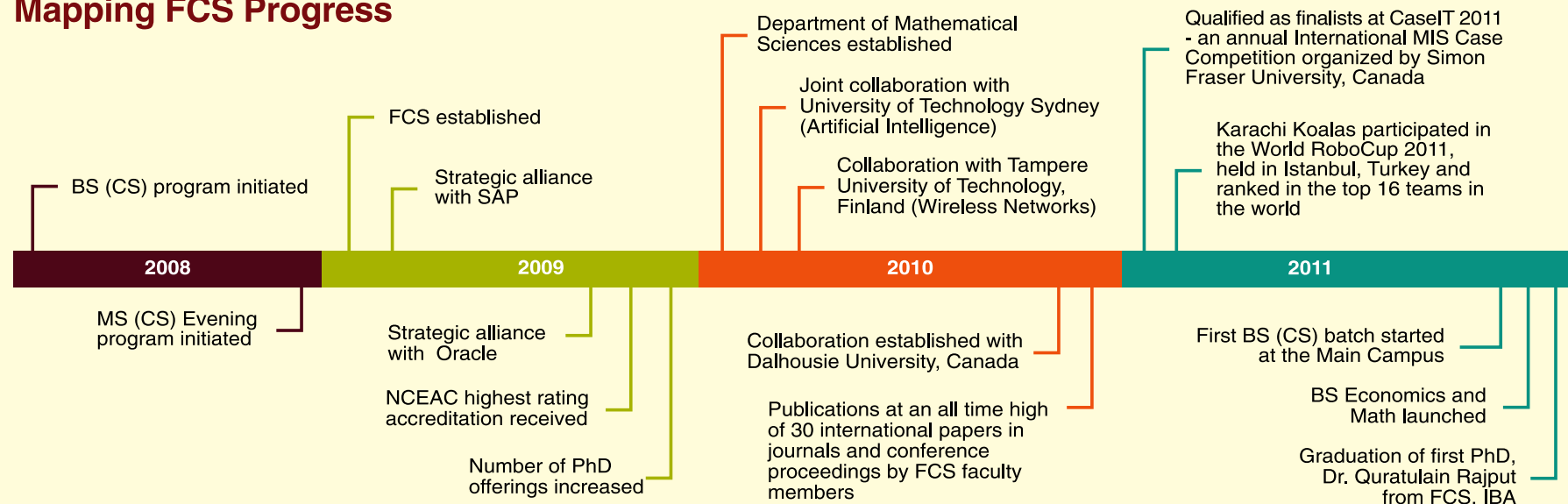


ICICT Conference: Dr. Ishrat Husain with Mr. Shaukat Tareen, Dr. Sayeed Ghani, Dr. Nishat and Dr. Wasim Ahmed



IBA's first PhD scholar from FCS, Dr. Quratulain Rajput

### Mapping FCS Progress



The following Strategic Alliances have been formed over the years:





# Faculty of Business Administration: A Story of Progress

## International Faculty Development Programs

- Three faculty members: Aman ullah Saiyed, Shabih Haider and Khadija Bari participated in International Teachers' Program 2010-2011 held at Kellogg School of Management from July 3, 2011 to July 10, 2011
- Three faculty members: Farah Naz Baig, Mahreen Nazar and Sana Tauseef attended 'International Management Teachers Academy', a Faculty Development Program in Bled, Slovenia from June 5-17, 2011. First week of the program was a general track whereas the second week was a specialized track where faculty members undertook training on content regarding their areas of interest.
- Various international renowned faculty members such as Wasim Azhar, Ron Schramm, etc. have visited IBA in the last three years where they have conducted workshops, training sessions and mentored our faculty members in the content, pedagogies, case studies, etc.
- Three faculty members: Jami Moiz, Lalarukh Ejaz and Maheen Gauri went for training on Entrepreneurship at Babson College, USA in Fall 2010. Nauman Amin and Kamran Mumtaz went for the same training in Spring 2012.
- Under our Faculty Development Program conducted in collaboration with Temasek Foundation and National University of Singapore, two faculty members: Tahira Mariam Jaffery and Ms. Tania Danish attended NUS in Fall 2010.

## New Programs

- BBA Entrepreneurship: Fall 2011
- MS (Economics): Fall 2009
- PhD (Economics): Fall 2011

## Faculty Hiring

A total of 9 faculty members joined IBA as full-time faculty during the period 2009 - 2011. Majority of the faculty had foreign terminal qualifications from some of the top universities of the world.

- International Advisory Council for IBA in collaboration with GBSN was established in 2010.
- 15 students have benefited to date (starting from 2009-2010) by CFA level one scholarship under our collaborative arrangement with CFA Pakistan. Each year, five students are awarded this scholarship from IBA on merit cum need basis.
- BBA Audit was completed in 2009.
- Revamped MBA was launched in Fall 2009.
- FBA members published 45 journal papers and conference proceedings and participated in 36 national and international conferences during 2008 and 2011.

## Research Activities CBER

IBA's Research Center has carried out some very important research activities such as a research collaboration with British Council to probe into human resources gaps of emerging and potential industrial sectors of Pakistan. Moreover, Consumer Expectation survey by IBA and SBP was carried out on a national

level including Dr. Naeem-uz-Zafar, Dr. Qazi Masood, Mr. Ahmed Raza, Dr. Shaekeel Khoja and Mr. Asad Ilyas from IBA. Research Center at SBP serves as a sponsor for this survey that started in July 2011 and will be completed in March 2012. CBER also studied the issues of competitiveness of manufacturing firms in Pakistan.

## Student Exchanges and International Exposure

About 15 students participated in various programs such as USEFP's Global undergraduate Exchange Program, International Case competition, Pakistani Student Leaders' program, NUS Summer Program on Economic and Enterprise Development, World Business Dialogue, and etc. in China, Amherst, Netherland, Singapore and Germany between 2010 and 2011.



Dr. M. Nishat, Associate Dean, Faculty of Business Administration

## The following Strategic Alliances have been formed over the years:



The Association of Commonwealth Universities

CASE  
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION



gbsn



BABSON

map Management Association of Pakistan

TEMASEK Foundation



Pakistan Microfinance Network  
Incorporated under Section 48 of Companies Ordinance 1984



SACS  
ACCREDITED

SOLBRIDGE  
INTERNATIONAL SCHOOL OF BUSINESS

MARKETING ASSOCIATION OF PAKISTAN

AMDISA  
ASAARC  
RECOGNISED BODY



GEM Global Entrepreneurship Monitor

The Washington Center

SAP

CEEMAN

MMU  
MULTIMEDIA UNIVERSITY

NUS  
National University of Singapore



## IBA Event Album



Atlas Honda Workshop



CEE hosted a Corporate Coffee with Mr. Simon Long



IBA Alumni Reunion



Convocation 2011: Employee awards



MOU Signing Ceremony Pakistan Microfinance Network



Dr. Ishrat & Capt. Zaheer at the Army Workshop



GEM launch ceremony in Pakistan



World Bank Chief Economist, Dr. Kalpana Kocchar visited IBA



Students from various societies at the Oath Taking Ceremony



Faiz Ahmed Faiz's centennial celebrations at IBA



IBA Picnic to Karli & Thatta



The IBA Executive team with the former Registrar



STHP and NTHP scholarship holders



Convocation 2011: A shot of a graduating batch



Prof. Atta ur Rehman at ICICT 2011



IBA CEE Workshop



## A Growing Internal Audit Department

The Internal Audit Department (IAD) is working to provide an independent and objective assurance activity to add value and improve IBA's operations. In accordance with the approved annual Audit Plan for 2010-11, IAD has successfully completed audits of departments which were conducted for the first time in IBA's history. A Pre-Audit meeting is arranged by IAD prior to the commencement of each audit to explain the audit process to the staff of the department being audited. A meeting is held at the conclusion of each audit to discuss draft audit observations and obtain management's agreement. A formal Audit Report is then issued which not only highlights significant weaknesses in controls noted during the audit but also gives recommendations to overcome any shortcomings. IAD is, therefore, playing a key role in improving the control environment at the Institute.

The Internal Audit Charter was approved by the A&FC on June 19, 2010 and the Pre-Audit Function was transferred from Internal Audit to the Finance Department subsequently.

### Our Journey to date: 2010

- The scope, authority, organizational status, independence and responsibility of the Internal Audit was formalized through preparation of Internal Audit Charter in June 2010.
- In 2010, the Internal Audit Department organized a successful capacity building session for IBA staff involved in the procurement process. The session was conducted by speakers from the SPPRA.

### 2011

- By the year 2011, all departmental audits were completed in accordance with the annual Internal Audit Plan.
- The internal Audit Team met separately with A&FC members in October 2010.
- The Head of Internal Audit presented the Department's Key Performance Indicators and annual summary of the significant audit observations was presented to the A&FC.



From right to left: Muhammad Khurram Khalid, Khalid Jhumra, Fahad Rehman, Muhammad Imran

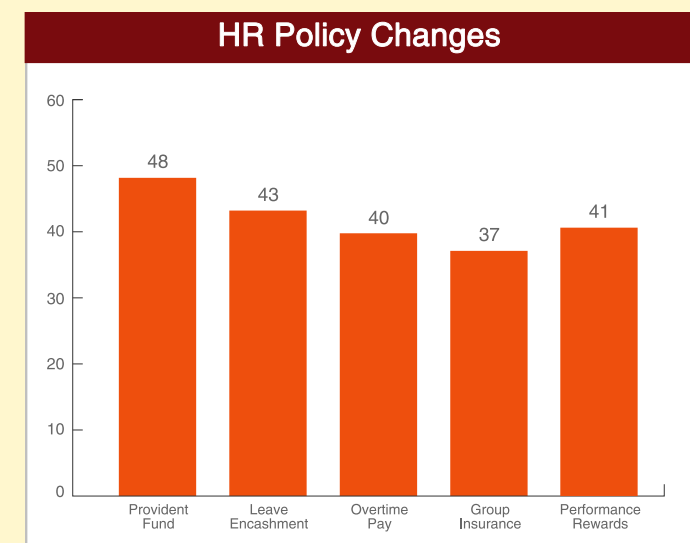
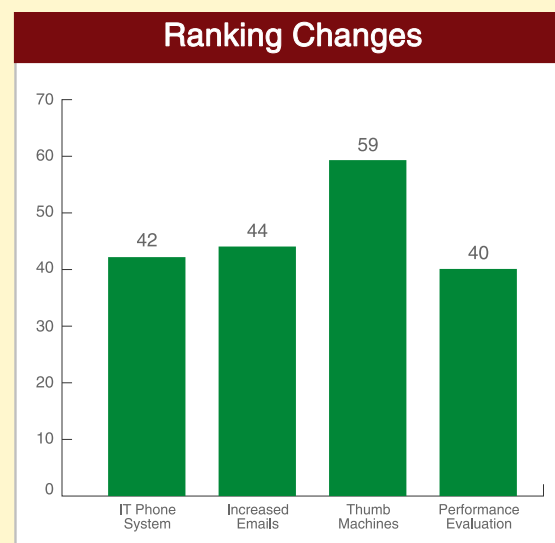
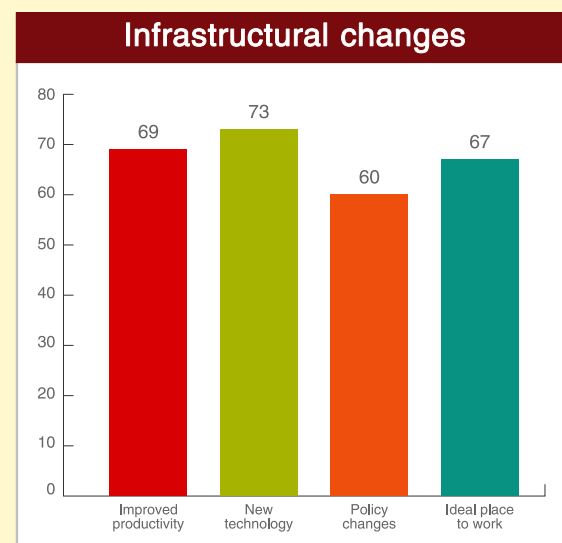
- A draft internal Audit Manual has been prepared and submitted to A&FC for approval.
- The Department has incorporated SPPRA rules in the Institute's Procurement Policy and Procedures Manual, and currently work is underway to incorporate SPPRA suggestions in the Manual. After incorporating SPPRA suggestions, the updated Manual will be presented to all stakeholders for comments and necessary approvals.

## According to a recent Survey...

Transformational Change in an organization requires that its stakeholders must be aligned with its vision. A very good measure of this is to determine if the stakeholders are at ease with the change. In the past three years, IBA has revamped not only its physical infrastructure but also introduced several policy and technological changes. The Current team went on a drive to find out how the employees at IBA feel about this change.

They were questioned on four main areas:

- Did the infrastructural changes improve work life quality & productivity at IBA ?
- Were the HR policy changes good for the employees?
- Was the new technology relevant and effective?
- In their opinion, is IBA an ideal place to work at?



Random Sampling: 25 IBA employees • Age: 90% between 25-40 years • Gender: 75% male 25% female



# Mapping Progress of the Communications Department

IBA Communications Department has undergone dramatic progress in the last three years. It started in 2009 as a small unit but today it has made its place in the IBA community with its strategic and functional growth.

Following the 4R strategy – revise, reform, reinvent, and reinvigorate, IBA Communications and Public Affairs Department has experienced significant positive changes. The Department has launched exciting marketing campaigns for the diverse programs and courses that IBA offers. These programs represent the progressive achievement the Institution has undergone in the past few

years. These campaigns not only illustrate the way IBA has transformed itself but also gives IBA a more refined image with focused messages and vision. Moreover, by introducing catchy visuals and taglines rather than our usual-text based communications over the past five years, IBA's communication with the media and organization of events has been tremendous, displaying the Institution's energetic and extrovert personality.

This is not a stop for IBA's 'journey to progress', in fact the journey will continue as the world develops and IBA plans to excel all the way.

2009	2010	2011
<ul style="list-style-type: none"> <li>IBA's first documentary conceptualized and produced</li> <li>IBA's premier newsletter 'Perspective' introduced</li> <li>Prequalification of ad agencies</li> <li>IBA ads gone from being text-based to having catchy visual making them more attractive and effective</li> <li>Communications Strategy introduced</li> <li>Communications Department restructured</li> </ul>	<ul style="list-style-type: none"> <li>IBA participated in Dawn Expo in Karachi, Lahore and Islamabad</li> <li>Internal Communications Strategy planned and presented</li> <li>IBA's first quarterly official newsletter, The Current launched</li> <li>Exclusive media coverage and extended media linkages</li> </ul>	<ul style="list-style-type: none"> <li>Graduate Directories, Annual Report and GEM Report carried out</li> <li>Three of The Current's issues successfully produced and distributed</li> <li>Overseas PhD Scholarship Program Campaign started</li> <li>Brand Manual proposal initiated for an enhanced and standardized IBA brand image</li> <li>Effective media coverage of various IBA events</li> </ul>

## Training and Development Exercises in Year 2011

Main Category	Number of Faculty Participating	
	Foreign	Domestic
Professional Development (Trainings/Courses/Workshops etc.)	2	55 (including 19-Vf)
Professional Development (Conferences/Seminars/Symposiums/Events/Forums)	2	8
Faculty Research (Conferences/Seminars/Forums)	18	5
Academic Development	3	1
Post-Doctoral Programs	1	-
Academic Alliance Programs	4	1
<b>Total Faculty Participation</b>	<b>27</b>	<b>59</b>

### Year 2011 (Staff - T & D)

	No of Staffs Trained
Total Training/Workshops/Conferences/Seminars (Domestic)	125
Total Training/Workshops/Conferences/Seminars (Foreign)	6

### The Communication Challenge



How the customer explained it



How the project leader understood it



How the analyst designed it



How the programmer wrote it



How the business consultant described it



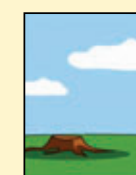
How the project was documented



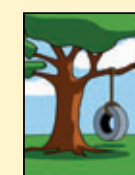
What operations installed



How the customer was billed



How it was supported



What the customer really needed



## One of a Kind Finance Department

Following are the major achievements of the Finance Department over the last couple of years:

### Audit of Provident Fund Accounts

The Department successfully completed an audit of employees' provident fund balances along with interest. The audit was conducted by a renowned firm of Chartered Accountants. Besides, certificates for the audited balances with interest were sent to employees.

### Payroll System Computerized

The Department also computerized the payroll system, consisting of more than four hundred employees. The tax calculations, provident fund loan recoveries, leave encashment/adjustments, overtime and even the pay slips are now being generated through this computerized system. This has reduced the possibility of human error and increased system efficiencies.

### Payroll Helpdesk

A Payroll Helpdesk function was launched for employees to facilitate them in addressing and resolving payroll related queries.

### Introduction of IBA Students' Transport Fleet Cards

IBA management has been trying to introduce a systematic fuelling system for IBA owned vehicles. Initially, this facility was launched for the IBA student buses. Each bus has now been issued a swipe card and can be refueled from any of the designated fuelling stations (but only with the help of swipe cards).



The Finance Department team at work

### Fee Management System (ERP) Module

As a result of sincere and dedicated efforts of our staff, the ERP fee management system titled 'People Soft Students' Financials' has been implemented successfully. The advantages include overall improved efficiency through integrated systems, reduction in operational costs and less personnel dependency. IBA students can now print their fee challans from anywhere and also remain updated on their status.

### Students' Financial Aid (ERP) Module

The second ERP module successfully implemented in the Department was 'Financial Aid - FA'. Now aspiring students can fill application forms electronically which are then processed through the Module and awards are made directly into their ledger electronically.

### Strengthening of Financial Aid Program

The IBA Financial Aid Program has been strengthening during the past few years considering the HEC requirements for University Advancement. As a result of enhanced trust building on the Financial Aid Program, the scholarship amount from external funding sources has been raised to around Rs. 35 million in the year 2010-11 as compared to Rs. 14 million in 2008-09. The program covers full and partial scholarships, and extensively facilitates students through effective assistance for fee installments, paid internships, work study and study loans.

### Students' Financial Guidelines

Students were provided with a comprehensive handbook containing all the essential aspects of study programs at IBA. Moreover, during the last 4 years, IBA societies and clubs have been revitalized. The number and their budget has reached to cover Rs. 50 million including targeted sponsorship of Rs. 40 million approximately. Considering the scenario, the Finance Department introduced detailed functional guidelines in 2009-10 to identify Standard Operating Procedures for societies'



The Director, Finance Department with the team

events to ensure smooth and transparent incurrence of expenditure.

### FIBAT (Friends of IBA Trust)

The Friends of IBA Trust, at the initiative of Dr. Ishrat Husain, has been created for purpose of Resource Mobilization. This Trust enables the Donors of IBA to monitor the utilization of funds, and plan a profound role in the decision making process. Further, the Trust is also determined on working for the benefit of students, prospective students, faculty, staff and the alumni of IBA. By virtue of this Trust, IBA has been able to effectively utilize funds raised for:

- Subsidizing educational expenses
- Development of well-equipped libraries
- Research
- Databases and websites for research publications
- Promotion of research





# A Year Full of Progress for ICT

The ICT Department at IBA is following its ultimate goal of introducing Green Technology and Green Computing while providing latest Information and Communication facilities to the end users at their fingertips. ICT has undertaken and completed several Hardware and Software projects in the last twelve months such as:

## Wireless Connectivity

- Wireless connectivity is fully available at all the locations of both the campuses of IBA.

## Temporary Data Center

- While the Construction of permanent, Tier-III Data Centers at both the campuses are well underway, a temporary Data Center has been established at the ground floor of the newly renovated Admin Building at the City Campus.

## Nehalem Servers

- New high end, IBM enterprise class, Nehalem based servers have also been deployed; installation/ configuration is underway. This enables ICT to provide users with a single login facility for all the ICT services.

## Communication Systems

- Traditional voice communication system has been replaced by latest technology unified communication system. This system removes the need for separate voice (TDM) cabling and is fully adjustable to the ever increasing /changing requirements of the user. Users can now call freely between campuses and outside.

## Network Security

- Network security has also been implemented which comprises of Intrusion Prevention System (IBM ISS), email security (McAfee Ironmail), AntiVirus (McAfee box) and internet and browsing security systems. Such security shall protect official and personal workstations of end users from internal and external cyber attacks.

## Course Registration/ Enrollment

- Online registration through the ERP System for IBA students has been successfully introduced. Through this system, students can register themselves within IBA premises and also from their homes.
- This system automatically checks the requirement of pre-requisites.

## Faculty Evaluation

- Online Faculty Evaluation through ERP is another initiative taken by IBA. Through this system, students can now give their feedback about faculty and courses.

## Face Friendship

- Face Friendship, a social networking package which aims to include the IBA community and outsiders under one roof, has been implemented.



## Web Radio/ Web TV

- Web Radio and Web TV are now operational. Many live telecasts have been shown through Web TV, mainly student and staff events such as IBA convocations etc.
- Now IBA Student Society Elections are online. Not only nominations are filled online but the voting process is also executed through computers.

There is only one thing that makes a dream impossible to achieve: the fear of failure.

*Paulo Coelho, The Alchemist*

For feedback and suggestions,  
write to us at  
**thecurrent@iba.edu.pk**

## New Appointments



### Mushtaque Ahmed

Manager Operations & Maintenance - Projects & Facilities Maintenance & Management  
B.E (Mechanical Engineering) from NED University, Karachi



### Mahmood Ali

Project Engineer - Projects & Facilities Maintenance & Management  
B.E (Civil) from Mehran University, Jamshoro, Sindh



### Iqbal Ahmed

Senior Quantity Surveyor - Projects & Facilities Maintenance & Management  
EMBA (Project Management) from PIMS, B-Tech (Civil Engineering) from DadaBhoy Institute of Higher Education and DAE (Civil Engineering) from Govt. Saidfee Institute of Technology, Karachi



### Dr. Haroon Khan

Assistant Professor - Eco. & Fin.  
PhD (Management Sciences), MS (Finance & Management Control) from IAE Graduate School of Management, Aix en Provence France MBA (Finance & Investment) from National University of Science & Technology (NUST)



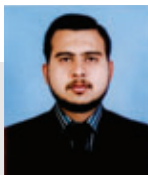
### Dr. Mohammad Azam Ali

Assistant Professor/Senior Research Fellow - Eco. & Fin/Accounting & Law  
Juris Doctor (Doctor of Law) from Columbia University - New York and B.Sc (Economics) from University of Pennsylvania-Philadelphia, Pennsylvania



### Nadir Ali Parvani

Senior Executive - HR  
MBA (HRM) from University of Karachi, B-Com from University of Karachi



### Mirza Mudassir Baig

Finance Executive (Treasury) - Finance  
MBA (Banking & Finance), M.A (Eco.) and B-Com from Institute of Business & Technology (BIZTEK) and University of Karachi

## Faculty Promotion



### Muhammad Waseem Arain

Dept. of Computer Science  
Faculty Member has been promoted as Assistant Professor w.e.f. November 5, 2011.

## ملازمین کے لیے نئی سہولیات اور مراعات

ایچ آرڈ پارٹمنٹ نے سال 2011 میں کئی نئی پالیسیاں اور ایمپلائز کے لیے نئی مراعات متعارف کیں جن کے بارے میں وقتاً فوقتاً آپ کو مطلع کیا جاتا رہا ہے، گزشتہ سال کے آخری تین ماہ میں ایچ آرڈ پارٹمنٹ نے مندرجہ ذیل پرائیکٹس مکمل کیے:

- تمام ایمپلائز کی پرسنل فائلوں کو از سر نو بہتر بنایا گیا اور ان تمام فائلوں کی تصویریں نقول بھی کمپیوٹر میں محفوظ کی گئیں
- ایمپلائز اور ان سے منسلک ان کے خاندان کے افراد کے کوائف کی از سر نو تجدید کی گئی
- اب تک موصول ہونے والے کوائف کی بنیاد پر ایمپلائز کو نئے ہیلتھ کارڈ جاری کیے گئے
- ملازمت کے لیے درخواست دہندگان کی سہولت کے لیے آن لائن درخواست فارم متعارف کروایا گیا
- نئی پالیسیوں میں ایمپلائز سپریشن پالیسی اور اسٹاف ٹاؤن کی پالیسی متعارف کی گئی
- رمضان کے مہینے میں اوور ٹائم کی اہلیت کے لیے کم از کم تنخواہ کی حد بچیس ہزار سے بڑھا کر اڑتیس ہزار کر دی گئی
- ڈرائیوروں کے فکسڈ اوور ٹائم میں اضافہ کیا گیا
- سیکورٹی گارڈز کے ماہانہ سنڈے الاؤنس میں اضافہ کیا گیا
- لیواٹکیشنٹ کی پالیسی کو مزید سہل بنایا گیا تاکہ ایمپلائز سال میں کسی بھی وقت اپنی ضرورت کے تحت لیواٹکیشنٹ حاصل کر سکیں
- سال 2011 میں کل نو تدریسی اور اٹھارہ غیر تدریسی عملے کے ارکان نے آئی بی اے میں شمولیت اختیار کی





## کہنا آسان ہے... کرنا دشوار!

لگ بھگ دو سال پہلے ایک تجربہ کار، طویل عرصے سے خدمات انجام دینے والے فیکٹی مہر نے تبصرہ کیا کہ آئی بی اے ایک چھوٹے پاکستان کی طرح ہے جسے کم پیش اسی طرح کے چیلنجوں کا سامنا ہے، جو زیادہ تر اچھی نظامت اور معلومات کی بروقت شراکت کے فقدان کا نتیجہ ہیں۔ گزشتہ تین سال کی کامیابیوں پر نظر ڈالی جائے تو آئی بی اے کے ہر ڈپارٹمنٹ کی تمام تر کوششیں نئے نظام طریق کار، پالیسیوں کی تشکیل اور ہر سطح پر جواب دہی میں باقاعدگی لانے پر مرکوز رہی ہیں۔ یہ کوشش دو جلدوں میں نئی طبع شدہ آئی بی اے کوڈ بک کی شکل میں ثمر لائی ہے جو تمام ضوابط کار، قوانین اور ضابطوں، طریق کار اور ایس او پی کے تمام شعبوں میں اطلاق پر مشتمل ہے۔

یہ کام یابی احتساب، شفافیت اور استحکام کا کلچر متعارف کرانے اور آگے بڑھانے کے لیے کلیدی اہمیت رکھتی ہے۔ تعمیر کا پہلا مشکل قدم اٹھانے کی تکلیف برداشت کرنے کے بعد ضروری ہے کہ کام کرنے کے بنیادی اصول کی وضاحت یقینی بنائی جائے۔ اچھی نظامت کے نگری اور عملی نفاذ کے لیے کام کے متعدد نئے طریقوں پر پہلے ہی عمل درآمد جاری ہے۔ مختلف کمیٹیوں اور ٹاسک فورسز کے قیام کے ذریعے ملازمین کو فیصلہ سازی کے عمل میں باہمی طریقے سے شرکت کے اختیار دیے جا چکے ہیں۔ مزید برآں باہمی روابط کا یقینی بنانے اور "silo" ذہنیت (بعض اداروں میں پایا جانے والا ایک طرز عمل جو اس وقت رونما ہوتا ہے جب کئی شعبے یا گروپ اسی کمپنی کے دیگر افراد کو معلومات یا اطلاعات میں شریک نہ کرنا چاہتے ہوں۔ silo ذہنیت سے کارکردگی میں کمی آتی ہے اور کارپوریٹ کلچر کی ناکامی کا ایک سبب بن سکتی ہے۔) میں کمی لانے کے لیے انٹرویو اور عمودی ساخت (Matrix) کا تنظیمی ڈھانچا متعارف کرایا گیا ہے۔ تمام درجوں کے ملازمین کو خصوصاً ٹیکنالوجی کے کثرت سے استعمال کے ذریعے معلومات تک رسائی فراہم کر دی گئی ہے۔

2012 اور اس کے بعد ان پالیسیوں کا بلا تفریق اطلاق اور ان پر عمل درآمد ہمارے لیے چیلنج ہو گا جسے ہم نے مل جل کر سخت محنت کے بعد وضع کیا ہے۔ صرف اسی صورت میں ہمارے بعد آنے والے اعتراف کریں گے کہ ہمارے دور میں آئی بی اے کے انتظامی امور اچھی طرح چلائے گئے۔ آئیے اس جذبہ اور جرأت کے ساتھ مل کر کام کریں کہ ہمارے اگلی منزلوں کی طرف روانہ ہونے کے بعد تاریخ ہمارے حق میں گواہی دے گی۔

ایسے پاکستانیوں کی تعداد زیادہ نہیں جو بیرون ملک پی ایچ ڈی کر رہے ہوں یا کرنا چاہتے ہوں اور ہمیں اپنے اوور سیز اسکا لرشپ پروگرام کا بک تک متوقع رد عمل نہیں ملا، اس حقیقت کے باوجود کہ ہم نے بعض شرائط لازم کر دی ہیں۔ مثال کے طور پر اسکا لرشپ حاصل کرنے کے لیے داخلے کا معیار اہلیت ٹاپ 50 سے بڑھا کر ٹاپ 100 برنس اسکولز کر دیا گیا ہے۔

### • آپ کے خیال میں آئی بی اے کو بحیثیت مجموعی کیا کردار ادا کرنا چاہیے؟

آئی بی اے اسٹاف کے لیے سروس اور ٹینشن بہت اہم ہے۔ انہیں طلبہ اور فیکٹی کے ساتھ ساتھ بیرونی افراد کے ساتھ بھی بے حد شائستہ اور مثبت رویہ اختیار کرنا چاہیے۔ انہیں بیوروکریٹک، لاتعلقانہ اور روکے رویہ اپنانے کے بجائے ایک معاون کی حیثیت سے دل چسپی کے ساتھ مدد اور بروقت خدمت کو اپنالانچ عمل بنانا چاہیے۔ چنانچہ ہر سطح پر خدمت کا بلند معیار اور ہم دردانہ طرز عمل، طویل المیعاد حکمت عملی کے اہداف پانے کے لیے اہم ہیں۔ ہماری عمارت خواہ کتنی بھی خوب صورت ہوں، اگر ان عمارت میں کام کرنے والے لوگ بے حس ہوں تو ہم کوئی بھی کام یا بی حاصل نہیں کر سکتے۔ میرا اعتقاد ہے کہ افرادی قوت کا معیار ہی کامیابی اور ناکامی میں اصل فرق ثابت ہوتا ہے۔

### • اپنے ملازمین میں کون سی خوبی سب سے زیادہ سراہتے ہیں اور کون سی عادت آپ کو سب سے زیادہ بھنبلا ہٹ میں مبتلا کرتی ہے؟

خاندان کے سربراہ کی طرح میری بھی کوئی ذاتی پسند یا ناپسند نہیں ہے کیوں کہ میرا اسٹاف میرے لیے بالکل اپنے بچوں کی طرح ہے۔ لیکن میں انہیں سرپتا ہوں جو دیانت اور لگن کے ساتھ محنت کرتے ہیں اور تمام توانائیاں آئی بی اے کی بہتری کے لیے وقف رکھتے ہیں۔ اس کے برعکس جو اپنی مضبی ذمہ داریاں بھی پوری نہیں کرتے اور اپنے ذاتی مفادات کو ادارے کے مفادات پر ترجیح دیتے ہیں، میری نظر میں قابل تکریم نہیں۔ اس کے علاوہ جب لوگ کسی ذمہ داری کی انجام دہی کا وعدہ کرتے ہیں اور اس کی تکمیل میں ناکامی پر ذمہ داری قبول کرنے کے بجائے دوسروں کو قصور وار ٹھہراتے ہیں، مجھے ان کا طرز عمل بھی غیر پیشہ ورانہ اور پریشان کن محسوس ہوتا ہے۔

### • پاکستان کو سیاسی اور سماجی۔ اقتصادی محاذوں پر مسائل درپیش رہے ہیں۔ آپ کے خیال میں یہ آپ کی پالیسیوں کے اطلاق پر کس حد تک اثر انداز ہوئے ہیں؟

صرف کسی حد تک..... مستقبل کی پیش گوئی تو کوئی نہیں کر سکتا۔ جب میں نے آئی بی اے میں شمولیت اختیار کی تو میرے وہم و گمان میں نہ تھا کہ پاکستان امن و امان کی ایسی اہم صورت حال سے دوچار ہو گا۔ ان برسوں کے دوران بین الاقوامی شہرت کے حامل اسکا لرز اور دنیا بھر کے برنس اسکولز سے تعلق رکھنے والے مہمان مدرسین کو راغب کرنے میں دشواری ہماری راہ کی سب سے بڑی رکاوٹ رہی ہے۔ حتیٰ کہ بیرون ملک کام کرنے والے پاکستانی بھی کراچی آنے کو محفوظ نہیں سمجھتے تھے، خصوصاً ماضی قریب میں۔

### • کسی بھی قسم کی تبدیلی کو مزاحمت کا سامنا کرنا پڑتا ہے۔ آپ کی راہ میں کس قسم کی مزاحمت آئی اور آپ نے کیسے اس کا سامنا کیا؟

ون مین شوکھی کامیاب نہیں ہوتا۔ تبدیلی ہمیشہ اجتماعی جدوجہد کا تقاضا کرتی ہے اور کسی کارروائی کو موثر انداز میں آگے بڑھانے کے لیے رہنما کو تمام متعلقہ افراد کو اعتماد میں لینا پڑتا ہے، ہر متعلقہ فرد کو فیصلہ سازی میں شامل کرنا پڑتا ہے۔ یہ عمل مسلسل مشاورت اور توقع کے مطابق پورے نہ ہونے والے منصوبوں میں ترمیم کا تقاضا کرتا ہے۔ اور سب سے اہم بات یہ کہ آپ کو اپنی پالیسیوں اور افعال کے پس پردہ اپنے خیال میں کمیونٹی کو شریک کرنے کے لیے ان سے مسلسل تبادلہ خیال کرنا پڑتا ہے۔

یہی وجہ ہے کہ آئی بی اے کا نیوز لیٹر "دی کرنٹ" انتظامیہ اور اسٹاف دونوں کو ایک پلیٹ فارم پر لانے کے لیے بہت اہمیت رکھتا ہے۔ ہر اسٹاف ممبر کو اپنے مسائل، تجاویز اور تخیلات میں انتظامیہ کو شریک کرنے کے لیے رابطے کے ان ذرائع سے استفادے کا موقع ملنا چاہیے۔

### • آئی بی اے کے ڈین اور ڈائریکٹر کی حیثیت سے اپنے تین سالہ دور میں اگر آپ کوئی کام مختلف انداز میں کر پاتے تو وہ کیا ہوتا؟

میرا خیال ہے میں پورے فیکٹی ڈیولپمنٹ پروگرام کا از سر نو جائزہ لیتا اور تجویز کرتا کیوں کہ

## کچھ ذاتی پہلو

### تفریحی مشاغل...

موسیقی، شاعری، مطالعہ، ورزش، سفر وغیرہ یہ وہ چند مشاغل ہیں جن سے میں فرحت پاتا ہوں۔

### شخصیت کے مضبوط اور کم زور پہلو...

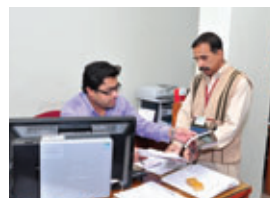
میں ہمیشہ اپنے آپ کو بہتر سے بہتر بنانے کی جستجو رکھتا ہوں، زمانہ حال میں جینے کو ترجیح دیتا ہوں۔ میں نہ ماضی کی یادوں میں زندہ رہتا ہوں اور نہ مستقبل کی فکر میں گھلتا ہوں۔ اس کے بجائے میں یک سوئی سے اپنی ذمہ داریوں پر توجہ مرکوز رکھتا ہوں اور اپنی بہترین صلاحیتوں کے ساتھ ان سے عہدہ برآ ہونے کی کوشش کرتا ہوں۔ کم زوریاں: بہت عجلت پسند ہوں۔ اچھا سامع نہیں ہوں۔ اضطرابی کیفیت میں رائے کا اظہار کر بیٹھتا ہوں۔ میں ہمیشہ ان پر قابو پانے کی کوشش کرتا رہتا ہوں۔

### مجھے مطالعہ پسند ہے...

میں اردو شاعری پڑھتا ہوں۔ فیض احمد فیض اور احمد فراز میرے پسندیدہ شعرا ہیں۔ اس کے علاوہ میں مختلف قومی اور بین الاقوامی جرائد کا بھی مطالعہ کرتا ہوں مثلاً فارن افیئرز، اکنامیکل اینڈ پالیٹیکل ویکی، برنس ویک۔ مجھے جب بھی موقع ملتا ہے تازہ ترین بیسٹ سیلرز سے بھی محفوظ ہوتا ہوں۔

### پسندیدہ مصنفین...

میں برصغیر کے انگلش مصنفین سے بے حد شغف رکھتا ہوں مثلاً انیٹا ڈیسانی، وکرم سیٹھ، محسن حامد، محمد حنیف، کاملہ کشی اور ان جیسے دیگر قلم کار۔



## ترقی کے روح رواں ڈاکٹر عشرت حسین سے گفتگو

اے کاہر مدرس اب لیپ ٹاپ کا حامل ہے اور کلاس رومز میں ملٹی میڈیا اور دیگر جدید سہولیات استعمال کرنے کے لیے اس کی حوصلہ افزائی کی جاتی ہے۔

جہاں تک فیکلٹی ڈیپونٹ کا تعلق ہے، انٹرنیشنل فیکلٹی کو راغب کرنے میں درپیش چیلنجز کے باوجود ہم نے اپنی ان تھک کوششیں جاری رکھی ہیں۔ گزشتہ ساڑھے تین برسوں میں متعدد فاران ماسٹرز اور ڈگری ہولڈرز کے علاوہ 17 نئے پی ایچ ڈی فیکلٹی ممبران کو بھی آئی بی اے کا حصہ بنایا گیا ہے۔ ہماری مہمان فیکلٹی میں اب ممتاز پریکٹیشنرز شامل ہیں۔

فیکلٹی میں ابتدائی شمولیت بھی کافی مشکل بنادی گئی ہے۔ امیدواروں کو مخصوص معیار اہلیت پر پورا اترنے کے علاوہ پوری فیکلٹی کے سامنے پریزنٹیشنز بھی دینا پڑتی ہیں۔ گویا ہم اپنی فیکلٹی کے معیار میں مسلسل بہتری لارہے ہیں۔

جہاں تک کمیونٹی آؤٹ ریچ پروگرام کا تعلق ہے، ہینشل اینڈسندھ ٹیلنٹ ہنٹ پروگرامز میرے لیے سب سے زیادہ خوشی کا باعث ہیں۔ جب اس پروگرام کا آغاز کیا گیا، ان کے تحت صرف ایک یا دو طالب علم آئی بی اے میں داخل ہو پاتے تھے۔ تاہم گزشتہ سال ہم 18 طلباء کو داخلہ دینے میں کامیاب رہے۔ ان میں سے بیش تر کا تعلق پاکستان کے انتہائی پس ماندہ اضلاع سے ہے اور انہوں نے بھی اپنے دیہاتوں سے باہر قدم نہیں رکھا۔ یہ باصلاحیت نوجوان طلباء، جو اعلیٰ تعلیم کے اخراجات برداشت کرنے کی استطاعت نہیں رکھتے، ان کی شناخت کر کے آئی بی اے لایا جاتا ہے اور انہیں دو ماہ کے اورینٹیشن پروگرام کے ذریعے آئی بی اے میں داخلے کے لیے تیار کیا جاتا ہے۔ وہ ہاسٹلز میں رہتے ہیں اور ان کی صلاحیت اور شخصیت میں بحیثیت مجموعی نکھار لانے کے لیے کلاسز، بشمول ٹیوٹوریلز، فرضی انٹرویوز اور تعلیمی دوروں کا مفت اہتمام کیا جاتا ہے۔ اگرچہ اس پروگرام کے ذریعے داخلہ حاصل کرنے والے طلبہ کی تعداد اب بھی بہت کم ہے تاہم مجھے امید ہے کہ آئندہ دو سال میں ہم یہ تعداد مزید بڑھانے میں کامیاب ہو جائیں گے۔ ہم امیدواروں کی بہتر چھان بین کے ساتھ اورینٹیشن کی مدت دو ماہ سے بڑھا کر چار ماہ کرنے منصوبہ بندی کر رہے ہیں تاکہ اس پروگرام کے ذریعے اعلیٰ ترین معیار کے طلبہ کو معاونت فراہم کر سکیں۔ یہ وہ چند عزائم ہیں جن کی تکمیل کے لیے ہم گزشتہ ساڑھے تین سال سے کوشاں رہے ہیں۔

”آئی بی اے اسٹاف کے لیے سروس اور مینٹیشن بہت اہم ہے۔ انہیں طلبہ اور فیکلٹی کے ساتھ ساتھ بیرونی افراد کے ساتھ بھی بے حد شائستہ اور مثبت رویہ اختیار کرنا چاہیے۔“

● آپ نے آئی بی اے کے مستقبل کا وہی خاکہ تشکیل دیا اور پانچ سالہ منصوبہ مرتب کیا آج تین سال کا عرصہ گزرنے کے بعد کیا آپ سمجھتے ہیں کہ فیکلٹی میں بہتری، انفراسٹرکچر میں تبدیلی، ٹیکنالوجی میں جدت اور کمیونٹی آؤٹ ریچ پروگرامز ویسے ہی آگے بڑھ رہے ہیں جیسی منصوبہ سازی کی گئی تھی؟

آئی بی اے کے پانچ سالہ منصوبے کے چار ستون ہیں۔ ہماری سب سے بڑی کاوش اپنے فزیکل انفراسٹرکچر اور آئی ٹی کی سہولیات کی تشکیل نو کرنا ہے تاکہ وہ آئندہ 2020 تا 25 سال تک کارآمد رہ سکیں۔ ہمیں جو کچھ ورثے میں ملا، وہ 40 سال پہلے صرف 200 طلبہ کے لیے تیار کیا گیا تھا جب کہ اب ہمارے پاس آئی بی اے میں تقریباً 2000 طلبہ اور 200 فیکلٹی ممبران ہیں۔ چنانچہ آئی بی اے کمیونٹی کی بڑھتی تعداد کی ضروریات پوری کرنے کے لیے انفراسٹرکچر میں توسیع کی اشد ضرورت تھی۔

اس حوالے سے ہم تیز رفتاری سے آگے بڑھ رہے ہیں ہم مین اورسٹی کمپس میں ایکڈمک

