

TAP INTO THE CURRENT AT IBA

Issue 13, 2014



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

AN ERA OF



A Look Inside

Message from the Dean & Director □

Exclusive interview with Professor Parimal Merchant □

ICICT 2104 □

Student polls: Behold the Alumni Students' Center □

□ What students are saying: Adamjee Cafeteria

□ CEE: Celebrating a decade of excellence in Executive Education

□ IBA Karachi students conferred degrees: Convocation 2013

□ IBA Karachi's community outreach initiatives

CHANGE

Contents

Message from the Dean & Director	03	IBA's MBA Program Revamped: an Interview with Dr. Nasir Afghan	18
Message from Huma Baqai	03	Convocation 2013 Highlights	20
Messages from the Editorial Board	04	Study Tours	22
The Scoop at IBA Karachi	04	IBA Karachi's Outreach Initiatives	23
Exclusive: Professor Parimal Merchant the Pioneer Behind Family Business Management Education	06	Events & Activities	24
IBA Karachi's Newest Facilities	08	Updates from the Center for Entrepreneurial Development	26
IBA Family	09	Celebrating a Decade of Excellence in Executive Education	27
Dignitaries at IBA Karachi	10	Faculty of Computer Science	28
IBA Karachi's Ongoing Success	12	Faculty Activities	29
Featured Facilities:			
What Students are Saying: Adamjee Cafeteria	14		
Student Polls: Behold the Alumni Students' Center	16		





Dean's Message

Firstly, a very happy new year to our readers! And my heartiest congratulations to the students - and to their parents and families - who graduated in December last year. I wish you best of luck in your future endeavors and I hope you will continue to make the Institute and your families proud wherever you go.

I would like to take this opportunity to address a misperception about the financial health of IBA, as some of you have been told that the IBA Reserves have been used up for Infrastructural Development. This is absolutely false and the fact of the matter is that the IBA Reserves have been institutionalized in the form of a permanent IBA General Endowment Fund and several specified Endowment Funds.

The General Endowment Fund is now being administered by an independent Board of Trustees (BOT) of Friends of IBA Trust (FIBAT) consisting of the donors. The target for this Fund is Rs. 1 billion and so far we have commitments of almost Rs. 800 million (the disbursements upto Dec 31, 2013 were Rs. 644 million) and efforts are underway to raise the balance amount. We have taken this measure deliberately to protect and safeguard the Reserves (by transferring them gradually to the General Endowment Fund) which can no longer be drawn down by the Board and Management of IBA now or in the future. Under the present arrangements, the IBA Management has to justify every request for budgetary allocation from the profits of the Endowment Fund before the independent Board of Trustees. The principal amount of the Fund will not be allowed to be withdrawn but will be allowed to increase with other donations flowing into it. Only the annual profits of the investment of the fund can be used by IBA for its budget. We regularly report the Reserves position in the Budget document every year. Table I below shows a comparative picture of our Investments and Capital assets for the period June 30, 2008 and December 31, 2013.

Table I
Changes in Investments and Capital Assets of IBA

	June 2008	Dec 2013	Net Increase
Total Investments	1,200	1,452	252
IBA Reserves	1,133	462*	-671
Endowment Funds	14	739	725
Employees' Retirement Funds	53	251	198
Total Value of Capital Assets	290	3,557	3,267

* The Reserves of Rs. 462 million include an amount of Rs. 222 million which is receivable on account of financing against the donor's commitments.

The above table clearly shows that there has been a net increase of Rs. 252 million in IBA's investment funds. I am pleased to inform you that we have increased the Employees Retirement related funds by Rs. 198 million to augment the benefits of our employees in their old age. Of this amount, Rs. 112 million is reserved for Pension Fund; Rs. 65 million for compensated leave absences; Rs. 14 million for Gratuity and the increase in the Provident Fund is only Rs. 7 million in last five years. So the misinformation that the Provident Fund will do harm to IBA's finances is purely a conjecture without any basis whatsoever.



Some of the donations made into the Endowment Fund pertain to the payments made by the donors for the construction and renovation of buildings which were completed by IBA out of its funds. So IBA spends the money up front as bridge financing and then gets reimbursed by the donors. These funds when received are deposited into the General Endowment Fund and not the IBA Reserves. That is the reason you will find the IBA reserves showing a decline and an increase in the Endowment Funds.

The Board of Governors has authorized that the remaining IBA Reserves (except those needed for operational purposes) at the end of 2014-15 will also be transferred to the General Endowment Fund. We expect that by December 31, 2014 the IBA Endowment Fund (including the stand-alone Reserves) would be approximately Rs. 1.5 billion - much higher than the amount on June 30, 2008. Even after creating capital assets of more than Rs. 4.2 billion in the form of buildings, grounds, power stations, water and sewerage facilities, ICT infrastructure by 2014, IBA would have financial resources of almost Rs. 1.5 billion whose annual income will be utilized to support the maintenance and operation of facilities, finance Faculty Development, the Talent Hunt Program students, Scholarships for needy students and Student Exchange Programs. It may be clarified that we cannot spend this money on salaries, wages and benefits of our employees. Employment costs will continue to be financed from the operational revenues we generate.

Let me assure you that the IBA's financial position is stronger today compared to 2008 and will only get better with the passage of time. However, this will require hard work and commitment by every member of IBA community to make efficient use of resources, preserve energy, water and gas and contain their demands for ever-growing financial benefits in one form or the other.

I wish the very best of luck to our students, faculty and staff for the upcoming year.

Message from Huma Baqai



Dear Reader

Hi,

I welcome you to the new issue of The Current, which my team is trying to make both interesting and informative.

Our goal is to create a forum for exchange of information on all that is happening at IBA Karachi. Future scope of the Current is open to your suggestion. I would like to encourage you to submit your articles, opinions and short notifications about IBA Karachi for inclusion. I wish to see The Current develop into a communication forum rather than just feedback, the success of The Current depends on your response. All Feedback is hugely appreciated, which can be sent thecurrent@iba.edu.pk.

My team and I experimented with a wider circulation and a more all-inclusive, all-encompassing approach with our annual issue for December, 2013 "New Beginning, New Perspectives". We took this out at breakneck speed in time for the Convocation. And as with all experiments, we faced a number of hitches, despite of which, I am happy to say, feedback was tremendous. With our previous difficulties now resolved, a learning experience for us all, we strive to give you an enjoyable quality publication. We received much appreciation and criticism as well as queries and encouragement with our last issue and we look forward to receiving more of the same this time.

I once again present to you The Current with a new face. The Current is a happening magazine, because IBA Karachi is a happening place.

Happy reading!



Messages from the Editorial Board

Bidding Farewell

It is with great sorrow that the editorial board of The Current bids farewell to Dr. Erum Hafeez, one of the founding members of the publication, as well as editor and consistent contributor. Under her, the newsletter has grown and evolved and become a regular feature for our IBA family. We wish to thank her for her relentlessness and supportive role with the publication, despite her hectic schedule. She will be missed and we wish her the best of luck with her future endeavours.



Dr. Erum Hafeez



Hafsa Maqbool



Syed Intiaz Ali

Acknowledgements

We would like to thank our readers for their frequent contributions and feedback. Without their continuous support, the regular publishing of this newsletter would not be possible. To provide feedback, please email us at: thecurrent@iba.edu.pk We thank members of faculty, students and administrative departments for their continuous contributions, which make the successful publication of this comprehensive newsletter possible. In particular, we would like to thank the following for their contributions, photos and features:

- The Center for Entrepreneurial Development (CED)
- The Center for Executive Education (CEE)
- Syed Rizwan Ali Bukhari, Senior Executive (NTHP/Sindh Foundation Program)
- The Faculty of Computer Science
- Dr. Amber Gul and Mr. Jami Moiz
- Managers of Student Societies
- Maryam Tajalli, BS-EM Semester III; Wafa Fatima Isfahany, BS (Social Sciences), Semester II; Warda Imran Sheikh, BS (Social Sciences), Semester II

We are grateful to Al Rashid Studio, the IBA Photography Society and Paradigm Shoot for providing the photos for the publication.

We would also like to acknowledge the ongoing support of:

- Mr. Muhammad Sohail Khan, Manager Purchase, and his team in facilitating the printing of this publication
- Mr. Adnan Hameed, Head of HR, and his team for continuously providing us updates and information about our IBA Karachi family
- Mr. Moeid Sultan, Director Finance, and his team for their ongoing administrative support with the publication

The Scoop at IBA Karachi

IBA Karachi Launches Online Payment

The Office of Alumni Affairs & Resource Mobilization has launched for all IBA Karachi students, alumni and donors a system of online payment. The service allows those residing within Pakistan and abroad to pay tuition fees, clear dues and donate to IBA Karachi through credit card (Visa/Master Card) or a debit card by logging on to: <http://iba.edu.pk/IBApayOnline.php>

The launch of the collaboration between UBL and IBA Karachi took place at the Main Campus, where Mr. Ali Hasnain, Head of Retail Bank, UBL and Dr. Ishrat Husain along with several senior executives from both organizations were present.

Dinner with the President

IBA's Alumni Department organized an Alumni Dinner at the Governor House, where, President of Pakistan and fellow alumnus, H.E. Mr. Mamnoon Hussain, attended as the Chief Guest. Alumni from as far as the USA, Bangladesh, Canada and UK flew to Karachi to meet fellow graduates. Over 500 guests attended the event, including Council-Generals of different countries, top executives from the corporate world as well as IBA Alumni, who gathered to celebrate and honour the President of Pakistan, and to raise funds for the Institute. An impressive PKR 9 million was collected from corporations and Alumni to be used for various initiatives, including the IBA Endowment Fund.



IBA Alumnus Appointed Minister of State for Privatization

Mr. Muhammad Zubair, who has been appointed as Minister of State for Privatization and serves as Chairman Privatization Commission, is an IBA Alumnus of 1980. Mr. Zubair completed his MBA from IBA Karachi in 1980, during which he was elected on the Board of Directors of IBA Karachi as a student representative. He also taught the Financial Management course as Visiting Faculty at the Institute from 1981-1986.

Since then, Mr. Zubair has had a soaring professional career. He spent 26 years with IBM (from 1981-2007) having served as the Chief Financial Officer at IBM, Middle East/Africa Region based in Dubai, and then as the Chief Financial Officer at IBM, Pakistan. He was then appointed as Chairman Board of Investment. Mr. Zubair will now be involved in making key decisions with regards to the privatization of banks and energy related organizations during the current fiscal year.



IBA's own Bookshelf

The IBA Karachi Bookshop is now open at the newly constructed Students' Centre, Main Campus. The bookshop is temporarily being operated by Book Mart, who is also operating bookshops at Jinnah International Airport. The collection includes the latest titles, popular best sellers and literary fiction in both English and Urdu. The Bookshop is offering a 15% introductory discount on all items for IBA Karachi faculty, students, and staff.



IBA Karachi's CED in Global Top Three

IBA Karachi's Center for Entrepreneurial Development (CED) has been ranked amongst the top three in the world for its programs in Entrepreneurship education by the USASBE (United States Association for Small Business and Entrepreneurship) - the world's leading entrepreneurship research and teaching entity.



Dr. Muhammad Azam Ali traveled to the USASBE Conference in Texas to present the CED's unique 6-month, fast-track Entrepreneurship Development Program (EDP). IBA-CED was chosen as one of the finalists competing for Excellence in Entrepreneurship Education Awards for the most "Outstanding Emerging Entrepreneurship Programs Abroad." The program has achieved worldwide acclaim in a very short period of time.



IBA-SBP Launch Consumer Confidence Survey Website

For the past two years, IBA Karachi faculty and students have been working with the State Bank of Pakistan (SBP) interviewing sample population from both the urban and rural areas of Pakistan to construct a Consumer Confidence Index (CCI). The Index has been refined and is now being used by the SBP for its Monetary Policy formulation. A formal ceremony was held at the SBP to launch the Index. Both SBP and IBA websites will now display the changes in the Index on a regular basis.

At the ceremony, Governor State Bank of Pakistan, Mr. Yaseen Anwar, announced the launch of the Business Confidence Index Survey as the next step between SBP and IBA Karachi that would incorporate the views of the business community nation-wide.

International Market Entry Strategies - A Short Course by Dr. Gerhard Apfelthaler

Professor Dr. Gerhard Apfelthaler, tenured professor and Dean - School of Management, California Lutheran University, visited IBA Karachi on the special invitation of Dr. Nasir Afghan, Program Director MBA, to conduct a short 1.5 credit-hour course on "International Market Entry Strategies" in January. Through video conferencing at the IBA Karachi City Campus, 25 students from the University of Management and Technology (UMT), Lahore, also participated online.

A total of 45 students and faculty members of IBA Karachi benefited from this course. They appreciated the initiative and stressed that IBA Karachi offer more such courses from foreign faculty. The final exam was conducted by the Examinations Department, IBA Karachi and included students of both institutions.



IBA Karachi to Act as Exam Center for E-learning

IBA Karachi has been selected by the ICWFD to act as an exam center for an educational project that pertains to online learning. A Memorandum of Understanding (MoU) was signed between Dr. Ishrat Husain and Mr. Asad Shah, Chairman ICWFD (International Commission on Workforce Development), which explains that although all the courses offered by the Commission will be conducted online, IBA Karachi will play a crucial role in ensuring that Student ID authentication is properly ensured.



Shedding light on this, Mr. Shah said that "The only doubt with E-learning is the difficulty to verify students' identity at the time of examination. Having a reputable institute like IBA Karachi as our exam venue will rid us of those doubts." When asked why he decided to extend this venture to Pakistan, Mr. Shah replied: "Pakistan lacks universities. Even in those universities the quality of education is not maintained at a very high level. An e-learning program could break this country's educational stagnancy". He expressed his deepest gratitude to the sponsors and supporters of the program coming to Pakistan, including Standard Chartered Bank, Rotary Club, BBCL, EFU and especially Geo for "helping spread the message". Representatives of the Geo Network were also present at the signing ceremony, headed by Mr. Imran Aslam, President Geo Network and the Mir Khalil-ur-Rehman Foundation (MKRF). Mr. Aslam said that Pakistan's education system is nostalgic and cultivates bias. He elaborated: "We have been living in the past for too long; it's time to turn our face to the future. He expressed high hopes for the e-learning program: "So much to discover, so much to explore. I bid everyone on this journey, bon voyage". Also representing the MKRF, he said he was "thrilled about this initiative, especially since we have been passionately engaged in various campaigns including "Zara Sochiye". We are very much willing to contribute towards building a conducive environment for education in Pakistan."

Dr. Ishrat said that initially these courses will be offered free of cost, but on seeing an increase in the number of students, a minimal fee will be charged to cover the project's expenses. He welcomed the proceedings of such an education boosting cause, saying "We have to work together to reach out to the hundreds of thousands of people who have been denied quality education."

The Market Leader with a Heart: Field trip to Getz Pharma

Under the supervision of Course Facilitator Ms. Nida Aslam, Faculty of Marketing, students of IBA Karachi visited the Korangi Head Office of Getz Pharma, the largest branded generic pharmaceutical company in Pakistan, in late February. Students were introduced to the prevailing issues in the pharmaceutical industry in Pakistan. They met with Ms. Nida Gazdar, Assistant Manager Talent Management; and Product Managers Ms. Sumera Fraz and Ms. Amna Latif who pointed out that the biggest issue being faced by the industry was strict economic policies. This was then followed by a question-and-answer session with a panel of seven senior managers and two directors who responded in detail to questions regarding the company, industry and the overall Pakistani environment.



Girl Rising: One Girl with Courage is a Revolution

"The future must not belong to those who bully women. It must be shaped by girls who go to school and those who stand for a world where our daughters can live their dreams just like our sons." - President Barack Obama.

Recently screened at IBA, the documentary film, 'Girl Rising'

tells the stories of nine girls determined to define such a future. These stories of strength, courage and an exceptional ability to fight against the odds move the audience to play their part in the fight for women's rights to education and equality. The power of this film left viewers teary-eyed and tongue-tied.

Ms. Alizeh Amer and Ms. Roohi Abdullah, representatives of the core team of 'Girl Rising' in Pakistan, brought the screening of the documentary to Pakistan as an independent initiative as part of her awareness campaign. As esteemed guests at the screening, they stressed a number of issues that are highlighted in the film. They said that education is inextricably linked to the state of health and economy in a country. Therefore, it is imperative that the more privileged segments of society take responsibility and tackle the issue of education in a country like Pakistan where the male-to-female literacy ratio is stagnantly at 69:40.

Dr. Framji Minwala, Chairperson of the Department of Social Sciences and Liberal Arts, encouraged the audience to spread the word about the film and its message of awareness for women's rights. Verily, Pakistan's future depends on its people, and it is up to the privileged classes to ensure that education becomes accessible for every boy and girl in the nation.



Professor Parimal Merchant

the pioneer behind Family Business Management Education

Professor Parimal Merchant is the Director Center for Family Managed Businesses Program at the S. P. Jain Institute of Management & Research, India. He has been conducting courses, workshops and seminars on Family Managed Businesses in India, Pakistan and all over the world for many years. At IBA Karachi, he completed a year-long, 10-workshop series on Family Managed Businesses at the Center for Executive Education (CEE) in September 2013. As a result of its popularity, the CEE again started the series in October 2013. It was during one of such visits to IBA Karachi, that we at The Current had the opportunity to sit with Professor Parimal and discuss the role, importance and need for management education for family businesses and its future. He also talked about his experiences in Pakistan and shared some interesting views on furthering Indo-Pak relations through education and business relations.



TC: You have been to Pakistan several times over the past year; tell us about your experience. What has it been like for you touring Pakistan?

Parimal Merchant (PM): This is my eleventh visit to Pakistan in 15 months and my experience has been fabulous. There are many mistaken notions in India about Pakistan. When I tell people in India that I am going to Pakistan, they ask me 'why Pakistan?' They are obviously under the wrong impression about this country. When I take back stories about Pakistan to India, it really is an eye-opening experience for them. Indo-Pak relations are associated with cricket and emotions and when something happens at the border there is a lot of excitement. But, when it comes to, education, business, social and cultural life, there is no information about each other on both sides of the border. It is only when I am walking in the streets of Karachi that I see virtually no difference between Mumbai and Karachi; our people, our dresses and our way of talking are all so similar. It is appreciating our similarities that I believe will generate a lot of goodwill among the people.

TC: You have been involved in family business management training and consultancy for over 30 years. Why is it important for businessmen who have inherited their businesses from their families to undertake such training?

PM: Many people think that a family business is typically a road-side business like a 'halwai ki dukaan' on the way to the airport, but family businesses can be of various sizes. If we take let's say Reliance in India or Lucky Cement in Pakistan, businesses of this scale are also family businesses. The idea that family businesses are small is a misconception.

Secondly, when we think of family businesses, we think of disputes within the business, disputes between brothers and how they broke apart. A large percentage of businesses carry on together, which people don't know about; more than 90% of businesses are family managed businesses. The remaining 10% depend on family businesses for backing like suppliers, contractors and transporters. Even on the front end - the distributors and marketers of the product - are family managed businesses. Family businesses are a very integral part of economy and society.

As far as management and management training are concerned, this is a recent science. Even in the 1900s, there was nothing much in the way of management education even in the US. Businesses used to be very small and local. But when businesses start to grow and complexities start taking pace, they need to be run a little differently. That is the time when management education plays a role. Management training has been used well by corporate giants, big companies, multinationals; but, family business is where the potential for applying management training is much higher.

TC: You said that 90% of businesses in India and Pakistan are family businesses. Did you find any differences in the family business traditions between the two countries? How have your experiences with family businessmen in India differed from your experiences with family businessmen here in Pakistan?

PM: I have worked with almost 3,000 family business students as part of my program over the last 15 years. I have interacted with 10,000 to 15,000 family businesspeople in India through various seminars, but the interesting dynamic is that - during my interactions in the last 15 months with over a thousand businesspeople all over Pakistan, through workshops and seminars in Karachi, Lahore, Islamabad, Gujranwala, Faisalabad and others - I saw a lot of similarities. Businesspeople on both sides are equally ignorant about the opportunities available. Both are inward looking, thinking that what they are doing is ultimate



in the business. When provided with opportunities to share the developments that have taken place in the field of management and with insights to help transform businesses to new heights, it seems to them like a new opening and new possibilities for betterment.

TC: In the last 15 months you have been engaged in offering various trainings in different cities of Pakistan, how has the market response been here?

PM: With us, it's not so much about the customer as it is about the need in society for the product. Is there a need in society to provide management training and input to family businesses? Yes. There is a phenomenal need. In fact, when we interact with businesspeople, we realize this is an area which has never been thought about. The realization that there is a need is phenomenal.

Now the segment that is Family Business has not been referred to in management institutes for running of businesses. Examples of success that are given again and again are Steve Jobs and Bill Gates, who dropped out of college. Businesspeople have reservations about the ways management is being taught and discussed. They get nervous with jargons and even if they attend seminars, they are unable to relate the concepts to their own businesses. So, when we communicate with them in their language and share with them examples that they can relate to, they realize that what we are saying makes sense and that we know and understand their issues. And so, their receptivity goes up. This receptivity is just as high here as it is in India. It will take some time to get them to start moving from absolute distance to more acceptance of management education. But this is still a very small portion of society; in India we have been running for 15 years and our annual intake is 300, not 30,000.



TC: India and Pakistan have many similarities, as you said. Can you identify some factors as to why India is emerging as a power in the region and a promising economy as compared to Pakistan? What could be the reasons, in your opinion, that despite sharing the same roots, same heritages that there is such a difference?

PM: Well, I am not really an expert in economic history, but two or three factors come to mind. Firstly, India came on the global map because of IT. And for some reason, IT seems to have bypassed Pakistan. Secondly, Indian businesses had been a little open to global perspectives, so, by default education about the world remained; though very small compared to what it could have been. In my interaction with Pakistani businessmen so far, I see that their realization about opportunities worldwide is comparatively lower.

TC: Tell us about S.P. Jain. How is it different from other management institutions? Please elaborate on the region's one-of-a-kind program that it offers.

PM: S.P. Jain is a very small institute, but it is among the top-10 colleges in India. It is the only non-funded institution to be in the top-10 and this is largely because we are highly entrepreneurial, highly innovative and we have very strong convictions. We believe, for example, that our students should get an MBA not only to get good jobs, but really to realize that they need to develop abilities to make a change in society. Our students don't go for a summer project at big companies; rather they go to villages for six weeks. The whole idea is to help students realize that our countries are not only top cities and multistory buildings, but that the realities we face are very different. This is a compulsory, 3-credit course and every faculty member has to be involved in ensuring that this goes well. No management school in India does it the way we do it.

At our college, we have adopted over 250 poor school-going children from nearby slum areas. Our MBA students must spend two hours per week with these students, in their homes, mentoring them. In this process, our students realize the very different dimensions of life, which, we believe, will make them more humane managers. And, it was because of our autonomy that we could do it. We don't really care about what other institutions are doing; if we think something needs to be done for society, we do it.

We started this program 16 years ago with 16 students. We now have an intake of 300 every year. It is an extremely successful program, but with a SERIOUS problem. It was a problem so serious that we had to ensure that the fathers or mentors of the students visited the college and take warning of this issue before they enrolled their children. We told them: "If your son or daughter is going to join this program, there will be guaranteed fights in your home." Why would there be fights you ask? Well, because the father would have been successful doing business in one particular way for say 30 years and along comes the child who goes to college and learns about business being done all over the world. The child would question the father and the father is not used to being questioned and disputes break out. We were facing such a problem that we had no idea what to do.





Five years ago, we hit on a key point: what if we got the fathers to also start coming to the college? They would be taught the same language that their children were being taught, bringing them all on the same wavelength. So, with this idea, we started a program for businessmen themselves. It was unheard-of, the idea of businessmen going to college. But our management team started going about marketing it, costing it, how to package it and though we started small, we now have over 200 enrollments every year.

The third dimension of our program is the involvement of women in a family managed business environment. Women of business families in India were discouraged from taking part in the business. The mindset is that if you are going into a business, it is only for work. And so women didn't work; they looked after the children, the home and the family and didn't get involved. But then these children started to grow up and didn't need such a hands-on mother. This started to create a gap - a vacuum - between the children and the role of the mother, who withdrew into the living room to watch her television serials while the father and the children talked. One woman once approached me and asked: "if something happens to my husband and my son and daughter-in-law throw me out, what is my security?" I asked her where she got this idea and she said she saw it in a television serial.

Now this is a destructive force in the minds of women who are ultimately CEO's of their family businesses. CEO here stands for Chief Emotional Officer. When there are differences, ultimately these women - mothers - are going to have a say. Perhaps from the front, maybe from the back, but they are going to be influencing force. If they have no form of exposure at all of constructive contribution, their knowledge and thinking will come from what they would have seen on their serials. So we started a program for the women of family-managed businesses.

And most importantly, businesses are becoming nuclear. If something happens to the husband and the wife knows nothing about the business or how to run it, this can be disastrous for the business. So, 20 years ago, at S.P Jain, women participants in our management education program comprised of just 10% overall; now, we have 49% enrollment. Our program for women in family managed businesses started 2 years ago and we have reached a scale of 100 participants.

TC: Tell us about your personal life and your education. How did you get into this particular field? Was it accidental or a planned choice?

PM: I think it starts with the meaning of my name itself. 'Parimal' means fragrance and fragrance has the quality that when it is closed in its bottle, you don't realize that it is a fragrance until you open the bottle and it spreads. For the last 30 years I have been involved with the global Humanist Movement, which is a group of people from all over the world who share the belief that they were born to make a difference in the world. We believe that as humans we have tremendous capacity that transcends the needs of our family and friends and that our capabilities are for contributing to the world. This is something that has always been in me.

So, my passion to come to Pakistan is because I think that family business education could play a great role in promoting peace between our countries. The purpose is not to just run a business program, taking sessions and going back; my purpose is to play whatever role possible that could eventually lead to better ties. Because everywhere I go in Pakistan, I explain the Indian perspective, and everywhere I go in India,

I explain the Pakistani perspective of things. So, in a way, I try to promote goodwill among the people on both sides and live up to the first part of my name - to play a constructive, positive role in the world.

The second part of my name - Merchant - you would be familiar with. I have been working in business for the last 36 years in various aspects and I'm a Commerce and Law graduate with a professional course in Management Accounting.

And I would just like to add that when I talk to people today - and I feel that they would discount me when I say this - I tell them that family managed businesses are the future. Our future, for India and for Pakistan, lies in strengthening our family businesses.

TC: Talking about Indo-Pak relations and the potential role that businessmen and academicians can play in strengthening our ties; do you think that we are headed in the right direction? In terms of recent events - more specifically since the elections here - what role, in your opinion, can IBA Karachi and S.P. Jain as top business institutions play in furthering the relations between our countries?

PM: At the end of the Second World War, France and Germany had totally destroyed each other. How is it that these once bitter enemies be such close business partners today? The EU has become one because it has realized that that economic cooperation makes more sense than retaining enemies. India and Pakistan have tensions, but so do India and China. But somehow, India-China tensions are kept and discussed in another room, while business is discussed in another room. They are kept separate. Indian businesspeople can freely go to China, while Chinese businesspeople can freely come to India. Investments flow freely between here and there. But, between Pakistan and India it is thought that this is impossible. Governments in both countries realize that multiple forces are contributing to this in their own way: global forces, business chambers business houses, and politicians think it makes sense.



But because education institutes are generally forerunners in society, if there is something that we believe should be done, we should be talking about it more strongly. And IBA is really doing a great job in this field through co-hosting seminars and other activities. S.P. Jain is very small compared to IBA but perhaps there is something we can do as well because of our programs in Pakistan. We are convinced that we can; it's not a question of whether or not, but rather how soon?

TC: What are your future plans with IBA Karachi? You have conducted a 10-workshop series in the last 15 months with us, but what can we look forward to in the near future? More such workshops or is there something else in the pipeline?

PM: The idea behind these workshops was just to start the ball rolling. The real substance would be when IBA itself runs a center on family-managed businesses. I understand that there is already a plan with the CED which will increase its scope to cater to family businesses. We need to get more faculty members in Pakistan to start realizing that family-managed businesses is a slightly different cup of tea, and then we can share our experiences and training with you.

When we started in 1997, we had just cut-and-pasted our MBA program to the Family Business program. Today, our Family Business program is 80% different to the normal MBA program. Professors and faculty members first need to be sensitized to appreciating the idea - and then preparing themselves to address this fact - that the requirements of family-managed businesses are different. We need to start discussing, interacting and sharing our experiences about what is different between the two and how so.

We believe that with us working with IBA, IBA will be able to play role with government agencies and offer a kind of pyramid program where we conduct 2-3 hour sensitizing workshops all over the country at high frequency, reaching out to maybe 10,000 businesses. Then, perhaps 2 seminars reaching out to 2,000 businesses and a one-year program for businesspeople reaching out to 200 businesses. And an MBA program for the children of family businesses, reaching out to 100 businesses. And then develop momentum.

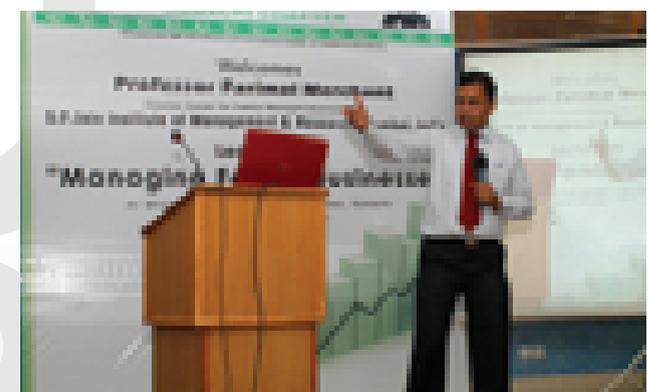
We don't need to repeat here what we spent in India doing for 15 years, making the same mistakes. Everything is ready on our end and it would take maybe 5 years for the program at IBA Karachi to reach the same level as we have in India after 15 years. And we are not here to teach. Because of so much similarity, and because of our experiences, we are here to share knowledge, because ultimately the program would have to be locally customized. In the process, we can exchange our learning and interpretations.

TC: And lastly, would you like to share a final message with our readers?

PM: I would like to share a message with the people in the field of education. Let's understand the role of education. I am also a part of a management institute where we say that people should do an MBA to get a job. There is nothing wrong with that. It is necessary. But is it sufficient? I believe that it is not. I think that education should help students to start changing their mindset and worldview. Students can be 20-year-olds or even 45-year-olds. A mindset that stems from fear for my future to a mindset that is confident about my future. A mindset that echoes what everyone else says to a mindset of conviction: "I believe this should be done like this and I will stick my neck out for it." From a mindset of waiting for others to do to a mindset that is not afraid to be a pioneer.

And, combined with all three - conviction, courage and confidence - to be really constructive, one must share COMPASSION. As part of our education, we must bring forth the idea that those on the receiving end are the better-placed members of society. Our motherland expects us to lead the less-privileged. On our deathbeds when we think about what we have done with our lives, we don't want to be looking back on "how much money did I make in my life?" but rather "how many lives did I touch?" and "where did I contribute in driving humanity forward?" See, if humans can create a mess, then human beings can also clear up that mess. If an educated person cannot understand this, then there is something wrong with our education. We cannot blame the person.

TC: Those are quite profound words, Professor Parimal. Thank you for sharing and thank you for your time.



IBA Karachi's Newest Facilities

An ongoing legacy: IBA Karachi dedicates new amphitheater to Amir S. Chinoy

IBA Karachi is one of the few universities in Pakistan to boast the facility of an amphitheater for its students. In a ceremony held on the premises of the IBA Main Campus, the newly built amphitheater - IBA Karachi's most unique feature - was dedicated to Mr. Amir S. Chinoy, Founder of International Industries Ltd. in recognition of their generous contributions and the Chinoy family legacy with IBA Karachi. Late Mr. Chinoy had not only played a pioneering role in the industrialization of Pakistan, but he was also a leading educationist having played a leading role in the establishment of the Institute in the 1950s.

The ceremony was attended by the Chinoy family, including Sharmeen Obaid Chinoy and Begum Almas Chinoy. Seeing the developments that have taken place over the years, they said that the late Mr. Chinoy would have been proud today to have helped establish a business school of such prestige. They expressed admiration at the expansion and growth that have taken place under the dynamic leadership of Dr. Ishrat and appreciated his efforts in continuing to set new standards in education in the region.



IBA Karachi Names Gymnasium after Khawar M. Butt

IBA Karachi held a ceremony to dedicate its newly constructed gymnasium to Mr. Khawar M. Butt, corporate veteran and Chairman and Managing Director of English Biscuit Manufacturers (Pvt.) Ltd. Mr. Butt and his company committed a sum of thirty million rupees to IBA Karachi for the establishment of gymnasium facilities in the newly constructed Alumni Student Center Building. The gymnasium has been named the Khawar M. Butt Gymnasium.

IBA Karachi dedicates FCS building to HBL

The recently renovated Faculty of Computer Sciences (FCS) building at the IBA Karachi City Campus was dedicated as the HBL Academic Center to mark the generous contributions made by HBL for the renovation and upgrading of the facility. This refurbished building now houses several computer labs including a modern Robotics Lab along with classrooms, seminar rooms and faculty offices.

The Chief Guests included Mr. Sultan Ali Allana, Chairman HBL; Mr. Nauman K. Dar, CEO HBL; and Mr. Zakir Mahmood, former Chairman HBL. Unveiling the dedication plaque, the chief guest said that he felt honored to have been able to contribute to the learning environment of a leading educational institution such as IBA Karachi, which strives for quality and diversity.



Chief Guests Mr. Sultan Ali Allana, Chairman HBL; Mr. Nauman K. Dar, CEO HBL; and Mr. Zakir Mahmood, former Chairman HBL tour the state-of-the-art lab facilities at the newly refurbished HBL Academic Center



Visiting Faculty Residences dedicated to Mega & Forbes Group of Companies

The newly constructed Visiting Faculty Residences at IBA Staff Town have been dedicated to Mr. M. Habibullah Khan, the founder and chairman of the Mega & Forbes Group of Companies for his generous contribution towards the construction of the facilities.

In his address, Dr. Ishrat highlighted that foreign faculty members often express concerns regarding their security in Karachi. He assured that now, with the availability of on-campus accommodation, residents would live under the security provided by the University of Karachi and IBA Karachi.

The residence premises are spread over an area of 21,500 square feet and provide: single occupancy accommodation with 11 guest rooms, spacious entrance, reception, dining hall, gymnasium, indoor play area, prayer hall, business center and common room. Residents will also have access to IBA's transport facilities to commute between the hostel and both campuses.

Newly built Prayer Hall dedicated to Mr. Parvez Abbasi

The newly constructed prayer hall was dedicated to Mr. Parvez Abbasi, late chairman of Standard Shipping Pakistan Pvt. Ltd in a short ceremony held in early December to honor his generous contribution for the construction of the facility.

The Hall is deliberately located in the middle of the campus to allow access to students for congregation and the sharing of religious ideas on a frequent basis. Breezy and well-ventilated with a scenic outer façade, the prayer hall covers an area of 3,300 sq. ft. with a hall capacity of 177 males and 27 females. There also separate male and female ablution facilities. Dr. Ishrat announced that the facility will soon be open for Friday Zohr prayers after consultation from Ulemas.



Dr. Shahid Qureshi, Dr. Ishrat Husain and Registrar IBA Karachi, Capt. (Retd.) Zaheer Ahmed along with the Abbasi family unveil the plaque and offer a prayer in front of the newly constructed Prayer Hall dedicated to Mr. Parvez Abbasi



Inner and outer views of the newly constructed "Parvez Abbasi Prayer Hall" at IBA Karachi's Main Campus



Ceremony marks contributions from Shirazi Trading



A short ceremony was held at the IBA Karachi City Campus to honor the contributions made by Shirazi Trading towards equipping the Networking Lab in the HBL Academic Block, which accommodates facilities for the Faculty of Computer Sciences. The newly constructed lab, now dedicated as the 'Shirazi Networking Lab', includes state-of-the-art networking equipment from Cisco.

The Chief Guest Mr. Iftikhar Shirazi, CEO of Atlas Foundation, along with Mr. Noorullah Hassan, COO of Shirazi Investment and Mr. Syed Habib Raza, GM Corporate Affairs Shirazi Group attended the event. Representing IBA Karachi were Dr. Ishrat Husain, Dr. Sayeed Ghani and faculty members of the FCS.



Sir Anwar Pervez inaugurates sports complex and boys' hostel

Renovated, remodeled and expanded, the Sir Anwar Parvez Boys' Hostel and the newly constructed UBL Sports Complex were inaugurated by Sir Anwar Parvez, Chairman, Bestway Group in December. A large number of dignitaries from various walks of life, Board members and top executives of UBL including its president, Atif Bokhari attended both the events.



IBA Family New Recruits



Name
Umamah Emad Siddiqui
Designation
Teaching Fellow
Date of Joining
January 13, 2014
Department
Accounting & Law
Division
FBA
Qualification
MBA, IBA Karachi-2011,
BSc (Applied Accounting)
Oxford Brookes University-2008,
ACCA-2008



Name
Muhammad Farooq
Designation
Web/Graphic Designer
Date of Joining
January 15, 2014
Department
ICT
Division
IS
Qualification
BS (CS) from Shah Abdul Latif
University, Sindh



Name
Muhammad Hanif Ajari
Designation
Professor of Practice
Date of Joining
February 1, 2014
Department
Marketing
Division
FBA
Qualification
CMA from Srilanka, CMA from
Pakistan, B-Com University of
Karachi



Name
Asim Jahangir
Designation
Lecturer
Date of Joining
February 3, 2014
Department
Economics & Finance
Division
FBA
Qualification
Masters (Public Administration in
International Development),
Harvard University, Harvard
Kennedy School (HKS); Bachelor
of Science (Hons), LUMS

Re-designations and Promotions



Name
Musawwir Hussain
Designation
Assistant Security Supervisor
Date of Joining
January 28, 1985
Department
Admin (Security)
Division
Admin
Remarks
Redesignated as Assistant
Supervisor Security Guard



Name
Mansoor Ali Khan
Designation
Executive (Examinations)
Date of Joining
April 1, 2012
Department
Examinations
Division
Examinations
Remarks
Promoted as Executive
(Examinations)



Name
Shameem Ahmed
Designation
Director HEC Projects
Date of Joining
February 16, 2008
as Manager Projects
Date of Retirement
February 2014
Notes
Promoted Director HEC Projects
on June 3, 2009



Name
Dr. Erum Maqbool
Designation
Visiting Faculty, Department of
Social Sciences & Liberal Arts
Obituary
It is with profound sorrow that we announce
the sad demise of Dr. Erum Maqbool, Visiting
Faculty in the Department of Social Sciences
& Liberal Arts, who passed away on January
24, 2014. Our condolences go out to the
bereaved family and we pray that Almighty
Allah grant them the fortitude to bear this
loss. May Allah also grant eternal peace to the
departed soul.

Obituary



Dignitaries at IBA Karachi

French Delegation visits IBA Karachi

Representatives from the Chamber of Commerce in Paris (CCI) Ile-de-France visited IBA Karachi to discuss with students the prospects and opportunities for higher Business education in France and Europe.

In a highly informative session, Mr. Xavier Cornu (Executive Director of Education and Research and Training Division) and Mr. Yves Portelli (Director International Relations Education Division) talked about the various MBA, Executive MBA, Specialized MBA and PhD programs on offer for international students by leading French universities such as HEC (ranked number 1 in Europe by the Financial Times), ESSEC and ESCP.



They also discussed the similarities and differences between business education in France, Pakistan and other countries and the career opportunities available to students around the world after the completion of their degree in Europe. They discussed the business and corporate environment of Europe, and particularly in France, for students with degrees from different regions of the world. They also informed students about the availability of scholarships, short courses and exchange programs and their benefits for Pakistani business students.



His Excellency Mr. Jamsheed Marker visits IBA Karachi

Students of IBA Karachi had the opportunity to meet and interact with one of Pakistan's most eminent personalities, His Excellency Mr. Jamsheed Marker. Mr. Marker has served as Ambassador of Pakistan continually for thirty years, in ten different capitals, along with nine further concurrent accreditations. He is listed in the Guinness Book of Records as having been "ambassador to more countries than any other person". As such, he shared with students his fascinating experiences and memories from the Colonial era, World War II, the fight for independence, the struggles during and immediately after the partition (along with the atmosphere on both sides of the border at the time) and some of the most significant moments in history in the years following.

He recalled his experiences with Pakistan's various historic leaders and politicians, quoting their examples as role models for the youth today. An overall enlightening session, Mr. Marker had much advice to give and wisdom to share.



Marvi Memon visits IBA CED

IBA Karachi's Center for Entrepreneurship Development (CED) arranged a special session to introduce Ms. Marvi Memon, member National Assembly from Pakistan Muslim League (N), to the numerous initiatives taken by the Center to foster entrepreneurial mindsets in students and groom young entrepreneurs from around Pakistan. Ms. Memon was impressed by the Center's activities as described by Dr. Shahid Qureshi, Program Director CED. She acknowledged IBA as the center of excellence in entrepreneurship development and urged students to fully utilize the services offered by the program. She also sought Dr. Ishrat's expert opinion in order to promote entrepreneurship development initiatives on a governmental level. Ms. Memon announced that she would take the initiative to incorporate entrepreneurship development into the Youth Policy Campaign launched by the Government and would want to work closely with IBA Karachi for this.



Ms. Marvi Memon on tour of the CED with Dr. Ishrat during her visit to the IBA Karachi Main Campus



Dr. Shahid Qureshi describes some of the initiatives taken by the CED to foster entrepreneurship development amongst the youth of Pakistan and IBA Karachi



Mr. Fadi Ghandour, CEO Aramex International, visited IBA-CED

Mr Fadi Ghandour, CEO Aramex International, visited the IBA Karachi Center for Entrepreneurial Development (CED) to Chair the CED Advisory Council Meeting, held in early January at the Aman CED building. Dr Shahid Qureshi (Director CED) briefed council members about the different activities being carried out in and by the Center along with plans for the future. The meeting was also attended by Dr Ishrat Husain; Mr Ali Ansari, CEO Engro Corporation; Dr Abdul Bari Khan, CEO Indus Hospital; Ms Nasreen Kasuri, Chairperson of Beaconhouse; Ms. Sana & Ms. Safinaz, CEO Sana Safinaz; and Mr Shahid Kamal, Former Ambassador to Germany. A number of faculty members also participated in the meeting as observers and took active part in the discussion.



Mrs. Roma Balwani holds seminar at IBA Karachi

With support from the Center for Executive Education (CEE), Mrs. Roma Balwani, Group Chief Communication Officer of Mahindra Group, India, held a seminar with students and faculty members of IBA Karachi, as well as guests from the corporate sector in the APWA Auditorium, IBA Karachi City Campus. She is one of India's most outspoken and influential professionals and represents one of Forbes' Global 2000 companies.

In introducing her company to the audience, she talked about the history of Mahindra Group and its success story that has led to the development of the renowned Mahindra brand. In an informative and interactive session, she talked about the company's unique communication strategy, the idea behind the new logo "Mahindra Rise", branding initiatives, CSR projects and other schemes that have led to such an incredible global presence in recent years. She also discussed with the audience possible avenues to bring the Mahindra brand to Pakistan and ways to further Indo-Pak relations through business.

Originally hailing from the province of Sindh, this was her third visit to Pakistan and she hopes to continue visiting IBA Karachi to interact with IBA students as well as the wider community and imparting her knowledge and sharing her experiences.



Nando's Misbehaviors and Consumer Misadventures



Ms. Faiza Musawer, Senior Marketing Manager, Nando's Pakistan visited IBA Karachi City Campus as a guest speaker for students taking the Consumer Behavior course with Ms. Nida Aslam Khan, Lecturer Department of Marketing. Ms. Musawer is an IBA alumna who started her career as an Assistant Manager Marketing and Research at CITY FM 89. She then went on to work with IBL Group of Companies handling Dunkin Donuts, Habitt and Millac as a Brand Manager before moving on to Nando's Pakistan in 2008 as Manager Marketing.

In an interactive and informative session, Ms. Musawer discussed Nando's communication strategy, which she called "NANDO'S MISBEHAVIORS & CONSUMER ADVENTURES". She talked about the brand's image and its persona, describing it as 'active', 'vibrant', 'young-at-heart', and 'witty'. She talked about the unique marketing strategy which distinguishes Nando's through its use of tongue-in-cheek humour and advertisement based on contemporary issues. Nando's is both local and international at the same time: while it has international brand standard and rigorous guidelines, its advertising is relevant to local markets and consumers.

Dunya News at IBA Karachi

After Geo News and the Jang Forum, IBA Karachi hosted Dunya News on the premises of its Main Campus. Thanks to students and faculty members, the auditorium saw a full-house during the successful recording of three back-to-back episodes of the program "On the Front with Kamran Shahid". Students very confidently and articulately posed intelligent and pertinent questions to all panelists and generated much heated debate and interesting discussion.



Topic: One-to-one session between Mr. Saeeduzzaman Siddiqui and students of IBA Karachi



Topic: Challenges of Pakistan from the Perspective of Youth and Intellectuals
Panel: Students from IBA Karachi: Beenish Mehmood, Hania Saeed, M. Hissam Uddin and Wahid Ali Shah
Aasia Ishaque (Secretary Information, APML [Pervez Musharraf], representing the military) Mufti Naeem
Mazhar Abbas (Journalist, representing the media) Zafar Hilaly (political analyst) Haider Abbas Rizvi (representing MQM)



IBA Karachi's Ongoing Success

Faculty of Computer Science hosts 5th International Conference

The 5th International Conference on Information and Communication Technologies (ICICT) 2013 was held successfully in December 2013 on the premises of the IBA Karachi Main Campus.

Organized by the Faculty of Computer Science (FCS) of the Institute of Business Administration (IBA) Karachi, the ICICT is a premier conference that has been held once every two years since its inception in 2005. This year's theme of the ICICT conference was "Using Technology to Create a Better World". His Excellency the President of Pakistan, Mr. Mamnoon Hussain, an alumnus of IBA, inaugurated the conference.

A large number of international and national delegates presented their work at the conference and shared their knowledge in their respective fields with the participants. While representatives of local universities came from all over Pakistan including Lahore, Islamabad, Karachi and Jamshoro, international delegates came from top-ranking universities in Australia, USA, Denmark, UK, Portugal, Egypt, Malaysia and others. The conference provided a platform for leading academics to discuss the latest developments in the field of Information and Communication Technologies (ICT) and to share their research. Ten delegates from abroad and 31 from Pakistan excluding Karachi attended the conference. In all, 28 papers were selected for presentation out of 94 submissions.

The closing ceremony was graced by Professor Dr. Atta-ur-Rahman, who described the technological advances that have taken place around the world to date. Dr. Ishrat Husain and the Associate Dean of the Faculty of Computer Science (FCS), Dr. Sayeed Ghani, also spoke at both the opening and closing ceremonies.





Featured Facilities

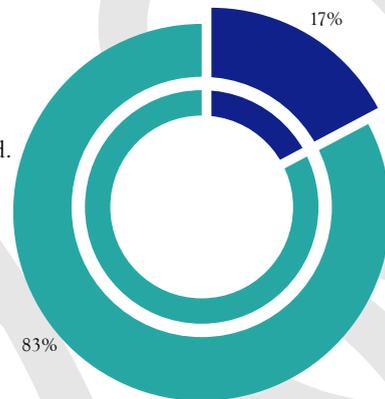
Student Polls: the Adamjee Cafeteria

Frequented by students of all programs and semesters, the Adamjee Cafeteria nevertheless remains the most ill-reputed amongst the dining facilities available at the IBA Karachi Main Campus; the others being the Aman CED Cafeteria and the Alumni Students' Centre Cafeteria. Owing to its central location - at the 'heart' of the university - and adjacent to the photocopier, it is the most easily accessible cafeteria and therefore the most populated. Most classes are held in the Adamjee block and the foyer is a central, popular meeting spot.

Would you say that the Adamjee Cafeteria is overcrowded?

According to a recent survey, 83% of the student population finds the Adamjee Cafeteria overcrowded.

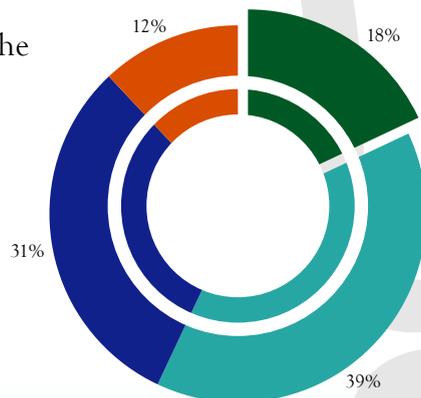
yes	83%
no	17%



Since IBA Karachi recently introduced two new programs, there are a greater number of students to which the cafeteria must now cater. Also, with students frequenting the facility several times a week, there is greater pressure on the service in general. The two newer facilities, although spacious, neat, clean and well ventilated, struggle with a sufficient food supply to meet the needs of the growing number of students. Adamjee has of old been overused and its condition has deteriorated; most of the seats are broken and the air conditioning does not work. These make for an altogether unkempt and stuffy atmosphere.

How often do you eat at the Adamjee Cafeteria?

Once a week	18%
2-3 times a week	39%
5-6 times a week	31%
All the time	12%

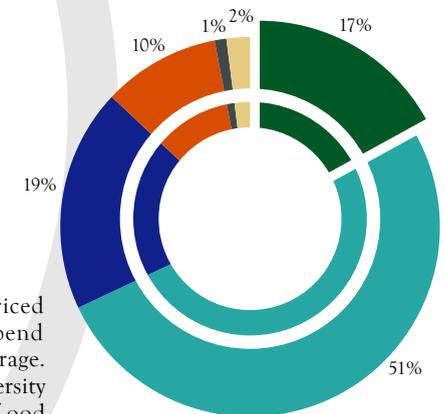


The survey also indicates that the Adamjee Cafeteria is by far the least favourite of the three cafeterias at IBA Karachi. With overcrowding being a major grievance amongst students, 96% of the student population feels that the cafeteria should expand to the first floor. Most students prefer the cafeteria situated in the Aman CED building and to a lesser extent the Students' Center Cafeteria.

Students and faculty members alike complain that the food is not always available and runs out a little too soon. Biryani being the most favourite dish, and also the tastiest, is almost never available after the break; Naan and salan roti are also almost never available and even water bottles run out by the end of the third and fourth slots. Those unable to eat during break find empty dishes littering the tables after 2:30 p.m.

How much do you spend on average per visit?

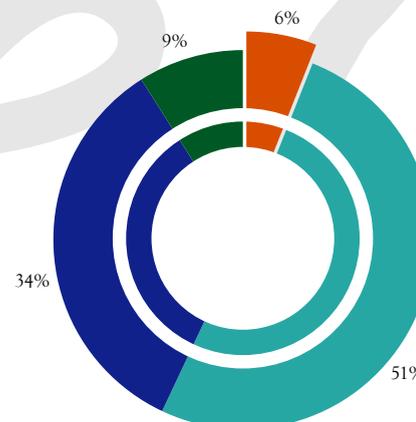
Less than Rs. 50	17%
Rs. 50-100	51%
Rs. 101-150	19%
Rs. 151-200	10%
Rs. 201-250	1%
More than Rs 250	2%



Students find the food reasonably priced with 51% of students claiming to spend between Rs.50 to Rs.100 as a daily average. Many set the canteens in Karachi University as benchmarks, remarking that the food available outside IBA Karachi is not only cheaper but also more hygienic and fresh.

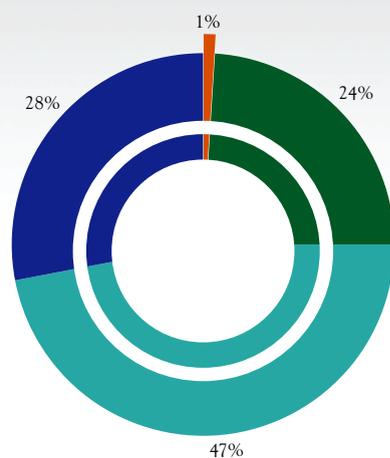
How affordable do you think food is generally?

Very affordable	6%
Reasonably affordable	51%
A little expensive	34%
Very expensive	9%



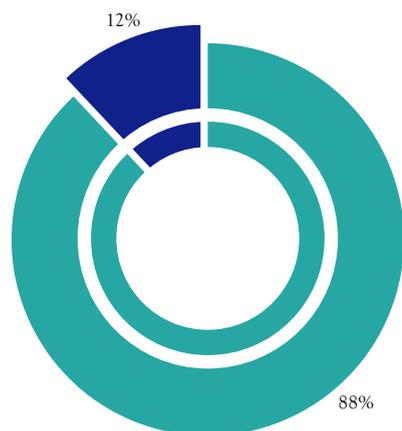
How healthy, in your opinion, is the overall menu?

Very healthy	1%
Quite healthy	24%
A little unhealthy	47%
Extremely unhealthy	28%



Would you like to see a healthier menu available at the cafeteria?

yes	88%
no	12%



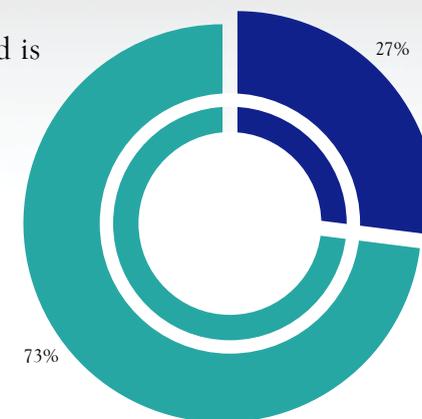
When asked what they would like to see added to the menu, popular suggestions included: Chinese dishes, homemade food items, fresh fruits and fruit juices. In a never-ending list of personal-favourites, other healthier alternatives included milkshakes, vegetarian food items and better oil for fried items.

Students were also asked which of the food items was their favourite (or least favourite) and sandwiches were voted out, seeing as it is just plain bread slices pasted together with small chicken chunks lined around the edges, biryani is the most popular dish here closely followed by biscuits and chips.



Do you think that the food is hygienically prepared?

Yes	27%
No	73%

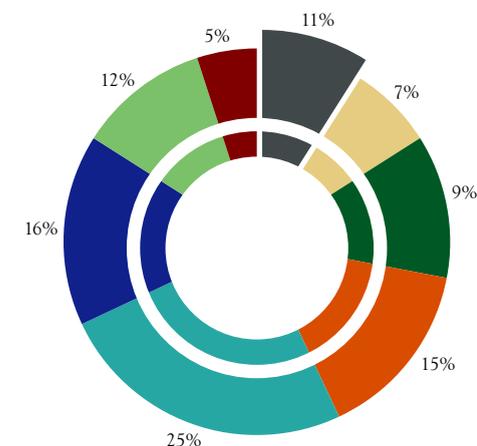


According to the survey, 68% of the student body called for improvements in the food quality, 67% of the students complained about the furnishings saying that the unmovable and broken seats make for very uncomfortable hangouts and 48% voted for improvements in the food quantity. The fixed chairs are impractical and take up too much space and according to one of the students it looks 'like a roadside hotel'.

With an average overall rating of 4.57 out of 10, it cannot be denied though, that amongst all the hustle and bustle, the crowded and stuffy atmosphere and the broken chairs, the Adamjee Cafeteria is by far the liveliest place on campus. One encounters new people on a daily basis and well...it has food!

On a scale of 1 to 10, how satisfied are you with the Adamjee Cafeteria?

1	9%
2	7%
3	12%
4	15%
5	25%
6	16%
7	11%
8	5%
9	0%
10	0%



Content compiled by:

Content for this section and the next has been compiled by the following students.



Wafa Fatima Isfahany
BS (Social Sciences), Semester II



Warda Imran Sheikh
BS (Social Sciences), Semester II



Maryam Tajalli
BSEM Semester III

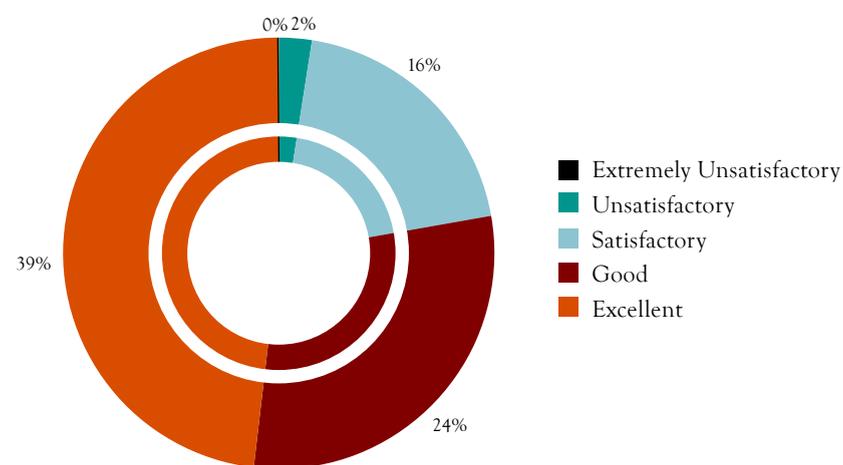
With special thanks to the IBA Photography Society for providing photos



Student Polls: Behold the Alumni Students' Center

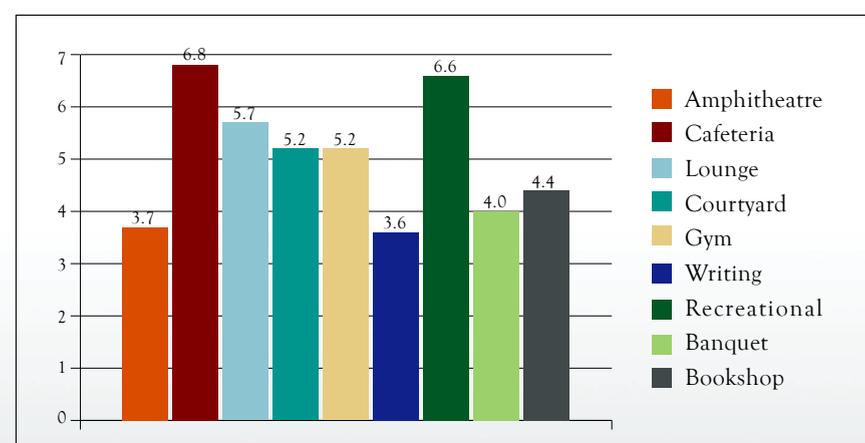
The Alumni Students' Center has turned out to be a magnificent jewel in the crown that is the IBA Main Campus. The Center sprawls at the edge of the premises and features a multitude of facilities including an Amphitheater, Gym, Banquet Hall, Book Shop, and various indoor game arenas. After waiting for months to gain access to the facility, students were overjoyed at the opening of the new building.

A survey conducted on the students of IBA showed that an astounding 93% of the students find the new addition to the campus welcoming and comfortable. The popularity of facilities in the building can be gauged by the number of students that come back to play badminton or avail the gym after university hours. The survey results also showed that only 2% of the students deem the Student Center Unsatisfactory, 30% consider it good, and the rest of the 48% find it excellent.



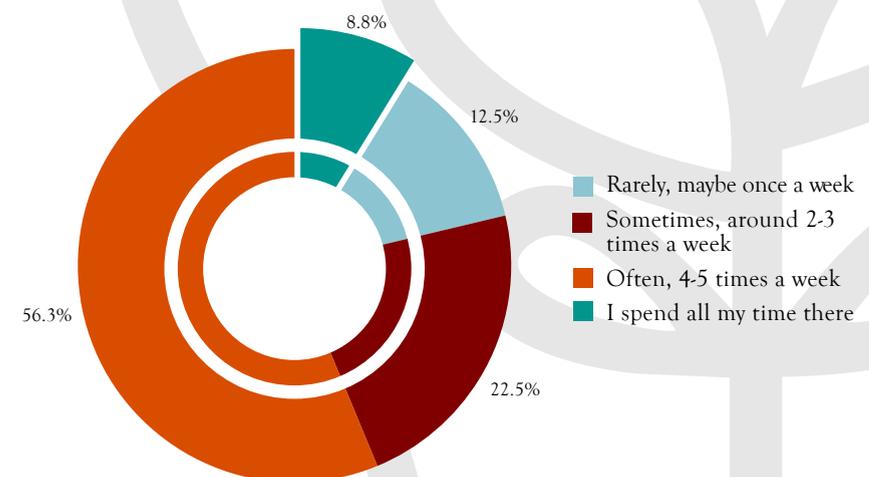
How would you rank the Student's Center overall?

Majority of the students rated the Student Center cafeteria highest in terms of usage amongst all its facilities (6.8 on a scale from 1-10); "it's comfortable and it's appealing" said an MBA student about the cafeteria. The high ratings can be credited to its spacious area, tasteful furniture and overall ambience. Despite their appreciation of the cafeteria, students are still awaiting seeing external vendors being set up. "The Students' Center Cafeteria should have more variety and not just things which are already available in other cafes in the campus". The gym and recreational facilities follow the cafeteria close behind in terms of popularity. 50 out of the 80 responses declared the recreational facilities as the most appealing.



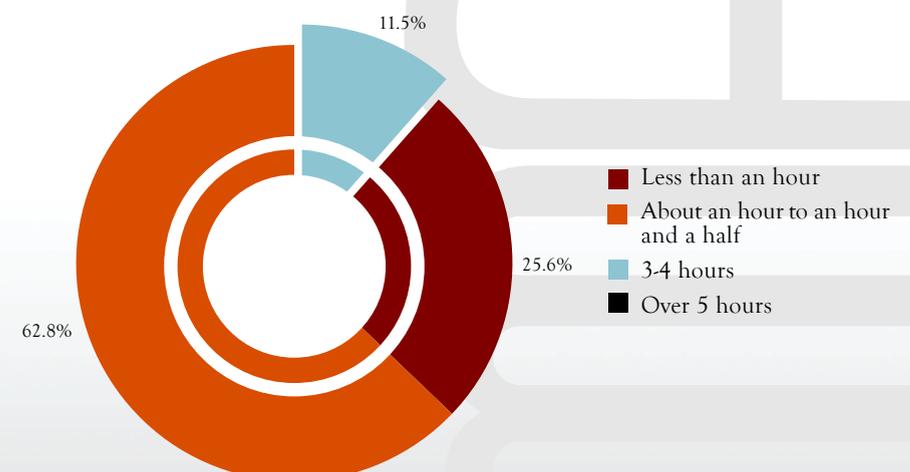
Which facility/ies do you avail most at the Center?

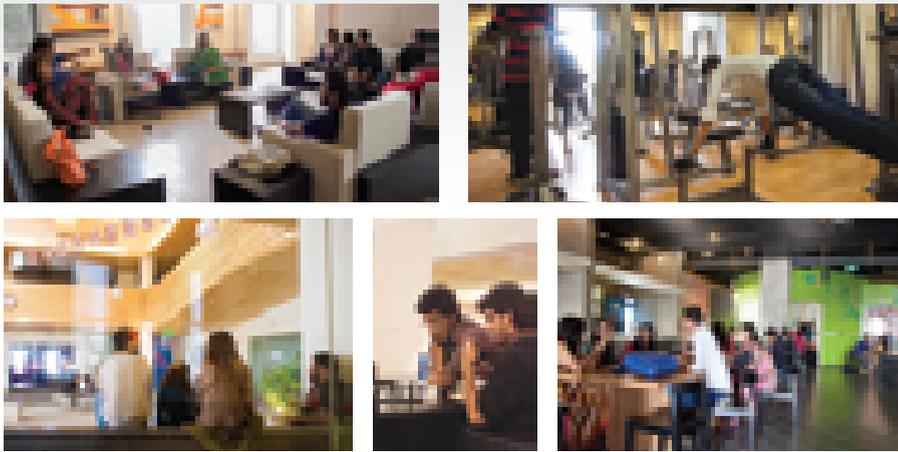
How often do you visit the Center?



Students avail the breaks between classes to work out and indulge in indoor sports when previously the breaks were almost exclusively spent chatting around. A BS-EM freshman surveyed said, "I like sports, its time well spent in the pursuit of health and fun and I'm glad we now have space on campus for it". The survey results also showed a lot of enthusiasm regarding badminton and while being appreciative of the current facility, students hope for an extension in the area allocated to recreational activities, "The badminton courts are small and congested. Given the area of the center it should have been 2 great spacious courts, but unfortunately more space was given to hall and café".

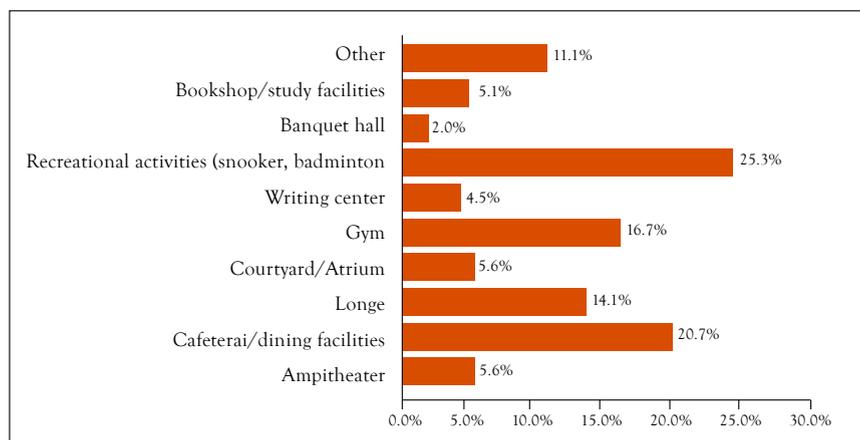
How much time do you spend at the Center on average?



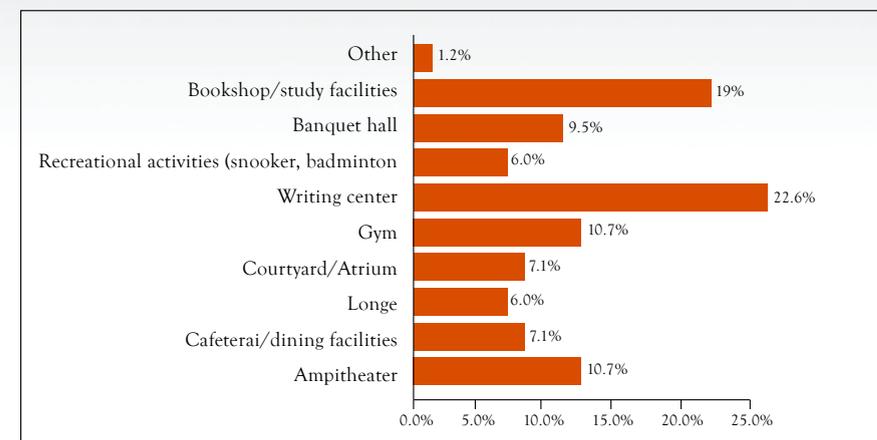


The survey also revealed that students' perception of the Student Centre is very un-academic. This was proven by The Writing Center and the Book Shop being voted as the least favourite facility and also the least used: only 1 in 9 students showed interest in the aforementioned. Another interesting find was the lack of gusto regarding the Amphitheatre, it was also low on the ratings (3.7 out of 10) and students showed confusion regarding its purpose and safety: "It's big and nice; but I don't really know what to do with it" and "It hasn't been used for any events and poses security threats as its visible from outside".

What facility/ies do you like the most in the Center?



What facility/ies do you like the least in the Center?



In spite of various complaints, the overall consensus of the survey was positive. Students seemed ecstatic about having a Students' Center added to the facilities of IBA Karachi and said that they did not mind waiting as it improves further. A Junior-year student succinctly summed it up when she said, "The infrastructure and facilities are beyond our expectations. BRAVO IBA!"



Testimonials



Rafay Shaukat

Would you like to see any changes in the student center?
The TIMINGS! I would like to improve on the timings. It closes very soon, at 7 p.m. and that's not right because a lot of us stay till 9 or 10 p.m. And another thing is that the gym timings are based on a token system and the tokens are not always available.

Do you use the sports facility often?
The badminton court, yes.

Do you have any suggestions for the sports facilities?
They should not allow shoes on the badminton courts, that will mess it up.



Mariam Rehman

What do you think about the students' center?
It's amazing. I love the interior and the architecture. I love the lounge; the café needs to add more variety though.

Do you use the students' lounge often?
I just shifted from the city campus!



Ammar Latif

Do you have any comments about the students' center?
It is a nice place to hang out, I like to play sports.

So, do you use the sports facilities often?
Um... I try to use them but they're too crowded. I would like to play pool but I have never had the chance to play. I have played tennis a couple of times. I am glad that these facilities are there, it's just that we don't get the chance to use them.

What would you suggest to change that?
We could increase the number of pool tables! But one suggestion I would give is to open the coffee shop really soon and stock it with lots of coffee!



Fostering Future Leaders: an interview with Dr. Nasir Afghani



“In the past, the purpose of education had been to gain enough knowledge and to develop the right skillset for a specific job. Today, however, knowledge is available on the internet; one need not go to university simply to acquire 'knowledge'. Modern-day Education is increasingly becoming about generating new ideas and creating a personal vision for the future. It is about learning to transform ideas into commercial success. It is about finding one's purpose and fostering one's talents and passions and aligning them so as to make positive contributions to society. Education is about challenging age-old beliefs to find new possibilities that help make sense of today's reality.”

Such were the words shared by Dr. Nasir Afghani, Assistant Professor and Program Director MBA, when asked about the values of contemporary education. His MBA program has undergone a recent transformation, and we at The Current had the opportunity to discuss with him the new aspects of the program, the potential benefits and the challenges he sees ahead.

The Current (TC): Why did you feel there was a need to modify the MBA program?

Dr. Nasir Afghani (NA): Businesses are continuously transforming their business models, and so, as educators we must transform business education accordingly. Business education today is not just about business management and functional skills; rather, it is about having a positive attitude towards possibilities and learning to work as a team. It is about collaboration and solving problems together. It is about doing something meaningful that will sustain and benefit all. It is also about running global operations from a very localized environment.

TC: What are the key elements of your MBA program that help prepare students for future careers?

NA: The MBA is IBA's flagship program. It has been carefully developed after feedback from CEOs, industry HR experts, international and local academics, IBA alumni, faculty and students. The two years are planned in a way that each element increases relevance and rigor in preparing future business leaders. Some of the key elements of the program are:

- ▣ A curriculum aligned with modern commercial and business needs that incorporates a mixed pedagogy of case-study method, lectures, simulations, reports and research, assignments
- ▣ Mandatory work experience which helps with on-the-job learning
- ▣ International exchange program and International visiting faculty
- ▣ Vibrant campus life that allows leadership training through student societies and meaningful co-curricular activities
- ▣ Career counseling; and personal development training for Interpersonal skills, team building, communication skills

Together with our core values “Truth, Discipline, Integrity, Tolerance, Creativity, Merit and Humility”, these elements provide an enabling and fostering environment that develops students personally and professionally.

TC: How does the curriculum reflect the changing trends and needs of businesses? Could you pinpoint specific courses?

To capture new and emerging trends, our MBA program offers courses such as International Market Entry Strategy, Social Media Marketing, Global Supply Chain Management and Global Outsourcing Courses, Islamic Finance and others. Together with the core courses, the specialized courses prepare students for the challenges of dynamic businesses and the corporate world.

The curriculum has been developed by top local and foreign faculty and academicians with the help of corporate leaders and intellectuals with a careful consideration to the changing trends and needs of businesses. The curriculum of MBA program caters all the modern business requirements. In every course, there are guest speaker sessions, in which we invite distinguished figures of that particular field who share their experiences and also enlighten students about the emerging needs. Every course also includes a session on ethical dilemma faced by managers and student develop skills how to manage the paradoxes and dilemma in real life situation.

TC: How do you prepare students for practical aspects of life?

NA: Our entire curriculum is focused on preparing students for their practical lives. At IBA Karachi, the purpose of business education is to prepare future business leaders with independent minds. We work on their thought process, their abilities to think and act independently. We prepare them to ask challenging questions. We work with them on their written and verbal communication skills. We, of course, develop their knowledge in various disciplines such as marketing, finance, accounting, operations and strategy. We groom them as general managers to not only manage people, but also business operations and financial resources while always making ethical choices.

We offer an MBA Experiential Learning Project (ELP) that provides students the opportunity to understand the complexities and needs of a real business. The MBA Project enables students to execute a challenging assignment which helps students to develop skills such as problem-solving; designing and conducting real life research; interviewing; and report writing. It also provides an opportunity for them to enhance their decision-making, leadership and team building abilities. The MBA Project also helps students in developing job-related networks that are important for their future. The outcome of the MBA Project is a detailed implementation of solution to some of the more challenging managerial and organizational problems.

Case based teaching has also been very successful in training students for their roles as future business leaders. Studying local and international cases is one of the effective tools used in learning all around the world, especially at graduate level. It is the best way to apply theory to practice and develop their analytical thinking, decision-making processes and their creativity.

MBA students are IBA's assets. We continuously invest and add value in our assets. We educate them by providing the best possible environment for learning and personal development.



We do it by developing their business acumen, preparing them for real life ethical dilemmas, conflicting decisions and paradoxes and developing them as competent and socially sensitive business leaders.

TC: All MBA applicants are required to have two years of work experience - when was this criterion put in place at IBA Karachi and why it is important?

NA: In Fall 2010, IBA Karachi revamped its MBA program and launched a new program in which two years' work experience after 16 years of education was made a mandatory requirement. This condition has helped us in admitting students with more mature and assimilative mindsets, rich and diversified backgrounds with the knowledge of the practical world and an understanding of future challenges. These students have a strong desire to learn and develop themselves. Most of them finance their studies themselves and therefore value the learning process. They are self-motivated and challenge each other and faculty members during classroom discussion. The work experience facilitates a rigorous peer learning environment in which people from different academic and professional backgrounds share their knowledge and experiences.

However, I think we should be open to flexibility with the two years' work experience requirement because some of our BBA graduates find two years a little extensive and have suggested that one year's experience would be sufficient for pursuing their MBAs.

TC: Can previous experience be a hindrance in terms of learning as students may have preconceived notions about how things ought to be done?

NA: Our admissions process ensures that only talented students with a thirst for knowledge join our program. Their experiences not only foster peer learning but also encourage healthy debates in the classroom. We encourage class participation and reward those students who actively participate in class discussions. Students who have preconceived notions are challenged by their colleagues and asked to substantiate their positions with help of arguments, evidence and reasoning.

TC: Does IBA Karachi have partnerships with corporations to determine the changing needs of businesses? If so, who are these partnerships with and can you explain exactly how they work?

NA: We have external linkages and partnerships with many renowned local and global academic and corporate organizations. IBA Karachi has a CEO advisory board, which provides biannual feedback on the program and the graduates' performance. IBA Karachi also has an International Experts MBA Review Committee that conducts an MBA audit every two years. Our strong alumni network is established in almost all local and multi-national corporations and we continuously receive feedback from them regarding quality of our education and modern needs of business studies. We have close links with corporations as they train their executives and managers at our Executive Education programs.

We also draw top level managers as Visiting Faculty members and hold continuous focus groups with them.

TC: Are there aspects of the curriculum that go beyond learning and help to develop other essential skills such as critical thinking, problem solving etc.?

NA: Our MBA program objective is to develop ethical business leaders and not just managers. We develop and groom their competencies including leadership skills, critical thinking, creativity and design thinking, out of the box thinking skills, team building skills, presentation and communications skills with entrepreneurial mindset. Analytical problem solving skills is how to ask questions and see problem from different point of views. We inculcate in our students a drive for success, strong discipline and hard work. We achieve this with the combination of our curricular and co-curricular activities. It is the whole MBA experience at IBA that makes the learning beyond curriculum. At IBA they transform themselves, challenge their old assumptions and old attitudes and old behaviors. After two years at IBA Karachi they are not the same, but the best is yet to come.

TC: Does IBA Karachi help MBA students with job placements?

NA: IBA has a separate department known as Career Development Centre (CDC) solely for this purpose. The CDC is dedicated to providing students with the tools and resources necessary to successfully manage their career goals. It provides CV-writing workshops and conducts mock interviews and tests to prepare graduates for the recruitment process. The aim of the CDC is to connect employers with qualified candidates to effectively meet their recruiting needs. We organize career fairs and on-campus recruitment drives, as well as publishing positions on our portal. We also publish a Graduate Directory that is sent to all potential employers.

TC: Many of your visiting faculty members are professionals working in the industry - how do you ensure that their time in the classroom reflects the practicalities of the business world and yet doesn't veer too far from the prescribed curriculum?

NA: IBA Karachi follows a stringent screening process for carefully selecting its faculty members. Our faculty is composed of highly qualified, talented and passionate individuals. Since it is essential for MBA faculty to have working knowledge of the industry, we hire those professionals who have the relevant academic degrees, professional experience and functional knowledge. Thus, visiting faculty bring a rich and diverse experience into the classroom. Every course is carefully monitored by the Program Director, Chairpersons and Course Auditors so that it doesn't deviate from the prescribed curriculum.

TC: Is it necessary that the IBA Karachi faculty be encouraged to undertake research?

NA: Our fundamental belief is that if a faculty member does not continuously engage in acquiring new knowledge in his or her discipline area he or she will not be able to add value to classroom teaching. Research, company assignments and case studies by faculty members are integral parts of their professional development. Therefore, IBA Karachi has an incentive system that encourages its faculty to undertake research. The compensation and reward system are tailored to promote research. IBA Karachi provides research grants and also rewards when research is published in some of the world's best journals. Learning is a continuous process and participation in international professional conferences, seminars and collaborative research work is encouraged to help generate and disseminate new ideas, new knowledge, new methods and new solutions. Research is an integral part of our pursuit towards excellence.

TC: What do you see as future challenges for the MBA Program?

NA: The biggest challenge is to attract and motivate faculty members who fully understand the future demands of business education. Concepts and ideas in marketing, finance, supply chain, strategy and business models are changing. Mobile and social media technology have already transformed business models and are transforming business education. Organizations are valuing ethical, flexible, global, positive and fun-to-learn attitudes. Similarly, young individuals want fast growth and social networking, and connectivity and international careers. Graduates are more interested in international experiences than just having MBA degrees. They want to live a full life not just work to earn living.

The second challenge is the availability of financial resources. We need to provide faculty and academic staff the necessary support, such as on-campus housing, transport, health insurance and other benefits.

Finally, the development of an academic culture that allows faculty members to freely peruse basic and applied business research is another challenge. They should possess curiosity for knowledge and a passion for teaching.

To me these three challenges are linked with each other therefore we have to make progress in all three areas, which is yet another challenge.



IBA Karachi Celebrates the Spirit of Excellence: Convocation 2013 Highlights

A total of 419 students were conferred degrees for the successful completion of their various undergraduate and postgraduate programs. An audience of almost 1500 included proud parents and members of faculty, along with eminent personalities from academia, corporate and public sectors, including a large number of heads from business and corporate sector institutions; Dean and Director IBA Karachi, Dr. Ishrat Husain; and honourable Chief Guest Mr. Nisar Khuhro, Minister for Education and Literacy, Government of Sindh.

This year, members of faculty were presented monetary awards and recognition for their research and contribution to academia. The Best Teacher Award went to Dr. Amber Gul Rashid, Director QEC and Assistant Professor; and the Best Researchers Award was jointly shared between Dr. Hisham bin Zubair - Assistant Professor and Program Director, Computer Science; Dr. Sajjad Haider - Associate Professor, Computer Science; and Dr. Heman Das Lohano - Associate Professor, Economics and Finance and Coordinator MS (Economics). Two faculty members - Dr. Syed Irfan Nabi and Dr. Syed Muhammad Faisal Iradat - also received their Doctorate in Computer Science. Syed Babar Ali was awarded the honorary degree of Doctorate in Management for his outstanding services in the field of Education Management.

Also as per practice of the last two convocations, services of staff members were acknowledged as well. As many as 19 staff members became proud recipients of 'Performance Awards'.

Outstanding achievers:

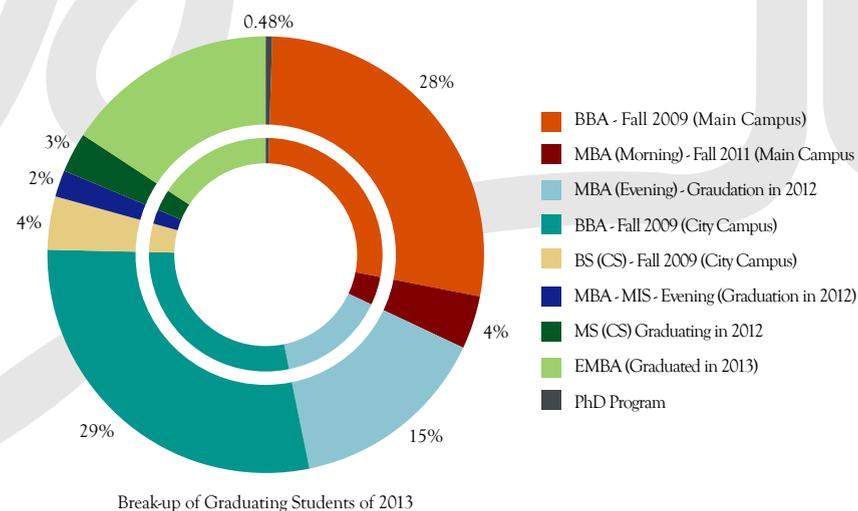
Overall Best Student - Graduate Program:
Ayesha Mahmood Khan - MBA Fall 2011

Overall Best Student - Undergraduate Program:
Sadiah Shahid - BBA Fall 2009

Overall Marketing Gold Medal:
Ayesha Mahmood Khan - MBA Fall 2011

BS MIS Project Gold Medal:
Salik Aziz Khan - BS CS 2009
Syeda Khushbakht Rizvi - BS CS 2009
Ayaz Ali Qureshi - BS CS 2009

Best Student Society of the Year:
Public Speaking Society



Break-up of Graduating Students of 2013

Quotes:

Mr. Khuhro congratulated all students, faculty and achievers for their accomplishments, saying that IBA Karachi, with more than half a century experience, is one of the few pioneering educational institutions in Pakistan. He said, "Academic institutions do not survive on past achievements and glories alone; they thrive on their vision of the future. Indeed it is even more gratifying to note that IBA has vigorously embarked upon a new era of growth, expansion and rise in tune with the changing needs of the times." He appreciated the new programs now being offered at IBA Karachi, saying that the launching of programs in entrepreneurship and the introduction of collaborative degrees in accounting and finance, social sciences and liberal arts are "testimony to IBA's zest for quality in education and enriching of its product to keep it in step with growing competition."

He further added: "I consider lethargy and inactivity as ailments akin to corruption - it is time that respect and honour are given only to those who selflessly serve the masses." As a final word of advice he added, "The poor and the deprived desperately look up to you with hopes and aspirations; serve them with all resources at your command. That will be the crowning glory of the education you have received."





Photo Credit: Wasay Farooqui, Owner and Photographer Paradigm Shoot.



Study Tours

Dubai Study Tour 2014

In January 2014, 46 students from the BBA and MBA programs embarked on an exciting 5-day retail study tour to Dubai. The opportunity allowed them to venture outside of Karachi and beyond the walls of their classrooms and experience an all-encompassing global perspective that would broaden their horizons while being exposed to cross-cultural differences in a city now known for its heritage and its progressive thinking. Activities included:

- An interactive and highly engaging session with the IBA UAE Alumni Chapter who spoke about the career prospects in UAE in particular and the GCC in general. They highlighted the upturn of the UAE market and opportunities in the Middle East as a result of Dubai winning Expo 2020 bid
- Visits to the Deira City Centre, Ibn Battuta Mall, the Atlantis resort on the Palm island, the Global Village, the Mall of The Emirates and Dubai Mall
- Corporate visit to Mondelez International, formerly Kraft Foods where they were given a holistic view of the biscuits market consisting of renowned brands like Oreo, Ritz, Sarita and ChipsAhoy!
- A series of presentations made by students to the accompanying faculty members, Mr. Jami Moiz and Ms. Farah Naz, regarding the groups' assignments - selecting a category and studying store layouts, merchandising, shopper behavior, store environment and service levels, competition
- Journey to Dubai Festival City, where, at the IKEA store, they learned about furniture retailing
- An insightful visit to Bloomberg where they witnessed real time financial decision making taking place around the globe

Overall, the trip not only provided the valuable experience of the various aspects of an international market, but also helped in applying the retail, brands and consumer behavior concepts that are studied in class.



Malaysia Study Tour 2014

Under the supervision of Dr. Amber Gul, a group of students went on the IBA Study Tour to Malaysia for a period of one week at the end of January, 2014. The trip provided students with the opportunity to broaden their thinking beyond the classroom. Malaysia was an ideal place for them to gain international exposure, as it is a country rich in cultural diversity and heritage. Its recent progress and development can also be used as a model by developing Islamic countries like Pakistan.

The weeklong activities included:

- Mingling with restaurant owners to learn more about Malaysian dining
- Visits to retail outlets
- Experiencing the rich heritage of Malaysian culture at the Cultural Centre
- Learning about the various PhD and Exchange opportunities available at the University of Malaya (UoM), which included a visit to the UoM museum housing a collection of centuries-old articles; even an article from Pakistan
- A corporate visit to F&N Beverages, where they saw the entire manufacturing process during the plant visit. This trip turned out to be quite inspiring as they discovered that the Managing Director of F&N Beverages, Mr. Khalid Alvi, is an IBA Karachi alumnus and currently placed at the head of a company that enjoys higher Malaysian market share than Pepsi Co. and Coca Cola combined
- Exploring tourist attractions, including China Town, the KL Observation Tower, Petronas Twin Towers, The Chinese Temple, and The King's Palace. They learned how the appeal of tourist attractions can be very lucrative for local businesses, providing employment and improving the economy of Malaysia
- Another corporate visit was made to Philips. The MD of Philips, Mr. Ali Jaleel, is another success story of an expatriate Pakistani
- Visit to Penang, a seaside resort and Penang Hills which involved an incredible uphill tram journey with breathtaking views

The trip broadened the horizons of students' thinking and gave them international exposure that will help them in their professional lives and also made them more confident in handling new situations.



IBA Karachi's Outreach Initiatives

(Content contributed by Syed Rizwan Ali Bukhari, Senior Executive NTHP/SFP)

IBA students experience Murree for Capacity Building training

A journey by bus is definitely an amusing experience. The students of Sindh Foundation Program - Batch 2014 had the unique opportunity of visiting Murree for a three-day Capacity Building Workshop sponsored by the Punjab Educational Endowment Fund (PEEF), IBA Karachi and the Government of Sindh. The objective of the workshop was to train the high achievers of the Program in Soft Skills and Personality Development (Communication, Leadership, Thinking, Presentation Skills, Psychological Assessment / Personality Profiling). This training was held at the Youth Development Center (YDC), a residential facility in Punjab House, Murree. The trip was accompanied by the Coordinator - Dr. Zeenat Ismail (Professor, Department of Social Sciences & Liberal Arts).

Speakers from diversified fields educated students and provided insights to help them realize their visions. Outdoor activities like Bonfire Night, Walk of Punjab House, participation in the PTV program 'Young World Program' and a visit to Wild Life Park and Mall Road were not only fun activities for the students, but also an educational experience. Speaker sessions included talks on: Internal & External Securities Issues of Pakistan; Stress Management; and Personality Development.



NTHP reaches TCF High Achievers:

The Office of the National Talent Hunt Program (NTHP) held an interactive information session in collaboration with the TCF Alumni Department at the IBA Karachi Main Campus. It was organized with the aim of reaching out to and guiding and counseling the young, but less privileged scholars from TCF schools who cleared their matriculation examination in 2013.

It started with a formal presentation about the institution and why it should be the college of choice for the most extraordinary individuals. This was followed by an introduction to all undergraduate programs offered at IBA Karachi by their respective student representatives.

Later, Nadeem Hussain Arain, a TCF alumnus, spoke about the NTHP and how it has changed many lives. He guided the students step-by-step through the application process and worked with them on a sample admissions test.



Syed Shahraiz Shahid Gul of BBA -V has been selected for The Washington Center (TWC) Program for Spring Semester 2014

He is one of the meritorious students inducted into IBA Karachi through the National Talent Hunt Program of 2011. It is a great honour for the IHSAN TRUST and IBA Karachi that he has been accepted into such a prestigious program and has been granted the opportunity to spend his sixth semester in Washington DC, USA. Syed Shahraiz has indeed set an example for future students from the less privileged areas of Pakistan who aspire to excel in their fields and adopt a more global approach towards their studies and careers.

IBA Karachi welcomes students from rural Sindh

IBA Karachi held an orientation ceremony for the second batch of students for its Sindh Foundation Program (SFP) for the academic year 2013-14. Dr. Zeenat Ismail, coordinator of the Program, welcomed Mr. Aijaz Ahmed Mahesar, Additional Secretary, Community Development Program (CDP), Planning & Development Department (P&DD), Government of Sindh, as the newly inducted students were introduced to the Program and its academic significance.

The Sindh Foundation program is a unique six-month initiative, in joint collaboration between IBA Karachi and CDP, which aims to indent the meritorious-cum-needy students from less privileged districts of Sindh to develop the skills required to fulfill the entry requirements for undergraduate programs offered at IBA Karachi and elsewhere. During the program, students are provided free lodging and accommodation at the IBA hostel, as well as free course material along with a monthly stipend to cover their personal expenses. Around 38 students have already benefited from the first batch of Sindh Foundation Program 2013.

During his address at the orientation, Dr. Ishrat Husain urged the incoming students to avail the institution's facilities to the fullest and focus more on understanding concepts rather than rote learning them. Mr. Mahesar emphasized the importance of the program as a unique opportunity for students to groom themselves rather than just clearing the tests of universities.



Events & Activities

Inspire: A Case Study Competition



Inspire 2013 brought together the country's brightest and most talented minds under one roof, with the aim of encouraging and advancing Human Resource Management in Pakistan. Thirteen major institutes and universities, including IBA, KSBL, FAST, KU, INDUS, and ICAP competed in the year's first official event organized by the IBA Human Resource Club. Held in collaboration with the Pakistan Society of Human Resource Management (PSHRM), the event was designed to test theoretical knowledge as well as creative thinking of the participants.



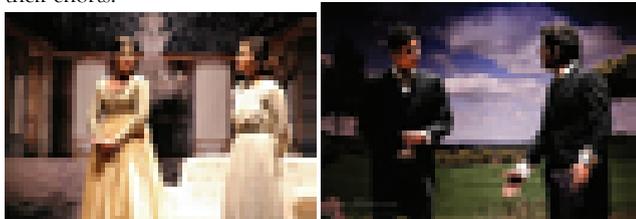
"Why a Child Cries?" - A talk on Nature

IBA Iqra Society recently hosted a talk by one of the most inspirational guest speakers, Mr. Atif Ahmed Butt. The talk focused on

the natural psychology, behavior and attitude of mankind with respect to the Quran and Sunnah. He discussed "fitrah", meaning "design" - a design that calls upon a designer and a function that leads to a purpose. Dotted with examples from across the globe, he interpreted for his audience the manmade perception of nature versus the divine perception of nature.

IBA Literary Society performs adaptation of Jane Austen novel

The IBA Literary Society brought to life the timeless novel Pride and Prejudice by Jane Austen in a theatrical performance staged in the G&T Auditorium at the IBA Karachi Main Campus. The cast and crew comprised of IBA students; makeup was provided by ANAM Beauty Parlor, Omoré (Engro Foods) were the sponsors of the event and ARY Digital served as official media partners. Guests included Ms. Azra Mohyeddin, Mr. Faisal Qureshi and Ms. Maria Wasti who were highly appreciative of the talents of the students and offered much praise for their efforts.



Adventure Club Winter Trip 2014

The exciting 10-day trip to Kashmir was organized for 34 students, who embarked upon a journey amidst snow-covered peaks, dense forests, winding rivers and green plateaus. Students explored Neelum, Jhelum, Rawalakot, Banjosa, Jagran and others.



Paragliding

Students experienced the freedom of flight in the form of paragliding. This fantastic trip included offroading, mountain trekking, followed by paragliding and finally ending at the seashore with a breathtaking view of the setting sun.



CWS Bake sale

The Community Welfare Society arranged its most awaited Bake Sale this season with a myriad of new ideas and decorated arrangements. Students set up stalls to sell products and conduct activities to attract as many customers as possible. The prime objective of the event was to raise fund for the TCS primary school project initiated by CWS this year.



IBA Economics Club and Standard Chartered Bank explore new horizons in Consumer Banking

The IBA Economics Club organized an interactive session in collaboration with the Standard Chartered Bank (SCB), titled "SCB Consumer Banking- Offering New Horizons" to explore the scope of consumer banking at Standard Chartered Bank. The session was held to guide the upcoming graduates with the opportunities in consumer banking and to clarify that banking is more than just about corporate and investment banking.



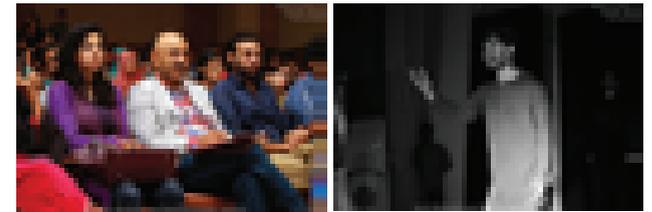
"The Battle of Qadisiya"

The IBA IQRA Society organized a lecture by Mr. Adnan Rashid on "The Battle of Qadisiya" at the IBA Karachi Main Campus. Mr. Rashid commenced his talk by emphasizing the need to study history in order to learn and avoid the mistakes of the past. He then went on to discuss the historic Battle of Qadisiya - the defining battle between Muslims and Persians.



The Fringe

The IBA Dramatics Society 'Naatak Brigade' set the stage for its most awaited event, Fringe 2013, revealing the star qualities IBA's potential actors. Fourteen participating teams engaged in cut throat competition for the coveted awards. Team presenting "Nida-e-Shahdat" was declared champions of the Fringe 2013. "Barzakh" and "Khalale-Insaniyat" also took away awards at the event.



IBA Master Chef

Inspired by Franc Roddam's worldwide TV phenomenon, MasterChef, students of IBA Karachi organized an on-campus culinary competition, calling it "IBA MasterChef", where 21 teams participated to showcase their culinary skills.



IBA Leadership Conference 6.0

IBA Leadership Conference - the premier leadership workshop hosted by IBA Karachi - aims to empower the youth of tomorrow and hone their leadership skills. The 6th edition of this 5-day Conference welcomed over 120 young participants from different colleges and universities. Packed with activities, seminars, social events and talks from various industry leaders, this unique affair was a fun educational experience for all.



Annual Literary Magazine - Quill

IBA Literary society celebrated the rollout of its annual Literary Magazine 'Quill' this year by publishing the issue in seven Pakistani Languages. The magazine not only showcases the writing skills of IBA students, but also boasts the linguistic diversity at the Institute. 'Quill' not only incorporates student contributions, but also includes various poetic and narrative excerpts from renowned literary figures in Urdu as well as other regional languages.

Basant celebrations



The sky was dotted with scores of kites as the residents of the IBA Karachi Boys' Hostels marked this year's Basant celebrations with shouts of 'boo-kata'. Both buildings were decorated with stunning lights while the sky was alight with striking super beamer illuminations. The festivities of the night included music and dinner.



IBA wins second place in "Battle of Brains"

"Battle of Brains" is an event organized by Indus Motors, the purpose of which is to find ideas to boost the sales of their Toyota Genuine Motor Oil (TGMO), which has

failed to attract desirable market share. The competition involves participation from leading business universities around Pakistan. Representing IBA Karachi was the Executive MBA team. As teams present innovative solutions to Indus Motors' high officials, they are judged on various aspects including the creativeness and feasibility of their ideas. The Executive MBA team achieved 2nd position this year.

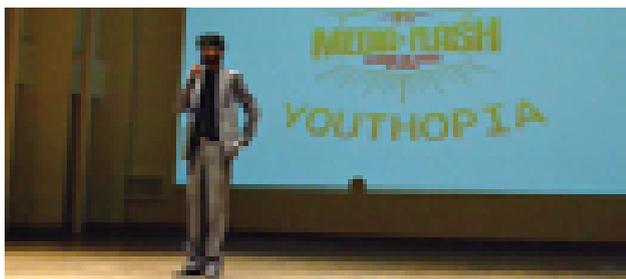
Welcome Dinner

The ISC held its Welcome Party for newcomers with the theme 'Hollywood versus Bollywood'. Performances by IBA students were part of the entertainment for the evening including a 'Dhol v.s. Drums' performance.



Media Flash

The Media and Publications Society organized their annual 'Media Flash' - an event which aims to provide insight into the many dimensions of media, including experiencing the behind-the-scene activities that take place in the making of various types of programs. The event was divided into four events: a youth talk show, pictures that speak a thousand words, comic art and a short skit.



MUNIK

The IBA Public Speaking Society and MUNIK Host Team held the 5th edition of Model United Nations at the IBA Karachi Main Campus. This year, the MUNIK theme was 'Dissolving Disparity, Driving Development'. The Opening Ceremony welcomed Mr. Hussain Haroon and Mr. Jamsheed Marker- both former permanent representatives of Pakistan to the UN. Under its social outreach program, MUNIK furthered its linkages with two organizations this year including the Care Foundation and Teach for Pakistan.



Enigma

Organised by the IBA Arts Society, Enigma covers diverse aspects of the arts. It is an Olympiad that allows students from schools, colleges and universities all over Karachi to flaunt their talents in music, drama, public speaking, photography, media, literature and even sports.



Distinguished speakers conducted skill-building workshops to help the participants further hone their talents.

Seminar on Leadership Paradigm and Leadership for Tomorrow

A three-hour seminar titled "Imam Hussain (A.S.) - Leadership paradigm that averted the threat to Humanity" was organized to discuss the leadership role played by Imam Hussain (AS) during his fight against tyranny, injustice, and inhumanity that threatened to overturn the paradigm of Truth sent by Allah for humankind. The event was arranged at the IBA Karachi City Campus, where speakers included Ms. Sarwat Askari, Agha Shabbir Maisami and IBA's Dr. Nomanul Haq as the keynote speaker. The chief guest for the event was the Associate Dean of the Faculty of Computer Science, IBA Karachi, Dr. Sayeed Ghani.



INFER 2014

Infer (IBA National Finance & Economic Reformation) 2014 was a three-day competition held in collaborative effort between the IBA Economics Club and the IBA Finance Club. Infer received 55 registrations out of which 35 were shortlisted. Through knockout, only 7 teams made it to the final day.



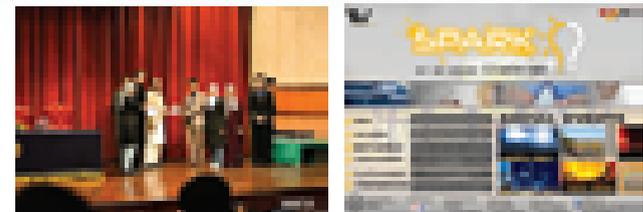
Beach-Cleaning Drive

The IBA Go Green Society, in collaboration with SWO, Gulbahao and YLC, organized a Beach Cleaning Drive. Almost 200 student volunteers from NUST, Hamdard University, Iqra University and Dawood University, encouraged by the cause, also came forward to spread awareness amongst the locals. The drive covered the area from McDonald's to Floating Ship.



Team IBA makes a clean-sweep at SPARK Entrepreneurial Challenge

SPARK Entrepreneurial Challenge was organized by the Youth Entrepreneurship Society (YES) at GIKI, where participants compete from universities and colleges nationwide. Team IBA, represented IBA-CED and won first place in all three of the competition's categories.



The Politik'14

In a unique initiative to promote patriotism, the IBA Social Sciences Club held its event THE POLITIK' 14 at the IBA Karachi Main Campus. The event celebrated Pakistan Day and students wore green to show their love for the nation. More than 1000 individuals, including the IBA Karachi student body, faculty and staff gathered to sing the national anthem. This was followed by the hoisting of the Pakistani flag and the Politik' 14 banner.



Student Entrepreneurship Projects FAKAT

What started as an Entrepreneurship project for an FME course has now turned into a big success. FAKAT is a business group comprising of three freshmen students Farid Ahmed, Syed Kazim Abbas and Tooba Waseem that aims to provide quality facilities to students of IBA Karachi. Their most recent initiative is to provide personal locker services to students on campus



'I Made IBA' Hoodie - A Charity Drive

Aun ud din Qadri, a student from BBA-8 initiated a charity-drive to raise funds to help provide IBA's junior staff with free hoodies titled 'I made IBA'. A total of Rs 40,000 was raised from students of both campuses, which was used to produce 130 hoodies. Aun and his team intend to continue the initiative through different channels in the coming months.



Updates from the Center for Entrepreneurial Development

(Content contributed by the IBA-CED team)

IBA Karachi's EDP student secures top position at KSBL competition



The Karachi School of Business and Leadership (KSBL) recently hosted the Open Karachi Business Competition, with students from across Pakistan in participation. It was a great achievement for IBA Karachi as the top two finalists were students currently enrolled at the Institute. The first prize of Rs. 90,000 went to Naveed ul Islam - one of the students enrolled in the Entrepreneurial Development Program (EDP), an initiative of the IBA-CED. Ms. Nemi Banoo, an MBA student, placed as the first runner-up.

The CED Incubators

Mr. Sibghatullah has joined the incubation facilities of the IBA-CED. An IBA Karachi Alumnus - and part of the visiting faculty teaching Market Research - he runs a market research consulting firm in Karachi called Dynamic Research. His business provides internships and career opportunities for IBA students who have an interest in the field of market research.

Tours of the Director, CED

Presentation at AIRWAR College Karachi and AERC, Dr. Shahid Qureshi presented the topic of Islamic Entrepreneurship to an audience of senior armed forces officers at AIRWAR College. He also conducted a talk at the Applied Economics & Research Centre.

TUN Abdul Razzak University

During his training in Malaysia, Dr. Shahid Qureshi visited the TUN Abdul Razzak University and presented the case of the EDP to senior faculty. The management and faculty of the University took very special interest in the EDP and expressed their willingness to form a strategic collaboration with IBA-CED.

IFC training for CED Managers

The International Finance Corporation (IFC) conducted a Business Edge partners' workshop in Islamabad, which was attended by partners from Pakistan and Afghanistan, allowing for a great opportunity for networking and leveraging partner resources. Manager CED, Mr. Fawad Mahdi, presented the EDP model to the senior group head of the Pakistan Poverty Alleviation Fund (PPAF) during the workshop, as a result of which the PPAF has shown keen interest in forming a strategic partnership with IBA CED to provide training and entrepreneurship opportunities to the underprivileged communities of Pakistan.

Visit of Professor Klaus from Germany

Professor Klaus from Germany joined the IBA CED team as a visiting faculty member for a period of 3.5 weeks. This initiative provided support in the form of lectures and mentoring the CED team and students to guide them with their startups. His knowledge and experience from an international perspective has been of great value. Professor Klaus is also a specialist in the field of mentoring new startup companies and was therefore a great resource for the incubators.



Professor Klaus in conversation with the IBA-CED team and Ms. Shehla Raza, Speaker National Assembly



Celebrating a Decade of Excellence in Executive Education

Testimonials

Being a part of the oldest business school in Pakistan, the Center for Executive Education (CEE) at IBA Karachi is poised to becoming one of the top education providers in the country. Formally founded in 2004, the Center has seen immense growth in a short period of 10 years.



Photo: Mr. Izhar Hussain, Director CEE

Our History

2004:	The Center for Executive Education is launched, with initial programs launched for government organizations
2008:	the Executive MBA for Public Sector launched; a unique program, perhaps the first of its kind in Pakistan
2009:	Open Enrolment Programs started being offered on a regular basis for public and private sectors
	Since then, Client Specific Programs have also started being offered with increasing frequency. The Client Specific Post Graduate Diploma (leading to EMBA) and Business Excellence Certification workshop are also among the offerings.
2012:	Launched a 10-module program with S.P. Jain Institute of Management & Research (SPJIMR) on Managing Family Businesses

Juxtaposing their importance, the CEE has started offering a 10-module program for the movers and shakers of the business community - the elders of family businesses. We are offering this program with the S.P. Jain Institute of Management & Research (SPJIMR), which is famous for imparting family business education. The first round of these workshops was completed in September, 2013 while the second round will start from April, 2014.

Our Motto

Our motto is to bring the best together for learning and for the development of executives in Pakistan. To cater to the needs of business and industry, we have created a galaxy with faculty, experts and practitioners. The CEE is collaborating with top business schools such as the Indian School of Business (ISB) Hyderabad and SPJIMR Mumbai; as well as professional bodies such as the Project Management Institute (PMI), USA; the Academy of Human Resource Development (AHRD), USA; the Security Exchange Commission of Pakistan (SECP), and others.

For this, we bring globally acknowledged facilitators for top- and senior-level management in Pakistan. Such arrangements help those who would like to participate in world class programs, but have time constraints and wish to avoid travel hassles.



Photo: The CEE team

The Next 10 Years...

"In the next 10 years, we aspire to become the top center for Learning and Development. Our programs are relevant, applicable and improve employability of the participants. We offer executives new knowledge to enhance skills and provide them the opportunity to step back and gain new perspectives on their roles."

- Mr. Izhar Hussain, Director CEE

If someone is looking for world class training in Pakistan, then CEE at IBA Karachi is a world class option at their disposal.

"After attending these workshops at IBA during last 1 year I used to ask myself, it does not sound good if I ignore the warning signs. Real life examples are available on any argument, query, disagreement etc. I will recommend this series to all family businessmen and members of their families. Normally in family business management positions are inherited, whereas management is a responsibility and discipline, I hope after attending these workshops, Family Members will be in a position to differentiate Ownership, Business and Management. The faculty of SPJIMR was Superb & Admirable."

□ Mr. Abdullah Feroz, Director, Dollar Industries (Pvt.) Ltd.; attended the Managing Family Businesses Series

"It was full of learning and brainstorming and at the same time it was fun to be around. The program has allowed us to think differently and positively. There were some very useful sessions which really made it possible for ourselves to see where we are and what we need to do further."

□ Mr. Junaid Sheikh, DGM LDI, Wateen Telecom Limited; attended Transformational Leadership Program

"First of all my all thanks to IBA for creating an opportunity for learning to move forward, create a vision and develop strategy to implement to achieve target within the time frame. Secondly I would like to thank all the participants for creating a very healthy atmosphere with their valuable contribution."

□ Mr. Imran Haider, Chief Financial Officer, Islamic Arab Insurance Company, Bahrain; attended Transformational Leadership Program

"I am excited about being part of such a prestigious and first-of-its-kind program in Pakistan. With the increased economic growth and opportunities, business leaders like us are required to return to the classrooms and continually re-learn, refresh and re-assess various aspects of leadership and strategy. I hope to apply my learning to the workplace and impact my organization's growth. I hope other Pakistani organizations and corporations should get benefit out of this kind of program."

□ Mr. Mir S. Talpur, General Manager Operations, Pakistan State Oil; attended Leadership Skills for Top Management with Indian Business School (ISB)



Faculty of Computer Science



ACM Student Chapter at IBA Karachi

The IBA FCS has further expanded by opening the ACM Student Chapter at IBA Karachi - the 15th ACM Student Chapter in Pakistan.

What is the ACM?

The ACM (Association for Computing Machinery) is the world's largest educational, computing and scientific society with the aim of promoting computing as a science and as a profession. ACM has more than 200 student chapters operating in the world, which means that FCS students will now have access to a globally diverse and learned network of over 100,000 dedicated student and professional peers.

What are the benefits?

Members of IBA ACM will have access to the field's premier digital library, which includes over 2 million pages of text. Members also benefit from a wide variety of ACM publications, which include "Communications of ACM", "XRDS: Crossroads" student magazine, "Student Quick Takes" and others. With its career and job centers, ACM helps students to first select and then prepare themselves for their preferred careers.

IBM Certification introduced for FCS students

A two-day DB2 Database Certification workshop was organized by IBA's Faculty of Computer Science (FCS) for third- and final-year students.

Upon completion of the workshop, taught by Mr Rajesh Khatri, Enterprise Solution Architect at Infotech, students will be eligible to appear for the IBM DB2 exam, an international certification and a new Database tool for them to implement in the industry.

The workshop and exam was arranged in collaboration with IBM Pakistan which is free of cost for IBA students. Out of 36 students, 32 cleared the certification exam and will be awarded certificates by IBM.

FCS hosts CEO Forum

The Faculty of Computer Sciences (FCS) hosted its annual CEO Forum this year in the newly constructed FCS Block at the City Campus. Prominent members from the IT industry of Pakistan were invited to share their input in shaping better graduates from the Computer Science department. Amongst the topics discussed, it was stressed that academia-industry linkages should be promoted and students should be more involved with industry-related projects.

Dr. Ishrat delivered his welcome speech and the floor was then opened for discussion, during which Dr. Sayeed Ghani, Associate Dean for FCS, engaged the CEOs with more focused talks about the curriculum and recent infrastructural developments at both campuses. The discussion also highlighted the research being conducted by BS, MS and PhD students in the FCS. Dr. Sajjad Haider and Dr. Shakeel Khoja presented details of the research being carried out in the Artificial Intelligence Lab and Web Sciences Lab respectively, while Dr. Ghani spoke about the developments in the Telecommunications Research Lab. The CEO Forum was coordinated by Dr. Hisham bin Zubair, Program Director and assisted by Mr. Rayyan Taqdees, Marketing Coordinator, FCS.

The Forum was attended by Mr. Rahim Lalani (TRG), Mr. Ashraf Kapadia (Systems Ltd), Mr. Asim Haque (Infotech), Mr. Asif Bilgrami (Gameview), Mr. Imran Daudi (Engro), Mr. Zeeshan (TenPearls), Mr. Imtiaz Noor (Effective Measure), Mr. Ahmed Ayub (Folio3), Mr. Sohail Siddiqui (Philips), Mr. Shehzad Rah (Mim-soft) and Mr. Farooq Alam (Learnrev).

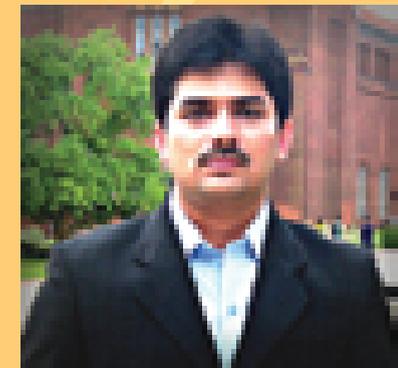
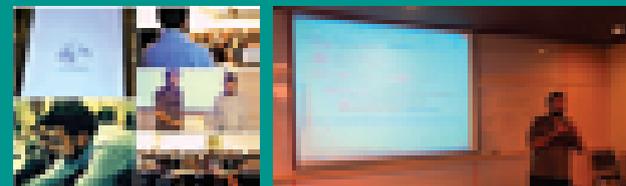
FCS Winter School

The IBA Computer Science Society (CSS) brought for the second time for the students of the Faculty of Computer Science, the IBA Winter School - an initiative that introduces students to the most cutting-edge IT industrial tools and utilities, including the emerging 3T's of development: Technology, Tools and Techniques.

This year, a fresh array of topics and technologies essential to today's industries were covered to inculcate within the students a fundamental understanding of how the professional market is currently operating. A number of lectures and workshops were held by Microsoft Student Partners (MSP), faculty members of the IBA FCS and trainers from top notch software houses covering the following topics:

- Python
- PHP
- Phonegap
- Android
- Windows App Development
- ASP.NET
- Web security
- Drupal

In the future, the IBA CSS aims to include leading field experts along with fresh university graduates to provide a more firsthand perspective to students about the innovations and skills being demanded by the IT industry.



Mr. Zaffar Ahmed Shaikh - a PhD candidate in the Faculty of Computer Science, IBA Karachi - working under the supervision of Dr. Shakeel Ahmed Khoja, has been awarded a six-month International scholarship. The scholarship, titled HEC-IRSIP, has been awarded for his work on Guided Personal Learning Environments. He will travel to Switzerland to work with the REACT research group of EPFL - École Polytechnique Fédérale de Lausanne, Switzerland (QS World University Ranking: 19). This trip is part of his PhD research work which he expects to complete by the end of 2014.



Faculty Activities

Name	Designation	DESCRIPTION	"Date /Duration "	"LOCATION (City & Country)"	"MAIN Category"	"SUB Category"
Abdul Rahim Suriya	Visiting Faculty	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Aman U. Saiyed	Assistant Professor, Program Director BBA	Presented a Case at the 3rd South Asian Management Research and Case Conference (SAMRC), 2013 held at the Indian Institute of Management Bangalore, India	29-Dec-13	Bangalore, India	Faculty Research	presented Case Study
Dr. Framji Minwalla	Assistant Professor & Chairperson Professional Development	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Social Sciences & Liberal Arts (Trainings / Courses / Workshops etc)	
Dr. Framji Minwalla	Assistant Professor & Chairperson Social Sciences & Liberal Arts	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Khadija Malik Bari	Assistant Professor & Chairperson Eco. & Fin.	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Mahnaz Fatima	Professor	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Mohammad Azam Ali	Assistant Professor & Senior Research Fellow	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Mohammad Azam Ali	Assistant Professor & Senior Research Fellow	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Mohammad Rehan Malik	Assistant Professor and Head of Policy & Strategy Advisory Unit	Attended Conference 2013 organized by Hisar Foundation	Dec-13	Karachi, Pakistan	Professional Development (Conferences / Seminars / Symposiums / Events / Forums / Competitions)	
Dr. Mohammed Nishat	Professor & Associate Dean of Faculty of Business Administration	Presented Paper in World Finance & Banking Symposium to be held at Central University of Finance and Economics, Beijing	16-17 Dec-2013	Beijing	Faculty Research	presented Research Paper
Dr. Mohammed Nishat	Professor & Associate Dean of Faculty of Business Administration	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Naeem-uz-Zafar	Assistant Professor	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Qazi Masood Ahmed	Professor & Director, Centre for Business & Economics Research	Attended PSDE conference held at Islamabad Serena Hotel	19-Dec-13	Islamabad	Professional Development (Conferences / Seminars / Symposiums / Events / Forums / Competitions)	
Dr. Rameez Khalid	Visiting Faculty	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Sajjad Haider	Associate Professor	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Shahid Raza Mir	Assistant Professor & Chairperson-Management	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Shahid Qureshi	Assistant Professor & Director-CED	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Ejaz Ahmed Mian	Assistant Professor	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Farah Naz Baig	Lecturer	Presented Paper in SZABIST	14-Dec-13	Karachi, Pakistan	Faculty Research	presented Research Paper
Farah Naz Baig	Lecturer	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Fatima Akhund	Teaching Fellow	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	



Jami Moiz	Assistant Professor & Superintendent Boys Hostel	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
M. Kamil Shahbazgar	Visiting Faculty	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Mehwish Ghulam Ali	Teaching Fellow	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Mehwish Ghulam Ali	Teaching Fellow	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Mohammad Asad Ilyas	Assistant Professor & Chairperson Accounting & Law	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Muhammad Asif	Assistant Professor	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Muhammad Shakeel Sadiq Jajja	Assistant Professor	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Saima Hussain	Lecturer	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Salman Ahmed Shaikh	PhD Student	Presented his Case in Case Divine Economics Conference 2013	Dec-13	Islamabad, Pakistan	Faculty Research	presented Case Study
Shahid Zaki	Visiting Faculty	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Shama Ahmed	Lecturer	Presented paper in FIT conference Islamabad	15-19 Dec-13	Islamabad	Faculty Research	presented Research Paper
Syed Imran Saqib	Assistant Professor	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Syed Imran Saqib	Assistant Professor	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Syed Imran Saqib	Assistant Professor	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Syed Irfan Nabi	Assistant Professor	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Syed Sharjeel Ahmed Hasnie	Lecturer/Program Coordinator BS- Accounting & Finance	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Syed Sharjeel Ahmed Hasnie	Lecturer/Program Coordinator BS- Accounting & Finance	Attended an Informative Session on Faculty Evaluation, conducted by Dr Wasim Azhar	28-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Syed Sultan Raza	Visiting Faculty	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Usman Nazir	Assistant Professor	Presented a Case on Creative Chaos LLC at the 3rd South Asian Management Research and Case Conference (SAMRC), 2013 held at the Indian Institute of Management Bangalore, India; PRESENTATION MADE THROUGH SKYPE	29-Dec-13	Bangalore, India	Faculty Research	presented Case Study
Yasmin Zafar	Assistant Professor	Attended a workshop: Designing Engaging Assignments and Projects conducted by Dr Wasim Azhar	14-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	
Yasmin Zafar	Assistant Professor	Attended a workshop on Online Education and Collaboration; Challenges and Opportunities; conducted by Dr Wasim Azhar	21-Dec-13	IBA Karachi	Professional Development (Trainings / Courses / Workshops etc)	

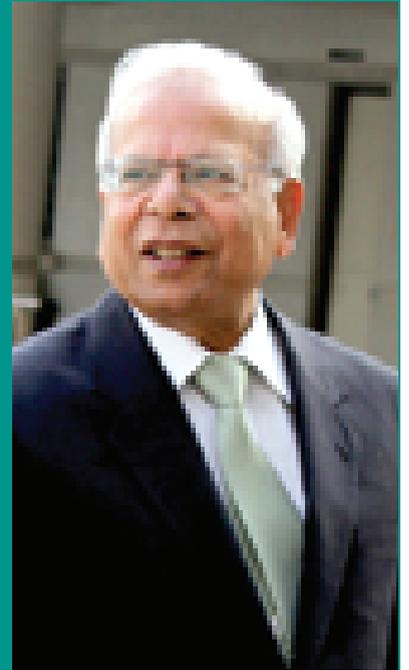


Adnan Hussain	Lecturer	Presented paper via Skype at "6th INTERNATIONAL CONFERENCE ON ETHICAL LEADERSHIP: THE INDIAN WAY", organized by IFIM Business School, Bangalore, India. Presented research paper titled "The Impact of Spirituality on Individual Entrepreneurial Orientation: An Empirical Study" written by Dr. Muhammad Shahid Qureshi, Mr. Muhammad Mubashir Mukhtar and Mr. Adnan Hussain	9-10-Jan-2014	Bengaluru, India	Faculty Research	presented Research Paper
Dr. Huma Amir	Assistant Professor, Senior Research Fellow and Chairperson Marketing	Presented paper at "ICRIER Annual Conference on "Normalizing India-Pakistan Trade"-Travel Arrangements"	21-22-Jan-2014	New Delhi, India	Faculty Research	presented research Paper
Dr. Mohammad Azam Ali	Assistant Professor & Senior Research Fellow	Presented EDP Case of Dr Shahid Qureshi in USASBE Conference for CED	09-12 Jan 2014	USA	Faculty Research	presented Case Study
Dr. Shahid Qureshi-CED	Assistant Professor & Director-CED	Presented paper via Skype at "6th INTERNATIONAL CONFERENCE ON ETHICAL LEADERSHIP: THE INDIAN WAY" organized by IFIM Business School Bangalore, India	9-10-Jan-2014	Bengaluru, India	Faculty Research	presented Research Paper
Mohammad Kamran Mumtaz	Assistant Professor	Presented paper titled: "Designing the Milk Collection Network using Integrated Location Routing Approach" in the "Fourth International Conference on Industrial Engineering and Operations Management (IEOM)"	07-09 Jan 2014	Indonesia	Faculty Research	Presented Research Paper
Dr. Erum Hafeez Aslam	Visiting Faculty	Presented research paper titled "Facebook usage patterns in Pakistani Youth and its implications on Education and Research" at National Conference on Social Sciences Research held at the University of Karachi	11-Jan-14	Karachi, Pakistan	Faculty Research	Presented research paper
Dr. Erum Hafeez Aslam	Visiting Faculty	Presented research paper titled "Growth of Higher Educational Institutions on Social Media" at the National Media Conference held by the Sindh Madrasatul Islam University	06-Feb-14	Karachi, Pakistan	Faculty Research	Presented Research Paper
Dr. Erum Hafeez Aslam	Visiting Faculty	Attended the Second Urban City Forum, Karachi	11-Jan-14	Karachi, Pakistan	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Erum Hafeez Aslam	Visiting Faculty	Attended the International Women Leaders Summit 2014	11-Feb-14	Karachi, Pakistan	Professional Development (Trainings / Courses / Workshops etc)	
Dr. Huma Baqai	Full Time Faculty, Department of Social Sciences & Liberal Arts	"NATIONAL CONFERENCE ON STRATEGIES FOR SOCIAL SCIENCE RESEARCH AND TEACHING IN PAKISTAN, Jointly organized by Faculty of Arts, University of Karachi and Karachi Institute of Technology & Entrepreneurship held at the University of Karachi"	23-24-Jan-2014	Karachi, Pakistan	Faculty Research	Presented Research Paper
Dr. Nomanul Haq	Professor, Department of Social Sciences & Liberal Arts	"NATIONAL CONFERENCE ON STRATEGIES FOR SOCIAL SCIENCE RESEARCH AND TEACHING IN PAKISTAN, Jointly organized by Faculty of Arts, University of Karachi and Karachi Institute of Technology & Entrepreneurship held at the University of Karachi"	23-24-Jan-2014	Karachi, Pakistan	Conference	Panelist
Dr. Shahid Qureshi	Assistant Professor & Director-CED	International Conference on Emerging Challenges of Business Schools, organised by The National Business Education Accreditation Council (NBEAC) in collaboration with the Higher Education Commission (HEC)	27-28-Jan-2014	Islamabad, Pakistan	Conference	Keynote Speaker
Dr. Mohammad Nishat	Associate Dean	International Conference on Emerging Challenges of Business Schools, organised by The National Business Education Accreditation Council (NBEAC) in collaboration with the Higher Education Commission (HEC)	27-28-Jan-2014	Islamabad, Pakistan	Conference	Keynote Speaker
Dr. Shahid Qureshi	Assistant Professor & Director-CED	Annual conference of the Organization of Pakistani Entrepreneurs (OPEN) Karachi, "Building Bridges through Networking". Delivered keynote address on "Entrepreneurship in Practice" and made a presentation on the Entrepreneurship Development Program (EDP)	Jan-14	Karachi, Pakistan	Conference	Keynote Speaker
Salman Ahmed Shaikh	PhD Student	Presented paper on "Tax Increment Financing (TIF) in Pakistan for Developing New Urban Cities" at the South Asian Cities Conference	Jan-14	Karachi, Pakistan	Conference	Presented Research Paper

1. Mr. Nauman J. Amin (Assistant Professor) - has proceeded to the University of Birmingham, UK, in Dec 2013 to pursue his PhD studies (under IBA Overseas Scholarship Program)
2. Ms. Lalarukh Ejaz (Assistant Professor) - has been enrolled in the Split PhD Program at the University of Southampton, UK, and went to UoS for attending the PGR induction starting 14th Feb 2014 (under IBA Overseas Scholarship) Program.
3. In the CEEMAN/Emerald Case Writing Competition 201, Dr Nasir Afghan's submission, "Easy Paisa: Seizing the White Space and Business Model Innovation", placed in the list of top 10 contributions.



ڈاکٹر عشرت حسین کا پیغام



سب سے پہلے ہمارے قارئین کو نیا سال مبارک ہو اور گزشتہ سال دسمبر میں فارغ التحصیل ہونے والے ہمارے طلباء ان کے والدین اور اہل خانہ کو دل کی گہرائیوں سے مبارکباد۔ مستقبل کے حوالے سے ہماری نیک خواہشات آپ کے ساتھ ہیں، مجھے امید ہے آپ جہاں بھی جائیں گے کامیابی پائیں گے اور ہم سب کے لیے باعث فخر ہوں گے۔

اس موقع پر میں آپ کو بات سے آگاہ کروں کہ آپ میں سے کچھ لوگوں نے آئی بی اے (IBA) کی مالی حالت کے بارے میں اپنے تحفظات کا اظہار کیا تھا کہ آئی بی اے ڈیپارٹمنٹ کے لیے اسٹیبلشمنٹ کے لیے استعمال کر رہے ہیں۔ حقیقت یہ ہے کہ آئی بی اے ڈیپارٹمنٹ جرنل اینڈ ووٹس فنڈ اور کی مخصوص اینڈ ووٹس فنڈ کی شکل میں مستحکم کر دیے گئے ہیں۔

جرنل اینڈ ووٹس فنڈ (BOT) کے فرینڈز آف آئی بی اے ٹرسٹ (FIBAT) کے آزاد حلیہ دہندگان کے زیر نگرانی سنبھالا جا رہا ہے۔ ایک ارب روپے فنڈ کے ہدف میں سے اب تک تقریباً 800 ملین روپے (31 دسمبر 2013 تک 644 ملین روپے فراہم ہو چکے ہیں) حاصل کر لیے گئے ہیں اور بقیہ ہدف تک پہنچنے کے لیے ہماری کوششیں جاری ہیں۔ ہم نے (جرنل اینڈ ووٹس فنڈ میں آہستہ آہستہ منتقلی کا یہ قدم) اپنے ڈیپارٹمنٹ اور تحفظ کے لیے دانستہ اٹھایا ہے۔ موجودہ اختلافات کے تحت، آئی بی اے منجمنٹ اور بورڈ اینڈ ووٹس فنڈ کے استعمال سے پہلے بورڈ آف فرینڈز کے سامنے رپورٹ پیش کرنے کا پابند ہوگا۔ فنڈ کی اصل رقم واپس لینے کی اجازت نہیں ہوگی لیکن دیگر عملیات کو اس میں شامل کرنے کی اجازت دے دی جائے گی صرف فنڈ کے سرمائے میں سے سالانہ منافع کو آئی بی اے کے بجٹ میں استعمال کیا جاسکتا ہے وہ بھی بورڈ آف فرینڈز کی منظوری کے بعد۔ ہم باقاعدگی سے ہر سال بجٹ دہائیوں میں ڈیپارٹمنٹ کے حوالے سے رپورٹ دیں گے۔ مندرجہ ذیل جدول سے 30 جون 2008ء اور 31 دسمبر 2013ء کی مدت میں ہماری سرمایہ کاری اور کھپاؤ اٹھانے کا تقابلی جائزہ لیا جاسکتا ہے۔

آئی بی اے کی سرمایہ کاری اور کھپاؤ اٹھانے میں تبدیلیاں	جون 2008	دسمبر 2013	خالص اضافہ
مجموعی سرمایہ کاری	1,200	1,452	252
آئی بی اے کے ڈیپارٹمنٹ	1,133	462*	-671
اینڈ ووٹس فنڈ	14	739	725
ایکسٹرنل ڈیپارٹمنٹ فنڈز	53	251	198
کھپاؤ اٹھانے کی قیمت	290	3,557	3,267

* 462 ملین روپے کے ڈیپارٹمنٹ 222 ملین روپے کی رقم بھی شامل ہے جو عملیات کی ناقصگی سے وصول کی گئی ہے۔

مندرجہ بالا جدول سے یہ واضح طور پر پتہ چل رہا ہے کہ آئی بی اے کی سرمایہ کاری فنڈز میں 252 ملین روپے کا اضافہ ہوا ہے۔ مجھے آپ کو یہ بتانے ہوتے بہت خوشی محسوس ہو رہی ہے کہ ایپلائنگز اور ٹرینڈس سے متعلق فنڈز میں 198 ملین روپے کا اضافہ ہوا ہے جو کہ ہمارے سرمدیہ ملازمین کی کفالت کے لیے استعمال کیا جائے گا۔ اس رقم میں سے 112 ملین روپے فنڈز کے لیے، 65 ملین روپے عدم موجودگی کو اٹھانے کے لیے، 14 ملین روپے گریجویٹ کے لیے مختص کیے گئے ہیں جبکہ گزشتہ پانچ سالوں میں پراویڈنٹ فنڈ میں صرف 7 ملین روپے کا اضافہ کیا گیا ہے لہذا یہ آواز کہ پراویڈنٹ فنڈ آئی بی اے کو مالی طور پر کسی قسم کا نقصان پہنچانے کا محض قیاس پیمانی ہے۔

حلیہ دہندگان کی جانب سے اینڈ ووٹس فنڈ میں دیے گئے کچھ عملیات جو آئی بی اے کی ہماروں کی تعمیر اور ترقی و آراکشی کے لیے دیے گئے۔ ان میں تاجر کی صورت میں انہیں اٹھانے آئی بی اے فنڈز سے مکمل کیا گیا۔ جو بعد ازاں حلیہ دہندگان سے وصول کر لیے جاتے ہیں۔ یہ فنڈز آئی بی اے کے ڈیپارٹمنٹ کے بجائے جرنل اینڈ ووٹس فنڈ میں جمع کیے جاتے ہیں۔ اسی وجہ سے ظاہر ہے نظر آتا ہے کہ آئی بی اے کے ڈیپارٹمنٹ میں کمی ہوئی ہے اور اینڈ ووٹس فنڈ میں اضافہ ہوا ہے۔

بورڈ آف گورنرز کی اجازت کے تحت آئی بی اے کے فرینڈز آف آئی بی اے کے فرینڈز آف آئی بی اے (آپریٹنگ) متاخذ کی ضرورت کے علاوہ 15-2014 کے اختتام تک جرنل اینڈ ووٹس فنڈ میں منتقل کر دیے جائیں گے۔ ہمیں یہ امید ہے کہ 31 دسمبر 2014ء تک آئی بی اے اینڈ ووٹس فنڈ (شمول علیحدہ ڈیپارٹمنٹ) تقریباً 1.5 ارب روپے پانچ سو ملین کے (جو 30 جون 2008ء کے مقابلے میں کمی گنا زیادہ ہے) جبکہ دوسری جانب کھپاؤ اٹھانے میں تقریباً 4.2 ارب روپے کی مالیت کے اٹھائے جو عمارتوں، سپراٹوں، پاور اسٹیشنوں، پانی اور سبزیوں کی سہولیات، آئی بی اے کی بنیادی ڈھانچے کی شکل میں حاصل کیے گئے ہیں۔ آئی بی اے کے 2014ء میں مالی مسائل 1.5 ارب روپوں کے، جن کی سالانہ آمدنی، سہولیات کے آپریٹنگ اور دیگر بحال ٹیکنیکی کی ترقی، طالب علموں کے لیے ٹیچنگ ہف پروگرام، ضرورت مند طالب علموں کے لیے اسکالرشپ اور اسٹوڈنٹس ایسوسی ایشن پروگرام میں استعمال کی جائے گی۔ یہاں یہ بات واضح کرنا ضروری ہے کہ ہم اس رقم کو نوجوان، اجرت اور ملازمین کے فوائد کے لیے خرچ نہیں کریں گے۔ روزگار کے اخراجات ہم آپریٹنگ ڈیپارٹمنٹ سے حاصل کریں گے۔

میں آپ کو اس بات کا یقین دلاتا ہوں کہ 2008ء کے مقابلے میں آئی بی اے کی مالی پوزیشن اس وقت زیادہ مضبوط ہے اور وقت کے ساتھ ساتھ اس میں مزید بہتری آتی جائے گی تاہم، اس کے لیے آئی بی اے کی کمیٹی کے ہر ممبر کی طرف سے تعاون اور عزم کی ضرورت ہوگی کہ وہ میٹراندس میں مسائل بخلی، پانی اور گیس کا استعمال کریں نیز اس ضمن میں مالی فوائد کے مطالبات کو بھی ایزوڈ کیسے کی ضرورت ہے۔ آئی بی اے کے سالانہ رپورٹ میں یہ کمیٹی کے طلباء، اساتذہ، شعبہ جات اور عملے کے ساتھ ہیں۔

آئی بی اے محض ایک نام نہیں یہ تو ایک روایت ہے۔ وہ روایت --- جو نصف صدی سے اوپر تاریخ پر محیط ہے جس کی رگوں میں --- ہزاروں خواب، جذبے اور افکار لبو بن کر دوڑتے ہیں۔ اس ماد علمی کی جان تحقیق و تدریس کرتے افراد، سوال کرتے اذہان اور دکتے چہرے ہیں۔ وہ چہرے جو میرے ہیں، وہ چہرے جو تمہارے ہیں۔ وہ چہرے جو ہمارے ہیں۔ یہ چہرے ایک روشن مستقبل کا استعارہ ہیں۔ آئی بی اے پاکستان ہے، اور پاکستان ہمارا ہے۔ (ارم حفیظ)

میرے آئی بی اے میں چھ سالہ قیام کو منگن بنانے کا سہرا خصوصاً دو ہفتیوں کے سر جاتا ہے، عائنہ بینائی اور ظفر مدنی۔ میں ان دونوں کی بہت ممنون ہوں اور ہوں گی۔ سچ یہ ہے کہ اگر عائشہ اور ظفر صاحب نہ ہوتے تو شاید میں آج یہاں نہ ہوتی۔ اُس کے علاوہ ایک طویل فہرست ہے ان تمام ہفتیوں اور ہم کاروں کی جنہوں نے قدم قدم پر میرا ساتھ دیا۔ یہ درست ہے کہ آئی بی اے کسی فرد کا نہیں ادارے کا نام ہے اور ادارے مر بوط نظام سے بنتے ہیں۔ تاہم اس نظام کی روح، کچھ باغی، با کردار اور زیرک افراد کا گروہ ہی ہوتا ہے۔ آئی بی اے اس لحاظ سے خوش قسمت ہے کہ اس کے پاس بہترین اساتذہ، ذہین طلباء، پختی اساتذہ اور ممتاز انتظامیہ کی کمی نہیں۔ ضرورت ہے تو ان لوگوں کو وہ احساس ذمہ داری، اپنائیت اور یقین دینے کی جو آئی بی اے کو خطی دس اور دنیا کی سو ممتاز درس گاہوں کی صف میں لکھ کرے۔ کیونکہ اس بات سے تو ہم سب اتفاق کریں گے کہ:

کام کرنے کے محض دو سالہ تجربے کے ساتھ تیزی سے بدلتے اور ترقی کرتے آئی بی اے کے قابل میں خود کو ڈھالنا میرے لیے انتہائی دشوار تھا جتنا آپ میں سے کئی لوگوں کے لیے رہا ہوگا۔ اس چیلنج میں، میں کس حد تک کامیاب رہی اور آئی بی اے کی کیلیکشن اور پبلک افیئرز (تعلقات عامہ) کے شعبے کو کس حد تک استوار کر سکی تو آنے والا وقت ہی بتائے گا۔ تاہم یہ ضرور ہے کہ میں نے ہر قسم کے حالات کا مقابلہ بہت اور برداشت کے ساتھ کیا۔ ابتداء میں مجھے ڈاکٹر عشرت حسین کے ساتھ براہ راست کام کرنے کا موقع بھی ملا۔ ایک ایسا تجربہ جس سے میں نے بہت کچھ سیکھا۔ آج میں اس بات کا اعتراف کرنا چاہوں گی کہ ڈاکٹر صاحب کی رہنمائی اور سرزنش میرے لیے ہمیشہ مشعل راہ رہی۔ ڈاکٹر عشرت، ہم سب کے لیے ایسی قابل رشک ہستی ہیں، جن کے کام کرنے کی رفتار، عزم اور وصلے کو ہم میں سے اکثر نوجوان رشک کی نگاہ سے دیکھتے ہیں۔ خدا انہیں صحت کے ساتھ ہی زندگی عطا کرے تاکہ وہ آئی بی اے کے حوالے سے اپنے مقاصد میں کامیاب ہو سکیں۔

محبت اب نہیں ہوگی یہ کچھ دن بعد میں ہوگی گزر جائیں گے جب یہ دن، یہ ان کی یاد میں ہوگی (منیر نیازی)

شاعر نے نہ جانے یہ اشعار کس پیرائے میں کہے تھے تاہم مجھے یہ اشعار ان چھ برس کی یاد دلاتے ہیں جو میں نے آئی بی اے میں گزارے۔ یوں کہ میں ہی بات لگتی ہے جب میں نے آئی بی اے میں پہلا قدم رکھا۔ غالباً فروری 2008ء کی سولہ تاریخ تھی، ہفتے کا دن تھا۔ جب آٹھ بجے دفتر پہنچنے کی جلد بازی میں، میں نے یوں گاڑی دوڑائی کہ دوسری گاڑی سے ٹڈ بھیر ہوتے ہوتے رہ گئی۔ دن کب مینے اور مینے سالوں میں بدل گئے، پتہ ہی نہ چلا۔

مجھے یہ کہنے میں کوئی عار نہیں کہ آئی بی اے میں گزارا وقت میری پیشہ ورانہ زندگی کے یادگار ترین ادوار میں سے ایک ہے۔ یہ سفر آسان نہ تھا۔ دفتری ماحول میں

آئی بی اے ایک روایت، ایک استعارہ

