

IBA



Institute of
Business Administration
Karachi

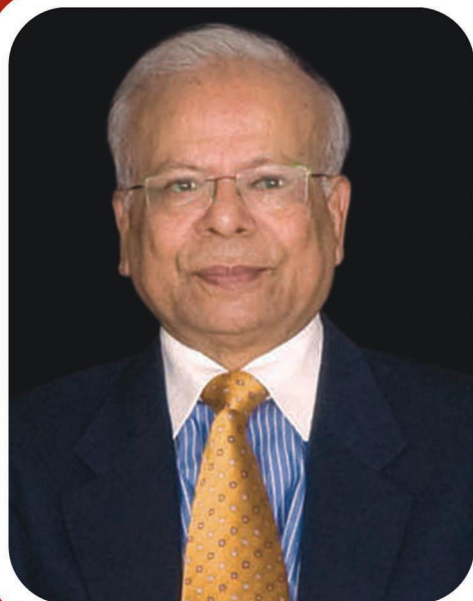
Leadership and Ideas for Tomorrow



Annual Report **2008-09**



Message from **Dean and Director**



The Annual Report produced by any organization is an instrument of accountability before its stakeholders. IBA has therefore presented in this report its major activities, accomplishments, work under progress and the utilization of resources entrusted to it. In the year 2008-09 the milestone was the approval of the Strategic Plan for the period 2009-2014 by the Board of Governors. The Plan is based on four pillars – (a) Enhancement of academic quality by investing in Faculty Development (b) Expansion and renovation of buildings and physical infrastructure (c) Upgradation of technology for learning and instruction and (d) Outreach to the Community and linkages with business and industry.

This Plan will provide the framework and benchmark against which our performance would be evaluated. There is a lot to do but I am confident that with the support of our Board of Governors, donors, faculty, alumni, students and the Government we would be able to march along the direction that we have set for ourselves.

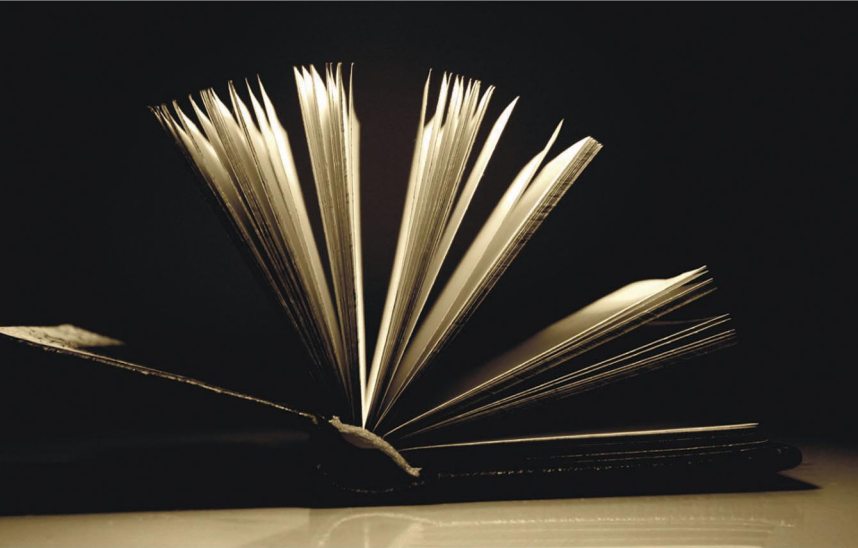
Any change brings about turbulence and dislocation but at the end of the process we are better off compared to where we were. I hope that the changes underway at IBA that have caused inconvenience to the IBA Community would transform this institution into a vibrant and dynamic centre of academic excellence. I pray to Almighty Allah for His blessings.

Ishrat Husain
Dean & Director



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Members of the **Board of Governors**

THE IBA PATRON

Dr. Ishratul Ebad Khan (Governor of Sindh)

MEMBERS

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

Members of the **Academic Board**

Dr. Ishrat Husain	Chairman
Dr. I.A. Mukhtar	Member
Dr. Mahnaz Fatima	Member
Dr. Matin A. Khan	Member
Dr. Muhammad Nishat	Member
Dr. Nasir Touheed	Member
Dr. Qazi Masood Ahmed	Member
Dr. Sayeed Ghani	Member
Dr. Wasim A. Khan	Member
Dr. Zeenat Ismail	Member
Dr. Zubair A. Shaikh	Member
Dr. Zaheeruddin Asif	Member
Mr. Etrat H. Rizvi	Member

*The Above List is as of 30 June 2009



Members of the **Selection Board**

Dr. Ishrat Husain (Director IBA)	Chairman
Mr. Shahid Shafiq	Member
Mr. Asad Umer	Member
Mr. Jalees Ahmed Siddiqi	Member
Mr. Fayyaz Ali Khan	Member
Mr. Arshad Abdullah	Member

Members of the **Audit & Finance Committee of IBA**

Mr. Zahid Bashir	Chairman
Dr. Ishrat Husain	Member
Mr. Shahid Shafiq	Member
Mr. Qasim Rabbani	Member



Highlights

of the Strategic Plan in Action 2008 - 13

As an institute of higher education, IBA has an excellent track record of successes and achievements, but the changing environment demands a shift in the direction to achieve still higher and larger goals. A strategic plan covering the five year period 2008-09 to 2012-13 has been developed in consultation with the stakeholders: the faculty, alumni, students, staff and approved by the Board of Governors. It is based on the belief that for any sustainable progressive movement towards a transcendental goal, we must have, both, a clear perception of a well-defined path, and a distinct notion of the direction in which we should be moving in search of our desired goal. The plan envisages that IBA will benchmark itself against a few chosen institutions of India, Singapore, Hong Kong and Japan. As an institution with tremendous potential, IBA will endeavour to be ranked among the top 100 Global Business Schools and top 10 Business Schools in the Middle East and South Asia region within five years. The market for IBA graduates should not be confined to Pakistan alone but extend to Central Asia and the Middle East regions. Foreign companies in Pakistan also require managers with global perspective, creative vision and dynamic orientation. Young entrepreneurs from the ranks of IBA graduates should be nurtured and facilitated. Therefore, IBA graduates need to be trained and equipped with contemporary marketable skills and educational foundations including language and logic, cultural sensitivity and humanistic appreciation, core values and character ethics. The plan is based on four pillars:

- (a) Academic quality improvement through curriculum revision, pedagogical reevaluation and modern assessment and testing tools,
- (b) Faculty development to bring in both the academics and practitioners of high calibre,
- (c) Expansion of physical infrastructure and
- (d) Information technology upgradation.

Administrative and managerial restructuring will follow to support the implementation of this plan. Besides, initiatives are being taken to reinvigorate the Centre for Research with international links, extend the outreach to the community, corporate sector, public domain and non profit organizations, by providing advisory and consultancy services continuing professional development and executive education. The Centre for Executive Education actively responds to the needs of our corporate, public and non-profit organizations and undertakes these activities on an expanded scale.

The concept of social responsibility is an essential component of the philosophy of IBA education. To respond to its long felt socio-cultural obligation, IBA has initiated a National Talent Hunt Program to attract and train financially constrained but talented students from the backward areas of Pakistan. Imparting entrepreneurial skills to Small and Medium Enterprises and Women Entrepreneurs through the Centre for Entrepreneurial Development and Centre for Access to Finance is also part of our focus. In addition to these, IBA now intends to set up an independent think tank for research and analysis of contemporary economic and business problems of Pakistan.



Highlights 2008-09

The academic year 2008-2009 has been quite eventful for the students and faculty of IBA. Highlights of some of the main events are as follows:

- An External Review Panel consisting of renowned academicians Prof. Zahoorul Hasan, Prof. Bob Collins, Mr. Javed Hamid and Mr. Shuaib Ahmed visited IBA during March 2009. They conducted an **audit** of our academic programs and met some of the management, faculty, students and alumni. They recommended revamping the MBA program and making it distinct and independent of the undergraduate programs. The recommendations of the panel have since been accepted and a new MBA program has been designed and approved by the Academic Board.
- A number of IBA alumni who are holding positions of Chief Executive Officers in leading companies of Pakistan hosted **mentoring dinners** for the students of the MBA graduating class. This initiative was highly appreciated by the students as they received very useful tips through such contacts.
- HR Managers from the corporate sector in Karachi were invited to participate in two **focus groups** aimed at identifying the skills and attributes they were looking for in new entrants to their companies.
- IBA formally introduced **Performance Management System** for its faculty members. The system has been developed internally in consultation with all the faculty members of IBA.
- A Carnival was organized by the **IBA Social Welfare Society** at which the famous singer Shahzad Roy performed. The proceeds from the event were donated to the **Zindagi Trust** for their school uplift project.
- As the IBA lacks **outdoor** and **indoor sports facilities** a contract was signed with the **Pavilion End Club**. This contract makes their gymnasium, grounds and halls available to the students, staff and faculty of IBA for the sports activities and allows students to combine studies and work with recreation.

Academic Excellence





Academic Excellence

During the year 2008-09 the academic management of IBA was restructured with the creation of two faculties: The Faculty of Business Administration and the Faculty of Computer Science. Associate Deans were appointed to head the two faculties through a competitive selection process. Along with the academic restructuring (see Annex-I), a number of initiatives were undertaken which included an extensive MBA program audit; accreditation of the Computer Science Program with the NCEAC which resulted in the achievement of the highest rating in Pakistan; initiation of the accreditation of the business programs with AMDISA; establishment of agreements and industry partnerships with SAP, IFC, CFA and Oracle. Besides the above, the students and faculty were also exposed to a host of international scholars and dignitaries who visited the IBA to conduct faculty development workshops, seminars and training sessions (see Annex-III for a complete list).

The following sections provide details of each of the above mentioned initiatives.

MBA Program Course Audit

Course audit is an important part of the comprehensive review process by which the educational institute systematically evaluates its activities and operations. The major focus of a course audit is the manner in which the range of units, sequences and other activities offered contribute to a course.

The purpose of such a course audit is to assist faculties and departments of the Institute to assure the quality of academic courses and to learn from this essentially developmental process in order to affect improvement. The student experience of the course is central to course audit and it applies to all courses.

Course Audit Phases

IBA initiated and conducted a full fledged course audit exercise for the MBA program in 2008-09. Following phases were involved in the course audit activity.

Phase one – Internal Audit

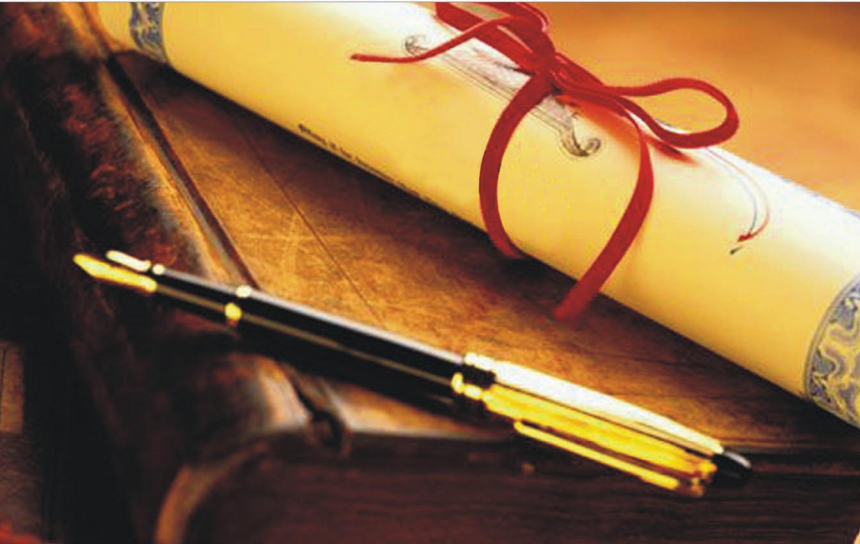
Phase one was geared towards the preparation of an internal audit report which included feedback from the following stakeholders through extensive focus group sessions:

- Academic Committee members
- Chairpersons
- Faculty members from different disciplines
- Alumni and corporate leaders
- Students from senior batches



Phase two - Academic Audit

The internal audit report was discussed in the Executive Committee of IBA to incorporate the impact of available resources and management of the operations on the course audit implementation.



The internal course audit and academic audit subsequently formed the bases for the external audit as explained below.



Phase three – External Audit

The external audit was conducted by an external panel comprising of Dr. Bob Collins, Dr. Syed Zahoor Hasan and Mr. Shuaib Ahmed, who reviewed the courses and programs in the light of the Internal Course Audit report.

Phase four – Presentation to Academic Board/ BOG for discussion and approval

The final Course Audit report was presented to the Academic Board and the Board of Governors of IBA for further deliberations and final approval.

Phase five – Implementation and Monitoring

Finally the report was circulated amongst all concerned faculty and administrative staff members for implementation and continued monitoring.

Primary Recommendations of the MBA Audit

Following were the primary issues that were identified and the recommendations for improvement:

- The curriculum should be enhanced to meet the requirements of the corporate employer
- Course contents should be focused towards achieving an international MBA standard
- Experience requirement should be introduced for enrolment in MBA
- Case studies, particularly indigenously developed, should be encouraged in teaching
- Specialization options should be increased
- The number of faculty members in Department of Marketing should be increased to meet the capacity requirements
- Frequent interactions between the corporate sector and IBA should be increased
- The focus on Linkages/Partnerships/Accreditation membership needs to be enhanced
- A thesis report should be a mandatory part of the MBA Program
- Specification of course prerequisites has to be revisited to address discrepancies in the program
- Availability of space both for staff and students should be increased
- Some remedial courses should be introduced to address the English language deficiencies, both spoken and written, with existing MBA (and also BBA) students
- The problem of knowledge gap amongst the students is to be solved so that each student in the class is gaining the same knowledge. The problem is more pronounced in case of direct MBA students

The above recommendations formed the basis of the complete revamping of the MBA Program which was subsequently undertaken.



Accreditation

Highest Rating of the Computer Science Program by NCEAC

NCEAC of the HEC carried out a detailed accreditation process of the Faculty of Computer Science during the year. The process consisted of both a complete book audit as well as a field audit. As a result of the accreditation the NCEAC awarded a rating of 'W' to the IBA BS (CS) Program. This is the highest rating that can be achieved from the four possible ratings of W, X, Y and Z.

The accreditation process included a rigorous academic audit process conducted by an external panel of experts who visited the IBA Centre for Computer Studies (subsequently known as the Faculty of Computer Science) in November 2008. The rating is based on the overall quality of the program, including quality of faculty, students, curriculum and facilities offered. IBA is extremely proud of this landmark achievement which places its Computer Science Program at par with the best programs in the country.

NCEAC is an accreditation authority (<http://www.nceac.org/>) that has been setup by the Higher Education Commission of Pakistan, whose responsibilities include giving appropriate ratings to all computing programs in Pakistan. NCEAC periodically evaluates, scrutinizes and monitors the standards followed in different universities, Degree Awarding Institutions and their affiliated colleges offering computing degree programs.

The IBA Faculty of Computer Science now offers BS, MS and PhD programs in Computer Science, Information Technology and Software Engineering. In addition, research areas offered in the PhD program include Information and Communications Technologies, Management Information Systems, Artificial

Intelligence, Supply Chain Management and Numerical Computing. The Faculty also offers specialization in MIS as part of the BBA and MBA degree programs.

The details of the NCEAC Rating Categories are as follows:

- **Category W:** Degree programs meeting the major criteria as set by the council for accreditation.
- **Category X:** Degree programs with minor shortfalls expected to meet the major criteria as set by the council for accreditation within two years.
- **Category Y:** Degree programs not meeting the major criteria as set by the council for accreditation.
- **Category Z:** Degree programs seriously deficient in meeting the major criteria as set by the council for accreditation.

South Asian Quality Assurance System (SAQS)

AMDISA has evolved the South Asian Quality Assurance System (SAQS), embodying a professional approach and a South Asian perspective. This process began with a national workshop of Deans and Directors of Management Schools, coordinated by AMDISA's Founder-President Dr. Dharni P. Sinha in June, 2000. It is managed by Association of Management Development Institutions (AMDISA). In Pakistan, Lahore University of Management Sciences is the only institute to have this accreditation.

IBA is currently working on a self assessment report for the accreditation. The first meeting with the Mentor for AMDISA, Prof. Dr. Zahoor Hasan, was held on January 24, 2009. The revision of the report is in process through a step-by-step feedback process along with guidelines from the mentor.

Partnerships and Collaboration





Partnerships and Collaboration

SAP Training Alliance

IBA became the first university in Pakistan to offer SAP education as a part of its curriculum at undergraduate and graduate levels when it signed an alliance agreement with SAP on February 9, 2009. The collaboration will line up SAP's University Alliances Program (UAP) with IBA's ERP Academic Alliances Program (EAAP) and pave the way for IBA to offer SAP training as part of its degree programs. The agreement with SAP UAP will help in bridging the gap between academia and industry. This project will facilitate IBA in accomplishing its goal of producing highly skilled managers and entrepreneurs with greater field knowledge and technology experience.

IFC Training Alliance

IBA and the International Finance Corporation (IFC) have entered into an agreement to provide state-of-the-art teaching and training facilities in corporate governance to Pakistani students. According to the agreement, IFC will assist IBA to develop a curriculum on corporate governance for its various degree programs such as BBA, MS and MBA. Moreover, it will arrange workshops and resource material to train the IBA faculty for effective execution of these courses and to assess their performance frequently to ensure world class teaching standards.

CFA Partnership Alliance

IBA signed an agreement and became a program partner of CFA Institute, the global association for investment professionals that awards the prestigious CFA (Chartered Financial Analyst) designation. The partnership means that the IBA BBA Program covers at least 70 percent of the Level-1 topics of the CFA Program Candidate Body of Knowledge (CBOK) and its MBA Program and MS Finance Program separately cover at

least 70% of the CBOK topics. Recognition as a CFA Program partner signals to potential students, employers and the market place that the university curriculum is closely tied to professional practice, and that students will also receive invitations to participate in various CFA Pakistan forums as well as the opportunity to join the society.

Agreement with Oracle Academy

IBA signed an agreement with the Oracle Academy to introduce the Oracle Academy's Advanced Computer Science Program at IBA. This program will help IBA Computer Science students to develop the business and technology skills required for the professional world. The agreement will enable IBA to integrate the Oracle Academy's software and curriculum into its undergraduate and graduate programs. By combining the Oracle Academy with IBA's ERP Academic Alliances Program (EAAP), IBA students get access to world class technical curriculum and gain hands-on experience with Oracle's industry-leading database and middleware software.

The IBA-Oracle partnership is a milestone on the path to making IBA one of the top 10 business schools in the region in five years.

Faculty & Research





Faculty & Research

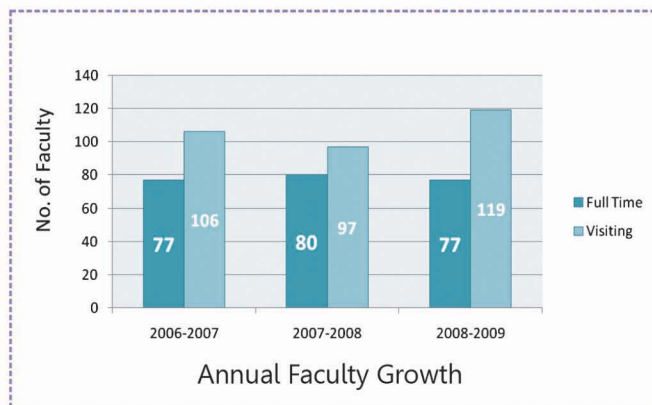
The most critical resource of any academic body is without doubt its faculty. The IBA is proud of its highly qualified faculty members whose significant contributions in research are a continuing factor in distinguishing IBA as an institution of excellence. The sections below provide the details of the various departments and their faculty strengths along with a complete listing of the research output achieved during the academic year 2008-09.

The Faculty Faculty Strength

IBA draws its strength from 77 permanent faculty members and a total of 119 part time faculty members who are professionals and practitioners from the local industry. Out of these a total of 27 have PhDs. Faculty development is considered a critical aspect of overall enhancement of IBA and currently twelve of our faculty members have gone abroad while four faculty members have returned and have rejoined the IBA. The returning faculty members will not only enrich IBA, but also add a new dimension of innovation and research to the institute.

Our faculty is primarily young and generally forward looking. The faculty composition is being driven towards a younger talent pool in order to rejuvenate the innovation and dynamism that comes with a fresh set of talent. The experience that comes with age is of course also necessary to be balanced by the enthusiasm to acquire and disseminate knowledge of the younger faculty. At any time a significant portion of our faculty would be overseas to enhance their knowledge and widen their horizon. Professionals from the industry are also an extremely important part of the IBA faculty as they add valuable industry insight as part time teachers

or as guest speakers and close the industry-academia gap that tends to exist in most universities.



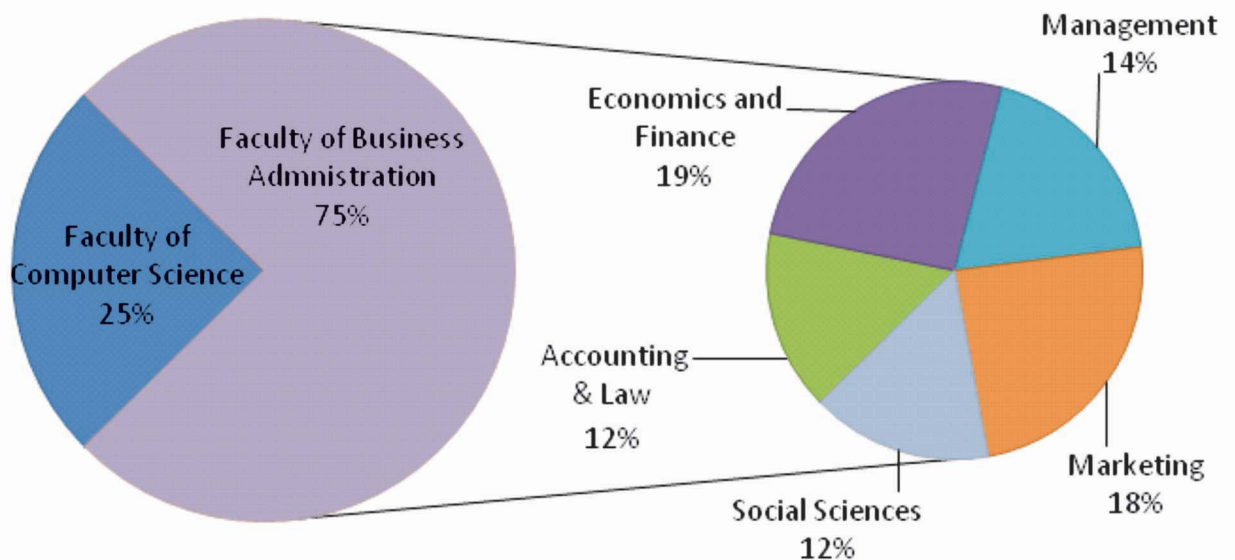
Restructuring of Faculty

The IBA faculty has during 2008-09 period reorganized its faculty into two primary disciplines: Faculty of Business Administration and Faculty of Computer Science. Each faculty comprises of different departments according to their disciplines. At present there are five departments within Faculty of Business Administration: Economics & Finance, Accounting & Law, Management, Marketing and Social Sciences. The Faculty of Computer Science at present comprises of three distinct disciplines: Computer Science, Management Information Systems and Mathematics. However at present the three disciplines are under a single department. These disciplines may be converted into separate full fledged departments in the future as the need arises. Each department recruits faculty according to its own course requirements. The current department-wise distribution of full-time and visiting / Part time / Adjunct faculty is as follows:



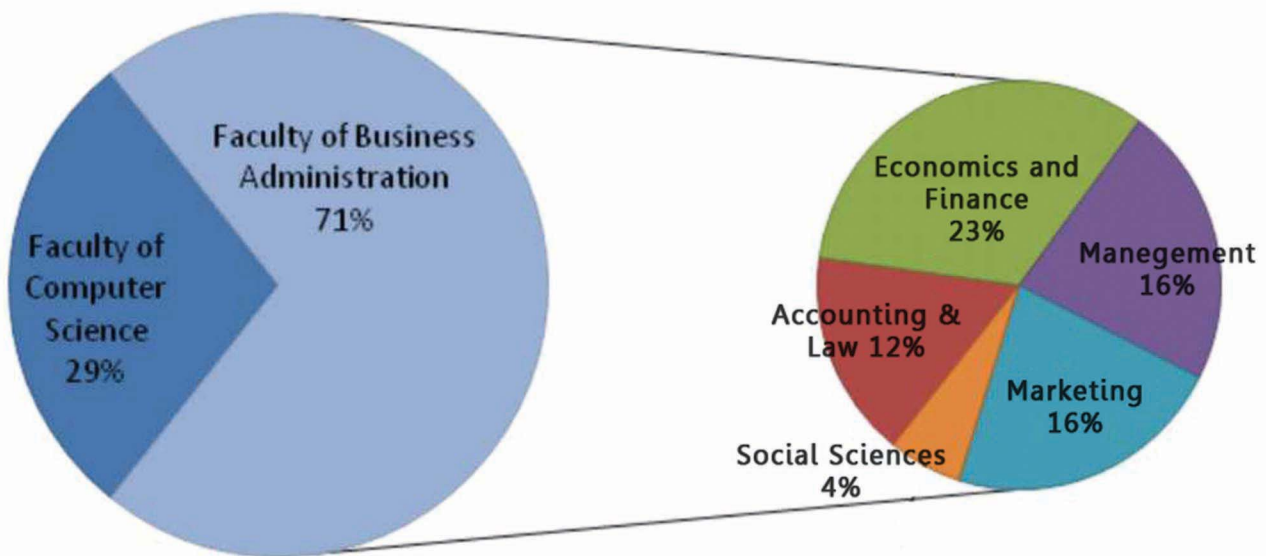
Faculty / Department		Number of Full time Faculty Members	Number of Visiting / Part time / Adjunct Faculty Members
Faculty of Business Administration			
1	Accounting & Law	9	14
2	Economics & Finance	15	28
3	Management	11	19
4	Marketing	14	19
5	Social Sciences	9	5
Sub-total		58	85
Faculty of Computer Science		19	34
Total		77	119

Full Time Faculty





Part Time Faculty



Selection Procedure and Criteria

IBA is committed to attracting and retaining the most talented faculty capable of meeting the institute's strategic and operational objectives. A stringent process exists to ensure that only the best faculty are inducted into the IBA.

Selection is made on variety of criteria:

- Job-related criteria and merit, where merit indicates the extent to which a person has the relevant abilities, aptitude, skills, qualifications, knowledge, experience and achievements (which includes community service), characteristics and personal qualities
- Where applicable, the manner in which the person carried out the duties or functions of any previous position or previous educational or other learning experiences is given due importance
- The extent to which a person has the potential for development



a. Full Time Faculty

The categories for full time faculty appointments have been redefined and are:

1. Teaching Fellow
2. Lecturer
3. Assistant Professor
4. Associate Professor
5. Professor

To encourage exceptional talent, IBA also offers its faculty the choice to opt for the Tenure Track System at the Assistant Professor level and above.

Professor Emeritus

The institute can appoint a limited number of "Professor Emeritus" from eminent retired Professors of the IBA in recognition of their scholarship, service to the IBA, education and research publications. To be appointed as Professor Emeritus, a Professor must have served the IBA for a minimum period of 10 years as Professor with an outstanding track record. The Director and BoG resolution by a $\frac{3}{4}$ majority of the members recommends the appointment to this post.

b. Visiting / Part Time Faculty

Visiting and part time faculty members are appointed outside the tenure system on a year-to-year or semester-to-semester basis. Such appointments are usually made from among the leading practitioners and corporate executives. They supplement the full time faculty by providing insight and learnings from the industry.



Full Time Faculty Appointed in 2008-09

S.No.	Name	Designation	Date of Joining	Department
1	Rabail Qayyum	Lecturer	July 1, 2008	Social Sciences
2	Javeria Rebaz	Lecturer	July 1, 2008	Social Sciences
3	Rashid Aziz Faruqi	Assistant Professor	September 1, 2008	Computer Science
4	Jami Moiz	Assistant Professor	October 25, 2008	Marketing
5	Tania Danish	Assistant Professor	January 1, 2009	Management
6	Mohammad Asad Ilyas	Assistant Professor	June 17, 2009	Accounting
7	Rustom B. Kavasji	Assistant Professor	June 9, 2009	Accounting

Research Output

2008-09

(Period Coverd: July 1, 2008 - June 30, 2009)





Research Output: 2008-09

Faculty of Business Administration

Journal Papers

Dr. Ishrat Husain

- Husain, I., (2009) "Economic Governance in Pakistan", *Criterion Quarterly*, January-March.
- Husain, I., (2009) "Pakistan's Economy 1999/2000 – 2007/08- An objective appraisal" *Business Review*, January- June.

Dr. Mohammed Nishat

- Nishat, M., (2009) "Do Asset Returns Hedge against Inflation in Pakistan", *Middle East Journal of Economics and Finance*, Vol. 2(1), 2009, pp. 15-23.
- Nishat, M., (2008) "Exchange Rate and Stock Prices Relationship: An Empirical Evidence from Pakistani Financial Markets", *Saving and Development*, No.2, 2008 XXXII.
- Nishat, M., (2008) "Export Growth: Role of FDI in Pakistan", *Middle East Journal of Economics and Finance*, 2008.
- Nishat, M., (2008) "Trading Volume and Serial Correlation in Stock Returns in an Emerging Market: A Case Study of Pakistan", *The Philippines Review of Economics*, Vol. 45(2), 2008.

Dr. Zeenat Ismail

- Ismail, Z. (2009) "Comparison of Positive Affect among Learning and Non Learning Disabled Students" *Bahria Journal of Professional Psychology*, Jan 2009.
- Ismail, Z. (2008) "The Relationship of Learning Disabilities and Stress Management in School Students." *Journal of Social Sciences and Humanities University of Karachi*, 2008.

- Ismail, Z. (2008) "Parenting Stress in Mothers of Children with Special Needs" *Pakistan Journal of Psychology*, 2008.
- Ismail, Z. (2008) "Learning Disabilities as a Risk Factor for Interpersonal Skills", *Pakistan Journal of Clinical Psychology*, 2008.

Ms. Bushra Akbar Khan

- Khan, B. A., (2009) "Employee Motivation and Compensation" *Journal of Independent Studies and Research (JISR) Issue 1727-8309*, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Karachi, May 2009.

Ms. Salma Mirza

- Mirza, S. & Syed, N. [2008] "Money Attitudes in the Work Force of Karachi" *Journal of Independent Studies and Research (JISR)*, Vol. 7, No.2, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Karachi.

Papers Presented in Conferences/Seminars (International)

Dr. Ishrat Husain

- Husain, I., (2009) "Financial Reforms and Economic Integration: The Case of Pakistan" presented as a discussant at the conference on Financial Reform and Asian Economic Integration organized by the Chinese Academy for Social Sciences at Beijing, China, on May 4-5, 2009.
- Husain, I., (2009) "Weak and Fragile States", CIDA/AKU Learning Event at Ottawa, June 19, 2009.

Dr. Muhammad Nishat

- Nishat, M., (2009) "Capital Budgeting Practices: A Survey of Pakistani Firms", included in proceedings in South Asian Management Forum (SAMF 10) held in Bhutan, April 9-10th, 2009.



- Nishat, M., (2009) "The Long-Run Relationship between Share Prices, Dividends and Retained Earnings in Pakistan", presented in Pan-Pacific Conference XXVI, Shenzhen, China, June 1-3, 2009.
- Nishat, M., (2009) "Capital Structure Choice in an Emerging Market: Evidence from Listed Firms in Pakistan", presented in Pan-Pacific Conference XXVI, Shenzhen, China, June 1-3, 2009.
- Haider, S. and Nishat, M, (2009) "On Testing Efficiency of Karachi Stock Exchange Using Computational Intelligence", In Proceedings of International Conference on Information and Financial Engineering, Singapore, April 2009, pp. 32-36.

Dr. Zeenat Ismail

- Ismail, Z. (2009) "Parenting Stress in Mothers of Children with Special Needs" International Conference on Applied Psychology: Asian Perspective (ICAP 2009), University of Malaya, Kuala Lumpur, Malaysia, March 12-14, 2009.
- Ismail, Z. (2008) "The Relation of Learning Disabilities and Interpersonal Skills in School Students" International Conference of Social Sciences A two day International Conference, Izmir, Turkey, August 2008.

Papers Presented in Conferences/Seminars (Pakistan)

Dr. Ishrat Husain

- Husain, I., (2009) "Pakistan Experience with the IMF: A paper presented at IBA Conference on Pakistan Economy and the IMF held at Karachi on May 31, 2009.
- Husain, I., (2009) "From Global Financial Meltdown to Global Economic Crisis" Chief Guest's Key Note address at the seminar organized by Institute of Cost and Management Accountants (ICMAP) held at Karachi on February 6, 2009.
- Husain, I., (2008) "Global Financial Meltdown:

Genesis, Consequences and Lessons" Seminar organized by the Institute of Chartered Accountants of Pakistan (ICAP) at Karachi on October 23, 2008.

- Husain, I., (2008) "Economic Governance" paper presented at Conference on Pakistan's Economy organized by National Defense University, Islamabad, November 4, 2008.

Dr. Huma Naz Baqai

- Baqai., Huma. N., (2009) "Women and Pakistan" Seminar on Women's Day at SZABIST, Karachi, March 17, 2009.
- Baqai., Huma. N., (2008) "Contextualizing Pakistan's Economy" Seminar on Political Economy of Pakistan, organized by Freedom Gate Pakistan, July 19-20, 2008.

Ms. Bushra Akbar Khan

- Khan, B. A., (2009) "Impact of Downsizing on Employee Attitude-A case Study of HBL" 10th conference at the SZABIST, Karachi, June 2009.
- Khan, B. A., (2008) "Employee Motivation and Compensation" 9th conference held at the Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST), Karachi, December 2008.

Ms. Salma Mirza

- Mirza, S. & Masood, Q. [2009] "Development of a Consumer Confidence Index for Pakistan: A Pilot Study on Three Main Urban Cities" paper presented in SZABIST 13th National Research Conference on May 9, 2009, Karachi.

Books/Monographs

Dr. Mahnaz Fatima

- Fatima, M. (2008) "Quality Management in Pakistan's Export Oriented Industries" Oxford University Press ISBN 978-0-19-547644-6.



Faculty of Computer Science

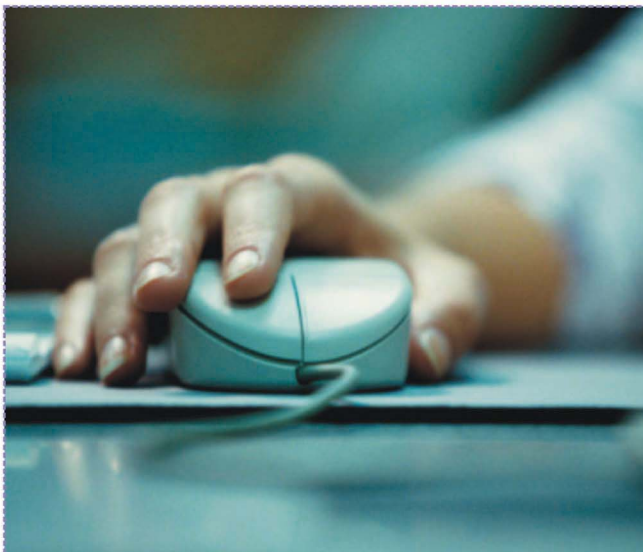
Journal Papers

Dr. Sajjad Haider

- Haider, S., (2009) "From Dynamic Influence Nets to Dynamic Bayesian Networks: A Transformation Algorithm", *International Journal of Intelligent Systems*, 24(2), 2009, pp. 919-933.
- Haider, S. and Levis, A. H., (2008) "Modelling Time-varying Uncertain Situations using Dynamic Influence Nets", *International Journal of Approximate Reasoning*, 49 (2), 2008, pp. 488-502.

Dr. Zaheeruddin Asif

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Ms. Qurat-ul-Ain Rajput

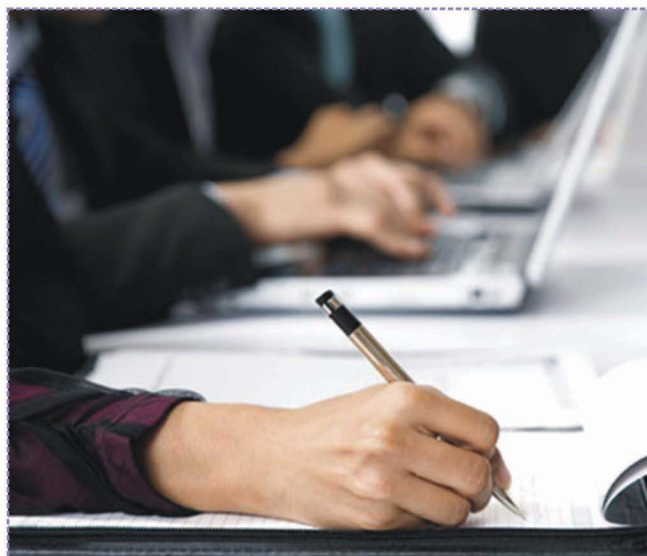
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Dr. Sajjad Haider

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Dr. Sayeed Ghani

- Faruqui R. and Ghani. S, (2008) "A Simulation Study of Block Acknowledgements and TXOPs under Varying Channel Conditions", 12th IEEE International Multitopic Conference, Karachi, Pakistan, December 23-24, 2008.

Mr. Rashid Aziz Farooqui

- Ahmed, F., and Faruqui, R. A., (2008) "Collaborating Techniques of CDMA Nodes" IEEE- International Multitopic Conference, 12th IEEE INMIC December 23-24, 2008, Karachi.
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- Asad Hassan Qureshi and Rashid Aziz Faruqui, "IT Security Audit of a Medium Sized Organization", 24th IEEE All Pakistan Students' Seminar 2009.
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Students Body





Students

Perhaps the most outstanding aspect of the IBA is in fact its student body. The following sections provide an insight into the IBA admissions for the period 2008-09, the activities of the student societies as well as the job placements of graduating students in the industry. It also provides details of the financial assistance available to deserving students in the form of scholarships and loans.

Among the key objectives of an educational institution is not only to develop the students academically but also to nurture their extracurricular interests, develop their responsibility to the local community and uplift their moral and ethical values. Besides winning top medals in the field of academics, the student body at IBA conducts co-curricular, extra-curricular and service activities in a highly organized manner under the dynamic guidance of the Dean and Director, who takes a lot of interest in the overall development of IBA students.



Students' Profile

Every year, through a highly competitive process, the IBA attracts the nation's most talented youth to become part of its highly prestigious student body. The IBA Admissions in every program are strictly on merit basis and open for students from various different fields of education from all over Pakistan. Students, in this sense are highly diversified and each one of them offers his/her colleagues an enriching opportunity to learn from their experience and speciality.

The following sections provide an overview of the IBA admissions of fall 2008 for both the MBA and BBA/BS Programs, whose highlights are as follows:

- The highly competitive process had a high turnout with a very low success rate:
 - 1114 applicants to the MBA Program with a success rate of 16%.
 - 2743 applicants to the BBA Program with a success rate of 11%.
 - 979 applicants to the MIS/CS Programs with a success rate of 14%.
- IBA was successful in attracting students from across a variety of income groups with a largely middle class background.
- At the undergraduate level the breakup between A-Levels vs Intermediate students was about even. However at the MBA level, almost 80% of the students came from Intermediate background while about 20% were from A-Levels.
- A very heavy proportion of the MBA class came from engineering and computer science backgrounds.
- We however continue to attract the vast majority of students (85%) from Karachi.

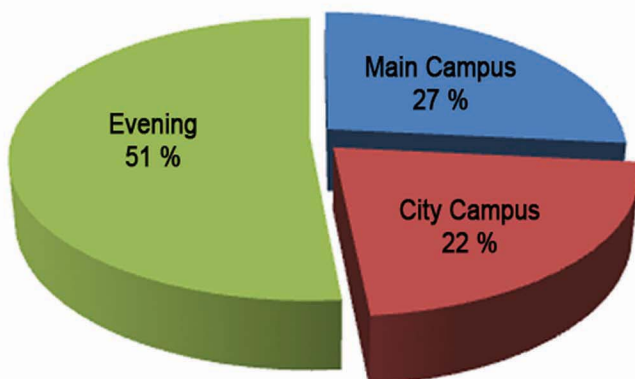


MBA Class of 2010

(Intake of Fall 2008)

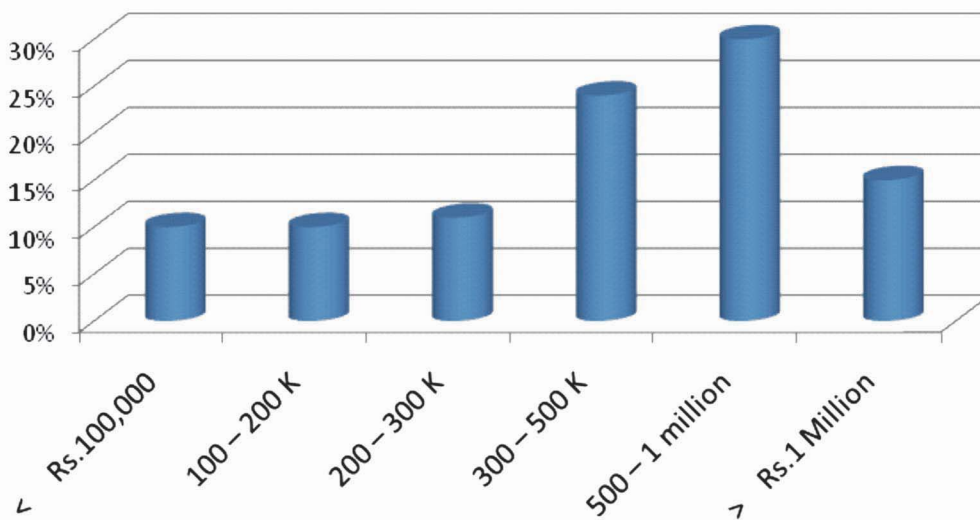
Appeared:	1114
Qualified:	209
Enrolled:	173
Success Rate:	16%

Program Allocation of the students enrolled in MBA Program

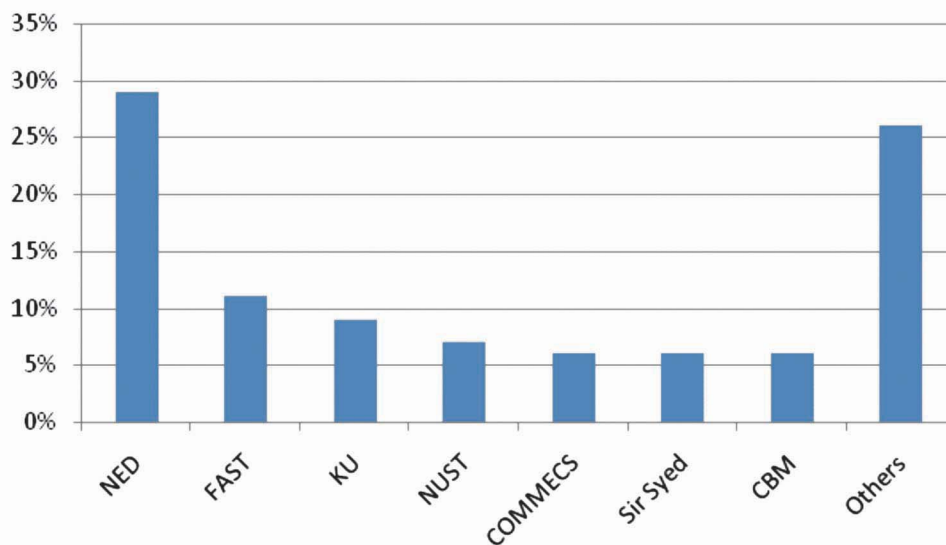




Guardian's Annual Income: MBA Students

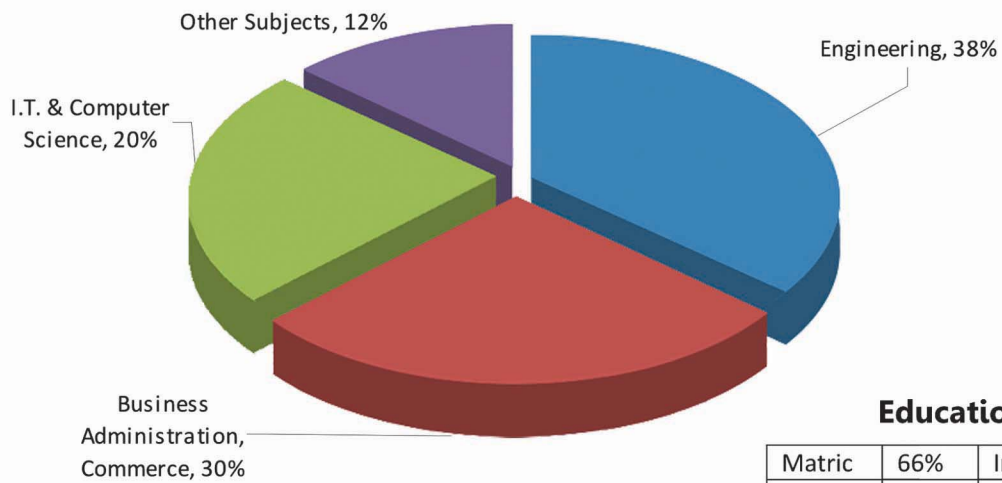


Last Educational Institute of the MBA Students





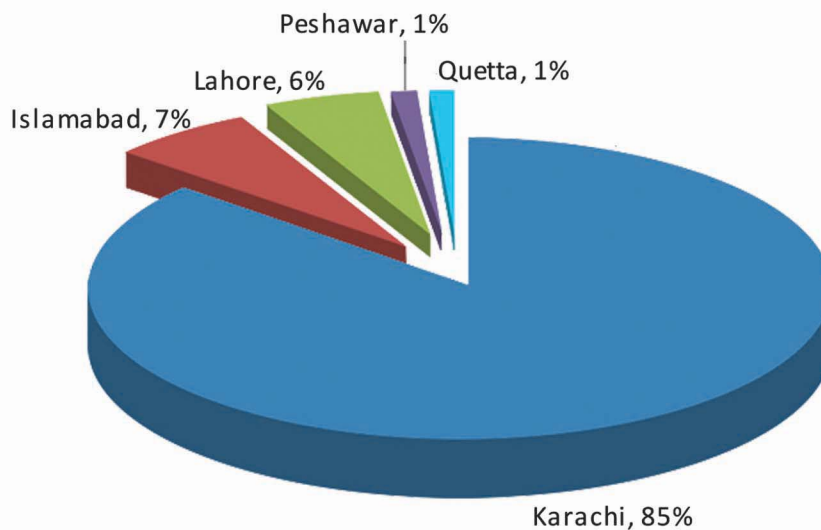
Academic Background of MBA Students



Educational Background

Matric	66%	Intermediate	78%
O-Level	34%	A-Level	22%

Centres in which successful candidates appeared



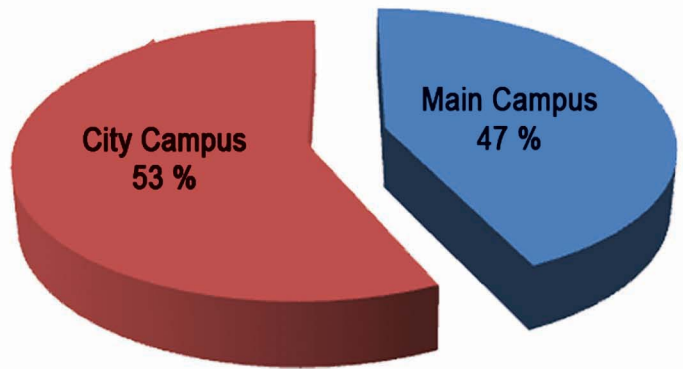


BBA Class of 2012

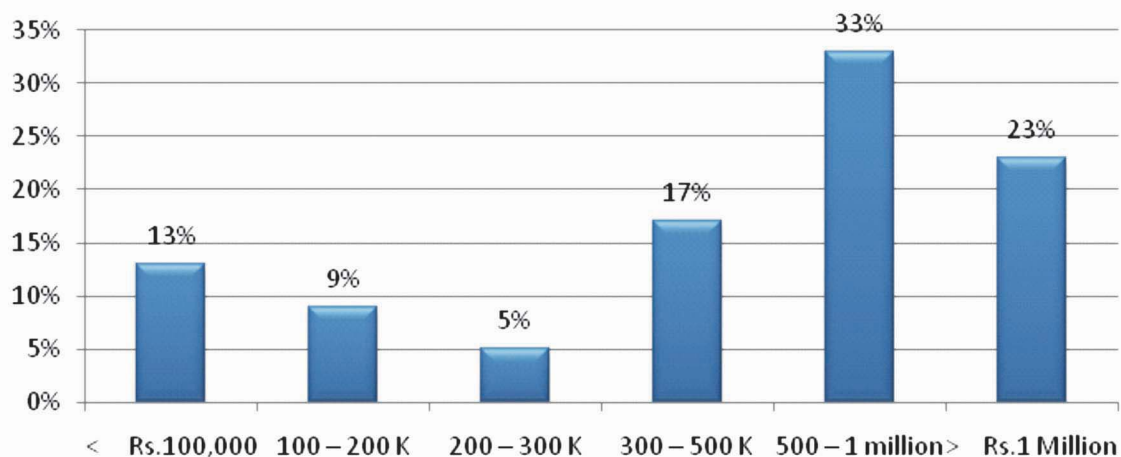
(Intake of Fall 2008)

Appeared:	2743
Qualified	323
Enrolled	301
Success rate:	11%

**Campus Allocation:
BBA students:**



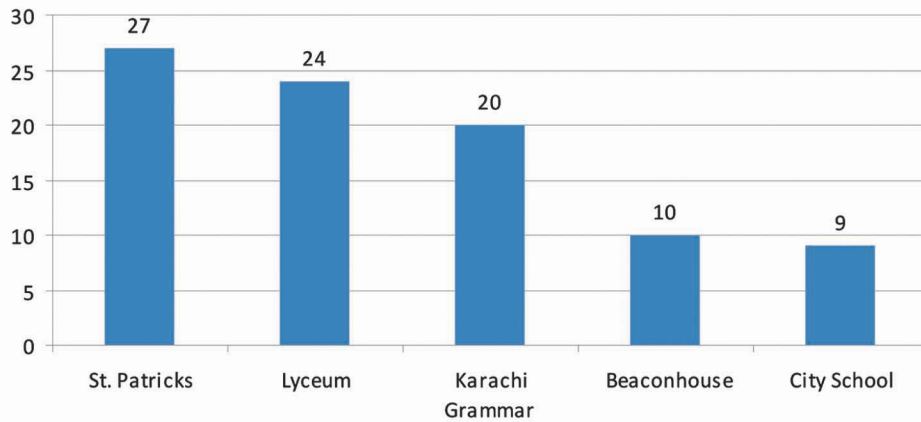
Guardian's Annual Income: BBA Students



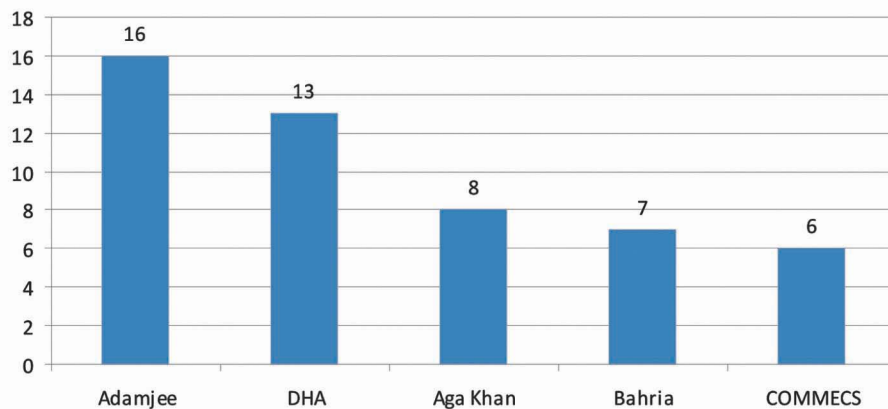


Last Educational Institutes: BBA students

Students who did A-Levels



Students who did Intermediate

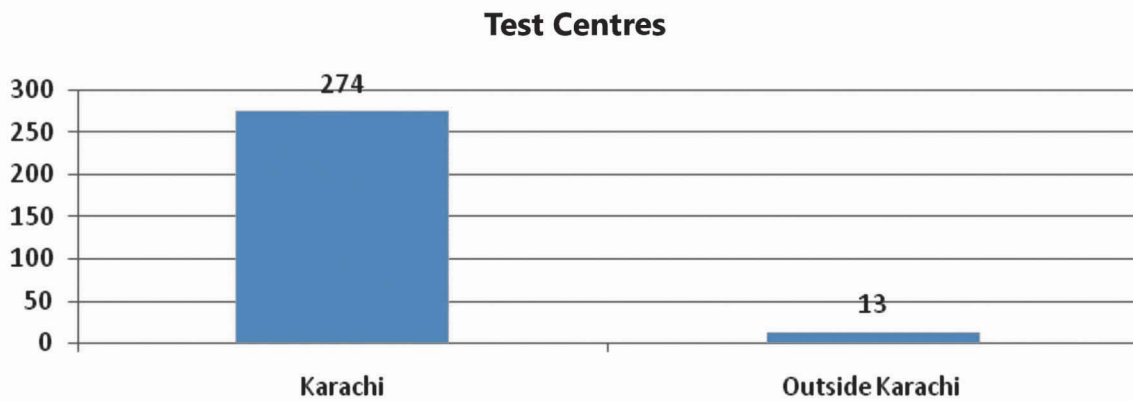


Educational Background

MATRIC	37%	Intermediate:	41%
O-Level	62%	A-Level:	44%
N.A.	1%	N.A.	15%



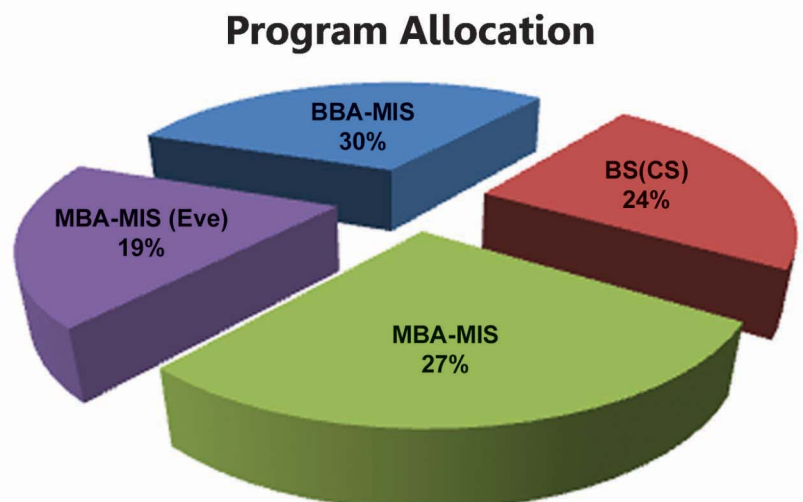
Centres at which the candidates appeared



MBA/BBA-MIS

Appeared:	979
Qualified:	185
Enrolled:	140
Success Rate:	14%

Program Allocation: MIS/CS students





Societies and Clubs

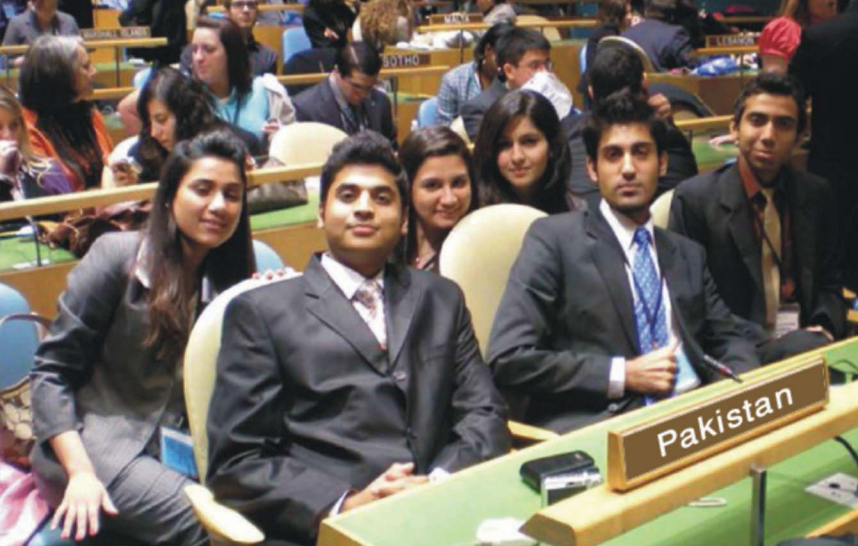
The IBA students bodies have been reorganized to reflect a unified IBA theme, with a total of 27 student societies/clubs and a single IBA-wide Students' Council (ISC) which oversees the activities of all the societies/clubs throughout IBA. The ISC is headed by a Students' Counsellor.

Each society/club has also been reorganized and is now under the supervision of a patron nominated from amongst the faculty members. Societies/clubs have been segregated on the bases of, Co-curricular, Extra-curricular, and Service activities, as follows:

Co-curricular	Extra-curricular	Service
Finance Club	Music Society	Community Welfare Society
Economics Club	Dramatics Society	Go-Green Society
Human Resources Club	Literary Society	Alumni Society
Entrepreneurship Society	Arts Society	Placement Society
Leadership Club	Photographic Society	Media and Publication Society
Marketing Club	Adventure Club	Iqra Society
Social Sciences Club	Outdoor Sports Society	Boys' Hostel Society
Web Society	Indoor Sports Society	Girls' Hostel Society
Information Systems Society	Girls Sports Society	
	Public Speaking	

Activities of the Societies and Clubs

Hostel Society	Hostel Alumni Reunion and Dinner
	Tournaments: Cricket, Hockey, Football and Table Tennis
	Bonfire Camping
	Online Gaming
Public Speaking Society	MUNIK Parliamentary Debate
	Panel Discussion Works hop
	IBA Students attended MUN New York, LUMUN, ZABMUN and ROTMUN
	Parliamentary Debate at Shahjawani and Ziauddin University
Alumni Society	Participated in AKHSS Career Expo
Web Society	Scheduling and Attendance Management System (SAMS)
	Latte Lounge Order Management System (LLOMS)
	Purchase Workflow Management System (PWMS)
Adventure Society	Boating Trip to Ram Jharoka for approx 100 students
Iqra Society	IQRA Quiz Competition at both campuses
	Visit of Mr. Saeed Anwar, APWA Auditorium
	Visit of Mr. Junaid Jamshed, APWA Auditorium, In the Memory of Zohaib Aijaz
	IQRA Newsletters: 1st Issue : January 2009 2nd Issue : February 200- 3rd Issue : April 2009



Students' Achievements

IBA prides itself in a highly active student body which under the patronage of the mentors is involved in international and national competitions throughout the year. During 2008-09 IBA students attained outstanding levels of achievements while competing with students from across the globe as highlighted below.

1. National Model United Nations Conference, New York.

The IBA team recently took part in the National Model United Nations Conference in New York winning 3 awards, one in each category.

Competing in a truly international arena, with representation from over 4000 students from around 300 universities, this was the only delegation from Pakistan to take part in this conference which was held between April 4th and 9th of 2009.

The IBA delegation comprising of 8 undergraduates students won the honours of "Distinguished Delegation" and "Outstanding Position Papers", as well as an individual performance award for "Outstanding Delegate" which was presented to Saira Ansari for her exceptional work in the Economic and Social Council.

The Team comprised of the following students:

- Danish Amjad (Head Delegate)
- Hashim Akbar Khan (Coach)
- Faria Sami
- Saira Ansari
- Mahad A. Hamza
- S. Salman Haroon
- Sanah Irfan Patel

- Mahrukh Isa
- Javeria Rebaz (Patron)

2. CFA Pakistan Investment Research Challenge

IBA won the CFA Pakistan Investment Research Challenge (PIRC) 2009. The other teams who participated in the event were LUMS, SZABIST, Bahria University and CBM. The IBA team will now proceed to the Regional Challenge at Singapore.

The Team comprised of the following students:

- Faiza Altaf
- Ovais Riaz
- Mariam Abid
- Madeeha Akhtar
- Rizwan Zuberi
- Shabih Haider (Faculty Advisor)
- Sumaira Dada (Faculty Advisor)
- Syed Akbar Ali (Faculty Advisor)

3. Battle of Minds 2009

IBA Students of MBA II secured 2nd position and Trophy in the Battle of Minds 2009 Competition held at Islamabad under supervision of Pakistan Tobacco Company. They were amongst the six teams selected for this competition from all over Pakistan.

The Team

- Nida Azam Modan
- Sara Jawed
- Haider Raza
- Samia Ghaffar



4. Inter University Elocution Competition

On the occasion of the 61st Independence Anniversary of Pakistan, Pakistan Women's Foundation for Peace held its Annual Inter University Elocution Competition on August 29, 2008 at the Beach Luxury Karachi. The subject this year was related directly to the anxieties of our youth, who now comprise 83 million individuals, more than half the population of our country. In order to communicate both their apprehensions and aspirations on a public platform, where parliamentarians and policy makers both were present, the subject of direct focus was "What is Our Future in Pakistan?"

Sadaf M. Aslam of BBA Class of 2009 represented IBA at this auspicious occasion. She achieved 2nd position amongst all participants from all over Pakistan.

5. European Financial Seminar, Geneva, Switzerland

Muniba Mahmud and Asim Ali Raza were selected by one of the largest multinational FMCG companies in the world to be among 32 students selected from all over the world to attend the European Financial Seminar at Geneva, Switzerland.

The IBA was the only business school in the world to have two of its students accepted for this seminar.

6. Global Biotechnology Leadership Conference

Mr. Ovais Riaz, a student of MBA-I was selected by Novartis Pharmaceuticals to represent Pakistan at 'Global Biotechnology Leadership Conference' at Hong Kong. He won the award for the Best Business Plan Judges' Choice.

Gold Medals

(Convocation 2008)

Medal	Student Name	Class	Percentage
Overall Marketing Gold	Ms. Fatima Shahid	MBA through BBA (City Campus)	95.5%
Overall Finance Gold	Ms. Mahrukh Shakil	BBA-May 2008 (City Campus)	98.5%
Overall Finance Gold	Mr. Raheel Iqbal Bhatti	MBA through BBA (City Campus)	98.5%
Gold Medal: Research Methodology	Ms. Zehra Sayeed	BBA-2007	95%

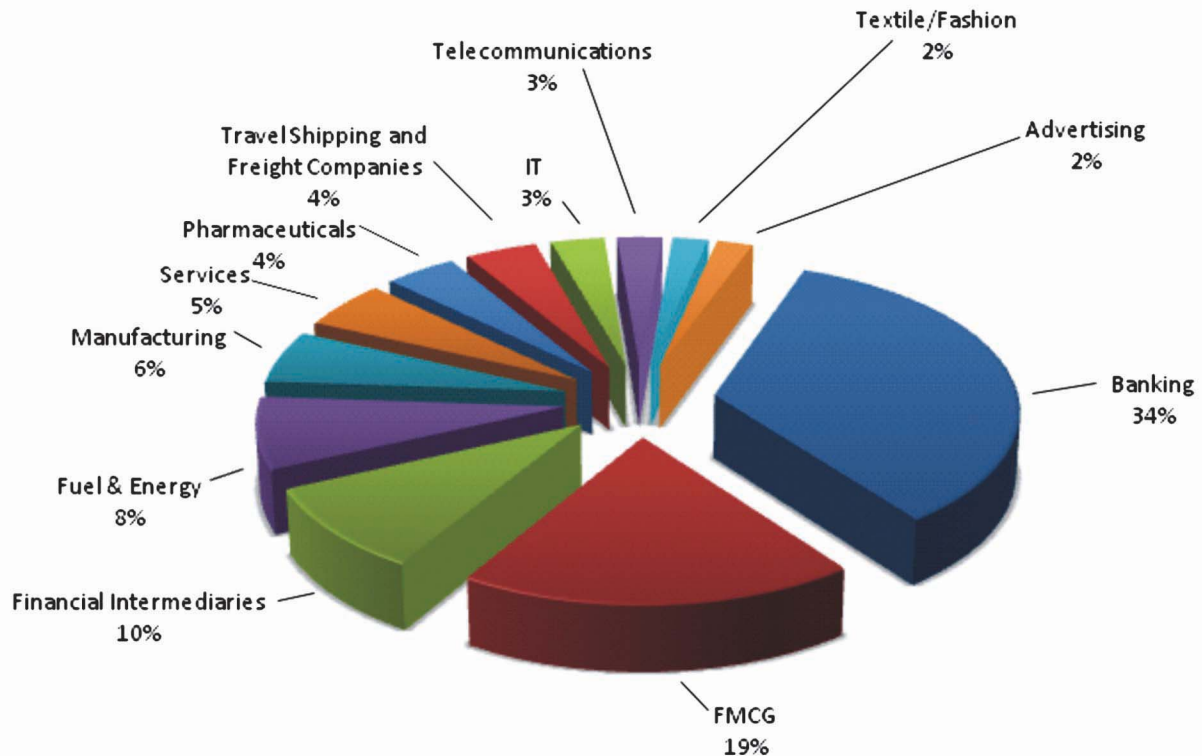


Students' Placement

Employment of IBA students by industry

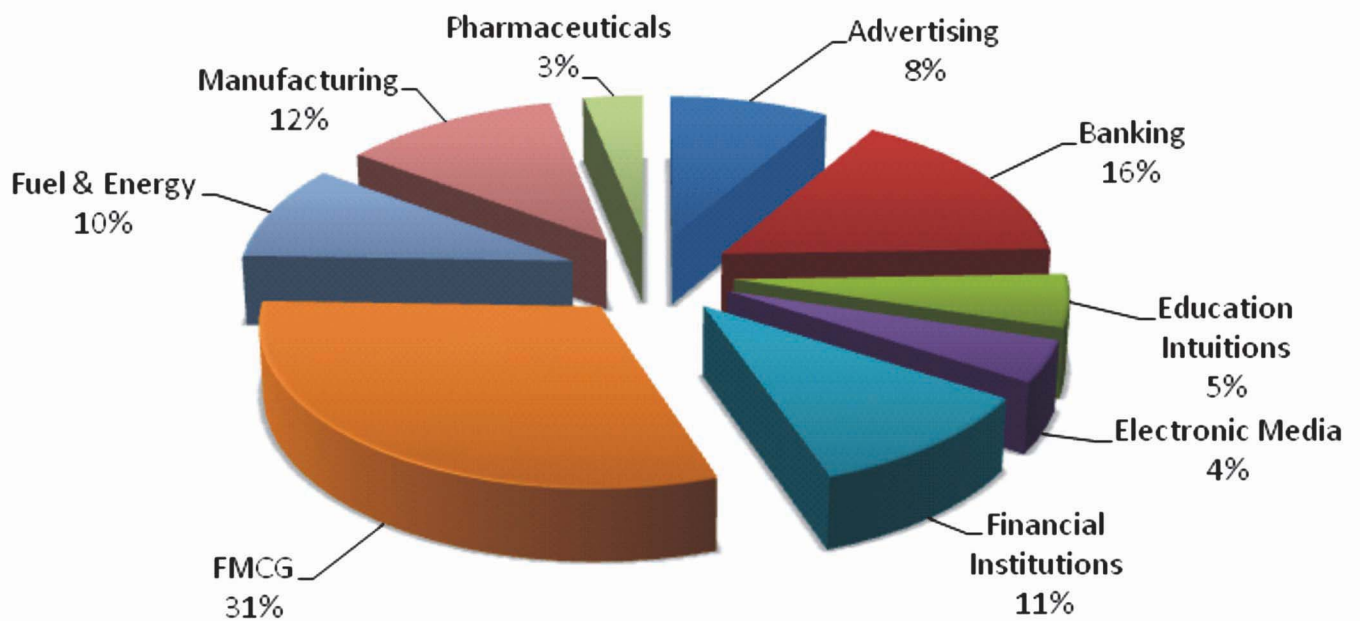
IBA graduates continue to enjoy their high demand in the market place. Most of our graduates receive appointment letters even before completing their degrees. Given the exposure that students get after graduating from IBA, they are more than welcomed in almost every industry. Following statistics depict the distribution of graduates employed in various industries.

Industry-wise Distribution of Placements: Class of 2008





Industry-wise Distribution of Placements: Class of 2009





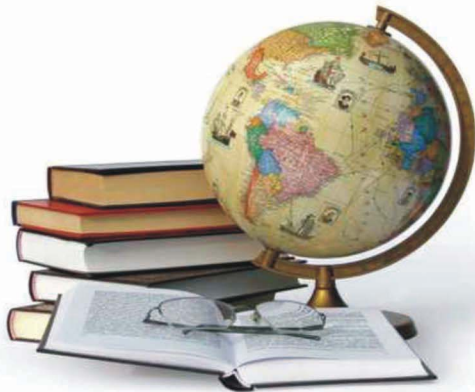
Major Employers

- 3M Pakistan Private Limited
- A. F. Ferguson & Co.
- Abbott Laboratories (Pakistan) Limited
- ABN AMRO Bank Ltd.
- Aga Khan University
- Alfaisal University, Saudi Arabia
- ARY Digital Network
- Bank Alfalah Limited
- BASF Pakistan (Pvt.) Ltd.
- BOC Pakistan Limited
- Chevron Pakistan Limited
- Citibank NA
- Colgate Palmolive (Pakistan) Ltd.
- Dubai Islamic Bank Pakistan Limited
- Engro Chemical Pakistan Limited
- Faysal Bank Limited
- GlaxoSmithKline Pakistan Ltd.
- ICI Pakistan Limited
- Indus Motor Company
- JCR-VIS Credit Rating Co. Ltd.
- Karachi Stock Exchange
- Lakson Tobacco Company Ltd.
- Maersk Pakistan (Pvt.) Ltd.
- Meezan Bank Ltd.
- Nestle Pakistan
- Novartis Pharma Pakistan
- Pakistan State Oil Company Limited
- Pakistan Tobacco Company
- Procter & Gamble Pakistan Pvt. Ltd.
- Reckitt Benckiser Pakistan Limited
- Shell Pakistan
- Sidat Hayder Murshad Associates
- Siemens Pakistan Engg. Co. Ltd.
- Standard Chartered Bank (Pak) Ltd
- State Bank of Pakistan
- Sui Southern Gas Company Limited
- The Habib Bank Group
- The Hong kong & Shanghai Banking Corp. Ltd.
- The Securities and Exchange Commission of Pakistan
- Unilever Pakistan Ltd.
- United Bank Limited



Scholarships

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admissions test and fulfils other requirements is refused admission because of the inability to afford the costs of the programs at the institute. A financial aid committee scrutinizes the applications of students seeking financial aid and sanctions assistance for those who demonstrate the need. In the academic session 2008-09, as many as 277 students received scholarships amounting to Rs. 28.0 million.



IBA gratefully acknowledge the long term support and generous contributions made by the following organization, companies and individuals:

Cumulative Financial Assistance for Undergraduates and Masters Program for the Fiscal Year 2008 – 2009

IBA Scholarship	No. of Students	Amount (s) (Rs. 000)
Need Based Scholarship	112	9,438
Total	112	9,438

Public Sector		
HEC – JICA	44	4,934
HEC – USAID	27	3,892
Govt. of Sindh	25	3,537
Total	96	12,365

Private Sector		
UBL Scholarship	4	185
Mubashira Hafeez Scholarship	2	138
A.W.K & A.K.M. Scholarship	4	266
HBL Scholarship	7	630
Aftab Associates Scholarship	5	312
HMBL Scholarship	6	469
Al – Ameen Scholarship	9	900
PSO Scholarship	2	344
KPT Scholarship	2	324
The Sapphire Scholarship	3	210
Oxford & Cambridge Scholarship	6	300
Shell Pakistan Scholarship	4	637
Khushalli Bank Scholarship	2	406
Muhammad Riaz Scholarship	3	307
Anonymous Scholarship	10	709
Total	69	6,144

IBA Scholarship Expense and External Donors Funding	No. of Students	Total Amount(s) Rs.000
	277	27,948

Corporate Linkages





Corporate Linkages

The IBA takes pride in its close linkages with the corporate world. These critical linkages are continuously vitalized with the help of various centres and departments. The Alumni and Placement department plays a key role in establishing close links with the IBA Alumni along with conducting activities such as job fairs. In 2009 this department was converted into two separate departments: The Career Development Centre (CDC) and the Alumni Department. In addition the students of IBA play a critical role in strengthening these linkages via conduct of various projects and internships with the industry. The Centre for Computer Studies (later converted to Faculty of Computer Science) also plays an important role in conducting software and IT student projects with the industry.

Career Development Centre (CDC)

The goal of the Career Development Centre is to help the students find the right job in the right field with the right employer. The centre achieves this through developing strong and tangible linkages between employers and IBA graduates, aligning the needs of employers with the competencies of our graduates, organizing professional lectures, seminars, panel discussions and workshops on career development and related skills, organizing and facilitating job fairs, coordinating internships, 5-month projects and job placements in an efficient and smooth manner. The CDC also sponsors visits of head hunting teams to facilitate on campus recruitment activities.

IBA 5 - Month Project 2008-2009

S#	Name of Organization	Title of Project
1	A.F. Ferguson & Co.	To perform tasks in the Risk Advisory Services Group of A.F. Ferguson
2	ATCO Laboratories Limited	To Market OROHAN / ESSENTIAL Drugs
3	BOC Pakistan Limited	To work on different global regional level projects in line with the new operating model in the Marketing departments of BOC
4	Care n Cure	Resource Mobilization
5	CEI Logistics (Pvt) Ltd. (World Wide Group)	Group Business Development
6	Chevron Pakistan Limited	Implementation of Project Olympic
7	Crosby Asset Management (Pakistan) Limited	Fundamental Analysis of Securities
8	Crosby Asset Management (Pakistan) Limited	System Analysis of Sales and Distribution Systems
9	Engro Chemical Pakistan Limited	Business Development
10	Engro Chemical Pakistan Limited	Development of Strategy for Company Owned Branded Outlets (COBO) and Dealer Owned Branded Outlets (DOBO)



11	Engro Chemical Pakistan Limited	Identification and resolution of internal control weaknesses in various business processes to help Strengthen Corporate Governance.
12	Engro Chemical Pakistan Limited	Pre-Feasibility of a New Business Development
13	Engro Chemical Pakistan Limited	Restructuring of Marketing department of Engro Chemical Pakistan Limited
14	Engro Chemical Pakistan Limited	Trading and Business Development
15	Engro Foods Ltd.	Corporate Affairs and Brand PR
16	Engro Foods Ltd.	Olper's Ramadan and Olper's Cream Campaign
17	Group M (ESP)	Horlicks and Surf Excel-Every Child has the right
18	IAL Saatchi & Saatchi	Deep Dive into the Prime Prospects Mind
19	J&P Coats Pakistan	Brand Awareness and Promotion of J&P Coats Consumer/Industrial Products
20	J. Walter. Thompson	Account Planning for Agency's Clients
21	Pak Rock Group	National Commodity Trading
22	Pak-Arab Pipeline Company Ltd.	Corporate Communications Material (CCM) Project
23	Pak-Arab Pipeline Company Ltd.	ERP System Review & Improvement
24	Pak-Arab Pipeline Company Ltd.	Human Resource Policies Project
25	Pak-Arab Pipeline Company Ltd.	PARCO Financial System Compatibility Review
26	Pak-Arab Pipeline Company Ltd.	Review & Formulation of HR Policies
27	Pak-Arab Pipeline Company Ltd.	Review of Corporate Communications material
28	Pak-Arab Pipeline Company Ltd.	Treasury & Risk Management
29	Pakistan Tobacco Company Limited.	Brands Asset Communication – Wave – II (Pall Mall) – Blenders Choice – LEPP (Gold Leaf)
30	Pakistan Tobacco Company Limited.	Channel Development & Merchandising Key Accounts: Top Traders Loyalty Program Launch & Management Financial Evaluation Tools: To evaluate newly developed financial evaluation tool and suggest changes for implementation.
31	Pakistan Tobacco Company Limited.	Human Resources Talent – Smart Recruitment Process
32	Synergy Advertising (Pvt.) Ltd.	Synchronize Digital Product Revamp
33	The Aga Khan University	Enhancing Alumni Relations at the Aga Khan University
34	The First R	Product presentation through personal selling



Internships

Internships by Industry

Industry	Number of students taking part in internships
Banking and Related services	23
Financial Institution	26
Fast Moving Consumer Good	11
Gas, Oil and Petroleum	10
Computer Software / Hardware	8
Automobile Industry	1
Freight Forwarders	2
Manufacturing Concerns	23
Electronic Companies	3
Pharmaceuticals	7
Electronic Media	2
Advertisement Agency	11
Educational Institutions	6
Telecommunication	2
Services	14
Other	4
Total	153

Internships by Degree Program

Total # of Students who interned at various companies from IBA [BBA VI, BCS VI, MBA II and MBA - CBR (Tax Management) Classes] in 2008-09 academic year.

Program	Total # of Internees
BBA VI	186
MBA II	201
BCS VI	16
MBA - CBR (Tax Management)	35
Total	438



Job fairs and other activities

Firms	Date
Visit of Media Com	Jan 13, 2009
P&G Recruitment Session	Jan 26 & 27, 2009
Standard Chartered, visits IBA City Campus	Jan 28, 2009
National Marketing Services Presentation and Recruitment Test	Jan 31, 2009
Unilever Pakistan's U-Day at IBA City Campus	Feb 9 & 12, 2009
GSK Visits City Campus	Feb 10, 2009
Pakistan Tobacco Company (Battle of Minds 2009) visits IBA City Campus	Feb 19 & 25, 2009
Reckitt Benckiser, Recruitment Session, City Campus Auditorium	Mar 2, 2009
Bank- Alfalah Limited (Test and Interviews)	Mar 15 & 17, 2009
Alfaisal University, Kingdom of Saudi Arabia, Visit	Mar 16, 2009
Engro Foods (Pvt.) Ltd. Presentation and Interviews	Mar 18, 2009
Indus Motor Company Ltd. For Internships	Mar 9, 2009
ICI Recruitment Drive	Apr 2, 2009

Alumni Department

The IBA Alumni Department is working proactively to engage and involve the vast alumni base with its alma mater and with each other to together support IBA in its initiatives for excellence in all its endeavours.

The Alumni Department is constantly looking for ways to connect and engage further with the alumni. The involvement and engagement of alumni in IBA's activities at their alma mater provides a mutually beneficial platform for the alumni to network and socialize with the IBA community world-wide in their respective fields of interest.

The Alumni Database consists of over 8000 records and is constantly updated to ensure access to most recent, reliable and a secure resource to connect with the alumni.

The office in an attempt to engage the alumni with the current students, held a series of Mentoring Dinners for the graduating batches to introduce them to selected alumni who are distinguished in their fields. Introducing

them to students helps the new graduates to receive career guidance and help with networking. The office encourages the continuation of the mentoring relationship after the first meeting depending on the interest of the student and support from the mentor.

A step toward facilitating donations from alumni and friends spread across the globe was taken by the department by the creation of the Online Donations website. A launch ceremony was organized in which eminent IBA alumni were invited. The ease, convenience and security provided by the online website were welcomed and our generous donors have started using the facility to make online donations using their credit cards from the ease of their own desks (www.iba.edu.pk/iba_donation).

Tree Plantation Ceremony was another initiative that has been taken by the department to involve alumni with the institute. This initiative has received an overwhelming response from the alumni and many of IBA's esteemed alumni supported and donated a token



for a tree in their name in support of this new venture. Tree planting is an ongoing activity for the alumni, providing them with an opportunity to plant a tree at their institution under their name and batch year to serve as a tangible reminder of them for future students in years to come and of course to play their part in beautification of the beloved grounds.

Computer Science Projects

The Faculty of Computer Science (earlier known as Centre for Computer Studies) also conducts various projects with the Computer Science and MIS students. Some of the projects conducted in 2008/09 are highlighted below.

CS/IT Projects

BBA MIS Projects

- Online Industrial Research Portal
- Integrated Payment System
- Web Based Tuition Portal
- Web Based Hospital Management System
- Web Based Hotel Management System
- Enterprise Contact Management System
- Web Based Courseware Management System
- Electronic-Insurance System
- Electronic-ticketing
- Web Based NGO Portal
- Electronic-Branding Marketplace
- Electronic Marketing Model
- BCP & DRP (Reference Implementation Model)
- Integrated Financial/Payment Model for Asian Countries

Multi Disciplinary Projects

- B2B Market Place for Pakistani Industry (Reference Model)
- Carbon Tax Initiative for Pakistani Industry (Implementation Framework)
- Open Source Open Architecture Based Enterprise Information System Model
- Enterprise Performance Management System
- Cisco IOS Based VOIP Teleconferencing
- Integrated E-Commerce Portal



Outreach to the Community





Outreach to the Community

The IBA strongly believes in interacting with the national and local communities to conduct specialized programs. A number of centres exist at IBA to for this purpose. These include the Centre for Executive Education (CEE), the Centre for Business and Economic Research (CBER), the Centre for Entrepreneurial Development (CED). The Centre for Business and Economic Research along with the IBA Centre for Executive Education offers research and training programs which includes the Executive MBA. In addition, IBA strongly believes in reaching out to the underprivileged regions of Pakistan to ensure that the best talent is given an opportunity to become part of the national fabric. As part of this belief, IBA has also initiated the National Talent Hunt and Sindh Talent Hunt Programs.

Centre for Executive Education (CEE)

The primary assets utilized by the CEE are the strategic location of IBA in Karachi, being the business and financial capital of Pakistan, the long standing presence of IBA, with its established brand name and the vast network of alumni spread over the corporate sector. The Centre offers two Executive MBA programs, one for the public sector managers and the second for middle level corporate managers. Soon it will also be offering short term (3 months) training courses in the areas of Urban Management, Higher Education management and Management of non profit organizations and Social Enterprises.

The following programs were conducted during 2008-09:

1. **Brainstorming Session on Supply Chain Management**
March 6, 2009

2. **Workshop on Activity Based Costing**
March 27, 2009
3. **Workshop on Positioning Brand for Success**
May 15, 2009
4. **Workshop on Analysis of Financial Statements**
May 23, 2009

Executive MBA Program

MBA for Public Sector Executives

The Institute of Business Administration (IBA) announced its first MBA for Public Sector Executives in 2009. The program was launched from the platform of Centre for Executive Education. It is an exclusive program designed for all public sector officers of grade-17 and above who have completed sixteen (16) years of formal education. This dynamic and highly interactive program of management training is conducted by the facilitators with extensive experience of interaction with the public and private sector organizations at the established and fully-equipped Centre for Executive Education (IBA-CEE). The program is designed to instil entrepreneurial spirit in the participants which leads to good governance in the large public sector organizations. The participants also get the networking opportunities with the largest alumni base of any business school in the region. It is a one-a-of-kind program in Pakistan and is exclusively designed for the public sector executives with the course contents relevant to the sector's needs.

Program Details

The program consists of eighteen courses and one research project. After completion of the course, the students are required to pass a Comprehensive



Examination and complete the research project to be eligible for the award of "MBA for Public Sector Executives" degree. Each of the eighteen courses would be of three-month (thirty-six-hours) duration and the total training time would be two years.

Executives' Profile:

The Program was launched in July 2009 and the classes started in the month of November 2009. Hundreds of officers from various public/government sectors appeared in the aptitude/entry test but around thirty two officers who qualified the test were called for an interview. Finally sixteen (16) officers were given admission on the basis of merit.

The officers were mainly from Federal Board of Revenue (FBR), Auditor General of Pakistan (AGP), SNGD, Suparco, PTCL, KESC, State Bank of Pakistan, Pakistan Army and government colleges, etc

Core Courses Taught:

- Management theory & Practice
- Accounting
- Business Economics & Economics of Public Sector
- Statistics & Mathematics for Management
- Research Methodology & Report Writing
- Finance
- Public Administration
- Human Resource Management
- Marketing Theory & Practice
- Strategic Management
- Project Evaluation and Management

Centre for Business and Economic Research (CBER)

A think tank that can be of assistance to business community, public policy makers, and the civil society, the CBER is managed by a Research Committee (RC) consisting of the eminent researchers within the IBA and an Advisory Committee drawn mainly from the users of research. The CBER invites proposals for award of research grants, organizes research seminars workshops/ conferences, solicits research ideas and funding from the industry and corporate sectors for core and contract research and establishes collaborative research projects with international and national institutions of repute. It facilitates a symbiotic relationship in which academic research choices can be influenced to some extent by the questions raised by the community of users.

Centre for Entrepreneurial Development (CED)

The key objective of the CED (Centre for Entrepreneurial Development) is to create wealth and value for Pakistan by promoting entrepreneurship and helping entrepreneurs to build successful businesses by helping them network with the right fusion of business leaders, mentors and entrepreneurial talent.

It will be the first national centre that will provide education, on-the-job training, advisory services, and will carry out research on the problems of new ventures, small and medium entrepreneurs and would play a special role for developing and supporting women entrepreneurs



National Talent Hunt Program

The IBA launched the National Talent Hunt Program (NTHP) in 2004 with the objective to prepare talented students from the less privileged regions of the country for the IBA aptitude test of BBA/BS degree courses. This program primarily targets students from the backward areas of Balochistan, Punjab, Sindh, FATA, NWFP and Northern Areas who were unable to apply for admission in IBA due to financial constraints.

NTHP Funding

NTHP is a fully funded program jointly financed by IBA, corporate and public sectors. IBA contributes in this program by bearing the management cost. It covers all overhead costs of class & seminar rooms, library, computer labs, multimedia, materials, transportation, etc.

Sindh Talent Hunt Program

The IBA also launched the Sindh Talent Hunt Program (STHP) in 2009 with a similar objective to the NTHP with focus on talented students from the rural areas of Sindh. This program primarily targets students from the rural areas of Sindh (rural) who were unable to apply for admission in IBA due to financial constraints.

STHP Funding

STHP is a fully funded program jointly financed by IBA and Sindh Government. IBA contributes in this program by bearing the management cost. It covers all overhead costs of class & seminar rooms, library, computer labs

multimedia, materials, transportation, etc.

Scope and Facilities of Talent Hunt Programs

NTHP class consists of approximately 40 students. This class size enables teachers to conduct preparatory sessions as desired and give individual attention to the students.

Accommodation facilities are provided in proximity to IBA premises and managed by IBA. Transportation arrangements are also made to pick and drop the students. Girls are provided separate accommodation under the direct supervision of a designated lady staff member. Trainees are also encouraged to arrange extracurricular activities such as sports, cultural events, debating contest, etc to promote team building and interpersonal skills.

Outcome of NTHP/STHP in 2008-09:

2008-09	STHP	17	01
	NTHP	23	02
TOTAL		40	03

Physical Infrastructure





Physical Infrastructure

The IBA five-year Strategic Plan has placed great emphasis on the belief that a state of the art infrastructure is essential for a high quality academic education. With this objective, a complete revamp of the existing building and ICT infrastructure has commenced.

IBA Commences Modernization and Expansion Plan

In keeping with its policy of providing top quality education and facilities to its students, faculty and staff, IBA has embarked on an elaborate construction for supporting its academic plans. The implementation of this will enable the IBA to become a modern state of the art institute within the next three years.

The plan will be completed by the end of 2013 at a total cost of over US \$25 Million (over Rs. 2.2 Billion) which includes not only the expansion, refurbishment and modernization of the current facilities such as the auditorium, academic block, classrooms, students' hostels, administration block, libraries but also the construction of completely new facilities including a new multi-storied building, academic block, Centre for Entrepreneurship, visiting faculty residences, student centre and sports facilities.

Architectural highlights of some of these projects are given below.

Auditorium at Main Campus, Karachi

The Auditorium renovation at the Main Campus, while conserving the original shell - completely transforms the interior and exterior rendition of the building. New seating and its capacity, acoustics and flooring is added on the interior, while the exterior is conceived as a solid textural surface.

Built-up Area : 18,789 sft.

Civil / Refurbishment and Interior Works of Library at Main Campus

Library is the hub of information and interaction. The existing two-way sloping roof has been accentuated to develop a dynamic form. Clad with aluminium panels, the library is conceived as a special piece among the other buildings at the Main Campus. The building is oriented on the north-south axis; thus the glazing towards the south facade, i.e., towards the central court has been inclined to cut the direct south light where as the north side is glazed. A covered walkway towards the south side is a part of the library envelop. New facilities at the library include - audio visual room, computer lab, discussion rooms, offices, elevator, student cafeteria, photocopier, toilets. Seating capacity and book capacity have also been increased.

Built-up Area : 27,011 sft.

Centre for Entrepreneurship & Incubation Centre at Main Campus

The Centre for Entrepreneurship - a new building at the Main Campus - is juxtaposed against the front boundary and faces the auditorium and library. The design derives its inspiration from monumentality in architectural language. The plan encloses a central courtyard and all activity happens around it. A ground +1 structure houses classrooms, seminar rooms, computer labs, faculty offices, cafeteria, administration offices, and the Incubation Centre. It is the most striking addition at the Main Campus and defines the high tech, modern approach of IBA.

Built-up Area : 50,000 sft.



Visiting Faculty Residence at Main Campus

The design of the visiting faculty is based on pure geometries, and evolved with the approach of creating spaces that are fluid and connect visually and functionally to the outside. The building is anchored against four patios, accessible on the ground floor as extendable areas of the facilities. The openings of the rooms therefore, also enjoy the view and privacy of the green patios. The central atrium is seen as a space that can host faculty dinners, socials or other functions.

Built-up Area : 50,000 sft.

Civil / Refurbishment and Interior Works of Boys' Hostel at Main Campus

The renovation/ addition of facilities at the Boys' Hostel is a big step towards improving on campus quality of life. The additions include a gym, recreation room, laundry, prayer area, computer lab, TV rooms, tuck shop, new accommodation, offices and a staff residence block. The dining and kitchen facilities have already been upgraded and new kitchen equipment has been procured and is under utilization.

Built-up Area : 75,803 sft.

Existing Academic Block Main Campus

Phase-I has been completed. Work on Phase –II is in progress which includes all existing rooms. Facade development is in progress.

Administration Block at Main Campus

The renovation of the Main Campus Administration Block entails substantial increase of office spaces for the faculty and providing adequate areas for all departments of the institute. An additional floor on top

of this structure caters to storage requirements. The architectural development turns this old structure into an efficient building, equipped with new infrastructure and modern facilities.

Built-up Area : 23900sft.

Administration Block at City Campus

The renovation of the City Campus Administration Block entails substantial increase of office spaces for the Faculty and providing adequate areas for all departments of the IBA. The old structure is transformed into a modern building upgraded with new infrastructure and latest facilities.

Proposed Master Plan for Main Campus

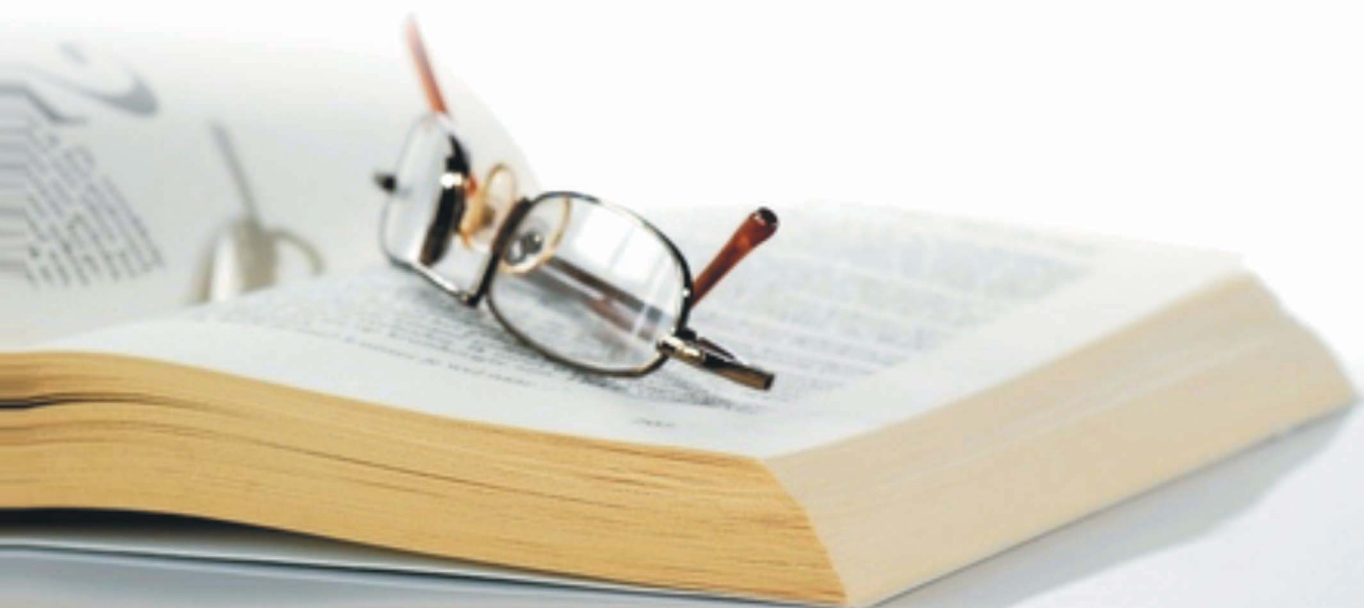
The master plan of IBA will be developed with the intent to create a variety of dynamic outdoor spaces which lead to an inviting threshold of enclosed functions. The entire planning will strive to achieve distinct segregation between vehicular and pedestrian movement, linkages, transition, creation of view & vistas, binding of indoor and outdoor spaces, sensitive and consistent use of ramps. The edges of the site will be defined and demarcated through landscape elements and trees. Vehicular Corridor lined with trees will run on the periphery feeding the campus at various nodes.

Other Ongoing and Completed Projects include:

- Refurbishment of Class Rooms/Seminar Room & Washrooms (City Campus) First floor (Completed)
- Proposed Plan for the Refurbishment of Ground Floor Academic Block (City Campus) (Phase-I completed which includes two seminar rooms)
- New Boys' Hostel (150 Students)
- MS & PhD Student Hostel



- Expansion and Addition in the existing Facilities (City Campus)
- New Academic Block Standby Generator (City Campus) 150 KvA (with installation) (Completed)
- Standby Generator (Main Campus) (Completed)
- Proposed Master Plan (City Campus)
- External Development
- New Auditorium Funded by J.S Group
- Construction of Multipurpose building. Ground floor completed; first floor in progress.
- Renovation of Staff Colony (Main Campus)
- New Student Centre (Main Campus)
- Conversion of Over head Power Supply System to Underground System
- Multi-storeyed Building (City Campus) Funded By Aman Foundation worth Rs. 600million
- Procurement and Installation of Machinery and Equipment



ICT Services





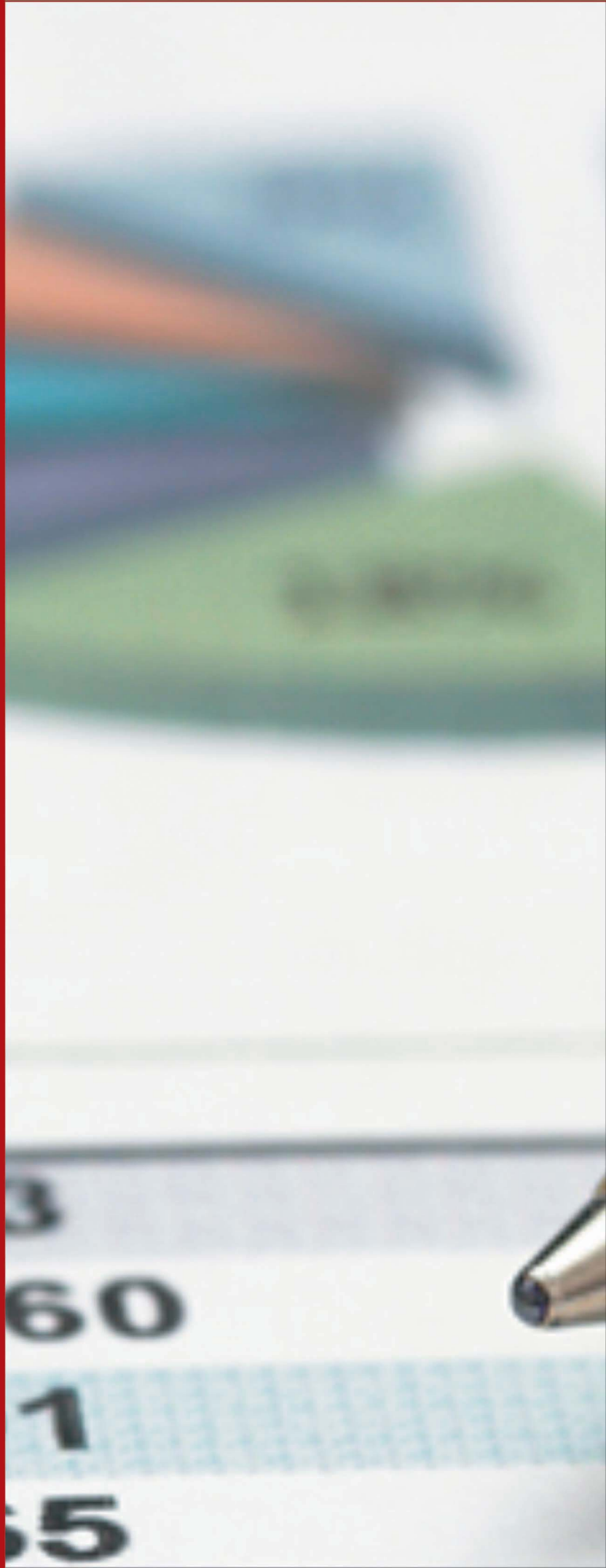
ICT Services

Information and Communication Technology department provides ICT services to IBA Main and City campuses, hostels and staff town, serving a total of around 3000 users on and off campus and a sizeable number of alumni. Aims and objectives of the ICT department are to bring state of the art technology in to IBA.

Believing in the importance of technology in modern day learning environment, ICT department is striving hard to provide essential services to the end users, i.e. internet, email, distance learning (video conferencing), unified communications (VoIP) etc. All these services are dependent on a high performance and robust network, which includes structured cabling and wireless media. The network infrastructure in turn is backed by redundant power supplies (UPS and gen sets). A brief synopsis of the services is as follows:

- Gigabit speed network infrastructure supported by Cat 6 cabling and network devices of latest technology. Backbone connectivity between different segments of the network is being upgraded from copper to fibre. This will greatly enhance the speed of the traffic between different network segments, resulting in overall improved performance of the network.
- Wireless connectivity is fully available at all the locations, especially available for mobile users so that they can utilise IBA ICT services as per their convenience while being off the campus.
- Full range of licensed software from Microsoft and other major software vendors is available to cater to the diversified requirements of different users.
- Blade servers were installed to further improve the services. Blade technology is specially focused on conserving space and energy. Now the ICT department has taken a step even further and procured ultra high configuration servers and virtualisation application to further enhance the conservation of space and energy and improve the services provided to end users. This technology has recently been procured and will be deployed in production very soon.
- Traditional voice communication system will soon be replaced by latest technology unified communication system, which will utilise ICT network infrastructure. This will remove the need for separate voice (TDM) cabling and will be fully adjustable to the ever increasing/changing

Financials







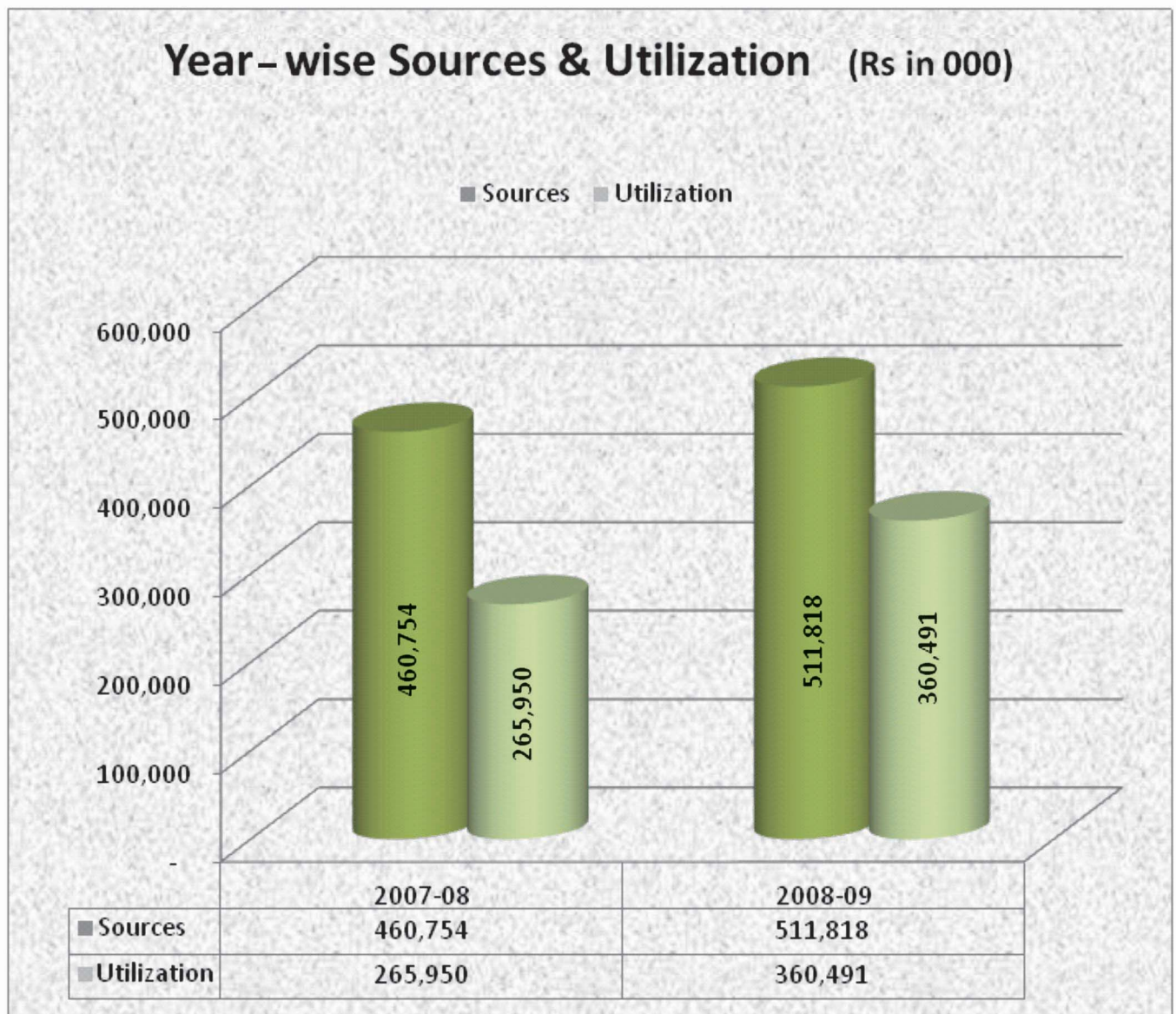
Financial Resources

INSTITUTE OF BUSINESS ADMINISTRATION KARACHI SUMMARY OF LAST 2 YEARS' FINANCIAL RESULTS

YEAR	FY 2007-08	FY 2008- 09
Sources		
Government Grants	98,672	74,796
Tuition Fee	185,909	193,193
Return on Investment	113,123	191,038
Scholarship Grants	21,354	18,175
Other Income	41,696	34,616
Gross Operating Receipts	460,754	511,818
Utilization		
Salaries & Instructional Support	148,677	200,036
Admission /Examination/Testing Expenses	28,185	36,339
Transportation	6,939	14,255
Printing and stationery	5,886	6,342
Utilities	10,348	17,797
Depreciation / Amortization	21,296	26,527
Repairs and Maintenance	5,986	11,855
Advertisements	5,898	5,932
Convocation, Seminars	2,011	3,442
Legal & Professional	1,969	3,040
Scholarships	23,454	27,948
Other Expenses	5,301	6,977
Total Cost - Direct & Indirect	265,950	360,491
Net Surplus	194,804	151,327

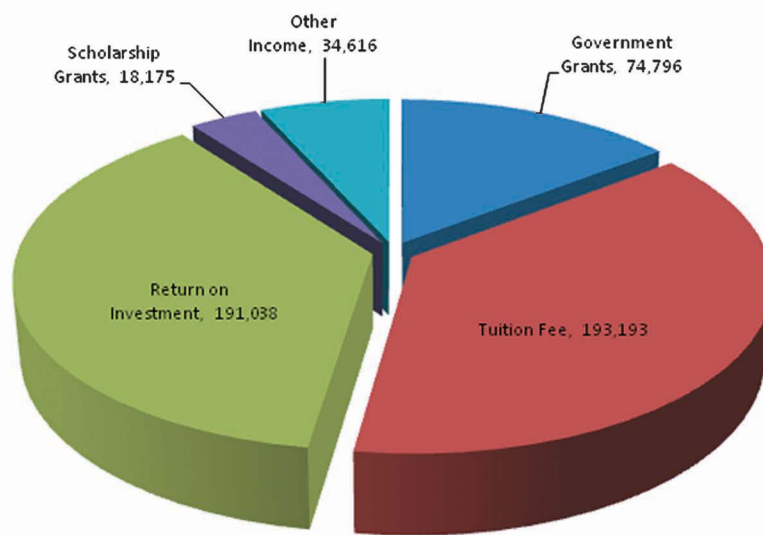


Sources and Utilization

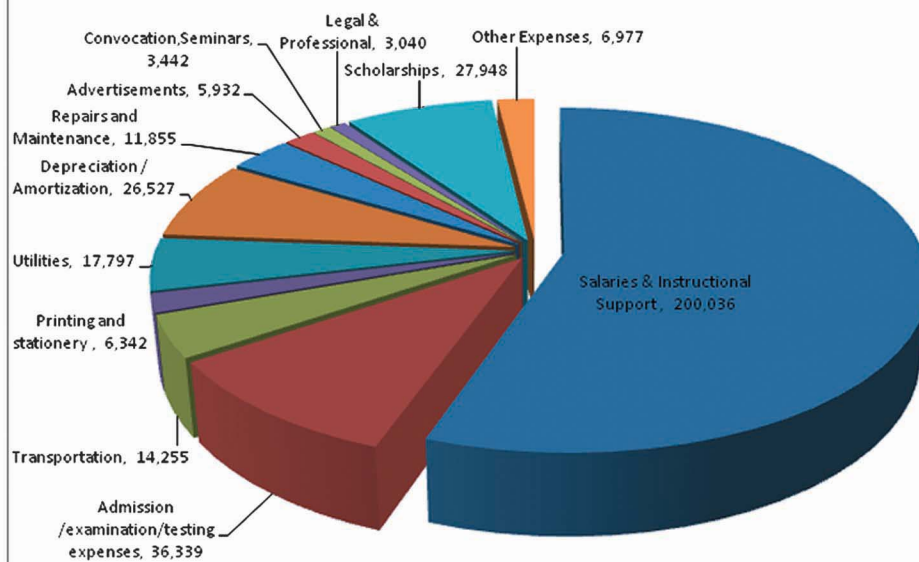




Operating Revenue 2008-09 (Rs in 000)



Operating Expenses, 2008-09 (Rs in 000)





Donations

The following companies/individuals have stepped forward to support IBA for major renovation of Building structure and Allied facilities and for Faculty Development Program.

Major Donors and Contributors to IBA 2008-2009

1. Development Fund

S.#	Name of Donor	Amount Committed (Rs. Millions)	Amount Disbursed (Rs. Millions)	Purpose
1	Aman Foundation (AF)	905.00	-	See below
	Aman Foundation will disburse Rs. 105 million for Technology up gradation and construct two buildings on turnkey basis - Multi-storeyed building at the City Campus and the Centre for Entrepreneurship Development at the Main Campus at an estimated Cost of Rs. 800 million. These buildings will be handed over to IBA upon completion in 2011-12.			

2. Endowment / Endowed Chair Fund

S.#	Name of Donor	Amount Committed (Rs. Millions)	Amount Disbursed (Rs. Millions)	Purpose
1	National Bank of Pakistan	50.00	50.00	General Endowment
2	Bank Al-Habib Limited (Hamid D. Habib Chair)	50.00	50.00	EMBA - Banking & Financial Service
3	Faysal Bank	50.00	10.00	EMBA - Banking & Financial Service
4	Allied Bank Limited	30.00	10.00	General Endowment
5	Mr. Towfiq Chinoy	30.00	15.00	General Endowment
6	Soneri Bank	3.00	3.00	General Endowment
		213.00	138.00	



3. Faculty Development Fund

S.#	Name of Donors	Amount Committed (Rs. Millions)	Amount Disbursed (Rs. Millions)	Purpose
1	Indus Motors	15.00	2.00	Faculty Development
		15.00	2.00	

4. Talent Hunt Programs

S.#	Name of Donors	Amount Committed (Rs. Millions)	Amount Disbursed (Rs. Millions)	Purpose
1	Govt. of Sindh	15.00	6.00	Scholarship
		15.00	6.00	

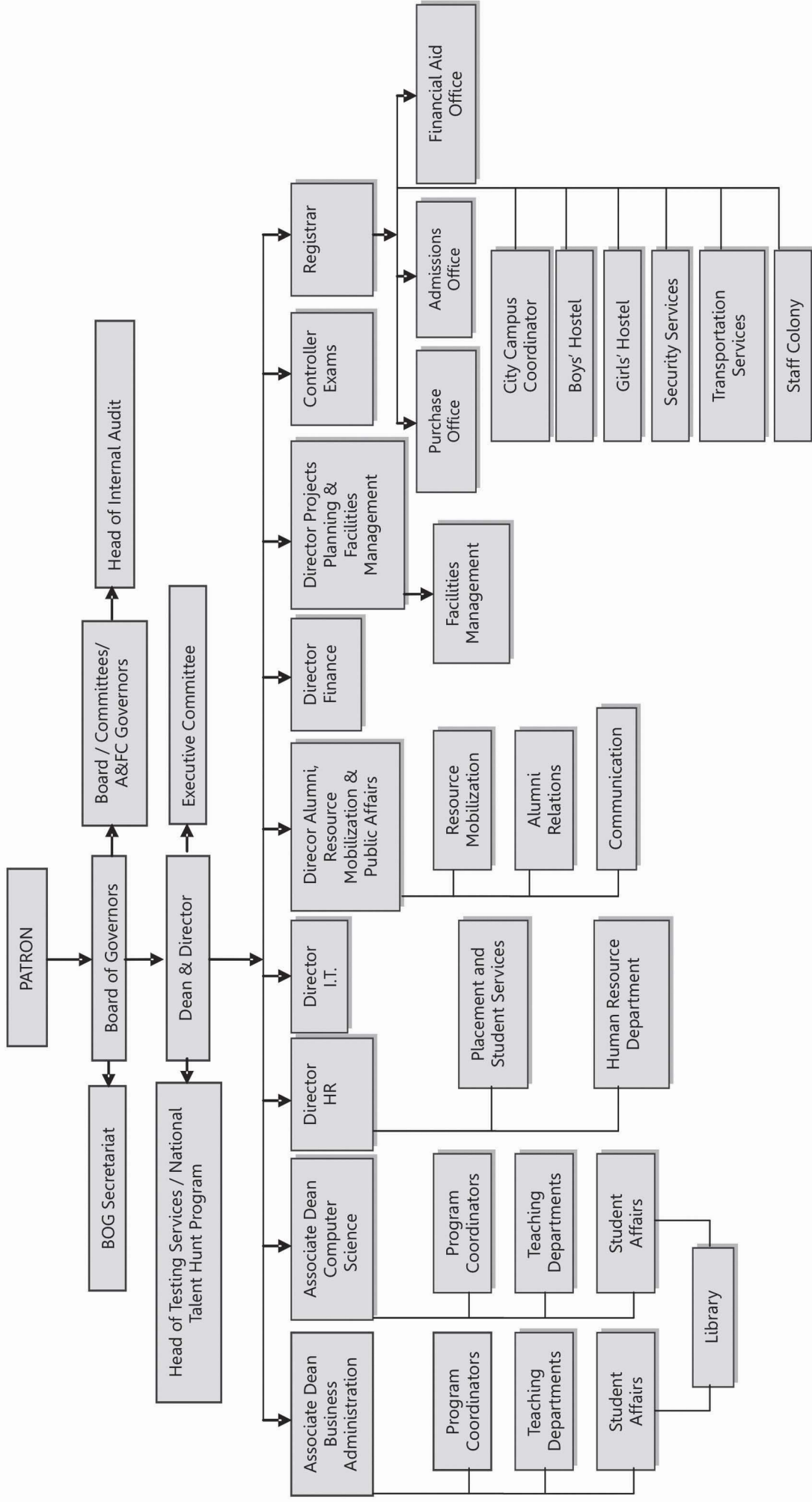
	Amount Committed (Rs. Millions)	Amount Disbursed (Rs. Millions)
Grand Total	1,148	146



Annexes

Annex – I: Organizational Structure of IBA

As Approved by Board of Governors January 31, 2009





Annex – II: Various Events of IBA

S#	Description	Date
1.	IBA's ERP (Enterprise Resource Planning) Training Program	23 Days, starting from July 1, 2008
2.	Book Exhibition By Paramount Publishing Enterprise	August 12-13 & 19-20, 2008
3.	The Second Book Exhibition, By Vanguard Books Private Limited	August 21-23 & 26-27, 2008
4.	15 students from the IBA attended a dinner with youth delegates from China visiting Pakistan. A dinner was organized by the Government of Pakistan for the youth delegates from China at the DHA Country Golf Club	August 22, 2008
5.	Business Administration Student Club (BASC) Elections	August 26, 2008
6.	IBA Iftar Cum Dinner	September 26, 2008
7.	Orientation of MBA for Public Sector Executives	November 4, 2008
8.	Visit of the IBA Students at Lowe Rauf Advertising Agency	November 7, 2008
9.	Seminar by Nadeem Chuhan	November 9, 2008
10.	IBA Portal Design Competition	October 15 to November 15, 2008
11.	Chinese language classes started for IBA students in the beginning of the January semester, and a lot of interest has been observed in these classes. The instruction is provided by a subsidiary of the Chinese embassy.	January, 2009
12.	Mobilink Discount, Presentation and Blackberry's Orientation	January 21-23, 2009
13.	Signing Ceremony for University Partnership with CFA Institute	January 27, 2009
14.	Signing Ceremony for IBA & SAP University Alliance Program (UAP)	February 9, 2009
15.	Career Counselling and Guidance Session for MBA Graduates	February 24, 2009
16.	Farewell & Welcome Dinner in the honor of Mr. Inayat Din & Cap t. (Retd) Ahmed Zaheer respectively	February 26, 2009
17.	Mobile Phone Photographic Contest	March 7, 2009
18.	IBA Charity Carnival 2009 by The Community Welfare Society (CWS) In collaboration with the Music and the Alumni Society	March 8, 2009
19.	Seminar on Surviving the Turbulent Corporate World	March 9, 2009
20.	IBA National Documentary Competition on the theme 'Justifying Violence' in collaboration with Samaa TV	March 11, 2009
21.	Synergy Tie- LUMS Business Plan Competition	March 16, 2009
22.	Seminar on Revival of Karachi Stock Exchange	March 20, 2009
23.	Workshop on Activity Based Costing at Centre for Executive Education	March 27, 2009
24.	IBA Open House	April 5 – 26, 2009
25.	Talking Pictures by IBA Arts, Photography and English Literary Societies	April 10, 2009
26.	HEC-IBA Case Workshop	April 13-17, 2009
27.	Classical and Fusion Music Night	April 22, 2009
28.	Workshop on Positioning Brands for Success	May 16, 2009
29.	The Advance Computer Science Curriculum, IBA signing ceremony with ORACLE	May 20, 2009



Annex III: Visits of Scholars & Dignitaries

March 3-5, 2009 Visit of Prof. Robert Scott Collins (Member of External Review Panel) from IMD, Switzerland.

Distinguished Lecture Series

Sept. 23, 2008 Topic: "Strategic Management at Engro Polymer and Chemicals Ltd.", Speaker: Mr. Asif Qadir, Chief Executive Officer of Engro Polymer and Chemicals and President of the Management Association of Pakistan.

Oct. 7, 2008 Topic: "Change Management and Organizational Management", Speaker: Mr. Zaffar A. Khan S.I., Ex-CEO, Engro Chemical Pakistan, Ex-Chairman, PTCL, KSE & PIA, Ex-President, Overseas Chamber of Commerce and Industry.

Oct. 14, 2008 Topic: "Global Financial Crisis - Past, Present and Future", Speaker: Dr. Ishrat Husain, Dean & Director, Institute of Business Administration.

Oct. 15, 2008 Topic: "Banking in Crisis: Corporate Careers and Social Responsibilities", Speaker: Mr. Zubyr Soomro, Former Citi Bank Country Officer and Managing Director, Ex-Chairperson of Pakistan Bank Association, Ex-President of the Overseas Investors Chamber of Commerce and Industry and Ex-President of American Business Council.

Nov. 3, 2008 Topic: Discussion on Experience, Speaker: Mr. Syed Babar Ali, Advisor to Packages Ltd., Chairman Sanofi-Aventis Pakistan Limited, Siemens Pakistan Engineering Company Ltd., Coca-Cola Beverages Pakistan Ltd. and Director of Mitchell's Fruit Farms Limited, Vice President Emeritus of the World Wide Fund (WWF) International and President of WWF-Pakistan, member of the Regional Advisory Board of London Business School and first Pro-Chancellor of the Lahore University of Management Sciences (LUMS).

Nov. 12, 2008 Topic: "Marketing Strategies for Exports", Speaker: Mr. Tariq Ikram, Ex-Minister of State and Ex-Chief Executive, Trade Development Authority of Pakistan.

Nov. 21, 2008 Topic: "Broadband, Mobility and Progress", Speaker: Mr. Ashar Zaidi, Country Manager-Intel Pakistan

Nov. 27, 2008 Topic: "Management for Transformation of public Sector Entities: PSO and PIA Experience", Speaker: Mr. Tariq Kirmani, Director on the Boards of National Bank of Pakistan, Pakistan Steel Mills, Pakistan Sports Trust, NAPA and Pakistan Power Infrastructure Board.



- Jan. 10, 2009** Topic: "Making the Right Impression: Getting the Job You Want" Speaker: Saleha Shahid Shafiq
- Jan. 24, 2009** Topic: "Management of Technology, Innovation and Entrepreneurship – Key to Success in the 21st Century", Speaker: Dr. Syed Zahoor Hasan, Professor, Lahore University of Management Sciences.
- Jan. 30, 2009** Topic: "When Things Don't Go As Planned: Managing Failure", Speaker: Mr. Irfan Mustafa, Managing Director for Middle East, North Africa, Pakistan and Turkey region for Yum! Restaurants International.
- Feb. 7, 2009** Topic: "Sharing Experiences at Millat Tractors Limited", Speaker: Mr. Sikander M. Khan, Chairman Millat Group of Companies.
- Feb. 21, 2009** Topic: "Toyota Production System and Kaizen", Speaker: Mr. Ali S. Habib, Chairman Indus Motor Company Ltd.
- Feb. 28, 2009** Topic: "Reforms for Revenue mobilization by Federal Board of Revenue", Mr. Abdullah Yusuf, Ex-chairman of Federal Board of Revenue and Ex-Secretary General Revenue, Government of Pakistan
- March 7, 2009** Topic: "The Current Global Financial Turmoil – Challenges and Prospects", Speaker: Syed Ali Raza Chairman & President, National Bank of Pakistan
- March 14, 2009** Topic: "Taking and Managing Risk in Career Decisions", Speaker: Mr. Shuaib Ahmed, Chairman of Compensation Committee of Saudi Economic and Development Company (SEDCO), Jeddah, Saudi Arabia
- April 6, 2009** Topic: "Entrepreneurship", Speaker: Mr. Salim Ghauri, Honorary Consul General of Australia in Lahore (Pakistan)
- April 11, 2009** Topic: "Sustainability" in Business Operations, Speaker: Mr. Waqar Malik, Chief Executive ICI Pakistan Limited, Chairman Pakistan Telecommunication Authority Limited.
- April 16, 2009** Topic: "Managing Karachi: Challenges & Solutions; Transformation from Ideas to Reality", Speaker: Mr. Syed Mustafa Kamal, City Nazim, Karachi.

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