

New Year, New Challenges

A Message from Dr. Ishrat Husain

The year 2013 will be the fourth year of implementation of our Five Year Strategic Plan. As we come close to the final year, 2014, we have to think about the coming five years. What should IBA look like in 2020?

As we would have completed our infrastructure, physical and ICT development programs, our focus should turn towards accelerating the engine of academic excellence. This would involve not only keeping but enhancing the standards of IBA to such heights that despite the emerging competition, we should remain the choice institution for those who wish to study Business, Computer Science, Social Sciences, Economics and Mathematics, Accounting and Finance.

Our biggest challenge will remain attracting, retaining and motivating world class faculty. Hopefully the security perception and the law and order situation would improve in the coming few years to the extent that we are able to bring on board some of the best experts in the fields of our instruction.

Related to the first challenge is our lagging performance in research output. We have to redouble our efforts to produce more quality research which can be published in top academic journals.

Third, the IBA's efforts to become Pakistan's foremost Center for Entrepreneurial Development and Innovation will have to be placed on a sound and firm footing.

Fourth, our Community Outreach services will have to extend beyond our traditional partners and cover new areas.

In the coming months we should start working on these and other issues.



What's New

Social Sciences Department
 The Summer School Program
 BS (Accounting & Finance) Program

More Inside

Effective Conversations	02
The Board of Governors	03
Expanding Horizons	09
MBA Program Office	11

Effective Feedback & Conversations: A Dialogue with Erum Hafeez

As part of the training that takes place for faculty and staff to refresh key components of Performance Management, a one-day workshop was held in March on “Effective Feedback & Conversations”. The session was conducted by Ms. Rahila Narejo, CEO and Lead Consultant of Narejo Human Resources (Pvt.) Ltd. The workshop was aimed especially for members of the management staff of IBA including Directors, Associate Deans, Chairpersons, Program Directors and Managers.

We, at The Current, had a one-to-one with Erum Hafeez Aslam, Manager Communications at the IBA and one of the participants of the workshop, to get the full story on what happened at this stirring workshop.

The Current (TC): Ms. Rahila Narejo is quite a well-known personality, with her HR consultancy having an extensive client list that includes names like Abbott Laboratories, Dalda Foods, ARY Digital, Unilever Pakistan, among many, many other big names. So, having met Ms. Narejo and having attended her workshop, could you tell us a little bit about her?

Erum Hafeez Aslam (EHA): Rahila is a really friendly and energetic person. The workshop...well, it was an interesting experience. It was very interactive and thought-provoking. Where at first the audience was quite shy and unresponsive, towards the end, Rahila had them sharing personal experiences, arguing and yes even venting. Rahila gauges the audience and knows how to come to their level and create a comfortable environment in which they can open up and share their views and ideas. She shares personal experiences, gives day-to-day examples. She is very approachable.

TC: Sounds like Rahila made the session quite fun. In your own words, what would you say was the purpose of holding such a session?

EHA: Definitely! Rahila created a platform that gave the audience a chance to interact with each other. Remember that there were Chairpersons and Program Directors there; the Dean himself was there. There were people there who we report to, or report to us, but don't really talk with...you know? And because this was a workshop on effective conversations, we had a number of conversations and got to learn how to go about communicating effectively and why it is important to do so.

For example, Rahila talked about crucial conversations. She asked us all to write down personal issues or concerns with the people in our lives that have been bothering us, but we have not been addressing, or have been putting off for various reasons. She gave

examples like discussing future plans with our children, or discussing promotions with our bosses, issues with our colleagues or parents. She said that we tend to talk to everyone about who is bothering us except the person who is actually bothering us, which is not right. She recommends we learn to communicate timely, effectively and, most importantly, with the concerned person.

The workshop definitely opened everyone up and the very real and very personal examples that we shared helped us learn a lot.



TC: So what did you learn?

EHA: She said that self-reflection and getting to know yourself, your personality, your behaviour towards others, keeping your emotions in check are most important; it is also very important to understand how we communicate when stressed. She pointed out that some of us become silent and withdraw; we avoid the situation and mask it. While there are others who become aggressive and violent; who start labeling others and become controlling. She

emphasized that neither approach was particularly good or bad, nor right or wrong. We just have to understand our style and reflect on our behaviour and how it can affect others. She shared a self-evaluation form to help us recognize our style.

Another thing that was pointed out was with reference to Performance Evaluations of those who report to us. She said that bosses sometimes forget the importance of employee performance evaluations; or fail to give it the priority it deserves. While we, as managers or directors, treat these evaluations as routine, we don't realize that they hold great importance for those being evaluated. They look at it as feedback on their work, and as a result, their value and worth in the organization. So we must do justice and give it due importance.

We discussed that management has to be more approachable, more open and understanding to the emotions of our employees and create a working environment where they can feel that they can come to us with any issues or problems. It goes back to having a working place that is conducive for crucial conversations. Employees will end up performing better if they feel better about belonging and being cared for, which in turn is better for the entire organization.

Continued on page 7

IBA and its Decision-making Body: The Board of Governors

We often hear about the elusive Board of Governors, their recurring meetings and the decisions they have made for the development of IBA. Many of us may have even seen a few Board Members wandering around campus. We at The Current wanted to know who they really are and what it is that they really do. We sat down with Mr. Shams Zoha Jafri, Senior Manager Corporate Affairs - who has attended many BoG meetings since 1994 and prepares the first drafts of the minutes of the meetings. He had many interesting facts to share with us:

Who 'they' are

Mr. Jafri told us that the Board of Governors comprises of 17 members, as per the Institute of Business Administration Act, 1994, and includes:

- ☆ A judge of the High Court of Sindh nominated by the Patron of IBA/Governor of Sindh
- ☆ The Vice Chancellors of University of Karachi, and the University of Sindh
- ☆ The Dean & Director IBA
- ☆ Secretary/Additional Secretary Education, Government of Sindh
- ☆ One nominee of HEC
- ☆ President, Karachi Chamber of Commerce & Industry
- ☆ President, Federation of Pakistan Chambers of Commerce & Industries
- ☆ Two prominent business executives, two prominent educationists, and two prominent citizens nominated by the Patron/Governor of Sindh
- ☆ Two Professors or Associate Professors nominated by the Chairman, BoG
- ☆ One member of the Registered Graduates of IBA elected from amongst themselves



Mr. Shams Zoha Jafri. He has been organizing and attending BoG meetings since 1994; having seen many eras come and go at the IBA.

What they do

The Board of Governors is the policy formulation and executive body of the IBA and exercises general supervision over its affairs, subject to the provisions of the Institute of Business Administration Act, 1994. The Board has authority over a number of matters, including (but not limited to) the power to:

- ☆ Exercise overall control of the Institute
- ☆ Appoint teachers and other officers/staff of the Institute in BPS-16 and above and to determine the terms and conditions of their services
- ☆ Institute professorships including Professor Emeritus, associate professorships, assistant professorships, lecturerships and other administrative posts
- ☆ Prescribe terms and conditions of teaching and non-teaching employees of the Institute, including their qualifications, experience and eligibility for appointment
- ☆ Delegate any of its powers to the Director or a committee appointed by the Chairman or any other officer excluding the power of approval of budgetary estimates
- ☆ Regulate, determine and administer all other matters concerning the institution not specifically mentioned in this Act



History - did you know?

IBA was previously known as the Institute of Public and Business Administration, when it was first established in 1955. The program was modified to include only Business Administration in 1960, giving birth to what is today known as the IBA.

The first meeting of the Board of Governors of IBA consisted of three members and was held on March 21, 1962. It was chaired by Dr. I.H. Qureshi, the then Vice Chancellor, University of Karachi. Over the years, the number of members increased to 12 and up until 1994, a total of 74 meetings had been held.

After becoming independent in 1994, the re-constituted IBA Board of Governors now consists of 17 members and so far - in less than 20 years - 74 meetings have been held.



Dean and Director, IBA, Dr. Ishrat Husain, takes members of the Board of Governors on a tour of the newly renovated buildings of the Main Campus.

It was with the Board's approval and under their guidance and support - along with the dynamic leadership and the vision of the Dean and Director, IBA, Dr. Ishrat Husain - that the IBA now provides state-of-the-art facilities to its students making IBA a world class institution. In September 2008 the Board approved the development of the physical infrastructure and remodeling and renovation of existing facilities; a program to attract, train, retain and motivate a highly qualified faculty from among those who have distinguished themselves in academia, professions and practice of management; and a strategy to position IBA as a regional business school for South Asia, Central Asia, and the Middle East in the next five to six years.



IBA Alumni Reunion

On February 10, 2013, IBA, Karachi held its annual Alumni Reunion at its Main Campus. More than 400 alumni attended the occasion, including graduates from as far back as 1961. While some reminisced about their good times spent at IBA, saying that it felt like "more of a home coming than an alumni reunion"; others were in awe of IBA's immense structural transformation in the last few years.

Another Step Towards Going Global



Delegates from IBA Karachi visited the H.H. Shaikh Rashid Al Makhtoum Pakistan School in Dubai as part of a series of visits to schools in the UAE to promote IBA's various offerings and programs in schools in the Middle East.

IBA promotes a culture of reading at its Book Fair 2013



The IBA Library organized a 3-day Book Fair in February at both its campuses. The event was organized with the help of leading book sellers of Karachi and Lahore. The Book Fair was organized to promote a culture of reading and to help faculty select course and reference texts for current and forthcoming courses and semesters.

A total of 16 booksellers, including one from Lahore, had their books on display.

In addition to personal purchases, there were approximately 1,300 books selected or recommended by faculty and students for the IBA library.

A team of faculty members from IBA Karachi also participated in an Education Expo in the UAE in March, 2013. The event was organized by the Pakistan Association of Dubai in collaboration with the Study in Pakistan Program, a project of the NGO, M/S Head On International, (pvt) Ltd.



At the Expo, IBA's delegates set up a stall to provide information to visitors. It was noted that most of the students who were interested in pursuing graduate programs requested that IBA establish a permanent presence in Dubai and conduct 'online courses', similar to those conducted by some of the Indian universities in Dubai.



EMBA Activities

Cricket Match

Upon completion of the EMBA Trimester and Final Exams, the IBA Executive MBA Club organized a Cricket Match, behind Adamjee Academic Block. IBA Main Campus Team and IBA Hostel Team also participated in the activity.

Picnic at Sandspit

The IBA Executive Club organized a picnic at Sandspit, with approximately 30 students in attendance. A hut was booked at the site. Events included beach games, open tea, and lunch.



Economic Policy for the Future

The IBA Economics Club organized a panel discussion on "Pakistan's Future Economic Outlook and Model Economic Policy" on March 26, 2013. Main presentations were made by Mr. Asad Umer and Dr. Miftah Ismail, who presented the economic vision of PTI and PML (N) respectively. They were followed by Mr. Salim Raza, former Governor, State Bank of Pakistan; Dr. Mushtaq Khan, Chief economist; Dr. Asad Sayeed; Mr. Shabbar Zaidi; and Mr. Omar Ghani who commented upon the presentations and also articulated their views on the subject.



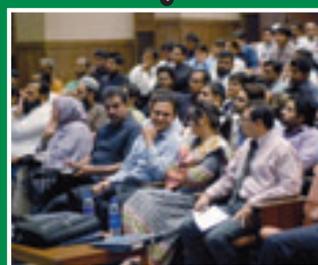
IBA Girls Sports Society organizes Girls-Only Olympics

A Girls-only Mega Sports Event was organized by the IBA Girls Sports Society on March 29, 2013 at the new Sports Complex at the IBA Main Campus. Over 150 female students took part in competitions involving basketball, volleyball, shot put etc. Medals were awarded to the winner, runner-up and third position holder teams.

First Batch of EMBA Graduates



A ceremony was held to honour the first ever EMBA Graduating class and particularly those who received Gold medals. The employers of these graduates were also invited to join the celebrations. Mr. Yaseen Anwar, Governor, State Bank of Pakistan delivered the Keynote address.



Avant Garde

The Entrepreneurship Society conducted a three day event from 22nd to 24th March at the Main Campus at which six motivational speakers from different walks of life were invited to address the students.

MUNIK IV



The Public Speaking Society organized the Fourth Model United Nations IBA Karachi (MUNIK) conference from January 18 to January 22 at the Main Campus. 1200 delegates from 110 institutions from all over Pakistan took active part in the 18 different committees of the United Nations. Six young talented international students from Russia, Hong Kong, Netherlands and Germany acted as Directors of various committees.

A Proclamation of Great Promise

IBA Launches the Department of Social Sciences & Liberal Arts



The IBA Karachi will launch the Department of Social Sciences and Liberal Arts in September 2013. This new department will include majors in Political Science, Psychology and Media Studies.

Development of the new curriculum began in early 2012, with the help of a curriculum consultant, Dr. Framji Minwalla, who was brought on board to assess market needs and to evaluate how such an academic program might be best adapted for local students.

The purpose of the new program is two-fold: firstly, it will help develop critical discernment and informed argumentative judgment; and secondly, it will help students to understand and undertake quantitative analysis. The new program aims to highlight critical thinking, analysis and research skills in the Social Sciences and Humanities in order to develop student literacy in multiple areas of academic investigation. Thus, in the major fields of study, a wide range of courses will be offered including:

- ☆ Social Science subjects (Urban Studies, Linguistics, Sociology, Anthropology, History, and Economics)
- ☆ Liberal Arts and Sciences courses in:
 - ☆ Visual Studies (Design, Art History, Visual Culture);
 - ☆ Natural Sciences (Physics, the Environmental Sciences, Biology);
 - ☆ And Humanities (Philosophy, Religion, Literature).

Courses will be designed to help students develop sympathetic social and cultural insights that will train them to understand and critique the increasingly interrelated economic, political, cultural, and mediated world of today.

The program will also require students to achieve at least intermediate proficiency in a foreign language. All students enrolled in the Department of Social Sciences and Liberal Arts will need to study a language of their choice for at least four semesters. IBA's current offerings include Mandarin, Arabic, and French. In the coming years, the Department hopes to include other European and Asian languages.

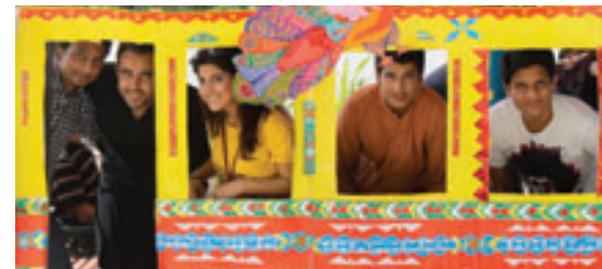
IBA Summer School - A Diverse Educational Experience

The IBA Summer School concept is to develop and sustain a wide range of beneficial and innovative academic and skill-development courses and programs for a diverse population of students and adults alike, so as to provide them with an opportunity to develop and enhance their academic, professional, and personal experience.

WHO CAN APPLY?

- ☆ Students currently enrolled in O-levels/Matric, A-levels/Intermediate, or Higher Education in any discipline
- ☆ Adult learners with a minimum qualification of O-levels/Matric
- ☆ Current IBA undergraduate, graduate, or PhD students.

The benefit of the Program is two-fold - to provide students and other individuals with an opportunity to develop and enhance their academic, professional, and personal experience, under the



tutelage of eminent and experienced personalities, as well as to promote IBA as one of the top schools in Pakistan, so as to attract candidates

from within the country and abroad to join its diverse degree programs. Through this program, participants will also get a chance to interact and network with a diverse group of students and faculty as well, in a sociable and dynamic environment.

The Program has been conceived with inspirations drawn from Summer Schools at Harvard, Stanford, Cambridge, UCLA, BU, LSE, Indian Bangalore Summer Programs, King's College, Kellogg, and Monash.

BS (Accounting & Finance) Program

First of its kind, the BS (Accounting & Finance) Program will offer exemptions to students who aspire to progress their career in the profession of Chartered Accountancy. The new Program, while providing the opportunity to earn a professional qualification (CA) from ICAP - along with an academic degree - will also allow exemptions from the first four CA modules (A-D). This four-year program will be launched in Fall 2013.



TC: Sounds like it was quite the learning experience. Anything else in particular about the workshop that stood out, that you remember and would like to share with us?

EHA: Oh there were a couple of things that were particularly interesting, which I haven't seen too often during my time at IBA.

Firstly, the level of interaction from and amongst the audience was incredible, like I mentioned earlier. Talking about personal work-related issues regarding their superiors really opened our eyes to the fact that people are going through more than they let on. I believe the session may have been therapeutic for many (laughs).

And what was particularly interesting was that there were people who knew which criticisms were being directed at them, or referred to them, and they listened patiently. They absorbed the grievances coming from the audience, which in my opinion, at one point became quite harsh, and yet they stuck around to listen until the end of the session.

We were shown short videos as well. We had some interesting activities, too. Although some of the videos were not culturally relevant, they still had an impact. One activity that I remember was really great. Rahila split the room into two groups: people who thought themselves as quick-performers, focusing on number of tasks completed; and people who thought themselves quality-oriented, focusing on getting the job done well. She then, within the groups, further divided us into groups depending on if we thought ourselves social and people-oriented, or introverted and task-oriented. Some decided to stand in the middle of all four groups. It was really fun - and interesting - to see that the way we see ourselves is different to how others see us. Some people were pointing fingers and saying "No, you belong to this group!" or "You should be in that group".

TC: So with such an informative, educational, therapeutic, interactive session, do you think the lesson has been truly absorbed and we could start seeing a change in the culture of IBA?

EHA: As with any kind of change, it would be difficult. It is a culture, a mindset. Individually, I think people have taken on board the lesson and have started to make a change in themselves. As far as the institutional level is concerned, I think it would be a longer process. I think we would need more such workshops and sessions and constant reminders on a regular basis that our colleagues and employees are human with very human problems.

TC: You talked about individuals who have - in your words - taken the lesson on board. Anyone in particular?

EHA: Me! Myself! The first thing I did was to address some of my own issues and tackle the crucial conversations that I had been avoiding. I also find myself actively keeping my emotions in check when I am under pressure. My self-evaluation revealed to me a few of my weaknesses, which I am actively trying to overcome. But, I am definitely trying to communicate timely any problems I might be facing.

I list down the things I need to talk about. I know that the concerned person may not respond the way I want or expect them to. But I know I have to get my point across. If they are not available in person, I take the initiative to make a phone call, text them, email them, leave them a note; just something to let them know that I have an issue to discuss. I think we must all do the same and address all those often awkward, yet unavoidable, conversations.



Rahila Narejo engages the audience at her workshop on Effective Feedback and Communications.

TC: Sounds like sound advice for our readers. Any final words about the session you would like to communicate?

EHA: Lunch was good! Especially dessert - the ice-cream was delicious! (Laughs)

But in all seriousness, the session addressed a number of things that we are aware of subconsciously, but find difficult to bring to the forefront of our minds because we don't think them important enough. For example we all know social etiquette and how we must talk with the people around us. But

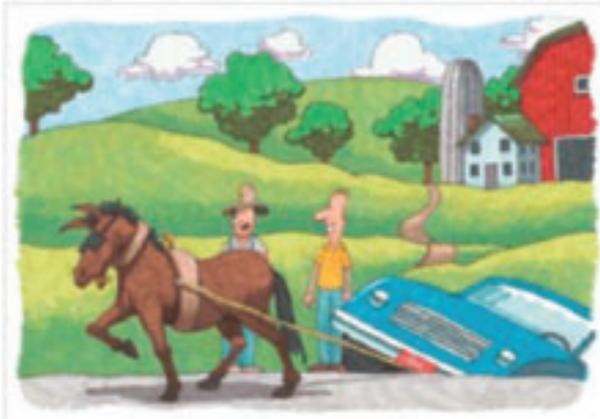
sometimes when we are in authority, we forget about politeness - when under immense pressure, or when feeling emotionally overwhelmed - and we become blunt. We were advised to always keep ourselves in check, realizing how we are affecting other people in our interactions.

And finally, we were told that we must always, always, always communicate! We should never avoid crucial conversations - whether we are initiating them or on the receiving end of them. We should not get to the point where there is a risk of emotions running high, or the risk of violence. Addressing issues, having timely dialogue solves problems. Any problems, like harassment, or the feeling of being unappreciated, unacknowledged, ignored can all be addressed if we all just take some time out and just really TALK.

Continued from page 2

Old Warwick

By MATT (Source: <http://blog.simpletruths.com/old-warwick>)



"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to obtain uncommon results."

A man was lost while driving through the country. As he tried to reach for the map, he accidentally drove off the road into a ditch. Though he wasn't injured, his car was stuck deep into the mud. So the man walked to a nearby farm to ask for help.

"Warwick can get you out of that ditch," said the farmer, pointing to an old mule standing in a field. The man looked at the decrepit old mule and looked at the farmer who just stood there repeating, "Yep, old Warwick can do the job." the man figured he had nothing to lose. The two men and the mule made their way back to the ditch. The farmer hitched the mule to the car. With a snap of the reins, he shouted, "Pull, Fred! Pull, Jack! Pull, Ted! Pull Warwick!" And the mule pulled that car right out of the ditch.

The man was amazed. He thanked the farmer, patted the mule, and asked, "Why did you call all of those names before you called Warwick?"

The farmer grinned and said, "Old Warwick is just about blind. As long as he believes he's part of a team, he doesn't mind pulling."

Think of those people with whom you are most effective. I mean the people that, when you work together, you accomplish more than you would have if both of you had worked alone. Take some time to thank them for what they help you do in life.

IBA Alumni - Building Bridges



New Alumni Website

The Alumni Department of IBA, Karachi is proud to announce that the Institute's alumni will enjoy cyberspace of their own - for the first time in IBA history.

The soon-to-be-launched website will not only provide a platform that connects friends and once - classmates, but will also strengthen the bond with their alma mater.

Thank You Donors Dinner

The IBA Advisory Council (IAC), on behalf of IBA, Karachi, organized a grand evening on February 08, 2013 at Frere Hall, Karachi to honor the donors who had contributed generous funds towards various developments at IBA. The historic building of Frere Hall was aesthetically illuminated, befitting the august gathering of around 500 philanthropists and dignitaries. The event also unveiled the corporate video documentary of IBA produced by the students' society, the IBA Marketing Club in collaboration with the IBA Communication Department.



Expanding Horizons

The IBA Foundation Program not only provides quality education for students from less developed areas, but also develops their personalities to better equip them for the challenges of contemporary competitive society. Besides just academics, the IBA also offers a variety of learning opportunities to its students in the form of guest speaker sessions, visits to the corporate sector such as business firms and the Karachi Stock Exchange and most recently, a Character Building Workshop that included a trip to the Youth Development Centre (YDC) in Murree.

Our Experiences



"State-of-the-Art academic buildings, highly qualified faculty and supporting mentors have proved to be great facilitators in attaining our goals...I am enthralled by the experience gained here and want to encourage others to invest their talents to the place which will re-mold their lives."

Nida Aftab
D/O Ms. Sadiqa Parveen (Library Department)



"Today I feel blessed being a student of the Foundation Program, as it is helping talented students from less-privileged areas to develop their personalities and broaden their horizons. This innovative program of IBA is providing us an opportunity to get higher education without any cost...It is providing us all the necessities and resources essential for academic and overall growth for our future careers."

Waqar Hussain
S/O Bazar Khan - Examination Department

Three-day Capacity Building Workshop in Murree

Students of the National Talent Hunt Program (NTHP) and Sindh Foundation Program embarked on a unique adventure to Murree, as part of a three-day Capacity Building Workshop, in January, 2013. The trip was sponsored by the Punjab Educational Endowment Fund (PEEF), IHSAN Trust and Government of Sindh. The objective of the workshop was to train students in Soft Skills and Personality Development, such as communication, leadership, thinking, presentation skills and psychological assessment/personality profiling.

The learning experience included guest speakers from diversified fields sharing their experiences and expertise in their respective areas. Topics such as media and the military were discussed.

A number of outdoor activities like a treasure hunt, bonfire, and a walk of Punjab house were also organized as part of fun character-building exercises.



Students listen intently to the guest lectures during their trip.



Students take part in a treasure hunt as part of their capacity building training

IBA holds Orientation Session for students of IBA Foundation Program

IBA collaborated with the Community Development Program (CDP), Government of Sindh to launch the IBA Foundation Program for deserving and talented students from the region of Sindh. The program was launched in December 2012 and the first Orientation Session was conducted in the seminar room of the AMAN CED building at the Main Campus.

Forty students were selected for the first batch, graduating in 2013. They attended the Orientation along with the lead faculty and mentors of the IBA.



Dean and Director, Dr. Ishrat Husain, addresses the first batch of students of the IBA Foundation Program at the Orientation Session in December, 2012.

New Recruits



Name
Obaid Pervaiz Gill
Designation
Lecturer
Date of Joining
January 9, 2013
Department
Marketing
Division
FBA

Qualification
Social Sciences & Liberal
Arts Eco. & Finance
Social Sciences & Liberal
Arts Library



Name
Adnan Haider
Designation
Assistant Professor
Date of Joining
February 2, 2013
Department
Eco. & Finance
Division
FBA

Qualification
PhD (Economics-In
process) Pakistan Institute
of Development
Economics, Islamabad
MS (Economics) Applied
Economics Research
Center, University of
Karachi
MSc (Computer Science)
University of Lahore
BSc (Math) University of
Punjab, Lahore



Name
Dr. Syed Nomanul Haq
Designation
Professor
Date of Joining
January 15, 2013
Department
Marketing
Division
FBA

Qualification
PhD (Medieval Graeco-
Arabic Cultural and
Intellectual History (History
of Philosophy and Science,
Religion and Literature in
Classical Islamic Culture)
University College,
University of London
MSc (History and
Philosophy of Science, and
Greco-Arabic Philosophy
in Cultural Context)
University College,
University of London
BSc (Applied Physics and
Electronics) University of
Hull England



Name
Rizwan Ali
Designation
Assistant Library
Date of Joining
March 11, 2013
Department
Library
Division
Library

Qualification
Bachelor (Economics)
Shah Abdul Latif University
Khairpur



Name
Dr. Framji Minwalla
Designation
**Assistant Professor &
Chairperson Social
Sciences & Liberal Arts**
Date of Joining
February 1, 2013
Department
**Social Sciences & Liberal
Arts**
Division
FBA

Qualification
PhD (Dramaturgy and
Dramatic Criticism) Yale
School of Drama
Masters (Dramaturgy and
Dramatic Criticism) Yale
School of Drama
Bachelor (Drama,
Comparative Literature,
Philosophy) University of
Michigan-Ann Arbor

A Journey, Not a Destination

A relentless drive for improvement sets the human race apart from all other creatures. Over the course of history, we have seen that communities that have the will and the ability to build within them a capability to learn are the ones that progress continually.

Over the last five years, the IBA community has experienced changes in obvious as well as in subtle ways. New infrastructure, technology, new faces, systems, rules and policies are just to name a few of the obvious changes, but what of the more subtle ones? We know that organizations work the way they do because of the people within: how we work, how we think, how we communicate, how we interact. And the changes that have taken place have visibly transcended the infrastructural walls of IBA and seeped into the hearts and minds of each member of the IBA community.

If we discuss the next 5 years of IBA's existence, the critical work will need to be focused on building ourselves. As IBA grows and confronts more systemic challenges, things will not get easier. We will require people who can talk to each other in a way to rethink how IBA is structured, can generate ideas individually and collectively; this will create IBA's competitive advantage for the decades to follow.

Our current performance management system helps initiate dialogues and conversations regarding performance, while also tracking results and encouraging feedback, and is transparent and fair. It aims to help us improve to the extent where we often find ourselves willing to push beyond our limits. And the key question each of us must address is: "What results do I want to create?"

Someone once said "Great vision with mediocre people still produces mediocre results." As long as we strive to be more self-disciplined, self-motivated, productively neurotic and compulsively driven to do the best we can, we will certainly grow despite inevitable changes in leadership and our external environment. In building educational institutions, like any other community, there is no ultimate destination, only a life-long journey, one that requires reservoirs of patience and diligence. But because we would have evolved individually as well as collectively, the results we produce will be more sustainable.

MBA Program Office now a 'one-stop shop' for all student requirements

The staff of the MBA Program Office has recently been working tirelessly to offer students a one-stop shop to cater to all their requirements, including assistance on all tasks and social activities at the IBA. The goal has been to provide a strong support network by catering to every student's academic and professional needs to make their IBA experience and learning more meaningful and enjoyable.

A recent initiative included the ERP Orientation and Welcome Session for the students of the Fall Semester, 2012. The aim of the Session was to introduce students to the Program Office and its staff, with whom they would be interacting on a regular basis in case of queries. The Session also familiarized the students with the ERP System that is in place as part of the online learning environment at IBA.

As students nowadays are highly engaged with online social media, the Program Office took advantage of the social hub of Facebook to not only connect with them, but also to disseminate important information and announcements. This included program announcements and details regarding admissions for the Spring and Fall Semesters of 2013.

Yet another important development was the implementation of a One Year Plan for MBA students. This Plan helps students prepare and plan their course load and semesters for a year in advance.

"We also try to provide our MBA students with international experiences and a global outlook to identify and appreciate diverse cultures through guest lecturers from abroad. Last year, Ms. Hildegard Liebe from FH-JOANNEUM, Graz, Austria conducted a short course during the winter, which became so popular that the same course will be offered again next winter." - Kumail Hemani, Manager MBA Program



There once was a little boy who had a bad temper. His father gave him a bag of nails and told him that every time he lost his temper, he must hammer a nail into the fence. The first day the boy had driven 37 nails into the fence. Over the next few weeks as he learned to control his anger, the number of nails hammered daily, gradually dwindled down. He discovered it was easier to hold his temper than to drive those nails into the fence.

Finally the day came when the boy didn't lose his temper at all. He told his father about it and the father suggested that the boy now pull out one nail for each day that he was able to hold his temper.

The days passed and the young boy was finally able to tell his father that all the nails were gone.

Controlling Your Temper

The father took his son by the hand and led him to the fence. He said "you have done well, my son, but look at the holes in the fence. The fence will never be the same. When you say things in anger, they leave a scar just like this one." You can put a knife in a man and draw it out. It won't matter how many times you say I'm sorry, the wound is still there. Make sure you control your temper the next time you are tempted to say something you will regret later.

کیا جانے کیا ہو گیا ارباب جنوں کو جینے ہی ادا یاد نہ مرنے ہی ادا یاد

جگر مراد آبادی

دو اصف علی و اصف کے مضامین کے مجموعے 'حرف حرف حقیقت' سے اقتباس، مضمون کا عنوان 'الفاظ'

آج نہ جانے کیوں لوگوں کے پاس شکر یہ ادا کرنے کے لیے نہ وقت ہے نہ الفاظ۔ اپنی کوتاہی پر معذرت کرنے کی نہ توفیق ہے نہ جرأت۔ آج کسی سیاسی اجتماع میں بولے جانے والے الفاظ کو غور سے دیکھا جائے تو معلوم ہوگا کہ ہم لوگ کہاں سے چلے تھے اور کہاں آ گئے۔

تلخ الفاظ معاشرے کو تباہ کر رہے ہیں۔ بیٹھا بول زندہ کرنا چاہیے۔ زندہ رہو اور زندہ رہنے دو کے اصول کو اپنایا جائے تو ہمارا انداز کلام یکسر بدل سا جائے۔ لوگ اپنی زندگی میں مطمئن ہو جائیں۔ بیٹھے بول سنے سے زبان مٹھی ہو جاتی ہے اور یوں مٹھاس سے مٹھاس پیدا ہوتی رہے گی۔ جب سے انسان کا احترام کم ہو الفاظ کا احترام بھی کم ہو گیا۔ الفاظ کے انتخاب میں ذرا بھی احتیاط سے کام نہیں لیا جاتا اور نتیجہ یہ کہ ہر دل زخمی، ہر انسان آزرہ۔ ہماری زبان تلوار کی کاٹ سے کم نہیں۔

بعض اوقات صداقت کی زبان بھی اتنی تلخ ہوتی ہے کہ بس خدا کی پناہ۔ اگر کسی انسان کی ایک آنکھ کام نہ کرتی ہو تو یہ ضروری نہیں کہ اس کے منہ پر ہی اسے کان اکہر دیا جائے۔ ہر چند کہ یہ صداقت ہے لیکن یہ ایک بد نظیری کا مظاہرہ ہے۔ صداقت کا غیر محتاط اظہار بھی باعث پریشانی ہو سکتا ہے۔

ایک دفعہ ایک بادشاہ نے ایک دست شناس و ستارہ شناس انسان کو بلوایا۔ اس سے اپنا احوال پوچھا۔ منجم نے حساب لگایا۔ زائچہ بنایا اور بادشاہ کو اطلاع دی، جہاں پناہ! آپ کے سب عزیز آپ کے سامنے مر جائیں گے۔ بادشاہ اتنی بری خبر پر پریشان ہوا، اسے غصہ آ گیا کہ منجم نے کیا خبر دی ہے۔ اس نے منجم کو گرفتار کر دیا۔ سلطنت میں منادی کرا دی گئی کہ کوئی اور منجم بادشاہ کے لیے حساب لگائے۔ ایک آدمی حاضر ہوا اس نے زائچہ بنایا حساب لگایا اور کہا جہاں پناہ! آپ کی عمر طویل ہے۔ آپ اپنے سب عزیزوں سے زیادہ عمر پائیں گے۔ بادشاہ خوش ہو گیا۔ بولا بول کیا مانگتا ہے۔ منجم نے کہا جہاں پناہ! بس میرے استاد کو رہا کر دیں، سلطان نے وضاحت چاہی تو منجم نے کہا گرفتار منجم میرا استاد ہے۔ اس نے بھی وہی کچھ بتایا جو میں نے بتایا لیکن وہ الفاظ کے انتخاب میں محتاط نہ رہا۔ آپ عزیزوں سے زیادہ عمر پائیں گے یا آپ کے عزیز آپ سے پہلے مر جائیں گے، بات ایک ہی ہے ادا ہوگی مختلف ہے۔ یہ چیز اہم ہے کہ ہم الفاظ کو کس طرح استعمال کرتے ہیں۔

الفاظ بھی خاندان رکھتے ہیں۔ قصیدے کے الفاظ اور ہوتے ہیں اور مرثیے کے اور۔ تنقید کے اور، اور تو صیغے کے اور۔ رزمیہ اور، عشقیہ اور، غزل کے الفاظ اور ہیں، مثنوی کے اور، کیا یہ سمجھنے کی ضرورت نہیں کہ شرافت کے الفاظ کون سے ہیں۔ بد مزاج ہونا اتنا خطرناک نہیں جتنا بد نظیر ہو جانا کیونکہ بد نظیر آدمی الفاظ کے غلط استعمال کا مجرم بھی ہے۔

الفاظ کے صحیح استعمال کی توفیق نعمت ہے۔ یہ نعمت بھی کم انسانوں کو نصیب ہوتی ہے۔ الفاظ سے ماحول کو خوشگوار بنانے کا کام لیا جائے تو بڑی بات ہے۔ خالی الفاظ نکلنے اور الفاظ اگلنے سے کوئی مسئلہ نہیں ہوتا۔ الفاظ سے ماحول روشن کیا جائے۔ الفاظ سے دلوں کو خوش کیا جائے۔ الفاظ سے تعمیر ملت کے عظیم کام میں شامل ہونے کے لیے لوگوں کو آمادہ کیا جائے۔ الفاظ حقیقت ہیں۔ الفاظ امانت ہیں۔ الفاظ دولت ہیں۔ الفاظ طاقت ہیں۔ انہیں ضائع نہ کیا جائے۔ انہیں رائیگاں نہ ہونے دیا جائے۔

نیاسکال، نئے چیلنجز

ڈاکٹر عشرت حسین کے تاثرات

سال 2013 ہمارے پانچ سالہ اسٹریٹجک منصوبہ بندی کے عمل کا چوتھا سال ہے۔ جیسا کہ ہم 2014 میں آخری سال کے قریب آرہے ہیں تو ہمیں ان پانچ سالوں کے بارے میں سوچنا چاہیے کہ 2020 کا آئی بی اے کس طرح کا نظر آنا چاہیے۔

ہم نے آئی سی ٹی ڈی پو پینٹ پروگرام کے بنیادی نظام کو مکمل کر لیا ہے، ہماری توجہ شاندار علمی روایت کو آگے لے جانے کی طرف ہے۔ اس بات کو مدنظر رکھتے ہوئے آئی بی اے کو اپنا معیار اور بہتر بنانا ہوگا تاکہ وہ مقابلے کی فضاء میں نمایاں نظر آئے۔ جو طلبہ ہمارے ادارے میں تعلیم حاصل کرنا چاہتے ہیں وہ کاروبار، کمپیوٹر سائنس، سوشل سائنس، معاشیات اور حساب، اکاؤنٹنگ اور مالیات میں انتخاب کر سکتے ہیں۔

عالمی معیار کے ساتھ ساتھ انتخاب اور ان کی حوصلہ افزائی کرنا یہ بھی ہمارا سب سے بڑا چیلنج ہے جس کی طرف توجہ دینے کی ضرورت ہے۔ امید ہے کہ امن و امان کی صورت حال میں چند سالوں میں بہتری آنے سے ہم اس قابل ہو جائیں گے کہ تعلیم کے شعبے میں بہترین ماہرین کو لائیں۔

ہمارا دوسرا چیلنج یہ ہے کہ ہم تحقیق کے میدان میں کافی پیچھے رہ گئے ہیں۔ ہمیں زیادہ سے زیادہ تحقیق کے معیار کو بہتر بنانے کی ضرورت ہے تاکہ سب سے بہترین تعلیمی روزنامے میں وہ شائع کئے جا سکیں۔

تیسرا، آئی بی اے کی کوشش یہ ہے کہ وہ پاکستان کا سب سے پہلا انٹر پرائیورٹیل ڈی پو پینٹ اینڈ انوشن مرکز بنے تاکہ اسے فرم کے درجے پر رکھا جاسکے۔

چوتھا، ہماری کمیونٹی آؤٹ ریچ خدمات کو روایتی شراکت داروں سے آگے بڑھنے اور نئے شعبوں کا احاطہ کرنا پڑے گا۔

میرا خیال ہے کہ آنے والے دنوں میں ہمیں دیگر مسائل کے حل کے لئے کام شروع کر دینا چاہیے۔

