

Excellence Envisioned: Exploring New Horizons



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Dean's Message

This year's convocation is special because it marks the culmination of the Strategic Plan, which was launched in 2009.

In Pakistan, it has generally been observed that we are very good at formulating plans and making commitments and promises but very poor in executing and bringing the plans to fruition. Our five year national development plans have been characterized by cost overruns of projects, shortfalls in achieving the targets and underperforming on goals. With the blessings of Allah SWT, we at IBA have proved the cynics wrong by meeting almost all of our goals and sub goals in a timely fashion and within the overall frame that we had promised six years ago. This has been possible due to the dedicated efforts of Team IBA with the assistance of our donors, alumni, Board Members and support of the Governor Sindh, our patron. I am grateful to all of them for their assistance and support.

We should not become complacent and take stock of the challenges ahead of us. We are still struggling to get the accreditation from AACSB, get a foothold in the top rankings, attract high caliber faculty, continuously upgrade the quality of our curriculum and course contents, encourage our students to maintain high ethical standards and respond to the needs of the community, society and economy. These challenges and the competition in the future require a renewed commitment to the next Strategic Plan. I am sure everybody at IBA will do their best to come up to the heightened expectations in achieving the new goals that we are going to set for 2020.



Message From Huma Baqai

Hi!

This is indeed a proud moment for IBA, we are celebrating our 42nd Convocation, and completing 60 years of academic excellence and outstanding performance next year. However, what really makes us proud is that we are an institution with the highest number of PhD faculty on board; and a state of the art physical and technical infrastructure to sport the best grooming possible. Education at IBA is a whole new experience. It is not just about transfer of knowledge; it's geared towards personality development, giving IBA students a head start wherever they go.

IBA has also done the impossible; thirty five new projects completed and running in just six years. We set very high benchmarks for ourselves and under the visionary leadership of Dr. Ishrat Husain have also met them. We are a role model for other educational institutions. While we were doing all this we also made sure we are responsible towards the less privileged and worked towards an inclusive growth model. Today we take great pride in the fact that money is not an impediment to experience the IBA excellence. Every third student at IBA receives some form of financial assistance. Admission to IBA is never denied on financial grounds.

And this is just the beginning. We at IBA are all set to explore new horizons and break new grounds of excellence. Congratulations IBA.



From the Editorial Desk

This edition of The Current is based on the theme, 'Excellence Envisioned: Exploring New Horizons'. Focusing on the Strategic Plan 2008/09-2013/14, this issue sheds light on all the developments which took place in that timeframe. The achievements are many; infrastructure expansion, an addition of external linkages, an increase of programs offered and a significant addition in the student body are just some of the milestones that IBA has achieved in the past 5-6 years.

We hope that you enjoy this detailed chronicle of IBA's journey of achievements.

Acknowledgements

We would like to thank our readers for their frequent contributions and feedback. To provide feedback, please email us at: thecurrent@iba.edu.pk

We thank members of faculty, students and administrative departments for their continuous cooperation, which makes this newsletter comprehensive. In particular, we would like to thank the following for their contributions & photos:

- Registrar Capt. (Rtrd) Ahmed Zaheer & the Administration Office
- Dr. Framji Minwalla, Chairperson Social Sciences Department
- Mr. Jami Moiz, Assistant Professor Marketing
- Ms. Nadiya Sayeed, Coordinator Personal Effectiveness
- Ms. Nadia Zafar, Director CEJ
- Engr. Rehan ul Ambia Riaz, Director Projects
- Ms. Shehreena Amin, External Linkages
- HR Department
- NTHP/Sindh Foundation Program
- Student Societies
- Maryam Tajalli, Semester III, BBA
- Al Rashid Studio, Euphemistic Images & the IBA Photography Society
- Mr. Muhammad Sohail Khan, Manager Purchase & his team



Maryam Touheed



Syed Imtiaz Ali



Governance & Management

The Board of Governors played a critical role throughout the period 2008/9-2013/14 in monitoring and supervising the affairs of IBA in consonance with the Strategy requirements.

Twenty-eight meetings were held by the Board of Governors during this six-year period. The Board statutory committees helped the Board in detailed and meticulous inspection of the proposals and policies initiated by the Management.

The Board of Governors has 17 members, all of which are carefully selected from various arenas. Representatives of the government, private sector, academia, alumni, eminent citizens and the faculty oversee the operation of the IBA. They set the policy and strategy and supervise the financial management of the Institute.

The Institute is headed by Dean/Director, who is assisted by Associate Deans, Chairpersons of the Departments at the academic side with the heads of support departments on the administrative affairs. IBA relies on student tuition fees, income from Executive Education and income from Endowment Fund and other funds. Grants from the Higher Education Commission, private sector, and numerous foundations help to finance the capital expenditure and human resource development for faculty improvement.

Enhancements & Improvements

A substantial development in governance and internal administration has been observed at IBA during the period of 2008/9-2013/14. Procedures and processes have been codified and made more transparent.

A two-volume IBA Code Book has been compiled in the light of all the development in terms of policies and procedures. It is made sure that this Code Book is regularly updated to incorporate the changing arena of the industry.

The Code Book serves as the authentic source of

information and guidance for all the stakeholders. It also includes self-contained Academic Manual, Projects Manual, HR Manual, Finance Manual, Procurement Manual, Transaction Authority Manual etc.

Empowerment of Internal committees and Service Units

An independent Internal Audit function was set up which reports directly to the Audit and Finance Committee; this has made a substantial contribution to accountability. Additionally, external commercial audit and public audit are also conducted regularly.

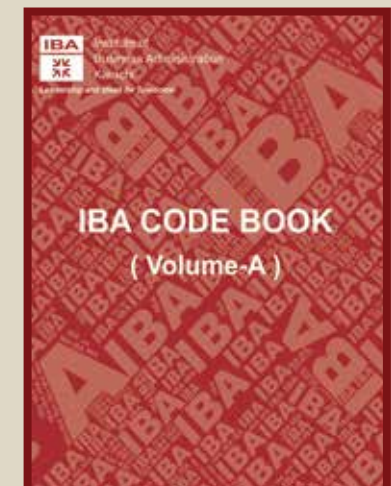
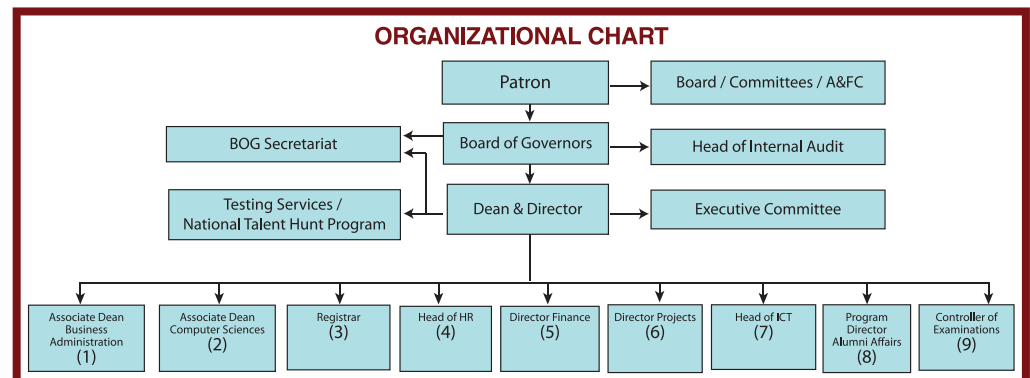
The Management of IBA was streamlined by establishing several committees entrusted with decision making powers. At the top of the pyramid was the Executive Committee (EC) chaired by the Dean and Director and consisting of the Associate Deans and Departmental Heads. The Committee met every Monday morning and took decisions pertaining to the running of the Institute.

During the six year period, the Executive Committee held 300 meetings; this helps us gauge its vitality and efficiency. The Academic Committee, headed by one of the Associate Deans, met regularly to consider the academic affairs and to enforce academic standards. Similarly, nine other committees were brought into existence and functioned on various aspects of the Institute's activities. Most of the committees were led and consisted mainly of faculty members.

Internal Managerial Pool Development

In order to establish the reputation of IBA as an attractive employer, an initiative was taken to develop an IBA Managerial pool. This group will be trained, groomed and prepared for senior managerial positions of IBA. For the purpose of improving the quality of intake into this pool, a competitive selection process was put into place to attract young men and women of caliber.

The compensation structure has also been made lucrative. The promotion policy has been modified to align with the objectives of attracting, motivating and retaining good quality staff to man this pool. Various training courses are being planned to expose this group to develop their skills including decision making, interaction with clients, assuming responsibility and resolving dilemmas. It is hoped that the transformation from a bureaucratic and hierarchical organizational structure to a more problem solving attitude would help overcome the prevailing perception of IBA.



Student Services



Student Composition

The IBA student family has increased in strength since 2008. The number of undergraduate students increased from 1,054 in 2008-09 to 2,563 in 2014-15. This increase in strength is phenomenal considering that only the undergraduate programs of IBA are being considered.

Overall, the expected total strength of all IBA students (full time and part time) in 2014-15 is 3,359. This is a great expansion as compared to the old figure of 1,811 in 2008-09. We can proudly announce that it is almost the double strength of what it was in 2008-09. Part of this student intake has become possible due to the infrastructural expansion of the campuses.

Currently, we also have more full time students now as compared to 2008-2009. Eighty-four percent of the student body is full time. In the year 2008-09, it was only 78% and this transition is welcomed and celebrated.

New Programs of Study

Another aspect to notice here is the composition of the student body. The Institute has transformed drastically in terms of the degree programs it now has to offer. IBA is no longer just a business school, not only is it offering a quality Bachelors in Business Administration but it has diversified by leaps and bounds and now offers education in diverse areas of study. Following seven new programs have been introduced during the last 5 years, raising the total number of program offerings to 14:

- BS (Accounting & Finance)
- BS (Social Sciences & Liberal Arts)
- BS (Economics & Mathematics)
- MS in Economics
- PhD in Economics
- MS in Mathematics
- PhD in Mathematics

The BS degree of Accounting and Finance has received an

overwhelming response due to the innovative course structure and linkages with the likes of ICAP, CIMA, IBP and ACCA. Students of IBA doing this degree will be granted certain exemptions from appearing in certain modules and exams by these professional bodies.

The Social Sciences and Liberal Arts degree was also added to diversify the portfolio of programs being offered. IBA is one of the first institutions to offer this quality inter-disciplinary degree in Karachi. This was a relief for most students who previously had to go to Lahore or abroad to pursue such a degree. Launched in September 2013, the program offers majors in Media Studies, Political Science and Psychology.

To make our students more attractive to universities offering PhDs worldwide, especially the US, IBA designed a double major degree in Economics and Mathematics. The program meets international criteria and at present, 354 students are enrolled in it.

IBA has a good quality and quantity of PhD faculty members in the fields of Economics and Mathematics. We now offer Master's and Doctorate Programs in these two subjects which diversified the portfolio of programs of study the Institute offers.

Core Services for Student Development

A systematic effort has been made to optimize the services to the students while at IBA so that they are able to attain knowledge, competencies and skills. In addition to the rigorous academic curriculum there are many other core services provided to achieve this objective. These services are:

1. Academic Counseling by faculty members and Student Development Program where each incoming student is assigned to a faculty member throughout his/her stay for advice and guidance.
2. Placements for Business Internships and the Responsible Citizen Initiative.

3. Personal Effectiveness Training for Soft Skills Development.
4. Extra-curricular, Co-curricular activities and societies managed and run by the students themselves.
5. Experiential Learning projects with the companies and business houses to solve real world problems faced by the company.
6. A Writing Centre has been established to provide individual-oriented coaching in writing skills.
7. IBA has become the largest provider of financial aid in the country. Every one out of three student receives some kind of financial support.

In order to provide our students with top quality education, we equip them with practical tools such as Experiential Learning Projects, Business Internships, Exchange programs, Study tours, & Research Reports. Team building, organization and management and communication skills are also inculcated throughout the program of study. It is mandatory for our students to complete a 6-week social internship under the Responsible Citizens Initiative and a corporate internship at a company in their 3rd year of study. We also offer the Personal Effectiveness Course that helps students develop their soft skills.

Also efforts are made so that weaker students are not left behind. Remedial courses, regular tutorials and counseling beyond class hours help our students to improve. Tutorials by the teaching assistants are compulsory and students who perform below class average are asked to attend these tutorials. Each faculty member has preannounced office hours where he/she meets the students facing problems or seeking guidance.

Indoor and outdoor sports facilities

Provision of indoor and outdoor sports facilities to the students has attracted a lot of active participation by a large number that will contribute to their physical development as well as team building.

IBA Joins Hands with the School Of Leadership

The Institute collaborated with the School of Leadership for the Personal Effectiveness Course. The course, named SKILLS, will help the students develop a range of competencies necessary for the leaders of tomorrow. The word SKILLS stands for Seeking Knowledge, Inculcating Leadership, Living Successfully.

The survival camp, which was an overnight beach stay, was held on 24th-25th October 2014. The students were randomly divided into different groups so that they get the experience of working with different students from their batch. The activities ranged from students building their own tents to them cooking their own lunch. The students were given limited food and asked to use every resource wisely. The survival camp was an amazing adventure and the students loved it. In the end, it was a great learning experience and worth all the hardships.



Interview with Nadia Sayeed, Coordinator Personal Effectiveness

Preparing Leaders for Tomorrow

The Personal Effectiveness Program (PEP)

In order to develop our students' personalities as caring human beings and competent professionals, IBA tries to develop their ethical values as responsible citizens and their soft skills as professionals. Here is where the Personal Effectiveness Program comes into play. The program is elaborately designed keeping in view the changing market paradigms.

Interaction with instructors and trainers from the industry adds to the diverse experiences of the students. They learn how to handle the job application process, organize career choices and career progression as well as focus on the development of entrepreneurial expertise.

The introduction of this program at IBA has been very well received by the corporate and entrepreneurial leaders, acknowledging IBA's efforts to groom the graduates for organizational and entrepreneurial endeavors. Companies like ENGRO, P&G, Coke, Unilever and Novartis are on board with us in this training program. These companies have developed specific programs and modules to conduct sessions with the IBA students. In addition, we have professional trainers conducting modules on Personality Assessment, Emotional Intelligence, Conflict Management, Negotiation Skills and Leadership Traits.

To shed some light upon the efficacy of the Personal Effectiveness course, we interviewed the dynamic Ms. Nadia Sayeed who heads this initiative in a very commendable manner.

TC: So the period of 2008/9-2013/14 has ended. What has been accomplished in the last 5 years? When did this initiative start?

NS: The initiative of Personal Effectiveness started around 5 years ago. A lot has been accomplished and a lot more is in the pipeline for this course.

TC: How does PE contribute to the overall strategy of IBA?

NS: PE contributes to the overall strategy at IBA by providing well-rounded students to the corporate world. PE grooms the students' personality, inculcates leadership skills and makes them great team players.

Many programs such as Social Sciences and Accounting & Finance have been introduced at IBA, and thus it's no longer just a business school. It has become a diversified institution, offering quality education in many fields. So it was about time that IBA had a Personal Effectiveness course in place. Most international universities offer similar programs under different names, therefore an inculcation of soft skills in today's students has become a necessity and is no longer considered something extra but more of a pre-requisite.

TC: Personal Effectiveness Training for soft skills Development, what does this entail exactly?

NS: It involves instilling presentation skills, conflict management, the art of negotiation, working in teams, understanding ethics, overcoming weaknesses, refining strengths and a lot more. The course shapes the students to be better employees and better citizens by refining rough edges by instilling more confidence in their own abilities and by teaching them how to cope with 'real' work life scenarios.

The program makes students overcome weaknesses and allows them to interact with real world professionals from a myriad of industries and that's how they add new skills to their arsenal to succeed at their future workplaces. 'Job Application Writing', 'Mock Interviews', 'Resume Development' & 'Supply Chain Processes' are just some of the things being taught under this banner that brings them closer to the industry.

TC: How did IBA come around to introducing it to its students? The inspiration behind it?

NS: Previously employers were just looking for hard skills, such as a grounded education and text book knowledge. But now employers want to hire a well-rounded person, who will be the perfect fit for their organization. Therefore this course provides them an insight into practicality and compliments their already solid educational background.

This course was started at IBA due to the feedback from HR Personnel of the corporate world; they all communicated that students lacked soft skills and the inability to communicate their knowledge, ideas and passion to contribute to their jobs. They never voiced any reservations on the academic grounding of our graduates but found them lacking in the personal effectiveness department.

TC: There has always been a debate surrounding the applicability of this course. How effective is it and what feedback have you received from the alumni who have taken the course?

NS: We believe and have considerable evidence to state that this course has been very applicable; we have received feedback from our alumni and organizations praising the difference that this course has made. Our alumni have come back to us to reinforce the program and along with them they have brought their bosses/supervisors as speakers and trainers to boost this program.

We've had tremendous feedback from diverse organizations; corporate sector, entrepreneurial environments, banks, FMCGs, NGOs and the academia, all have appraised the skills inculcated through this course.

TC: What challenges do you face in terms of the Personal Effectiveness course? How are you planning to tackle them?

NS: As the IBA student body has increased, accommodating an ever increasing class is challenging. Then aligning speakers on a continuous basis for different modules of the program is a task in itself as we need speakers in abundance and we finalize a speaker well in advance of the actual session. Also changing the student mindset was also quite a challenge in the beginning, as some of them have the notion that they don't need any instilling of soft skills. It's only after they attend these sessions and then venture out in the real world that they realize, how crucial these skills are.

TC: We heard that the personal effectiveness course has been redesigned and the School of Leadership (SoL) has been involved. Please tell us about why you did it and how different is it from the last version of the course.

NS: Well that is a recent development and the School of Leadership recently took around 500 students to a survival camp at the beach, where students were divided in teams and were given tasks, which they had to complete with each other's help. This exercise made them realize their weaknesses and which areas they need to work on.

The program has been handed over to SoL because they have an impressive experience of working with the youth and honing their abilities. Thus after handing the program over to them, the program has become more hands on, exciting and challenging.

TC: We see that IBA has accomplished so much in the last few years. What, in your opinion, is the next step for IBA in terms of goals?

NS: IBA needs to keep on working on initiatives like PE courses to bridge the gap between the academia and the corporate world. We need to offer market skills along with a sound knowledge base, rather than just offering academic knowledge to the corporate industry.

The students, teachers and all the stakeholders of IBA need to join hands to promote and establish this special training of instilling soft skills in IBA graduates, as our graduates are strong academically and after acquiring these skills, they will be even more dynamic than ever before.



Testimonials - 1

It was a pleasure to reconnect with IBA through the recent PE session. I just wanted to appreciate how well the PE sessions have picked up pace and how promising they look.

After stepping into the corporate world, I strongly believe that in order to excel in corporate life, developing 'personal effectiveness skills' in business students goes a long way not just in success at the job but also in helping us identify and hone our strengths and discover what we are truly passionate about. As aspiring graduating students, most of us try very hard to fit ourselves into society's cookie cutter of success as opposed to pursuing careers that we genuinely believe in and are passionate about. PE sessions are a great platform to engender this passion in students through inspiring speakers, through alumni who help bring valuable insights home while promoting the incredible strategic uplift IBA has undergone, and develop the talent that resides here by aligning them with realities of the corporate world. These initiatives also support IBA's mission in producing effective leaders as steadily more students are making informed career choices and thus focusing on personal development will only bring more pride to the institution.

I would be happy to offer my support to student development programs at IBA; good luck and Godspeed!

Javeriah Farrukh, Class of 2013
Business Analyst, Ziauddin Group



Testimonials - 2

"Personal Effectiveness is a great tool to help us graduates develop ourselves and also to deliver the best performance. It assisted me in different areas namely effective communication, handling difficult people at work, developing self confidence & self motivation, being able to take initiatives and also how to carry myself as an individual when entering the corporate world. The course was a mini-trailer to what's coming next and assisted us to have a 'can-do' approach and kept our hopes high to face the challenges."

Sehar Adil, Class of 2014
IGI Insurance Limited
Human Resources Trainee



Testimonials - 3

Personal Effectiveness is a program which provides exposure to the corporate world and the tactics to deal with it before you step out of IBA. This program helps students understand the nature of how things work and develop their soft skills, while providing them with the opportunity to interact on a personal level with professionals who are successful and effective in their fields. As this course is offered to the graduating students, a component of it includes job application procedures, tips and techniques. Knowledge related to local markets and Pakistani consumer mindsets are also insights, which are gained as part of the program. It is the best opportunity for self-development, which ensures that you are successful in your career.

Maimoona Abdullah Batra, Class of 2014
Brand Manager HUB



Dedicated Centres of Excellence

Ardeshir Cowasjee Centre for Writing

The centre for writing is a unique initiative by IBA Karachi to support the IBA community with their academic writing needs. Catering to both faculty and students, the centre is the initiative of Social Sciences & Liberal Arts Department. It has been named after Mr. Ardeshir Cowasjee, who was a renowned columnist and the hallmark of excellence in terms of philanthropy and social activism.

Students who require help with their writing seek guidance from the mentors/tutors at the facility and have a one-on-one session with them. A commendable response has been achieved so far. The Writing Centre also launched a series of talks by the name of "When Writers Speak..."; where different renowned authors like Bina Shah and Uzma Aslam Khan have given engaging sessions at the centre and shared their experiences and work with the students. This centre is dedicated to enhancing the writing skills of the students and quenching the thirst for literature.

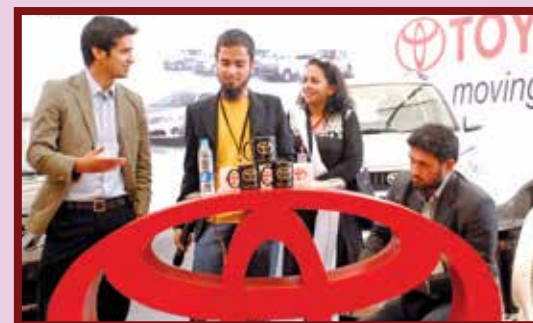
Career Development Centre (CDC)

The Career Development Centre is an integral component of the Institute. Its objective is to help students with the tools & resources necessary to manage their career paths. With partners like Nestle Pakistan, Novartis Pharma Pakistan, Shell, Citibank, ICI, Warid Telecom and numerous others, CDC helps develop a bridge between employers and students of IBA in order to fulfill the recruitment needs of various companies.

For the employers, the CDC assists them by posting various vacancies so that fresh graduates & alumni can benefit from them. The Centre also offers on-campus recruitment opportunities for internships and full-time positions. The Career Fair, the most famous event of the whole academic year, is also organized by the CDC. A Graduate Directory is also compiled, which helps potential employers' select IBA graduates for their organizations.

For the students, CDC offers many services. It informs them about internships and job opportunities. It also offers career counseling through faculty members, skill development workshops, resume writing and mock recruitment tests and interviews, which resemble corporate tests and interviews. CDC also helps arrange on-campus jobs and TA ships (Teachers Assistant) for the students.

Finding a placement for the mandatory summer corporate internship can be very daunting, CDC helps the students by giving access to current internship opportunities. For the Responsible Citizen Initiative, it helps students get linked to numerous NGOs and non-profit organizations to do community service. All the students' job search needs are fulfilled by CDC through recruitment drives and posting of latest job opportunities.



Center for Executive Education (CEE)

An elaborately designed program of management training for executives, combined with formal management education, makes a dynamic combination. IBA offers this through the Center for Executive Education (CEE).

The IBA-CEE provides opportunities to executives working at different echelons in organizations to enhance their careers by gaining knowledge and insight into state-of-the-art management techniques and technologies. These Executive Education Programs consist of numerous training courses and workshops that are conducted by various distinguished faculty members of IBA and leading industry professionals.

The Center also offers client specific training to organizations, it considers the distinct requirements and dynamics of each company and then designs the program accordingly to suit their needs. The center also offers Executive Programs for the public sector, non-profit sector and private sector executives; organizes customized courses for the corporate clients and holds short courses on emerging issues & themes for those engaged in business.



Testimonials

Dr. M Fahim

Director, Strongman Medline

Workshop on Finance for Non-Finance Executives – February 20 & 21, 2014

"I would like to thank IBA for addressing such an important topic especially for non-finance background professionals. This workshop has certainly enhanced my understanding of finance in and out of office."

Mr. Haris Zuberi

Associate IM Business Analyst, BHP Petroleum Pakistan Pvt. Ltd

Attended workshop on Project Management held from February 3-7, 2014

"The experience was quite comforting. The environment was conducive. Experience of participants was openly shared and adequate time was allowed for students to put forward their comments."

Mr. Mohammad Bilal Khan

IQBAL Stationery Mart, Jinnah Road, Quetta

Attended Managing Family Businesses Series (Oct 2012 to Nov 2013) held in Joint Collaboration with SPJIMR, Mumbai

"The Family Managed Business series of workshops helped me in refreshing the important analytical tools that I learnt back in college but forgot to apply in business. It helped me to chalk down my main objective and be clear in achieving it. I liked the practical business examples by facilitators in this series. The experience shared by other participants was also valuable. This series has everything that one requires. IBA's collaboration with SPJIMR is valuable since it gives international exposure to the participants. The faculty is very competent and I wish IBA best of luck for the new series of workshops."



AMAN Center for Entrepreneurial Development (CED)

The centre, ever since its inception, has become a core center for encouraging entrepreneurship in Pakistan. The focal point amongst the Pakistani workforce has always been on finding jobs and working for someone else. Given the recent fall in employment opportunities, the focus had to be redirected towards other forms of employment. In order to promote business management and entrepreneurship, AMAN CED was launched at IBA. The Center's primary emphasis is to enable a new generation of Pakistani entrepreneurs to translate their ideas into ventures, thereby adding substantial jobs, incomes and revenues to Pakistan's economy. It is one of the top three entrepreneurship centers outside of the US.

The CED program at IBA works on many key areas. Some of which include:

Research Activities by the Innovation and Entrepreneurship Research Group at IBA-CED

At IBA CED, focus is directed towards qualitative and quantitative research in areas of entrepreneurship & entrepreneurial marketing. Case studies are also being conducted on factors leading to success in businesses operating in the country. Notable contributions have been made by Dr. Shahid Qureshi, Mr. Waleed Wasti, & Mr. Muhammad Mubashir Mukhtar.

BBA Entrepreneurship Program

This program is the flagship of IBA CED initiative, developed in collaboration with Babson College. In the current century, revolutionary studies have been done on entrepreneurial strategies and this program is intended to impart this knowledge to the future entrepreneurs of Pakistan.

CED Accelerator Program (CEDAP)

CEDAP aims to provide an environment conducive for entrepreneurial ventures and assists the owners of new businesses by providing mentoring from successful and renowned entrepreneurs. The CEDAP ecosystem engages its participants to make meaningful progress with their venture, and to help them become more experienced, knowledgeable and confident entrepreneurs.

EDP (Entrepreneurship Development Program)

The Sindh Board of Investment was taken on board for this initiative. The EDP is a special program designed to promote

agro-based entrepreneurship in Sindh. This diploma program has a diverse structure to encompass knowledge in fields of marketing, management, finance and accounting, computing and modern agrarian practices.

WomenX Entrepreneurship Program

WomenX is an initiative funded by the World Bank to support women entrepreneurs by providing them with education, opportunities for networking and mentoring. Enclude has also joined the initiative to deliver the program across Pakistan.

Through this program, women from diverse backgrounds learn how to effectively market and manage their own business. Successful entrepreneurs provide mentoring to these women and help them to develop entrepreneurial skills needed to run the business in the current turbulent market.

Short Courses

CED also offers short courses such as:

- Entrepreneurship for Craftsmen
- Technology Entrepreneurship for Faculty
- Social Entrepreneurship
- Corporate Entrepreneurship
- Entrepreneurial Management

Centre for Excellence in Journalism (CEJ)

IBA has collaborated with the International Center for Journalists (ICFJ), Washington DC & the Medill School of Journalism, Northwestern University to establish the "Centre for Excellence in Journalism (CEJ)"; for catering to the need of quality journalism training in Pakistan.

The CEJ came into existence on paper in July 2014, after an agreement between ICFJ and IBA was signed. The CEJ team has been very proactive, it held its first training from September 24 - October 3rd, 2014, at the City Campus, bringing 21 professional journalists from all over Pakistan (Karachi, Lahore, Islamabad, Faisalabad and Swat) to Karachi for a 10-day training in Backpack/Mobile Multimedia journalism.

This course helped journalists, working in digital media to become stronger storytellers; learning to incorporate photos, sounds, videos and interactive elements into their reporting. It introduced the tools readily available to anyone with a smart device. The course covered basic photography and

storytelling to strengthen a reporter's visual sense, moving on to audio recording and editing. They also explored free/low cost apps that offer ways to engage viewers/readers with special types of photos, interactive images and maps and ways to use services like Instagram to serve the audience in smart - and ethical - ways. The second week was devoted to using a smart mobile device to record videos, students ventured out to create short video stories. Finally, students created a multimedia package that included a written story, photographs, a video and an audio or interactive element.

With this training, a soft launching of the CEJ was done. IBA received great response from the newsroom leaders and the reporters on the field, which encouraged us greatly for our future trainings.

The CEJ will offer multiple two-week long training modules for journalists and media professionals from all parts of Pakistan. These modules will be taught by faculty from the Medill School of Journalism, ICFJ trainers and also Pakistani co-trainers. The courses will offer hands-on, practical training geared towards meeting the needs of Pakistani newsrooms. The goal is to impart specific skills, which will have an immediate impact on the quality of journalism and news content in Pakistan.

The CEJ will offer courses in all aspects of journalism: print, multimedia or broadcast for professional journalists. A Board of Advisors comprising of senior journalists and newsroom leaders will provide an insight into the industry's need and contextualize the training to a Pakistani perspective. Each course will consist of a component on journalism ethics.

Senior year students of the IBA, Social Sciences Program will also benefit immensely from this centre, as they will work with CEJ to develop their experiential projects. Also, the first batch of students will be graduating in 2017, just when IBA plans to use the CEJ to launch a Master's program in Journalism in collaboration with the Medill School of Journalism. This will provide IBA's students of media a natural next step for their career and academic progression, right here at IBA.

Housed on the 4th floor of the Aman Tower, it will consist of special equipment & environment, including broadcast equipment, studios, state of the art cameras & lights, newsroom, etc.

After stepping into the field of journalism, IBA is determined to offer the very best. Hopefully just like any other initiative, this project too will turn out to be a sensational success.



Physical Infrastructure & Technology

The rapid pace of infrastructural development at IBA is a sight to behold and worth documenting. Everyone who enters the premises of either one of the two campuses is awed by the majestic beauty and architecture of the buildings that are now the new face of IBA. Both the city and university campuses are modern, futuristic and state-of-the-art.

In the period of 2008-09 till 2013-14, 35 new projects, including 27 green field projects, 8 renovations, 14 new buildings and modernization projects have significantly expanded the facilities for the IBA family. These facilities will serve IBA till 2025, the covered area after the expansion is double the size of the old infrastructure.

In order to assist the students in their academic and recreational ventures, world-class facilities such as libraries, auditoriums, seminar halls, conference rooms, gymnasiums, cafeterias, prayer areas, faculty & student lounges and football & cricket grounds – generously funded by the institute's various patrons and alumni – have been added to both campuses to provide an enriching and holistic learning experience to the students. Adequate accommodation is also available for male and female (out-of-town) students seeking an education here.

JS Auditorium

The JS Auditorium is the first construction at the City Campus since 1965. The Mahwash & Jahangir Siddiqui Foundation's (MJSF) generous contribution stand behind this state-of-the-art facility. The JS Auditorium is just the first of many other infrastructural improvements to City Campus. The architecture of the auditorium is Mr. Ali Korai and it has been designed by Ms. Naheed Mashookullah.

The auditorium is a modern facility that has a capacity of more than 400 people and is perfect for all types of events, be it lecture series, plays, movie screenings etc. Also it has mindfully been designed to assist the disabled members of our society and ramps have been integrated in its design to make it accessible for them. The auditorium has many merits, such as, banking facilities, changing rooms, washrooms, adequate lighting and low maintenance.

Tier III Data Centre

Built upon internationally specified Tier III specifications, the data center at IBA has an uptime of more than 99.982%. IBA data center colocation facility offers excellent opportunities to universities and banks, who want to colocate their data center or DR site on rental space.

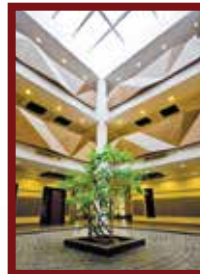
This state-of-the-art facility is strategically located in the heart of the city, at City Campus. It offers full-fledged data center colocation facilities and a comprehensive suite of services designed to serve your business' needs for reliability, security and scalability.

The fully integrated infrastructure utilizes Datacenter technology with state of the art precision cooling system. The equipment used is also energy efficient and consumes less power than conventional equipment. The integrated NMS monitors every aspect of the data center operations at a rack level like power, humidity, & temperature etc.

AMAN Tower

One of the most awaited ongoing projects at IBA, the AMAN Tower is part of the Institute's futuristic physical expansion. The Tower will have two basement levels, a ground level and 13 floors.

The AMAN Tower stands tall among other buildings in the vicinity. The building's design is one of its kind and it will consist of 32 residential suites, four seminar halls that can seat up to 240 people, two lecture theatres with 100-person capacity each, a dining hall with 104 seats, eight classrooms, IT and Faculty Floors, Gymnasium, extensive parking space and a library.



With 4 conference rooms, 8 breakout rooms, front desk and the executive seating area, the CEE floor will be worth beholding. The building is expected to be completed by 2015

Library

The Library services at IBA have come a long way from what they used to be. The students are now provided the same services as any student at a global university enjoys. The staff at our library is dedicated and tries its best to ensure a helpful learning experience for both, the students and faculty. To facilitate research, teaching and learning, innovative 21st century programs and facilities have been installed with more upcoming projects on the way. The Institute has access to a huge variety of research electronic databases that help our students in their research projects and allow them access to valuable secondary research.

The new library building is almost complete and the students are eagerly anticipating its inauguration.

Mac Lab

Another hallmark was achieved with the opening of a Mac Lab at the City Campus of IBA. It has the latest technology from Apple Inc. and the lab has been designed especially for use of the Computer Science Students as well as students from other programs of study too.

PeopleSoft ERP

The use of ERP Campus Solution was initiated back in 2010 and since then has been used by various people at IBA; students, staff and faculty. It is used to automate the workflow between teaching departments, functional departments (HR, Finance, Administration, etc, and the Program Offices. This software helps students each year immensely at the time of Course Registrations, Grading and Results entries, Faculty Evaluations, Students Financials and Reports Generation.

An SMS application has also been integrated with the ERP system and is used by instructors to send the students notifications about course results, class schedules, class specific and

general announcements intended for all enrolled students in the class.

The ERP System is now used at IBA for effective decision making for the middle and higher management. Over the years, the ERP software has been used in increasing proportions. In 2010, ERP utilization was 70% and now we are glad to announce that ERP utilization has reached 100% this year.

LMS

SAKAI (Learning Management System) has been customized and integrated with the IBA ERP. Since IBA has a strict plagiarism policy, the system is now also integrated with Turnitin for plagiarism, checking for all uploaded contents (Assignments, Reports and Case Studies etc.).

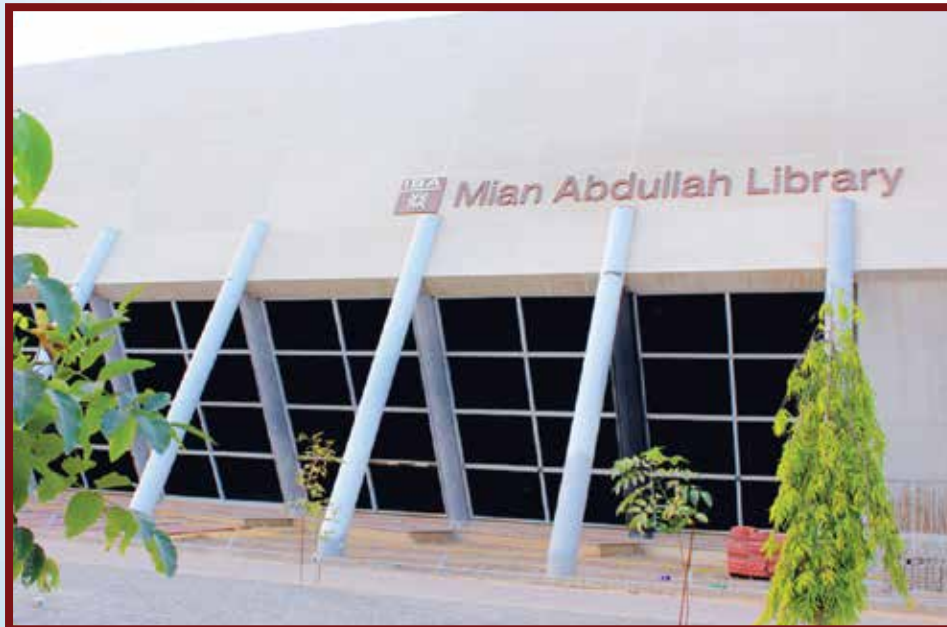
The LMS can be used to make announcements and share resources, such as documents or links to other resources on the web. An instructor can create a website that serves as an online discussion board for students to collaborate on an assignment. A student can create a class website to work on and submit assignments electronically.

AMAN CED

In order to promote business management and entrepreneurship, AMAN CED was launched at IBA. The Center's primary emphasis is to enable new generation of Pakistani entrepreneurs to translate their ideas into ventures, thereby adding substantial jobs, incomes and revenues to Pakistan's economy. It is one of the top three entrepreneurship centers outside of the US.

Adamjee Academic Block

Completed in October 2010, the Adamjee Academic Block has eight classrooms with a seating capacity of 55 students each. There are also 8 breakout rooms for case study discussion and group work. Four seminar rooms that have a seating capacity of 60 students each are also incorporated in the building.



Sir Anwar Pervez Boys Hostel

The IBA Boys Hostel was completed in March 2010 and accommodation capacity increased from 100 to 252. There is a tuck shop, TV lounge, dining and prayer hall, and laundry room. All rooms have in-built storage cupboards, wardrobes, beds and study desks with lamps.

IBA Girls Hostel

The IBA Girls Hostel was completed in 2014 and the girl students shifted to their state of the art modern hostel building, complete with spacious TV lounges, recreation rooms and spacious bedrooms, each bedroom is shared by two students.

Faysal Bank Academic Centre

The donor for this project is Faysal Bank. The building has features like classrooms, seminar rooms, presentation halls and executive lounge and dining areas. It also has video conferencing lab and 8 breakout rooms.

Gani Tayyub Auditorium

This project was started in January 2010 and finished by November of the same year. The entrance hall is beautifully designed and a large foyer space is seen. The main seating hall has a capacity of 270 people and the balcony seating has space for 32 people. There is WiFi facility, green rooms, front and back stage. It can also be used as a video-conferencing hall.

HBL Academic Centre

Panning over an area of 37,156 square feet, the project has been funded by Habib Bank Limited. This multi-purpose building has meeting rooms, classrooms, labs, faculty lounges, and program offices.

Parvez Abbasi Prayer Hall

This prayer hall was designed to have an ethereal look by the Najmi Bilgiram Collaborative (Pvt) Ltd. Completed in September 2013, this hall has a capacity for 177 males and 27 females.

The Alumni Students' Centre

This centre was completed in August, 2013. The building has spacious society offices, a dining hall for executives, a book shop, badminton court, separate gyms for boys and girls, and an amphitheater, which has capacity of seating 400 people. The Ardeshir Cowasjee Writing Centre is also in this building.

Abdul Razzak Tabba Block

In January 2013, this beautiful building was added to the landscape of IBA. This building is centrally air-conditioned and has 8 breakout rooms, 3 seminar rooms, 16 faculty rooms, and classrooms.

Toufiq H. Chinnoy Administrative Block

This administrative building at City Campus has a variety of offices for the use of the staff at IBA. It has one computer lab and a PhD Research Center. There are also prayer halls for ladies and gents.

UBL Sports Arena

The students of IBA were enthralled when the UBL Sports Arena was finally completed. It has a cricket ground with three pitches, a football ground with jogging track, two tennis courts, a basketball and a volleyball court. These sports facilities were completed in August 2013. This sports arena will be the centre stage for upcoming events like the IBA Olympics.



Infrastructure Developments At IBA



It is very difficult to encompass a journey of five long years into a few paragraphs. The journey which began in 2008 as an integral part of IBA's five years strategic development plan is reaching its goals successfully. Being the head of the Projects Department, I consider it an honour to bring you a success story of how a vision became a reality.

Implementation of Infrastructure Development Programme had many challenges; project works whether renovation or upgradation of old buildings & facilities had to be undertaken and completed without disturbing the academic calendar and the occupants. This was done through immaculate planning and precision.

When the Master Plan specifications were laid down, it focused on providing modern facilities and a pleasant environment for the faculty, students and administration. Special care was taken in designing the physical planning strategy, keeping in mind the existing buildings and an increasing requirement for a modern institution that had to keep pace with evolving technologies.

The major challenge was to integrate old buildings with new ones, such that the overall architectural character of campuses individually or collectively represented a homogeneity and design harmony.

Planning principles were based on functionality, economy, quality, sustainability and above all well planned areas, which could create a sense of community and cohesiveness. We had to focus on the strategic goals of IBA, which had given priority to recognition of the opportunity to attract and retain high quality faculty by providing a desirable teaching environment and functional and attractive campuses.

Another big challenge was the planning, designing and project management integration for physical execution of the projects of different nature, which were situated in two campuses being 13 km apart.

Top Tier Architects were selected; their expertise is visible in the form of state of art buildings and facilities. The works of IBA Projects Department is reflected in the manner that 30 projects were progressively executed with the assistance of the appointed companies of Project Managers. They all deserve great appreciation. The architects gave priority to providing an aesthetically appealing landscape with efficient use of utilising the available land.

Since the year 2008 to December 2014, thirty projects have been completed comprising renovation, upgradation of old buildings and structures, construction of new buildings and development of master utility systems for power supply and distribution, utility corridors, open spaces, gateways & approaches, roadways & pathways, parking lots, fire routes, bulk water supply, sewerage system and its treatment plant, IT network and development of green areas including plantation. In 2008 there was no facility for sports, in 2014, IBA has state of the art facilities for indoor and outdoor sports including cricket, football, volley ball & basketball court, tennis

courts, ampitheatre and indoor table tennis, badminton courts and gymnasiums. Also the beautiful Prayer Hall is an iconic structure at the IBA Main Campus.

Following are the main features of the developments, achieved in the past five years:

- Seating capacity in the class rooms increased from 1024 to 3175
- Additional breakout rooms have materialised with a seating capacity of 310 students
- Seating capacity for Computer Laboratories increased from 105 to 422
- Seating capacity of Library increased from 250 to 492
- Seating capacity for faculty has increased from 48 to 137
- Accommodation capacity of girls' hostel increased from 56 to 96
- Accommodation capacity of boys' hostel increased from 100 to 252

Finally, all this would not have been achieved without the vision of Dr. Ishrat Husain (Dean & Director IBA), whose valuable inputs and guidance were constant throughout the development phases. Also, various Committees and the Board of Governors made timely decisions and encouraged us; without which this successful endeavour would not have been possible.

I would like to put on record the hard work done by IBA Projects Department, Architects, Project Managers and the construction companies. The development is an example of their great teamwork.

Engr. Rehan ul Ambia Riaz
Director Projects

Faculty Developments

In terms of faculty recruitment, the number of full time faculty has reached 100 compared to 70 in 2008. An encouraging shift in the composition of faculty has been observed. The ratio of PhDs to Non PhDs among the full time faculty was 25: 75 in 2008/09, which has almost reached 50:50 by July 2014.

If we include the 14 PhD scholars who are either enrolled in the split PhD programs or studying at the universities abroad and 4 doing PhD at IBA the ratio goes up to 68%. Where in 2008-09, we only had 16 foreign PhD holders, IBA is now lucky to have very capable 50 PhDs. The total number of fulltime PhD faculty has increased from 19 in 2008-09 to 50 in 2013-14 and that too mostly from renowned international universities.

The recruitment process and criteria for hiring faculty at IBA has been made more rigorous and demanding in order to maintain the quality of education. The bar for recruitment of new faculty members has been raised to attract high caliber teachers and researchers. Graduates from the top 100 institutes/universities of the world are mainly considered for full time faculty positions. A rigorous process is in place for the induction of new faculty members, focusing on

attaining PhDs and taking in consideration the years of experience in their repertoire. Meticulous interviews are conducted including presentations to the faculty of IBA and an interview with the Dean and Director of IBA. After this, the Faculty Selection, Tenure & Promotion Committee finally interviews these candidates before they are presented to the Selection Board. More consistency has been brought into the process for recruitment of full and part time candidates.

The faculty at IBA are encouraged to go for trainings, conferences, pursuit of research and ultimately the attainment of a PhD. For this, they are given a relaxation in teaching hours and provided Teachers Assistants to manage their workload. They are granted funds and encouraged to pursue PhD degrees and conduct regular research in the field of their expertise.

A GLIMPSE OF THE EXCELLENCE AT IBA ACADEMICS & PRACTITIONERS

IBA has a star studded faculty, a combination of seasoned academics, who bring sound knowledge of their respective fields to

the students and dynamic practitioners; who are well tuned with the industry practices and thus bring a lot of corporate knowledge to impart upon students. This is just a glimpse of the excellence at IBA that makes it a holistic institution.





**IBA's HONORABLE DIRECTOR
Dr. Ishrat Husain:**

Writer, Researcher, Former Governor SBP, Leader. These are just a few roles that esteemed Dr. Ishrat Husain has played during his long and enriching career. The Institute is blessed to be headed by such a visionary and dynamic leader, who has a strong sense of focus and direction. By helping the

Institute reach new heights, Dr. Ishrat has placed IBA at the pinnacle of success and glory.



**DEPARTMENT OF ECONOMICS
Dr. Mahnaz Fatima**

A third time receiver of the Best Teacher award, by HEC and IBA, Dr. Mahnaz Fatima did her PhD from the US. She has 21 years' worth of teaching experience and 12 years of practical experience in various industries. She is also the author of three books, almost 40 research papers in publications of

international and national repute, and over 400 articles in countries' leading dailies.



**DEPARTMENT OF SOCIAL SCIENCES
Dr. Huma Baqai**

An Associate Professor at IBA and a Ph.D. in International Relations, Karachi University; her areas of specialty include non-traditional sources of conflict & study of conflict. She has been associated with the media for the several years both as an analyst and an anchorperson.

She has anchored numerous current affairs shows on NewsOne and PTV.



**DEPARTMENT OF MANAGEMENT
Dr. Shahid Qureshi**

He is an Assistant Professor and the Associate Director Centre for Entrepreneurial Development (CED). He holds a PhD in Entrepreneurship from Technical University, Berlin, Germany. A dynamic combination of industry and academic experience, Dr. Qureshi has taught at Technical

University of Berlin, Frankfurt School of Finance & Management, Toulouse Business School, France, SP Jain School of Management Dubai & LUMS Doctoral Program.



**DEPARTMENT OF COMPUTER SCIENCES
Dr. Sayeed Ghani**

The Associate Dean Faculty of Computer Sciences and Chairman Academic Committee. He holds a Ph.D. from Columbia University and pursued his Bachelors at MIT, US. He has also been a member of the Board of Governors of IBA. Dr. Ghani has over 12 years of industry

experience prior to joining IBA in 2001 as Chairman of the Center for Computer Science.



**DEPARTMENT OF SOCIAL SCIENCES
Dr. Talat Wizarat**

Dr. Wizarat, a seasoned professor and a PhD from the University of Karachi. She has a tremendous teaching experience of 36 years, which makes her a special element of IBA's Social Sciences department. She has authored more than forty articles and chapters in books

published in Pakistan and abroad and participated in national and international seminars. Dr. Wizarat is also invited as an expert on various TV channels as well as national & international institutions.



**DEPARTMENT OF MATHEMATICS
Dr. Shahid Qureshi**

Dr. Qureshi is a Professor and the Chairperson of Department of Mathematics. His PhD was in the area of Space & Planetary Astrophysics – Mathematics from the University of Karachi. With 30 years of teaching experience, he has a commendable experience of imparting quality education at

reputable universities like IBA, University of Karachi, Sir Syed University and BCCI FAST Institute of Computer Sciences.



**DEPARTMENT OF COMPUTER SCIENCES
Dr. Sajjad Haider**

He was the honorary research associate for Sydney University and has also received best student and best teacher awards. He is an Associate Professor at IBA, and got his M.S. and Ph.D. from George Mason University, USA.



**DEPARTMENT OF SOCIAL SCIENCES
Dr. Zeenat Ismail**

An experienced Professor and the Foreign Languages Coordinator at IBA, she holds a Ph.D. in Clinical Psychology from the University of Karachi. A valuable 40 years' worth of teaching experience makes her a precious part of IBA. She is also the Coordinator of IBA's NTHP/STHP

and SFP initiatives, which are playing a crucial role in educating and uplifting the under privileged students of the remotest areas of Pakistan.



**DEPARTMENT OF ECONOMICS
Dr. Qazi Masood Ahmed**

A professor and the Director of Centre for Business & Economics, Dr. Qazi Masood Ahmed is a vital part of IBA. He did his Ph.D. in Economics from University of Bath (UK). He has authored over 40 research publications and was awarded Best University Teacher Award for 2002 by HEC,

Government of Pakistan. He is also a member of Govt. Commission and with 20 years of experience in Consultancy, research in the areas of Public Finance, Regional Economics & Macro Economics, he is a fundamental component of our faculty.



**DEPARTMENT OF SOCIAL SCIENCES
Dr. Framji Minwalla**

An Assistant Professor and the Chairperson Social Sciences & Liberal Arts Department, he has studied DFA and MFA (Dramaturgy & Dramatic Criticism) at the Yale School of Drama. He has done his BA (Drama, Comparative Literature and Philosophy) from the University

of Michigan—Ann Arbor. He has taught at numerous renowned international and national institutions, including Yale University, Vassar College, Dartmouth College, the George Washington University, New York University, Fordham University and SZABIST.



**INDUSTRY PRACTITIONER
Syed Salim Raza**

The Institute is proud to be associated with the Ex-CEO of Pakistan Business Council. He is also the former Governor of State Bank of Pakistan, his vast experience of 36 years in global banking, including serving as the Head of Citibank Operations in Middle East, Africa, UK, Central

Eastern Europe, makes him one of the stars that embellish IBA. He teaches Global Economics and Political Environment courses at the MBA Program, besides delivering lectures and seminars for IBA Executive MBA Program.





INDUSTRY PRACTITIONER
Mr. Javed Jabbar

The diversity of faculty at IBA shows when a former senator is also affiliated with IBA along with TV personalities and academia. He is the Ex-Federal Minister for Information and Broadcasting and a highly respected author, commentator on media, politics and international relations. He teaches

Media, International Relations and Political Science Courses to MBA students.



INDUSTRY PRACTITIONER
Ms. Nadia Zafar

She is an Assistant Professor at IBA and holds a Masters (Broadcast Journalism) from Emerson College, Boston. Her working experience comprises of being associated with PBS Frontline, Boston MA, New York Times Television, New York & Emerson College, Dawn News and Business Plus channels. She brings

a rich experience in Filmmaking & Media for our students. She is also serving IBA as director CEJ.



INDUSTRY PRACTITIONER
Shahid Zaki

Mr. Zaki did his M.S. from the University of Southern California and an M.B.A. from Institute of Business Administration. Formerly, he served as the CEO of Phillips, Pakistan and has an experience of more than 30 years at Phillips Electrical Industries in various capacities. His rich

experience in all facets of business that is Value Exploration, Creation & Delivery make him a valuable asset as an EMBA faculty member.



INDUSTRY PRACTITIONER
Zafar Siddiqui

Mr. Siddiqui has 27 years of experience with the FMCG sector in the fields of Sales, Marketing and General Management. He was also associated with Gillette for 15 years in Pakistan and abroad. His last assignment with Gillette was as Chief Executive for Gillette Pakistan (Pvt.) Ltd. and Area Director for

Afghanistan, Sri Lanka, Bangladesh, Nepal & Maldives. Mr. Siddiqui has over 27 years of teaching experience at IBA, Institute of Business Management, Bahria University Illinois Chicago Chapter and Moscow State University.



INDUSTRY PRACTITIONER
Zaffar Khan

Mr. Khan is the Former President & CEO of Engro Chemicals and the Ex-Chairman of PIA, PTCL & KSE. A mechanical engineer by profession, he paved his way forward and became the President of Overseas Chamber of Commerce. He is a new and welcome addition to IBA and has been teaching Human Resource

courses at IBA for the past few semesters.



INDUSTRY PRACTITIONER
Mr. Leon Menezes

Mr. Menezes is a Professor of Practice and received his MBA from the University of Hull, UK. His past experience includes working as the General Manager Human Resources for Pakistan & Iran at Shell Pakistan. He has also served as a Board Member of Shell Pakistan. With a career spanning 38

years, he has served organizations like Pan American Airways, American Express, and Deutsche Bank AG. He is a regular contributor of articles in areas of HR Management, Personal Development and Leadership in major newspapers like DAWN. He is also Director CDC, IBA.

HR Developments

The Human Resources Department, like other components of the Institute had to up its game in order to help IBA reach new heights. This meant various policy reforms had to be implemented. A market based compensation structure was introduced along with objectives based performance appraisal system, an incentivized career progression system and a merit based open recruitment system. The market competitive, lucrative packages are being offered to the IBA employees to attract competent employees and to make IBA a better employer.

A periodic review of all the policies is done regularly to ensure that the department is updated and improvements are done along the way. Various in-house training sessions for middle and lower level employees are also held regularly,

in order to improve their repertoire of skills and to prepare them to take up higher positions in the future and to develop a competent managerial pool from within the existing IBA employees. In addition, employees are frequently sent in public & IBA-CEE programs that are relevant to their identified developmental needs and are related to their job assignments.

An in-house HRM Module developed by IBA-ICT Department has been implemented. The module is integrated with the ERP and is expected to significantly increase the operational efficiency of the department.

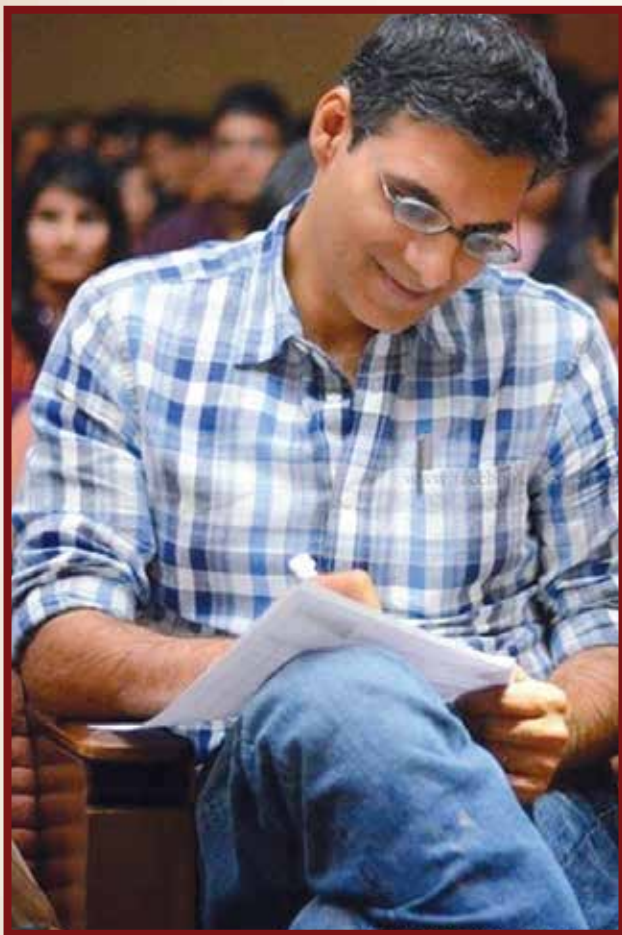
As far as the recruitment of non-teaching faculty is concerned, the process is equally tough and thorough as it is

for faculty members. Advertisements for vacancies are sent to national newspapers and on IBA website. Initial interviews are jointly conducted by the representatives of the concerned department and HR. Depending on the level and requirements of the position, candidates are also required to take a test. Three more interviews are done, culminating with an interview with the dean & director of IBA.

IBA also incorporates the spirit of unity and goodwill amongst its employees by arranging events for them to come together and relax. Events such as picnics, grand Ifars and Independence Day were organized for the IBA staff where they mingled with each other and the team spirit further developed.



Interview with Dr. Framji Minwalla



The Chairperson of the Department of Social Sciences and Liberal Arts, Dr. Framji Minwalla, is one of the most significant additions to the IBA family. His calibre shows in every statement he makes. The Current had an enlightening conversation with Dr. Minwalla as he shed light on the Social Sciences and Liberal Arts program of IBA.

A researcher, writer and lecturer, Dr. Framji teaches courses on media and communications theory, film and media history, English writing, and visual culture. Those fortunate enough to learn from him bask under his guidance & vast experience. Dr. Framji has been associated with various renowned international and national institutions including Yale University, Vassar College, Dartmouth College, the George Washington University, New York University, Fordham University, and SZABIST.

Launched in 2013, the department of Social Sciences & Liberal Arts offers a 4-year undergraduate program with major offerings in Political Science, Psychology, and Media & Communication Studies. The program is designed to develop in students the theoretical, historical, and experiential knowledge they will need to interact with our social and cultural world.

The department of Social Sciences is fairly new for IBA. What successes do we have so far on the departmental front?

Honestly, I think we're too young to say whether we're successful or unsuccessful; it's too soon. We're only in our third semester and so it's premature to assess how effective or successful the program is. We won't know this until we complete 4 years, i.e. once the first cohort of students graduates. Only then will we be able to assess how successful we were at meeting the overall objectives of the

department, and only then will we be able to see our structural weaknesses clearly and develop strategies to solve these.

I can already see where certain choices we made are working and where other choices aren't. Our curriculum took us a year to design. It was a collaborative effort with other faculty members in the department, and with all such efforts, we had to make certain compromises that I think weakened the curriculum. But the collaborative work also led instances of convergence through which we have developed some excellent innovative curricular structures and courses. We certainly will have ongoing conversations for the next few years, but we won't be able to say anything definitive about the program until we have completed at least four years.

What would you say are the overall objectives and missions of the department?

Our mission statement reads as follows: "The mission of the multidisciplinary undergraduate program in the Social Sciences and Liberal Arts at IBA is to nurture in students the theoretical, historical and experiential knowledge that they would need to interact with our social and cultural world. We recognize that studying in Social Sciences and Liberal Arts requires both disciplinary and interdisciplinary thinking and that training in specific methods of research and analysis should always be grounded in a complex understanding of the world we inhabit. To accomplish these goals we focus on how students can use strategies and frames of analysis to understand and critique our increasingly interdependent economic, political, communal & cultural lives."

What this ultimately boils down to is that we wanted to create an undergraduate program that focused less on professional skills, job training and job skills and more on thinking skills. We adapted a US Liberal Arts and Sciences model to our environment while keeping in mind the restrictions and limitations placed on us by IBA and by the HEC.

The focus of a liberal arts education is not on the content of any individual discipline or program, but on method. We teach our students about how (not what) to think about Psychology, Media, Literature, History or any of the many other subjects we offer. We teach students how to approach each field, each subject area using a methodological approach specific to individual discipline in which that subject falls. Each discipline addresses its area of investigation using a specific method of analysis, a specific frame of reference. That is what we focus on. That is the main objective of the program that we do not teach students what to think about anything rather how to think about everything. We do have to focus on content, of course, but content within a frame of reference. So, for example a sociological study of urban violence would yield different arguments from a historical study of urban violence.

Rather than imposing on students our own understandings about the world we inhabit, we encourage students to use a range of methodological approaches to strengthen their own. There are as many complex ways of looking at the world as there are the people in it. Students need to understand how to respect a multiplicity of points of view.

Which disciplines are being taught under this program?

We are currently offering three majors: Political Sciences, Psychology, and Media & Communication Studies. We arrived at these after conducting extensive surveys at A Level and Intermediate schools. Among the many questions that the survey asked was to rate different disciplines within the Social Sciences in terms of what the students might be interested in studying, and the top five disciplines were, in this order, Media & Communications,

Political Sciences, Psychology, Anthropology, and History.

We plan to add additional majors to our program incrementally, perhaps after two or three years. I'm hoping these will be History and Anthropology, but that decision will be made collectively by the department faculty and Dr. Ishrat Husain.

Is the most popular major Media Sciences?

Not at all. The majority of the first semester students who will decide on their majors at the end of this academic year want to pursue Psychology. There are 62 students in the first class; 25-30 want to study Psychology and the others are deciding between Media and Political Science. Of course this may change.

The first two years of the program constitute a core curriculum, where students are given no choices; courses introduce students to as full a range of social science disciplines as we possibly can. We teach Sociology, History, Anthropology, Linguistics, and Economics so that the students get an expansive understanding of the range within the Social Sciences. The next two years, except for their first two required core courses in their major, all courses are electives. They get to choose what they wish to take within certain defined parameters.

The hope is that if they have a better sense of the full range of disciplines within the social sciences first, and then focus in one discipline, they will still be able to bring to the table other ways of thinking about the material they study. This kind of interdisciplinary thinking is crucially important, especially when addressing challenging social questions and problems. We're hoping students get a better understanding of why this is so by the time they graduate.

For the majors, are the teachers already decided or are we still looking for teachers?

We are still looking and adding faculty incrementally. It doesn't make sense to hire Media and Communications faculty before the major hasn't kicked in.

We have hired faculty that can teach within the core curriculum. In addition to that, the department teaches all of what I call the service courses of IBA. So, all the required university courses are offered through the social sciences: English Grammar and Composition, Speech Communication, Pakistan History, and the Socioeconomic Philosophy of Islam.

This semester alone, we are offering over 70 sections of courses through the social sciences even though we are only in our third semester. We're trying to find a balance so that our core full-time faculty members teach both departmental courses and these university core courses. So I try to hire faculty who can do both things, who have flexibility in the range of subjects they can teach, and who have been through interdisciplinary programs at the graduate level.

I have focused on hiring full-time faculty with PhDs, preferably PhDs who have degrees from developed countries. This makes hiring even more difficult, but so far we're doing really well. The problem is our PhDs are very specifically clustered in particular areas. For example, a lot of Pakistanis go abroad to study International Relations and Anthropology, but few people go abroad for degrees in History or Political Science. I need both faculty with an expertise in both political science and international relations because these disciplines offer somewhat different perspectives on sets of related questions and issues. It's relatively easy for me to find media practitioners, but it is tough to find people who have studied the history or the theory of media and their social effects.



Are all of your faculty foreign PhDs?

We have sixteen full-time faculties, twelve are PhDs, three of which are local and the rest are foreign. We also have four faculty members with MAs. Two of our faculty members are on leave and getting their PhD. We are building steadily and gradually.

Since the needs of your students are different from a regular BBA, how do you accommodate that? Do you bring in specialists and have sessions with them?

We bring in lots of people who have conducted research in multiple disciplines. Recently a French anthropologist, Dr. Franck Mermier, talked here. He has done extensive research in Yemen and Lebanon focused on Arab identity. Dr. Helmy Al-Hadidy, an Egyptian economist, who talked to our students about Afro-Asian solidarity.

We try bringing in speakers whose work will inspire our students, and will also feed into their academic work in smart ways. I think you're asking about jobs, yes? We don't bring in industry professionals who come in and teach students how the industry works; that's not what the program aspires to do. Our focus is on academic study, so while we don't offer training in specific vocational skills, our students will most definitely be able to get jobs.

What challenges do you face as a Chairperson of the department?

The biggest challenge that I face is transforming the institutional culture of IBA to accommodate the Social Sciences better. We offer a very different kind of program than some of the others that exist here. This has been a slow, incremental process. I'm hoping that faculty members over time across the institution arrive at a more complex and sympathetic understanding of what we're trying to accomplish. This will help us change those policies and procedures that aren't suited well to the kind of academic work we do: policies specific to the assessment of student work and learning, class sizes, research output, teaching loads, and faculty engagement.

Where does the Social Sciences department stand in terms of industry linkages and external alliances?

We don't have any industry linkages in the way the BBA/MBA programs do, but we are in the process of firming-up alliances with a number of organizations with whom our faculty members work. Dr. Faiza Mushtaq is a founding member of the Council for Social Science Research in Pakistan. Dr. Huma Baqai has different ties with many human rights organizations and NGOs. Ms. Nadia Zaffar has worked at, and has very strong links with, different media organizations. I have links with different academic institutions.

I want you to avoid using the word industry in relation to our department, mainly because there really is no Social Sciences industry in Pakistan. One of the big things we're working on right now is to make international linkages with other institutions, and the first of those will be with the institutions of France. We have already developed links with the American Institute of Pakistan Studies based in Austin, Texas. We also have a very strong connection with the Alliance Française in Karachi partly because they run our French language program and Dr. Jaffer Ahmed, Director of the Pakistan Study Centre teaches here.

What's happening at the research front?

Most of our faculty members are working on independent research projects. Many of them present their work at conference, nationally and internationally. A number of our faculty published research articles this past year: Dr. Huma Baqai, Dr. Talat Wizarat, Dr. Zeenat Ismail, and Dr. Noman ul Haq. Dr. Babar Ahmed is working on writing a textbook for Islamic Studies that we hope will be endorsed by the HEC and then adopted by universities across Pakistan. Dr. Bilal Munshi has been working on a number of different essays on security issues. Dr. Nadya Chishty-Mujahid is working on a book-length study of Jane Austen's. And Nadia Zaffar recently completed a project with BBC. All in all, we're doing well in this area.

What scope and future do you see for your first batch of Social Sciences students?

Ideally, when a student graduates from a program like this, he or she would go on to a more professionally focused Masters program: Public Policy, Journalism, Television Production, Media Management, to name a few. If they want to become academics, they should enroll in MPhil/PhD program. But students who stop after the undergraduate program should be able to get entry-level jobs in practically any field.

My sense of what will happen is that when our students start graduating, employers will start to recognize that they are deliberate, critical thinkers and researchers, solid writers, and creative problem-solvers. I venture that these are skills any employer would value.

How does your department contribute to the overall strategy of IBA?

IBA's vision in the long term is to move from being an institution to a research university. To qualify as a research university, we have to offer a wide range of subjects, and to hire and retain faculty committed to research and publication. Social Sciences as a field is primarily research-focused. A lot of the burden for research and publications is going to increasingly fall on the faculty in our department, and that's a good thing.

And as you know, in addition to the courses offered for our degree programs, we also run both core and elective social science and humanities courses for other departments. These courses help expand the scope of the more professionally focused programs. IBA prides itself in training leaders and not just technicians, and our courses and programs help do this by giving students a more complex, more expansive understanding of the world in which we live.

So this degree is here to stay, because IBA needs to become a research institute?

We've had a remarkably good response to the program. We admitted 62 students last September, we admitted 54 students in January and we admitted 61 students this September. I'm shooting for 30 students this coming January (2015). So, we should have approximately 200 students studying the Social Sciences enrolled at IBA, starting this January. The degree is here to stay because there definitely seems to be a demand in the market.

Of course it also helps that we fit into Dr. Husain's and the Board of Governors' long-term vision for the Institute.

If you increase student intake, isn't that going to affect the quality of students that enter IBA?

Entry tests are essentially aptitude tests - they measure both the ability to learn, i.e. aptitude, and existing knowledge. Part of the problem is that in Pakistan, we are trying to measure the students' aptitude in English, which is primarily a second language for the majority of applicants. These students ground their logic and thinking in Urdu, and we do them a disservice when we measure them in English. However, we do need to measure whether they'll succeed at an institution where English is the medium of instruction. So, there's a trade-off here. My sense is that our entry test scores are not an accurate measure of how smart or capable our students actually are.

'Quality' is an important criterion, but it's also remarkably difficult to measure. Some students are incredibly smart, but do very badly on standardized tests, others do well on tests, but have difficulty adjusting to the kind of work our courses demand. Deciding who to accept and who not to is always a challenge.

In an ideal world, we would accept everybody who applied. I think education should be a democratic right for everybody and I don't think we should turn people away. This would require rethinking the level at which courses are taught, certainly, but this kind of adjustment is not difficult to me. But universities need to be practical when allocating resources. So we do need to find mechanisms that can accurately assess quality and aptitude. None of the existing mechanisms are entirely accurate, and we're constantly working to fine-tune them.

What do you think is our current ranking as far as this degree is concerned?

We won't get a ranking until our first batch graduates. IBA has a ranking, of course, and we contribute to that.

Right now, there are a number of players in the market, some of whom have been teaching the social sciences far longer than we have.

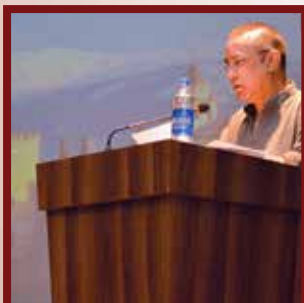
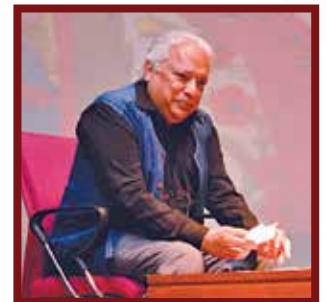
LUMS has a very strong program. But LUMS does things differently than we do. LUMS does not really focus on interdisciplinary work, whereas that is at the heart of our curriculum. It's nice to have Habib University's program in our backyard, so to speak. As competitors, we will only strengthen each other by learning from each other. We attend each other's conferences, and my hope is that we will develop more collaborative connections.

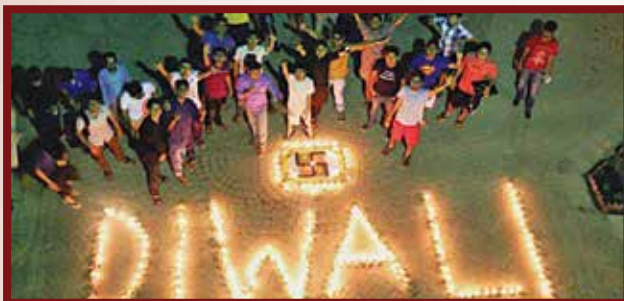
So, when do you plan to offer PhD programs?

We will be launching our first Masters Program in 2017; we will not be launching an MPhil program until at least 2020. And then the PhD after that. We want the department to grow organically, and academic growth takes time. But I'm confident that this department, over time, will become the 50-karat diamond in IBA's crown.



The Lighter Side of IBA





Quality Enhancement Cell



The Quality Enhancement Cell (QEC) at IBA is mandated by the HEC but is not just a form of compliance. This team is headed by Dr. Amber Gul Rashid who is the director of this department, and it attempts to survey all aspects of university functioning, bringing them at par with, and even exceeding, international standards. Taking a broader view, the IBA seeks to help Pakistan move towards a knowledge based economy. Establishment of the QEC is one of the steps taken in this regard.

Since IBA is in the run to attain various national and international accreditations, the QEC helps the Institute in this regard. Previously this year, the QEC attended the AACSB Business Accreditation Seminar, which was held on the 3rd

& 4th of March & also the Assurance of Learning Seminar, which was held on the 5th & 6th of March, 2014, in Bali, Indonesia.

Numerous trainings and workshops are organized by QEC. Some of them are listed as follows:

- SAR Awareness session held on the 26th of Feb'14, Ms. Faryal Shahabuddin Sheikh (Manager QEC, SZABIST) and Ms. Nazneen (Manager QEC, Dadabhoy Institute) visited the IBA QEC department.
- SAR meetings for the EMBA program, M.S. & Ph.D. Economics, BS Accounting and Finance and MBA were held

during March 2014.

Apart from organizing workshops, the QEC itself attended some trainings and workshops in order to update itself on the changing dynamics of the industry. These included workshops on "Strategy for Promoting Quality Education in Pakistan", "Performance Appraisals" and on "Minimum Quality Standards for Affiliated Colleges".



Community Outreach



IBA has become the largest provider of financial aid in the country through the numerous scholarship programs that it runs - so much so that now, every 1 out of 3 students receives some form of financial support from IBA.

National Talent Hunt Program (NTHP) / Sindh Talent Hunt Program (STHP) / Sindh Foundation Program (SFP)

IBA launched the National Talent Hunt Program in collaboration with the Ihsan Trust (Meezan Bank Limited) in 2009 with the objective to select and train top 20 students from the less privileged areas of Sindh, Punjab, Balochistan, FATA, NWFP and Northern Areas for the comprehensive IBA admission process. The trained students are also eligible to apply for admission in other leading institutions of the country.

The only criterion that is used here at IBA for sifting through candidates is that of merit. Under the ongoing National Talent Hunt Program, praiseworthy students are awarded financial aid to enable degree completion. IBA has a brand equity which opens a variety of windows of opportunity for all our students. The Institute has a reputation of being the employer's first choice. IBA, through the National Talent Hunt Program, has become a powerful income equalizing force.

On the other hand, the STHP (launched in 2009) and its extension in the form of SFP (launched in 2012-13) have analogous aims but their target audience is the students from less privileged areas in Sindh. STHP/SFP programs were initially sponsored by the Government of Sindh (GoS). STHP does not only train the students: The successful candidates are enrolled in IBA with FULL scholarship for the entire duration of their degree, which includes hostel, tuition and other fees. A stipend is also given to these students.

These programs have been quite successful both in terms of the increased acceptance of NTHP/STHP scholars in various degree programs of IBA and also in terms of meeting their financing needs. Ihsan Trust and the GoS are no longer the only sponsors of this program but several other institutions and individuals are providing financial support.

The number of applicants for these programs has escalated from 2011, in 2009, to 1223 in 2014 - a six fold jump. Similarly, the number of successful candidates who were able to

secure admission multiplied almost eleven times from 3 to 32. The collateral benefit of these programs is that those who do not make it at the IBA admission tests are able to get into other institutions of higher education and some of them appear at the Civil services competitive examinations. The knowledge, and confidence they acquire at the IBA Orientation courses equip them with the skills to compete elsewhere.

The diversity at the Institute of Business Administration results in a rich learning environment and helps us attract quality academia and professional talent. It therefore strengthens IBA's capability to create visionaries and leaders of tomorrow.

Success Stories

Amjad Khan - Student of BS(CS) - VI via NTHP Program

Amjad Khan belongs to a middle class family of a small village in Peshawar. Due to financial restraints, finding admission in a university in Pakistan proved to be an ordeal for him.

"I faced many difficulties in seeking admission in a quality higher education institution, during my struggle to find admission, one day after many disappointments, I received a letter for IBA National Talent Hunt Program (NTHP); an invitation to get trained for the entrance test of IBA and getting fully funded throughout the program. Needless to say I was overjoyed and could not believe my good luck! After getting adequate training through NTHP, I cleared the test and got inducted into BS(CS).

IBA was the first step towards achieving my goals. It was a turning point in my life. Along with studies, I have been working as a Medical Secretary at IBA boys Hostel, I also remained a Campus Coordinator of IBA Go-Green Society and worked as Teacher's Assistant. I also used to voluntarily teach the children of poor and lower staff members of IBA.

During my studies, I got a chance to apply for one semester exchange program in USA and got successfully selected by the Global Undergraduate Exchange Program - Pakistan (Global UGRAD-Pakistan) for the Missouri State University, Missouri (USA). It was a life changing experience for me to

travel through different states and continents, exploring the culture of USA and getting familiar with the educational environment of USA.

I am very thankful to my Allah and then IBA, Dean & Director Dr. Ishrat Husain, Coordinator of this program, Dr. Zeenat Ismail and the sponsor, Ihsan Trust who provided me an opportunity to make my future bright, allowing me to prosper."

Sarchina Kumari - Student of IBA-BS (CS) - via STHP Program

"I was among the top ten students of HSSC II (Pre-Engineering-2009), in my respective board, BISE (Hyderabad), and after six months of Intermediate, I received a letter for Sindh Talent Hunt Program (STHP) in order to get trained for the entrance test of IBA and getting fully funded scholarship throughout the program.

Getting into IBA was just the beginning of my journey. Coming here and dealing with diverse cultures, standard education, maintenance of GPA, taking part in societies and semester projects have always been challenging as well as life thriving activities. Apart from being nominated in Dean's Honor List of IBA, thrice, I have taken part in various societies and seminars of IBA as well, which has added essence to my personality and confidence.

My journey in IBA couldn't get any better than getting a chance for one semester exchange program in USA. It was a life changing experience in Grand Valley State University, Allendale, Michigan USA. Travelling through different states and continents, exploring the culture of USA and getting familiar with educational environment of USA was actually life changing and an eye opening experience for me.

Before having an official degree in my hand, I got the job as an IT Trainee Officer in one of the oldest and reputed organizations, ICI Pakistan. I cordially, thank the Community Development Program of Sindh, Dr. Ishrat Hussain, Dr. Zeenat Ismail and the entire STHP team from the core of my heart. Without pillars of these great brands and names, it is almost a dream for a person belonging to rural area to get such a good opportunity in such a well-reputed organization."

Selected students for the US Exchange Program 2009-2014



Haseeb F. Akhund
Concord University,
West Virginia
NTHP Batch 2012
BS(Acc & Fin)-III



Irum Raza
Xavier University,
New Orleans (LA)
NTHP Batch 2011
BS(CS)-VIII



Zeerak Zubdah
Winona State
University, Minnesota
NTHP Batch 2012
BBA-V



Awais Hassan Khan
University of Wyoming,
Laramie,
STHP Batch 2011
BS(Eco. & Maths)-V



Amjad Khan
Missouri State
University, Missouri
NTHP Batch 2011
BS(CS)-VIII



Talat Fida
Maryville College,
Tennessee
NTHP Batch 2012
BBA-V



S. Shakraiz S. Gul
Washington DC
NTHP Batch 2011
BBA-VI



M. Zia Muneer
Concordia College,
Moorhead, Minnesota
STHP Batch 2011
BBA-VII



Nadeem Hussain
University of
Massachusetts
Donahue Institute
Civic Initiative in
Amherst, Mass.
NTHP Batch 2010
BS(CS) Graduated



Sarchina Kumari
Grand Valley State
University,
Allendale, Michigan
STHP Batch 2010
BS(CS) Graduated



Saba Channa
Saginaw Valley State
University (SVSU),
Michigan
STHP Batch 2010
BS(CS) Graduated



Liaqat Hussain
Augustana College,
Sioux Falls, South
Dakota (SD)
NTHP Batch 2011
BBA-V



Lareb H. Halepoto
University of Louisiana
at Monroe,
NTHP Batch 2009
BS(CS) Graduated



Faiza Shafqat
NTHP Batch 2012
BBA-IV



Lubna Shamsheer Khan
University of Troy,
Alabama
NTHP Batch 2010
BS(CS) Graduated

External Linkages

International Study Tours And Student Exchange Programs

International study tours and student exchanges help our students in getting a broader exposure and helps them stand out in the corporate world. They get to experience the international diversity and cultural differences and also learn from their peers globally. IBA has an abundance of such experiences and these successes are shared and owned by everyone. Students who go abroad share their experience with their fellow peers and the learning environment flourishes. IBA students are encouraged to participate and they are facilitated through rescheduling of exams and an extension of their absences. The funding is provided by donors, IBA and sometimes by the students. Students are also provided with stipends and the most famous program amongst the undergraduate students is the USEFP's Global

Undergraduate Exchange Program. Another exchange arrangement was initiated in 2010 with the Tsinghua University's School of Economics and Management in Beijing, China. This program was for a full semester abroad and our students gathered valuable experiences from this trip. The program has now gained momentum internationally and more students are becoming a part of it with each passing year.

Not only our students but our faculty is also encouraged to go for trainings. An ever-growing knowledge base of our faculty helps in keeping them up-to-date with the current dynamics of the education industry and imparting that knowledge for the students, as well as their own personal growth.

The study trips started in 2010 when the first batch of

students went to Dubai for Retail Marketing. Ms. Farah Naz was the first one to take an initiative for this class. What started at a small scale has now grown and flourished into two trips a year to countries like Dubai, Malaysia and Turkey, primarily for courses in the category of Marketing. These trips included students visiting departmental stores, having company visits, etc. Our ever resourceful alumni network assists us in organizing various trips to numerous companies in order to make the experience for students a valuable one.

As far as the Summer Exchange Programs are concerned, students go to universities like the Imperial College of London and National University of Singapore. Future plans include adding universities from India to this list. S.P. Jain Institute of Management and Research and the India School of Business are at the top of our list as prospects.

International Resource Center

IBA joined hands with the British Council to establish the International Resource Center. In order to transcend local borders and experience diversity in its truest sense, IBA established a central touch point in the form of IRC from where all initiatives to interact with the world can be

professionally handled, monitored and fostered.

In order to go global, IBA has tried to focus its effort in a systematic manner through the IRC. Professionals from diverse backgrounds are invited to IBA to be a part of the

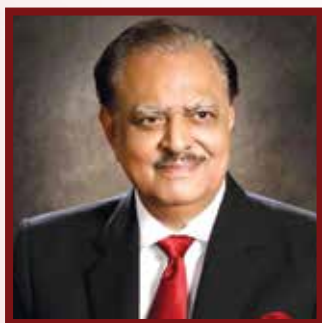
community here that seeks to succeed, be it research or knowledge. By promoting student, faculty and staff exchanges, global student recruitment, and research collaborations, the IRC is breaking barriers and reaching new heights.

IBA and its Prestigious Alumni

Institute of Business Administration, Karachi, has enjoyed the honour of being one of the top Business Schools of the country for decades. The main force behind this continuous success is the widespread network of IBA graduates that

hold high executive positions in the corporate sector of Pakistan. To date IBA has produced over 9000 graduates who are known for their excellence and skills, both within and outside the country.

The mission of our Alumni department is to engage our Alumni and provide them with valued services, which will keep them involved with us and allow them to take ownership of IBA's Vision.



Alumnus 1965,
The President of Pakistan,
Mr. Mamnoon Hussain



Alumnus 1969,
Former Prime Minister of Pakistan,
Mr. Shaukat Aziz



Alumnus 1983,
Mr. Asad Umer,
Member National Assembly of
Pakistan & Former CEO and
President, Engro Corporation



Alumnus 1974,
Mr. Shahid Shafiq, CEO,
Shahid Shafiq [Pvt.] Ltd. &
Member of the IBA Board of
Governors



Alumnus 1987,
Mr. Amir Adnan,
Renowned Fashion Designer

Accreditations at IBA

As far as the accreditations are concerned, IBA has achieved the widely known SAQS on 4th August, 2011. IBA got accredited by SAQS after a long process, which included Self-Assessment Review based on the SAQS criteria and quality parameters, a visit and review by an external panel of peer reviewers from India, Pakistan and Bangladesh; and subsequent vetting by SAQS Accreditation committee. This accreditation has been awarded for a period of five years which is the maximum period allowed under the rules and regulations. Having the "SAQS Accredited" label next to IBA's name, shows that we have achieved one of the highest standards of excellence. This prestigious label means that

IBA has a focused mission, highly capable faculty, good curricula quality, research, executive programs of study, and external linkages with corporate world. It also goes to show that IBA's academic structure, state-of-the-art physical infrastructure and contributions to the community make it stand out amongst other business schools.

IBA is working on acquiring more accreditations and there are some projects in the pipeline. The accreditations being currently worked upon are the National Business Education Accreditation Council (NBEAC), AMBA (Association of MBAs), and the AACSB International Accreditation. These

accreditations focus on many aspects while evaluating a university, they focus on teacher-student ratio, infrastructure, curricula design, decision making, institutional governance and international student and faculty representation.



Our Valued Alliances



USAID: Since 2006



Marketing Association of Pakistan: Since 2008



SAP: Since 2008



The Association of Commonwealth Universities: Since 2009



SAQS Accredited: Since 2011



Management Association of Pakistan: Since 2008



CFA Institute: Since 2009



EMASEK Foundation: Since 2009



International University of Business Agriculture and Technology (IUBAT): Since 2009



SOLBRIDGE International School of Business: Since 2009



Grenoble Ecole de Management: Since 2013



International Association of Universities: Since 2008



MMU: Since 2011



Council for Advancement and Support of Education (CASE): Since 2010



The Washington Center: Since 2011



Indian School of Business (ISB): Since 2012



KOC University: Since 2012



Sabanci University: Since 2010



University of Technology, Sydney



Pakistan Micro-Finance Network



International Finance Corporation



Tsinghua SEM: Since 2010



Aix-Marseille Graduate School of Management



Gbsn: Since 2010



Institute of Management Technology: Since 2013



University of Southampton: Since 2013



CIMA: Since 2014



Project Management Institute: Since 2013



Sindh Board of Investment



Microsoft



AAPBS: Since 2010



International Commission on Workforce Development: Since 2013



University of Dhaka: Since 2011



AMDISA: Since 2010



ICAP: Since 2013



Institute of Bankers Pakistan: Since 2013



European Foundation for Management Development (EFMD): Since 2009



CEEMAN: Since 2011



Global Entrepreneurship Monitor: Since 2009



University of Malaya: Since 2012



Association to Advance Collegiate Schools of Business (AACSB)



National University of Singapore



Babson: Since 2009



Oracle

Friends of IBA



Institute of Business Administration Karachi, the oldest business school outside North America has seen vast growth and development that sets it front and centre amongst the universities of Pakistan, not only in terms of academics but also infrastructure.

More and more generous donors are attracted towards IBA's vision and are further drawn in by the constant delivery of quality that IBA takes pride in. It is only with the help of our gracious donors that IBA is able to exceed its expectations every year.

With two of IBA's prime buildings named after the welfare organisation, AMAN Foundation is IBA's biggest donor. The AMAN Foundation is a local, not-for-profit trust, based and operating in Pakistan. Committing a generous amount of Rs. 12,000 million, AMAN Foundation is responsible for the development of essential projects like the AMAN CED & the AMAN Tower (under construction).

The Higher Education Commission (HEC) plays a vital role in the consistent growth of IBA. Their contribution towards the institute has transformed the vision of a state-of-the-art boy's hostel and turned a visiting faculty hostel into reality.

The beautiful Student Development Centre in the main campus is equally popular in students as it is in the faculty. Equipped with two gymnasiums, a writing centre, amphitheatre, and indoor sporting space, raising this luxurious block would have been impossible without support

from the following:

- International Industries Limited
- Allied Bank Limited
- PepsiCo
- Class of 1971 and 1972
- Bank of Punjab
- Unilever Pakistan
- Engro Foundation
- State Bank of Pakistan

The Academic Building at IBA Main Campus has been donated by the Abdul Razzak Tabba Foundation. Mahvash and Jahangir Siddiqui Foundation stand behind the futuristic JS Auditorium (inaugurated in September, 2014). IBA's academic blocks, the Adamjee Academic Building, was developed by the Adamjee Foundation.

Apart from its infrastructural development, IBA has seen a lot of support with student support and scholarship programs. With the mission of entertaining every candidate that qualifies the admission process, with no financial distinction, a long list of scholarships are offered at IBA.

The biggest scholarship contributions come from Lucky Cement with over rupees five million committed. Lucky Cement, an industrial giant, has been contributing towards an educated Pakistan by giving the opportunity of studying in the top institute of Pakistan to the less privileged students.

Sindh Endowment Program, Punjab Education Endowment Fund (PEEF), HEC Need-Based Scholarship Programs are some of the government initiatives to help students with their tuition fees at IBA.

Friends & Donors of IBA include:

- Fauji Fertilizer Bin Qasim Limited
- AMAN Foundation
- Abdul Razzak Tabba Foundation
- Mahvash and Jahangir Siddiqui Foundation
- Adamjee Foundation
- Lucky Cement
- Arif Habib Corporation Limited
- Bestway Foundation
- HBL Foundation
- Mega Conglomerate Private Limited (Mega Group)
- Marine Group of Companies
- Abdullah Foundation (Sapphire)
- United Bank Limited
- Education & Literacy Department, Govt. of Sindh
- National Bank of Pakistan
- The HUB Power Company Ltd. (HUBCO)
- TPL Holdings (Pvt.) Ltd.





Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

دی کرینڈ

آئی بی اے

شماره ۱۵ / ۲۰۱۲

ہمیں اپنی موجودہ کارکردگی پر مطمئن ہونے کے بجائے آگے بڑھتے ہوئے نئے چیلنجز کا سامنا کرنے کیلئے تیار رہنا چاہیے۔ ہم آج بھی خود کو AACSB سے تسلیم کرانے کی کوششوں میں لگے ہوئے ہیں تاکہ ٹاپ رینٹلرز میں قدم رکھیں، اعلیٰ سطحی فیکلٹی کو اپنی طرف متوجہ کریں، نصاب اور کورس کے مواد کو مستقل بنیادوں پر معیاری بناتے ہوئے بہتر سے بہتر کرتے رہیں، اعلیٰ اخلاقی معیار اور کمیونٹی، معاشرے اور معیشت کی ضروریات کی طرف متوجہ کرنے کیلئے طالب علموں کی حوصلہ افزائی کیلئے کوشاں رہیں۔ مستقبل کے ان چیلنجز اور مقابلوں کو اگلی منصوبہ بندی کیلئے ایک نئے عزم کی ضرورت ہے۔ مجھے یقین ہے کہ IBA میں موجود ہر ایک 2020 کیلئے بنائے جانے والے نئے مقاصد کو حاصل کرنے اور امیدوں پر پورا اترنے کیلئے اپنی بہترین کوششوں کو بروئے کار لائے گا۔

اس سال کنونشن، 2009 میں لانچ ہونے والے اسٹریٹجک پلان کے اختتام کی وجہ سے نہایت خاص ہے۔ پاکستان میں اکثر و بیشتر یہ دیکھا گیا ہے کہ ہم عزم اور وعدے بڑے جوش و خروش کے ساتھ کرتے ہیں۔ مگر ان کو پایہ تکمیل تک پہنچانے میں کمزور پڑ جاتے ہیں۔ پروجیکٹ کے اخراجات کی مد میں اضافہ، ٹارگٹ حاصل کرنے میں وقت کی کمی اور مقاصد کو پورا نہ کرنے میں ناقص کارکردگی ہمارے پانچ سالہ قومی ترقیاتی منصوبوں میں نمایاں ہو کر سامنے آئی۔ اللہ کے فضل و کرم سے ہم نے IBA میں چھ سال قبل طے کیے گئے مقاصد اور ذیلی مقاصد کو وقت کے دائرہ کار میں رہتے ہوئے پایہ تکمیل تک پہنچا کر تمام شکوک و شبہات کو غلط ثابت کر دیا۔ یہ سب ٹیم آئی بی اے کی انتھک محنت اور کوششوں، ہمارے ڈویژن، ایلومنائی، بورڈ ممبران اور سرپرست گورنر سندھ کی ہمت افزائی اور تعاون کی بدولت ممکن ہوا۔ میں ان کی حمایت اور تعاون کا تہ دل سے مشکور ہوں۔

ڈاکٹر عشرت حسین کا پیغام



بین الاقوامی تعلیمی دوروں کیلئے طالب علموں کے تبادلے کا پروگرام

تعلیم کیلئے بین الاقوامی دورے ہمارے طالب علموں کو کارپوریٹ دنیا میں اپنی صلاحیتوں کو منوانے میں اور بین الاقوامی اور ثقافتی بدلاؤ کا تجربہ حاصل کرنے میں مدد دیتے ہیں۔ اس حوالے سے آئی بی اے وسیع تجربہ رکھتا ہے۔ بیرون ملک جانے والے طالب علموں کے تجربے سے ان کے ساتھی طالب علم بھی مستفید ہوتے ہیں اور اس طرح سیکھنے کے سلسلے کو فروغ ملتا ہے۔ آئی بی اے کے طالب علموں کی اس میں حصہ لینے کیلئے نہ صرف حوصلہ افزائی کی جاتی ہے بلکہ ان کو دیگر سہولیات بھی فراہم کی جاتی ہیں۔ ڈویژن، آئی بی اے اور اسٹوڈنٹس کی طرف سے فنڈنگ فراہم کی جاتی ہے۔ طالب علموں کا سب سے مقبول پروگرام (USEFP) ہے۔ طالب علموں کے تبادلے کا پروگرام 2010 میں ہیٹنگو یونیورسٹی اسکول آف اکنامکس اینڈ مینجمنٹ بیجنگ کے ساتھ شروع ہوا تھا۔

طالب علموں کا پہلا گروپ مس فرج ناز کے ہمراہ رینیٹل مارکیٹنگ کیلئے دہلی روانہ ہوا۔ چھوٹے پیمانے پر شروع ہونے والا یہ پروگرام اب ہر سال مارکیٹنگ کے شعبے کیلئے ملائیشیا، دہلی اور تری کے دو تعلیمی دوروں پر پھیل چکا ہے۔

جہاں تک ”سراکچینج پروگرام“ کا تعلق ہے طالب علم امیریل کالج آف لندن اور رینیٹل یونیورسٹی آف سنگا پور جاتے ہیں۔ مستقبل کے منصوبوں میں انڈیا کی ایس پی جین انسٹیٹیوٹ آف مینجمنٹ اینڈ ریسرچ اور انڈیا اسکول آف بزنس سرفہرست ہیں۔