

# TAP INTO THE CURRENT AT IBA

IBA Newsletter for Employees

**IBA** Institute of  
Business Administration  
Karachi  
*Leadership and Ideas for Tomorrow*

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## Dr. Ishrat Husain's Message

As practitioners, teachers and students of Business Administration, we are all aware that no organization - whether in the public sector, private sector, non-governmental sector - concerned with either industrial production, service provision, regulation and public administration can succeed in its endeavors without the collective efforts of all its stakeholders. In case of IBA, the main stakeholders are students, faculty, staff, alumni, trustees, donors, government and the Board members. Collaborative teamwork, through which all the different stakeholders are consulted and are able to articulate their views, is the only certain way to bring about the best results. Open communication and keeping everyone informed are essential parts of teamwork and hence the establishment of this forum.



Executive Committee meeting in progress



## Charting the Future of IBA

Now that IBA has boldly declared its mission to join the ranks of the top 100 Business Schools of the world by the year 2014, it is time to chart our future plans realistically. The breakthrough question is: How can IBA attain this goal? It is clear that our strategy to achieve this feat must be impactful, substantial, and pressing. The recent South Asian Accreditation is one step in the right direction.

IBA must focus on the variables that are assessed by accreditation agencies in arriving at international standards. Foremost are a highly qualified faculty and a well equipped infrastructure which require a pool of 'funds'; the 'size' of the institution measured by the number of graduate students; and 'student quality' determined by test scores (GMAT internationally).

The product or 'output quality' also plays a huge role in determining rankings. The perceived quality of graduates is one of the most important resources of business schools in attracting potential students

and employees. Percentage increase in the MBA graduate's salary from graduation to three years after graduation is used as a measure, as it is hypothesized that better quality graduates tend to be paid more.

Another critical component is 'research productivity'. In fact, the top Business Schools emphasize research strongly and stress its influence on enhancing the reputation of a school. This is measured by the number of publications per faculty member in leading academic and research journals. IBA will need to work towards developing research capacities with at least three groundbreaking research outputs produced in the next three years. This will facilitate the introduction of PhD programs in the near future.

Finally, the 'degree of internationalization' is a significant factor in determining the ranking of a Business School. To link the local with the global is a challenge IBA must take up.

For IBA, the students' experience is the heart of the matter. Everything we do must be aimed at preparing students to become effective business executives. From lectures to mentoring, from corporate to social internship programs, from management of co-curricular events to students working part-time at IBA, every feature has to be stimulating, challenging and intellectually rigorous.

Quite clearly, the faculty's role is of critical importance in ensuring this. However, taking it a step further, the entire IBA experience, commencing from when a potential student makes an enquiry to when he/she becomes an alumnus, is of supreme importance. This experience is made possible by the collective efforts of the IBA team. Support units and staff, program directors, and counselors are all extremely important in ensuring an overall level of satisfaction which in turn will bring IBA closer to achieving higher accreditations.

## A New Haven

IBA Projects Department proudly announces the startup of the construction of 'Student Center at IBA Main Campus'. The Department has successfully completed all pre-construction phases and finalized the design of the 29,701 square feet Student Center.

The architecture of the proposed Student Center is an expression of freedom, openness and fun. All the functional units are situated around the central courtyard. This planning integrates the inside with the outside and provides a green view of the central courtyard from all indoor spaces. It has a seating capacity of 500+, a stage, a visually pleasing reflecting pool and an amphitheater that will act as an ideal meeting point and a social events space.

Apart from this, the one-story Student Center houses a cafeteria and dining hall for 90, a kitchen, lounge,

offices, an indoor play area, badminton court, gymnasium, computer lab, printing room, toilets, etc.

The building includes special features such as HVAC System based on package units, fire alarm, fire fighting (hose reel), emergency exits, IT facilities, ramp for the differently-abled, and an intercom system.

The Student Center will be the most prominent among the infrastructural developments at IBA. The complex is estimated to be completed by October, 2012.



Artist's impression of Students Center-Front View



Artist's impression of Students Center-Aerial



Artist's impression of Students Center-Side View

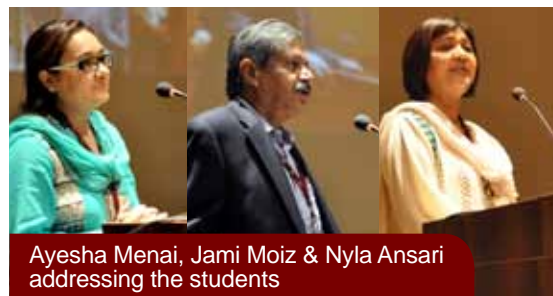
## The Student Development Program



Dr. Ishrat Husain with the Faculty



Students attending the SDP session



Ayesha Menai, Jami Moiz & Nyla Ansari addressing the students

The Student Development Program (SDP) is an initiative which will aid students in meeting their personal and professional goals. It is a distinct new feature in IBA's approach to a personalized education.

At IBA, the focus is the inculcation of high ethical values within our student body. They need to be armed with virtues of integrity, truth, tolerance, discipline and merit to distinguish themselves from their peers in practical life. The SDP, along with IBA's academic plan and extracurricular activities, strives to ensure this.

Under this Program, faculty members will act as Faculty Advisors, Academic Guides and Developmental Coaches to all students of the freshmen year, thereby offering them academic, administrative, and campus-life related advice and information. They are guided in these matters in terms of values, skills and competencies required to perform well in a job. The aim is to increase students' self-awareness, so that they may work at improving their overall leadership, teamwork, and interpersonal skills.

A Special Orientation to SDP session was held for the incoming BBA, MBA, BS classes on September 4, 2011, where they were introduced to the program details and were assigned Faculty Advisors. Meetings

were held between the two to get the ball rolling. Subsequently, Developmental Coaching Sessions are being held for all entering students every Saturday which have been received very well by the students. Our faculty and alumni, who are acting as Coaches, have been trained by Mr. Jami Moiz, Ms. Maheen Ghauri and Ms. Lalarukh Ejaz in a special half day session. These three faculty members had visited the Babson College in the US as part of their training for entrepreneurship teaching. There they observed that coaching was an effective way to raise self-awareness among students. Our ICT Department, specifically Mr. Imran Batada and his team, played a vital role in the execution of the SDP by the timely development of supporting applications that have made the system user friendly.

Under this Program, students will also be offered Career Counseling as well as Personal Counseling services. Specially trained in Personal Counseling, Ms. Nyla Ansari will act as the key resource person. This service is another first at IBA and will give students the opportunity to resolve, in a professional manner, personal concerns that may impact their studies.

The Career Development Center (CDC) is the operational unit responsible for execution of the SDP. Physically located at the IBA City Campus, the CDC offers a focal point for graduating students to seek career guidance. Ms. Nyla will be supported by the CDC in the area of Career Counseling for all students. With this Program, IBA has once again blazed the trail in adding a whole new dimension to teaching.





Façade: Administration Block, City Campus



The Atrium: spacious and artistic inner corridors

## Renovation, Refurbishment, Revival

IBA is on a journey of revitalization of its academic and infrastructural assets. This expansion has necessitated a reform in its physical structures. At the IBA City Campus, the challenge was to renovate an occupied administrative building and to simultaneously maintain uninterrupted utilities to the people working there.

This project represents just a fraction of the mega plans in store for giving IBA a whole new look and providing the best infrastructural facilities to its students, faculty and staff.

The entire Projects' team, comprising of engineers, project managers, consultants and contractors rose to the challenge of constructing a new block simultaneously to ensure working space for the staff and met targets in the face of an unfavorable law and order situation in Karachi.

It is with a note of pride that we commend the well coordinated teamwork with which the entire building was completed by September 30, 2011. The building now has an increased number of offices and various additional facilities including prayer areas for men and women, Examination Department, Computer Lab and Data Center.

## Tradition for a Cause

The Class of 1986 has commemorated its 25th anniversary by setting the tradition of presenting meaningful class gifts.

Batch of 1986 has pledged to generate Rs. 6 million for an Endowment Fund out of which Rs. 2.1 million have already been raised. The Fund is expected to support two to three full student scholarships every year.

The Class of 2011 also took off as proud alumni of IBA; the 56th graduating class has presented a graduating class gift to support the education of worthy students at IBA. Each student has donated Rs. 5,000 to raise a total of Rs. 1.5 million. The amount contributed shall help at least 7 deserving students gain 100% scholarship for 2 Semesters.

This is a great way to thank the Institute, and at the same time make it possible for meritorious students to study here despite financial constraints. IBA is proud to have an alumni base that so actively connects itself to its alma-mater.

## A Visit by Professor Ayesha Jalal



Professor Ayesha Jalal of Tufts University and famous author of 'The Sole Spokesman' spent two days at IBA. Ms. Jalal is amongst the most prominent American academics who writes about the history of South Asia. She interacted with the students and the Faculty of Social Sciences. The main purpose of her visit was to advise on the content, coverage and curriculum of the Social Sciences subjects that are being introduced as part of the revamped BBA program.

## Executive Education Enterprises



Dr. Nasir Afghan imparting leadership training

The Center for Executive Education (CEE) at IBA conducted a 'Transformational Leadership Program' from July 18-21, 2011 for senior managers and top level executives from various organizations. Held at Avari Towers with a total of 27 participants, this workshop was led by Dr. Nasir Afghan. Other trainers included Dr. Sajjad Haider, Dr. Shahid Qureshi and Mr. Mir Azfar. The Program was well received and will be repeated in due time.



Workshop on Customer Service

A Workshop on Customer Service was conducted for the staff of IBA. A total of 47 staff members participated. Led by Mr. Syed Safdar Mehdi Jafri, the objective was to train the staff to better understand customers' requirements. Participants were encouraged to develop a greater insight into their own behaviors and to explore the effect it may have on others. Mr. Jafri conducted several individual and group activities to highlight the existing pattern of services and ponder over further improvement.

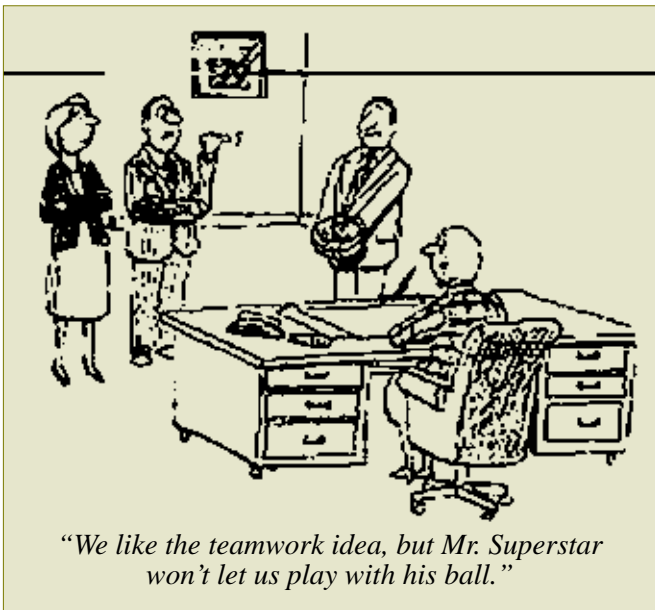
## The Success of National and Sindh Talent Hunt Programs



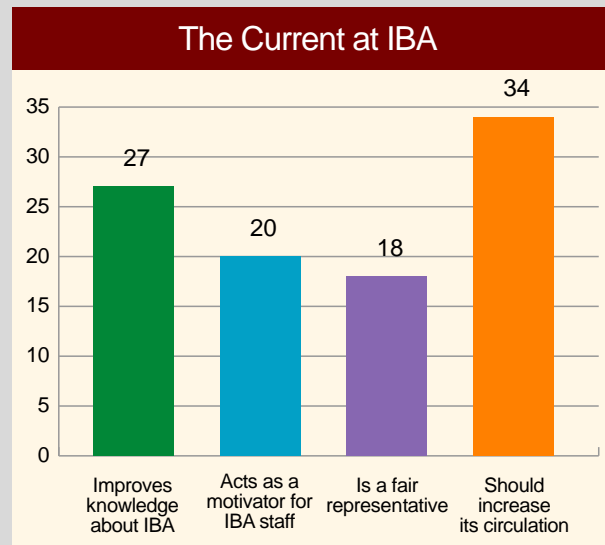
Dr. Zeenat informing about the program

The National Talent Hunt Program (NTHP) was launched in 2004 and the Sindh Talent Hunt Program (STHP) in 2009. Both ventures aim to prepare high achieving students from the less-privileged regions of the country for IBA's aptitude test for BBA and BS degree programs.

Last summer, 73 students who were selected under the NTHP and STHP received two months of orientation at IBA. It is a matter of great satisfaction for IBA that 28 students cleared the IBA entry test and got admitted into the BBA and BS programs. They will now receive full scholarships and stipends for their complete four-year stay at IBA. This success rate of 38 percent is much higher than the 23 percent achieved last year. One of the students, Uzma Rauf also secured the 31st position on the merit list.



"We like the teamwork idea, but Mr. Superstar won't let us play with his ball."



## Opinion Poll

The Current values the views of its readers. Just recently, we went on a drive to find out what you think about this publication. Readers unanimously wished that The Current should increase its circulation. It is heartening to know such a desire exists and hopefully we will stretch our reach to a greater number of our stakeholders. On interviewing some members of the faculty, the following came up:

- This quarterly publication is an effective platform to endorse the changes at IBA.
- It serves not only as a promotional tool but keeps one updated about the developments at IBA.
- Some members of the IBA faculty felt that the pictorial representation of The Current should be more IBA-centric; a more holistic approach to IBA should be adopted.
- Perhaps the magazine should include opinions of its stakeholders - where they feel IBA is going.

For feedback and suggestions, write to us at [current@iba.edu.pk](mailto:current@iba.edu.pk)

## IBA Uses Cloud Computing

The IBA Information and Communications Technology (ICT) Department has implemented Cloud Computing for the deployment of its information management software, PeopleSoft ERP - CMS Module, making IBA the first university in the entire Asia-Pacific Region to do so.

Cloud Computing enables the virtualization and sharing of data and resources more efficiently. Since both of our Data Centers are under construction, the Cloud will be under operation till they get reconstructed in the next few months. This will ensure that the ERP software runs smoothly.

“A human being is a part of the whole, called by us 'Universe,' a part limited in time and space. He experiences himself, his thoughts and feelings as something separated from the rest - a kind of optical delusion of his consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us. Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty. Nobody is able to achieve this completely, but the striving for such achievement is in itself a part of the liberation and a foundation for inner security.”

- Albert Einstein



## Scaling New Heights



### IBA wins South Asian Accreditation

IBA joined the selected group of seven other top Business Schools in South Asia - six from India and one from Pakistan (LUMS) as it was awarded the coveted Accreditation by the South Asian Quality Assurance System (SAQS).

The SAQS developed by the Association of Management Development Institutions of South Asia with its headquarter in Hyderabad, India, evaluates Business Schools in the region against a rigorous criteria and quality parameters of the European Quality Assurance System (EQUAS).

SAQS Accredited, the highest standard of achievement for management schools, is a quality label which assures that the institution has benchmarked itself with leading global schools in the world with respect to continuous quality improvement.

Quality parameters required to receive the SAQS Accreditation include: institutional mission and its alignment, faculty capability and composition, curricula quality, admission and delivery system, research and executive education, global and regional network, promoting connections with the

corporate world and making contributions to the community, and academic and physical infrastructure.

Commenting on the award of this distinctive honor, the Dean and Director of IBA, Dr. Ishrat Husain said, "This is just the beginning of a long journey upon which we have embarked. The following hurdles such as securing the European and American accreditation are more stringent and arduous to cross. But we will continue to do our utmost to move in that direction."

## The Big Rocks

One day, an expert was speaking to a group of business students and, to drive home a point, used an illustration I'm sure those students will never forget. After I share it with you, you'll never forget it either.

As this man stood in front of the group of high-powered over-achievers he said, "Okay, time for a quiz." Then he pulled out a one-gallon, wide-mouthed mason jar and set it on a table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one at a time, into the jar.

When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?" Everyone in the class said, "Yes." Then he said, "Really?" He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar causing pieces of gravel to work themselves down into the spaces between the big rocks.

Then he smiled and asked the group once more, "Is the jar full?" By this time the class was onto him. "Probably not" one of them answered. "Good!" he replied. And he reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all the spaces left between the rocks and the gravel. Once more he asked the question, "Is this jar full?"

"No!" the class shouted. Once again he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim. Then he looked up at the class and asked, "What is the point of this illustration?"

One eager beaver raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard, you can always fit some more things into it!"

"No," the speaker replied, "that's not the point. The truth this illustration teaches us is: If you don't put the big rocks in first, you'll never get them in at all."

What are the big rocks in your life? A project that you want to accomplish? Time with your loved ones? Your faith, your education, your finances? A cause? Teaching or mentoring others? Remember to put these Big Rocks in first or you'll never get them in at all.

*Taken from Stephen R. Covey's writings*

## Wireless Sensor Network (WSN) Lab Established at FCS

FCS at IBA had been busy adding another lab to its name this Fall. A Wireless Sensor Network (WSN) Lab has been established at the FCS to conduct state-of-the-art research in various areas of WSN technologies. Wireless sensors are tiny devices called motes that sense various environmental parameters in their close proximity and relay the sensed data to a nearby base station for further processing and analysis. Examples of sensor data include temperature, light intensity, humidity, seismic activities, habitat monitoring, structural monitoring, surveillance, industrial controls, military applications, etc.

At present, the WSN equipment at IBA consists of IRIS motes with integrated processing and communication modules; sensor boards with temperature and light sensing capabilities; and Gateways (base station) to receive wireless sensor data from various motes that provide an interface to PC via a USB port for processing and analysis. All the WSN equipment is manufactured by Crossbow Inc. of USA and supplied with customized software to configure and program these sensor motes.



WSN Lab at IBA

A new course is also being offered to PhD and MS students at IBA this semester where hands-on research in various areas pertaining to WSNs is being conducted using the WSN equipment. Areas of research include Clustering Models and Algorithms using Bayesian Networks, Fault Tolerance Analysis in Heterogeneous WSN and Routing Issues in WSNs.





IBA staff during the Iftar Dinner at the Main Campus



Captain Zaheer and Dr. Ishrat at the Iftar Dinner



Supervising the Student Society Election Polling



Mr. S. M. Saeed at the Orientation



View of students attending the Orientation Session



Dr. Ishrat and Mr. Zafar Siddiqui with Alumni



IBA Alumni at the reunion in UK



Director CEE, Mr. Izhar Hussain attending a workshop with other staff members



Dr. Ishrat and Mr. Zafar with the UK Alumni



IBA staff at the workshop on Customer Service



New students in group discussion with their Faculty Advisor



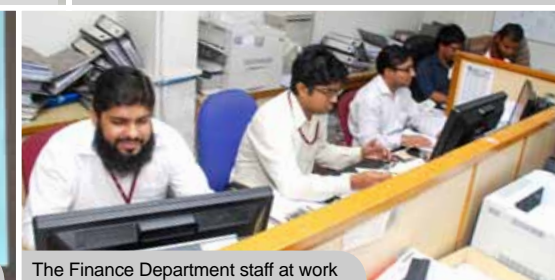
Dr. Huma Baqai during a lecture



The Student Society promotional stalls at the Orientation



Orientation Speech of Dr. Saeed Ghani



The Finance Department staff at work



Dr. Talat Wizarat's speech at the flag hoisting on 14th August at the City Campus



Flag hoisting by Mr. Saleem Umer, Capt. Zaheer and Dr. Talat Wizarat



Workshop at CEE



Ms. Tabassum Jabeen's farewell



SDP - Holistic view of receptions



## New Appointments



**Muhammad Ather Rana**  
Executive - Administration  
Joined on August 8, 2011  
Registrar's Office  
MBA (Marketing-In process), KASBIT;  
B-Com, University of Karachi.



**Dr. Muhammad Ather Elahi**  
Assistant Professor & Research Fellow  
Joined on September 5, 2011  
Economics and Finance, FBA  
PhD (Finance), M.Phil Business (Finance),  
Tilburg University, The Netherlands;  
MBA (Finance), IoBM Karachi;  
MSc (Economics), University of Karachi;  
B.Sc (Hons) (Economics Mathematics  
and Statistics), University of Karachi.



**Maryyam Atti-Ur-Rehman**  
Program Office-MBA  
Joined on July 20, 2011  
MBA, Govt. College University, Lahore;  
B.Sc, Govt. Kinnaird College for  
Women, Lahore.



**Muhammad Anwar**  
Head Librarian & Incharge  
Research Data Center  
Joined on September 19, 2011  
Library, FBA & FCS  
Masters (Library and Information Science),  
International Islamic University, Malaysia;  
Masters (Library Science), Punjab University;  
B.Sc (Statistics and Mathematics),  
Bahauddin Zakaria University, Multan.



**Dr. Huma Amir**  
Assistant Professor  
Rejoined after completion of Study  
Leave on July 25, 2011  
Marketing Department  
PhD (Marketing), Warwick Business  
School, University of Warwick, UK;  
MBA (Marketing), IBA, Karachi;  
B. Com, Karachi University.



**Syed Fahim uddin**  
Manager,  
General Maintenance Services/Security  
Joined on August 16, 2011  
Facilities Maintenance & Management,  
Registrar's Office  
MAS, MPA, LLB & B.Sc, Karachi University.



**Muhammad Hanif**  
Purchase Executive  
Joined on September 27, 2011  
Registrar's Office  
MBA (Marketing), Al-Khair University;  
B-Com, University of Karachi.

## Faculty Promotions



**Ms. Maria Hassan**  
Lecturer  
has been promoted as  
Assistant Professor  
w.e.f. August 25, 2011.



**Mr. S. Imran Saqib**  
Lecturer  
has been promoted as  
Assistant Professor  
w.e.f. July 22, 2011.

### ریٹائرمنٹ پالیسی:

آئی بی اے کے بورڈ آف گورنرز نے اپنی 25 اگست کی میٹنگ میں آئی بی اے کی ریٹائرمنٹ پالیسی کی منظوری دے دی، اس پالیسی کے بنیادی مقاصد میں ریٹائرمنٹ کی عمر کو پہنچنے والے ایمپلائز کی ریٹائرمنٹ کے نتیجے میں نئے اور نوجوان ملازمین کے لئے آسامیاں پیدا کرنا ہے، اس کے ساتھ ہی پالیسی میں اہم عہدوں پر کام کرنے والے ایمپلائز کے لئے ریٹائرمنٹ کے بعد کٹریکٹ کی بنیاد پر ملازمت میں توسیع کی گنجائش بھی رکھی گئی ہے۔ اس پالیسی کا سب سے اہم پہلو یہ ہے کہ تدریسی عملے کے لئے ریٹائرمنٹ کے بعد دس سال تک ملازمت میں توسیع کی گنجائش رکھی گئی ہے، تاکہ ان کے تجربے اور قابلیت سے ادارہ زیادہ سے زیادہ استفادہ حاصل کر سکے۔

### تعریفی اسناد

افطار پارٹی کے موقع پر ڈاکٹر عشرت حسین، ڈائریکٹر آئی بی اے نے اپنے فرض کی ادائیگی میں غیر معمولی کارکردگی کا مظاہرہ کرنے والے مندرجہ ذیل ایمپلائز میں تعریفی اسناد تقسیم کیں:



سیکیورٹی گارڈ شاہد احمد، ڈاکٹر عشرت حسین سے تعریفی سرٹیفکیٹ وصول کرتے ہوئے



سیکیورٹی گارڈ زکریا طارق محمود تعریفی سرٹیفکیٹ وصول کر رہے ہیں

جناب طارق محمود	ہیڈ سیکورٹی گارڈ	بمعد ایک ہزار روپے نقد انعام
جناب شاہد احمد	سیکیورٹی گارڈ	بمعد ایک ہزار روپے نقد انعام
محترمہ تبسم جبین	کوآرڈینیٹر سی ڈی سی	
جناب شیراز	ڈیٹا ایسٹنٹ سی ڈی سی	

# دی کرینڈ

آئی بی اے کیونٹی  
کا اپنا جریدہ

شمارہ ۴

## ڈاکٹر عشرت حسین کا پیغام

برنس ایڈمنسٹریشن کے پریکٹیشنرز، ٹیچرز اور اسٹوڈنٹس کی حیثیت سے ہم بخوبی آگاہ ہیں کہ کوئی بھی ادارہ، خواہ وہ سرکاری شعبے سے تعلق رکھتا ہو یا نجی شعبے سے، یا پھر غیر سرکاری شعبے سے، خواہ صنعتی پیداوار، خدمات کی فراہمی، انضباطی یا انتظام عامہ سے وابستہ ہو، اپنے تمام اسٹیک ہولڈرز کی مشترکہ کوششوں کے بغیر اپنے ارادوں میں کامیاب نہیں ہو سکتا۔ آئی بی اے کے معاملے میں اصل اسٹیک ہولڈرز طلبہ، مدرسین، عملہ، سابق طلبہ، ٹرسٹیز، عطیہ دہندگان، حکومت اور بورڈ ممبران ہیں۔ مشترکہ ٹیم ورک، جس کے ذریعے مختلف اسٹیک ہولڈرز سے مشاورت کی جاتی ہے اور جوان کے اظہار رائے کو واضح کرنے کے قابل بناتا ہے، بہترین نتائج کے حصول کا واحد یقینی راستہ ہے۔ کھلا رابطہ اور سب کو باخبر رکھنا ٹیم ورک اور اس رسالے کے اہم عناصر ہیں۔



ایگزیکٹو کمیٹی میٹنگ کا ایک منظر

## آئی بی اے کے مستقبل کی راہوں کا تعین

آئی بی اے کے لیے طلبہ کے تجربات مرکزی اہمیت کے حامل ہیں۔ ہم جو بھی کچھ کریں اس کا ہدف لازماً طلبہ کو کارآمد برنس ایگزیکٹوز بننے کے لیے تیار کرنا ہو۔ لیکچرز سے مشاورت تک، کارپوریٹ سے سوشل انٹرن شپ تک، شریک نصاب تقریبات کے انتظام سے لے کر آئی بی اے میں جزوقتی ملازمت تک، ہر سرگرمی ہیجان خیز چیلنج سے بھرپور اور ذہنی اعتبار سے پُر آزمائش ہونا چاہیے۔

یہ بالکل واضح ہے کہ یہ سب یقینی بنانے کے لیے مدرسین کا کردار انتہائی اہم ہے۔ تاہم کسی ممکنہ طالب علم کے آئی بی اے میں ابتدائی معلومات طلب کرنے سے، سابق طالب علم بننے تک کے پورے تجربے کو ایک قدم آگے لے جانا اہم ہے۔ یہ تجربہ آئی بی اے ٹیم کی مشترکہ کوششوں سے ہی ممکن ہو پاتا ہے۔ تمام سپورٹ یونٹس اور اسٹاف، پروگرام ڈائریکٹرز اور کونسلرز بحیثیت مجموعی موافق اور معیاری ماحول یقینی بنانے کے لیے نہایت اہم کردار ادا کرتے ہیں جس سے آئی بی اے کو بلند تر ایگزیکٹوز بننے کے حصول میں مدد ملے گی۔

ہے۔ گریجویٹس کا معیار کسی برنس اسکول کے ممکنہ طلبہ اور ملازمین کو راغب کرنے کا اہم ترین ذریعہ ہوا کرتا ہے۔ آئی بی اے گریجویٹس کی تنخواہ میں گریجویٹس سے لے کر تین سال کی مدت تک اضافے کی شرح پیمانے کے طور پر استعمال کی جاتی ہے، جیسا کہ قیاس کیا جاتا ہے کہ بہتر معیار کے گریجویٹس کو بہتر ادائیگی کی جاتی ہے۔

ایک اور اہم عنصر ’تحقیق کی پیداواریت‘ ہے۔ درحقیقت سرفہرست برنس اسکولز تحقیق پر بہت زور دیتے ہیں اور اسکول کی سہاک میں اضافے کے لیے اسے اہم گردانتے ہیں۔ اس کی پیمائش فائنانشل ٹائمز میں تخصیص کردہ ممتاز تعلیمی اور تحقیقی مجلہ جات میں فیکلٹی ممبران کے شائع شدہ مضامین کی تعداد سے کی جاتی ہے۔ آئی بی اے کو آئندہ تین سال میں کم از کم تین اہم تحقیقی تخلیقات تیار کرنے کی تحقیقی اہلیت حاصل کرنے کے لیے کام کرنا ہوگا۔ اس سے مستقبل قریب میں متعارف کرائے جانے والے پی ایچ ڈی پروگرامز میں مدد ملے گی۔

آخر میں ’درجہ بین الاقوامیت‘ برنس اسکول کی رینٹنگ کے تعین کے لیے ایک نمایاں عنصر ہے۔ مقامی طلبہ کو دنیا سے منسلک کرنا ایک ایسا چیلنج ہے جو آئی بی اے کو قبول کرنا پڑے گا۔

اب جب کہ آئی بی اے نے 2014 تک دنیا کے ٹاپ 100 برنس اسکولز کی صف میں شامل ہونے کے مشن کا جرات مندانہ اعلان کر دیا ہے، یہی وقت ہے کہ ہم حقیقت پسندانہ انداز میں اپنے مستقبل کے منصوبے وضع کریں۔ اہم ترین سوال یہ ہے کہ آئی بی اے یہ ہدف کیسے حاصل کر سکتا ہے؟ یہ واضح ہے کہ یہ اعزاز پانے کے لیے ہماری حکمت عملی لازماً موثر، ٹھوس اور پُر زور ہونا چاہیے۔ اس ضمن میں حالیہ ساؤتھ ایشین ایگزیکٹوز صحیح سمت میں ایک قدم ہے۔

آئی بی اے کو ان مختلف پہلوؤں پر توجہ مرکوز رکھنا چاہیے جن کا تجزیہ بین الاقوامی معیار تک پہنچنے کے لیے ایگزیکٹوز، ایگزیکٹوز کرتی ہیں۔ ان میں سب سے ضروری اعلیٰ قابلیت کے حامل مدرسین اور تمام لوازمات کا حامل انفراسٹرکچر ہوتا ہے جس کے لیے فنڈز کا پول، گریجویٹ طلبہ کی تعداد سے ناپا جانے والا ادارے کا حجم اور ٹیسٹ اسکورز (بین الاقوامی سطح پر GMAT) کے ذریعے متعین کردہ ’طلبہ کا معیار‘ درکار ہوتا ہے۔

پروڈکٹ یا ’آؤٹ پٹ کوالٹی‘ بھی رینٹنگ کے تعین میں بہت بڑا کردار ادا کرتی

