

Adapting to a changing world

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Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

Peace of Mind

Once Buddha was walking from one town to another with a few of his followers. While they were travelling, they happened to pass a lake. They stopped there and Buddha told one of his disciples, "I am thirsty. Do get me some water from that lake there."

The disciple walked up to the lake. When he reached it, he noticed that some people were washing clothes in the water and, right at that moment, a bullock cart started crossing through the lake. As a result, the water became very muddy. The disciple thought, "How can I give this muddy water to Buddha to drink!" So he came back and told Buddha, "The water in there is very muddy. I don't think it is fit to drink."

After about half an hour, again Buddha asked the same disciple to go back to the lake and get him some water to drink. The disciple obediently went back to the lake. This time he found that the lake had absolutely clear water

in it. The mud had settled down and the water above it looked fit to be had. So he collected some water in a pot and brought it to Buddha.

When there is peace inside you, that peace permeates to the outside.

Buddha looked at the water, and then he looked up at the disciple and said, "See what you did to make the water clean. You let it be ... and the mud settled down on its own - and you got clear water... Your mind is also like that. When it is disturbed, just let it be. Give it a little time. It will settle down on its own. You don't have to put in any effort to calm it down. It will happen. It is effortless."

What did Buddha emphasize here? He said, "It is effortless." Having 'peace of mind' is not a strenuous job; it is an effortless process. When there is peace inside you, that peace permeates to the outside. It spreads around you and in the environment, such that people around you start feeling that peace and grace.

MoU Signing Ceremonies



Dr. Ishrat Husain with Deepak Chandra, Deputy Dean, ISB at the MoU Signing Ceremony on April 13, 2012



Strategic Partnerships are crucial at this stage of strategy development at IBA. With the 4th year of strategy implementation commencing, IBA recently signed a Memorandum of Understanding (MoU) with the renowned Indian School of Business (ISB), to provide Executive Education in Pakistan. The ceremony was held on Friday, April 13, 2012 at the ISB campus, Hyderabad, India.

ISB, currently ranked 12th among the Global Business Schools, has climbed up the ladder of international recognition in a very short time span. Its Centre for Executive Education is one of the largest executive education providers in Asia. It is hoped that this collaboration will give IBA the push to be ranked among the top 100 business schools worldwide.

This alliance is considered a major milestone in IBA's journey towards academic excellence and community relevance.



Following the route to progress, another MoU was signed by IBA this quarter - this time with an American university named Robert H. Smith School of Business, University of Maryland. Dr. Ishrat Husain and Dr. G. Anand Anandalingam, Dean, Robert H. Smith School of Business signed this MoU in June, at Maryland.

The agreement is set to strengthen the quality and scope of Executive Education programs available in Pakistan. It includes Train the Trainer for IBA Faculty members in Executive Education, Video Conferences, Customized and Open Enrollment Programs offered in Pakistan and the facilitation of Pakistani Executives travelling to Smith School for executive education.

The contract also includes promotion of an educational environment where faculty exchange is possible, leveraging the strengths and resources of programs at both the institutions. In the past, Smith has successfully delivered executive education in countries like USA, China, India and Europe.

Dr. Ishrat's Message

Why is IBA aspiring to become a Global Business School? Why is so much emphasis laid on Internationalization? Shouldn't Pakistan remain our exclusive focus as we are still facing many challenges including high quality managerial shortages?

These are legitimate questions that need to be addressed. Whether we like it or not, the tides of globalization are touching the shores of every single country on this planet. The ferocity of these tides will sweep away countries that are unprepared to face them. Globalization offers both opportunities as well as unmitigated disaster. As a country with a young population in the midst of aging populations of America, Europe and Japan; we can turn our youth into a productive workforce, not only for ourselves but for the world. Executives and Managers with multicultural and multilingual backgrounds will be in heavy demand soon.

IBA, because of its leadership role, has always taken initiatives to catch up with the dictates of time. Therefore, we have to look at the prospects of our country and global economy in the future and start preparing our graduates to meet these emerging demands.

Whether our graduates choose to remain in the country to serve Pakistani companies, start their own businesses here or move around various parts of the world, gain experience and return to Pakistan to assume leadership positions; they have to be transformed. And this transformation process will involve certain directional changes.

First, executives who develop a global mindset will be able to adapt to different cultures and work environments smoothly.

They will get easily attuned to specific situations compared to those whose experience is narrow and confined to a single country. Also innovative solutions to suit specific problems in the new context will not be difficult for them to devise.

Second, digital online communication, increased use of social media tools, fast connectivity and easy access to huge information and databases has made networking critical to business success. Areas of expertise that are not available in-house can be tapped through a wide network spanning all parts of the world. Cross-border flow of information and expert advice will become more important for business growth than the acquisition of machinery and equipment. Expanding these networks and making best use of their contacts and communities in practice would become a skill equally powerful to managing the talent within the organization. If our students do not go for international exchange programs and remain isolated, they will be not be able to avail the benefits of networking.

Third, as the information explosion is taking place at an exponential rate; sifting,

screening and choosing the right variables and data for decision making will become increasingly complex. The popular belief that 'increased computing power and analytics would help the managers' should be weighed against the enormous force with which new knowledge generation is taking place.

While scanning and keeping the radar open for knowledge created elsewhere in the globe, the task of adapting it to local market conditions and culture at a speed that the competitors do not get a wind of is a skill that cannot be acquired in a particular environment. Gazelle organizations that are nimble, agile and fast in their response will need these skills. The hierarchical large multinational corporations or public

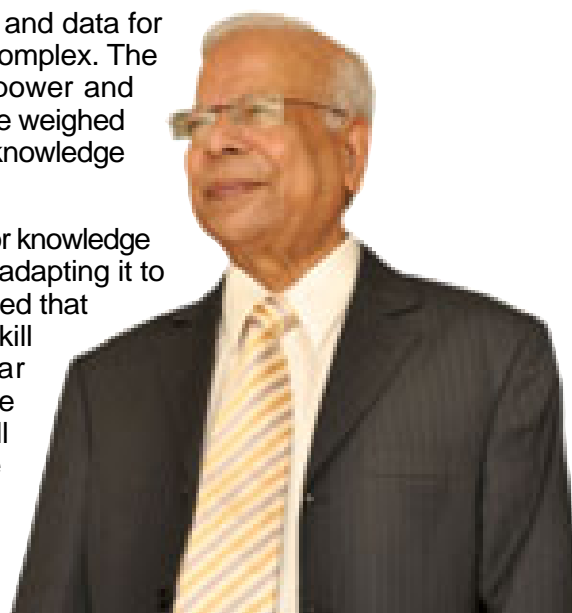
companies for which we have been producing our graduates historically would no longer remain relevant. Again, internal and external social networking is most likely to come to the rescue.

Testing the proposals and strategies across these networks and getting their feedback should cut down on time elapsed and improve the quality of outcome. That is why we are encouraging our faculty members to participate in international conferences, engage in collaborative research and case studies and use their professional contacts all over the world to upgrade the quality of learning at IBA. They would hone these skills in our graduates.

These demographic, technological and organizational changes resulting from Globalization are pushing us to produce graduates with a difference in mindset, skills and analytical tools. This is the reason why we are aiming to strengthen our linkages, alliances and networks with other leading business schools in the region and the world.

“Changes resulting from Globalization are pushing us to produce graduates with a difference in mindset, skills and analytical tools.”

“Work spares us from three evils: boredom, vice, and need.” Voltaire

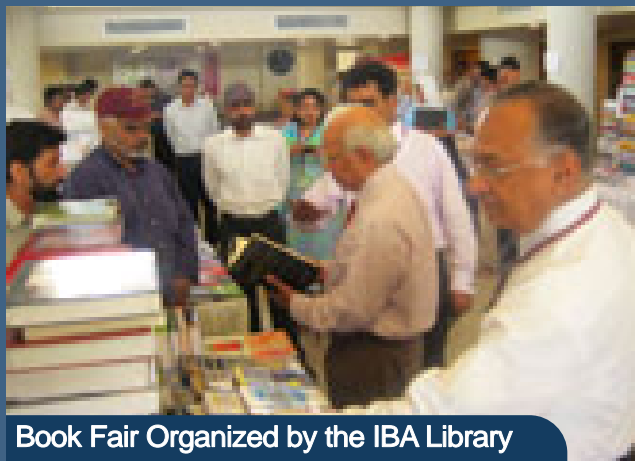


The International Faculty Program (IFP) 2012

In the course of internationalization, it is very important to keep your faculty up to date. To achieve this alignment of goals, six faculty members have been sent to Barcelona and Slovenia for training programs in June.

Three faculty members visiting Barcelona for the International Faculty Program 2012 are Asad Ilyas, Beena Batool and Saima Husain. IFP 2012, organized by the IESE Business School University of Navarra, will concentrate on teaching methodologies in management education, research and development of curricula. The overall aim of the program is to improve the quality of management education.

The second training program is the International Management Teachers Academy Program 2012 (IMTA) to take place at the IEDC-Bled School of Management, Slovenia, Bled. Nyla Aleem Ansari, Amber Gul Rashid and Muhammad Asif are participating. The two week training and its outcome shall not only benefit the faculty members, but will also contribute to improving the overall quality of the learning processes and teaching methodologies at IBA.



Book Fair Organized by the IBA Library

IBA Book Fair 2012

In recent months, the IBA Library has undergone positive changes. In addition to physical facilities, other resources like books, magazines, publications and e-resources; namely EBSCO Host, Virtual Library and JSTOR have been added. Recently, a Book Fair was organized at both campuses on May 16 and 17. The Fair facilitated the IBA faculty to select course and reference textbooks. Approximately 1,030 books were suggested that include books on science, philosophy and fiction.



Library Management with Dr. Ishrat at the IBA Book Fair 2012

IBA Lays the Foundation for Sindh

Community Development by IBA



IBA is collaborating with the Community Development Program - CDP, Planning & Development Department, Government of Sindh, to launch the IBA Foundation Program for the Sindh region. The project signing ceremony was held at the Sindh Secretariat Building, Karachi on April 18, 2012.

The objective is to identify the meritorious-cum-needy students from the less advanced districts of Sindh and provide them with a focused six (6) month Foundation Program. This will equip the students for appearance in IBA's or other institutions' entrance test at the undergraduate level. According to the agreement, expenses for the program will be shared by IBA, Karachi and the Sindh Government. The IBA Foundation Program is expected to commence from December 15, 2012.

Great Work by our Faculty!

Motivational Training Sessions for our General Support Staff

Dr. Shahid Qureshi volunteered to contribute his time and expertise to conduct a workshop on June 26 and 27 for the support staff at IBA.

The purpose was to develop a sense of ownership and work ethics in them. He discussed good practices in dealing with fellow workers. Dr. Shahid's efforts to uplift the environment in which we work is indeed very generous of him. Such willingness and energy is commendable and inspiring!



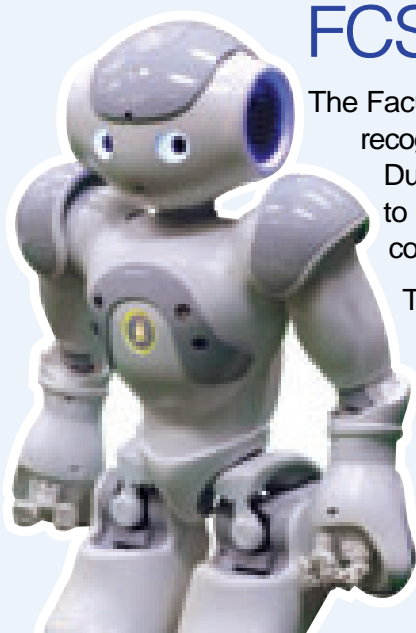
Dr. Shahid Qureshi Conducting the Workshop

FCS Crossing New Boundaries

The Faculty of Computer Science (FCS), having a history of producing quality graduates since 1983, has now gained international recognition. A major milestone in this quarter was achieved by the Web Science Group which has paved way for new collaborations. During the second week of May, because of the efforts of the Web Science Group, IBA became the first university from Pakistan to be represented in the famous scientific WWW Conference. This year, the group is in the process of formalizing research collaboration with the IT Dept. of National University of Ireland, Galway.

The international collaboration with the University of Technology, Sydney (UTS) in the area of Artificial Intelligence/Robotics bore fruit when the IBA team, Karachi Koalas competed in both the Iran Open as well as the World RoboCup competition held in Istanbul. Teams from France and Japan were defeated to achieve 16th position out of 28 teams who qualified worldwide. The Karachi Koalas also qualified for the World RoboCup Soccer that was held in Mexico City during June 2012.

The IBA AI-Lab received a state-of-the-art humanoid Nao robot from UTS, which will prove invaluable for future research. Nao is a fully-functional autonomous bipedal robot. To further align FCS programs with industry needs, FCS hosted a CEO Forum. This Forum provided an opportunity for top executives of leading IT organizations to provide their input to IBA regarding its Computer Science and Information Systems programs. This year, IBA FCS presented its new four-year degree program, BS in Information Systems, to the Forum for relevant feedback and discussion.



Humanoid Robot, Nao, a Gift to IBA from UTS

Congratulations to Promotees



Amreen Rashid Khan promoted to Senior Web Graphics Designer

“Great work is done by people who are not afraid to be great”
fernando flores
 Fernando Flores

How Socially Active Are You?

When it comes to marketing, advertising and interaction in the world, the question 'how fast can someone find you on Google search?' matters. Popularity is no longer about who knows you, rather it is about how far your reach is.

Social media has made this 'reach' quite accessible. Despite economic depression, the world seems to be booming on this platform.

Even universities have chosen this media as their path for the next era. The target market of 18 to 24 year old college student demographic is all over the social web, and its younger counterpart (the high school crowd) is equally immersed. Alumni, recent and far-removed, use social networks to engage and stay connected with the world. Community members, parents of students, potential donors, faculty and staff and other constituents are just a tweet or "like" away. With so many key populations embracing social media, universities have no choice but to integrate these platforms into their marketing and communication plans. And why not when it is the most effective and cost saving strategy of self-presentation today?

Do you Facebook?

While many schools experience great success with social media, others never get their efforts off the ground. Strategies flop and accounts fail to gain the viral following that was hoped for, resulting in dormant pages or less-than-thriving online communities.

Recently, a lot of activity was seen on the Facebook page of IBA due to the efforts of Imran Batada, Mohsin Naqvi and their team. In April and May 'Open Office Hours' were held by Dr. Zaheeruddin Asif and Dr. Nasir Afghan regarding admission related queries pertaining to their respective programs. Both Program Directors were available online to render their services and address any issues of prospective applicants. Similar efforts can be made to project IBA better globally and attract foreign students and faculty for our programs in the future.

Internationalization-Need of the Time

What we need today is to have a strategy and a clear policy on how IBA can reach out to the world in terms of student and faculty exchange programs, research collaborations, executive education, entrepreneurship and marketing of IBA's offering beyond our geographical borders. Efforts are already underway to consolidate fragmented efforts in all these areas, under one roof, in the form of an International Resource Center (IRC). The IRC is being setup in collaboration with the British Council in 3 universities across Pakistan in Islamabad, Lahore and Karachi. The IRC will work to promote academic excellence with regard to facilitating international research collaborations, international teaching, entrepreneurship and exchange programs for students, faculty, and staff.

There are 5 modules which IRC focuses on to begin the process of internationalization: International Student Admissions/Support Services, Recruitment and Marketing, Academic Linkages, Research Collaboration and Commercialization, Entrepreneurship (Social & Business), Communication and Publications.

Numerous initiatives in all the above modules are already underway. With the establishment of the IRC, it is hoped that a much more focused direction will be set, where progress can easily be tracked in accordance to the clearly defined Internationalization Policy.

"The whole point of being alive is to evolve into the complete person you were intended to be."

Oprah Winfrey

Voicing Stakeholders' Views

A Survey on Internationalization at IBA

While the IBA management is making efforts to help IBA gain the status of an International University, let's find out where we stand today in the eyes of the stakeholders. A sneak peek into what people think highlights their awareness level today. This also gives an indication of whether our internal communication is effective or needs improvement.

Top and middle management were questioned in 2 major areas:

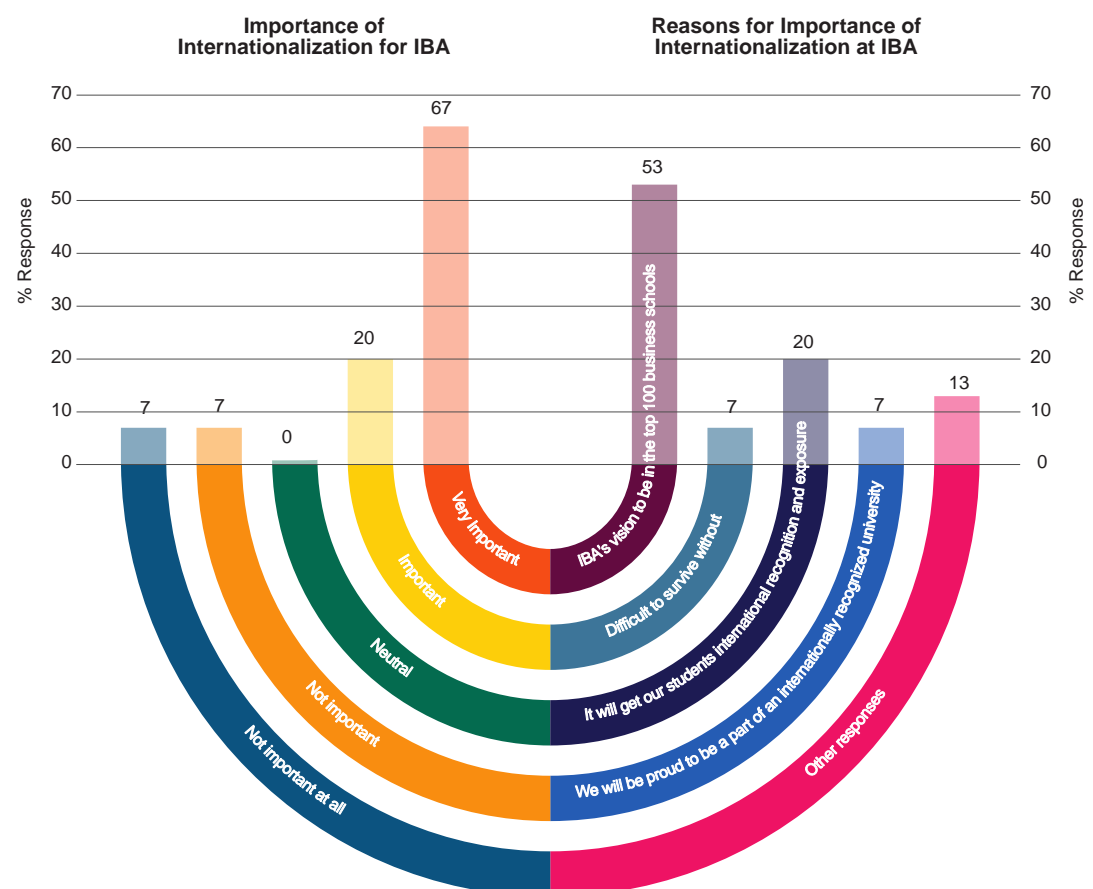
How Important is Internationalization for IBA?

Most stakeholders believe internationalization is crucial for IBA's progress. A few disagreed stating that local benchmarking is more important than working beyond geographic boundaries.

Reasons Why You Think Internationalization is Important for IBA?

A large majority believed internationalization is important because it is part of the IBA vision. Whereas, rest of the population appreciate its importance for the students of IBA. They believe that global recognition and exposure will help them succeed in the professional world.

- **Random Sampling:** 30 IBA employees
- **Age:** 95% between 28-50 years
- **Gender:** 55% Females 45% Males



Bulletin Board

International Conference on Marketing 2012



ICM Dinner at the Governor House, Karachi

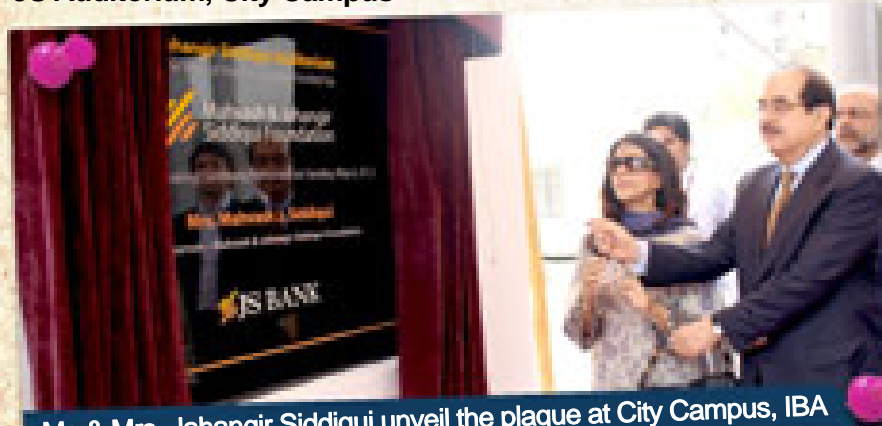
IBA organized its first ever research-based International Conference on Marketing at the Main Campus on May 5-6, 2012. The theme of the conference was "Contemporary Market Trends".

A good number of foreign scholars attended the event, giving us hope for future visits which will help speed up our journey towards internationalization. Research papers were presented on topics ranging from Strategic Marketing to e-Marketing.

To mark the conclusion of ICM 2012, a cultural evening cum dinner was arranged for the participants at the Governor House where Dr. Ishrat-ul-Ebad, Governor Sindh played host. Our foreign delegates were overwhelmed by the hospitality extended to them. Their positive endorsement back home will certainly increase the probability of attracting foreign students and faculty to IBA in future.

Groundbreaking Ceremonies

JS Auditorium, City Campus



Mr. & Mrs. Jahangir Siddiqui unveil the plaque at City Campus, IBA

Mr. & Mrs. Jahangir Siddiqui unveiled the plaque on May 6, 2012 for the new Jahangir Siddiqui Auditorium to be constructed at the IBA City Campus. They have committed to design and build this Auditorium at the cost of Rs. 140 million, which will be completed in eighteen months from the commencement of construction in July 2012.

The Auditorium will be equipped with modern, state-of-the-art facilities and with a seating capacity of 375 people. It will have spacious underground parking and will be connected to Aman Towers at the reception level.

Prayer Hall, Main Campus



Mrs. Pervez Abbasi Inaugurates Prayer Hall, IBA Main Campus

Mrs. Pervez Abbasi, wife of the late Mr. Pervez Abbasi, Founder of Byco Group of Companies, laid down the foundation for the new Prayer Hall at the Main Campus. The estimated cost is Rs.15 million and is scheduled for completion by August 2013.

An Evening for the Dean



Regularized Employees express their gratitude to Dr. Ishrat Husain

A dinner was arranged by the staff for their inspiring Dean and Director, Dr. Ishrat Husain on April 9, 2012. This auspicious evening gave the members of IBA Management an opportunity to mingle with and show gratitude to their leader, who is helping to improve working conditions and environment for them.

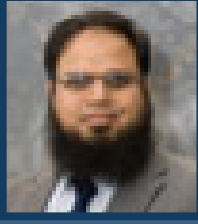
A Proud Moment

Ms. Beena Batool Wins Best Paper Award

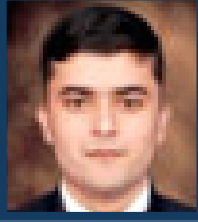
One of IBA's faculty member, Syeda Beena Batool, Lecturer for International Relations, Department of Social Sciences, won the Best Paper Award in May 2012. The paper titled 'Dilemmas of Conflict Management: Pakistani responses to the AfPak Policy' was presented at the 16th International Young Scholars Conference held at Jan Masaryk Centre for International Studies, University of Economics in Prague. The most inspiring aspect of this achievement is that the study was carried mostly at IBA, using its library resources. Ms. Batool's achievement demonstrates the potential IBA offers to young scholars.



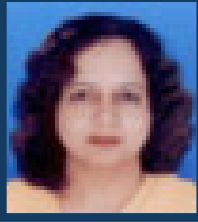
New appointment /rejoining from March to May 2012



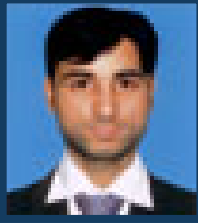
Dr. Zahid Muhammad
Assistant Professor/
Research Fellow-CBER,
Economics & Finance
April 10, 2012
PhD (Financial Economics),
University of Birmingham, UK;
MSc (Management), London
School of Economics and Political
Science, UK; MPA, Punjab University.



Imran Zawwar
Program Manager, CED
March 19, 2012
Masters in Public Policy & Management
from Carnegie Mellon University; MBA
Finance/Marketing, SZABIST;
BSc Electronics, NUST and
BSc Management Sciences,
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Senior Quantity Surveyor,
HEC Project
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MBA, BE (Civil Engineering) from
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Faraz Ahmed
Program Executive, EMBA
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MBA (HRM/Finance.) from PAF-KIET,
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Romana Shafaq Hashmi
Assistant Manager, MBA Program
June 7, 2012
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Gloucestershire, UK ; MSc (Economics)
and BSc (Hons) degrees,
University of Karachi



Feryal Zahid
Assistant Manager BE & SDP, CEE
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Muhammad Tariq
Quantity Surveyor,
Project & Planning
June 11, 2012
B-Tech. (Civil), NED University
and DAE (Civil Tech.),
Sindh Technical Board Karachi.

بدلتی دنیا
سے ہم آہنگ ہونا

دی کرنٹ
آئی بی اے کیونٹی کا پناہ پریدہ
شمارہ ۷

ڈاکٹر عشرت کا پیغام

عالمگیریت..... وقت کی ضرورت !!!

ہمیں مستقبل میں اپنے ملک اور عالمی معیشت کو مد نظر رکھتے ہوئے اپنے گریجویٹس کو تیار کرنا ہے تاکہ اس بڑھتی ہوئی ڈیمانڈ کو پورا کیا جاسکے۔

یہی وجہ ہے کہ ہم اپنے فیٹلٹی ممبران کی حوصلہ افزائی کر رہے ہیں کہ وہ بین الاقوامی کانفرنسوں میں حصہ لیں، مشنر کہ تحقیقات اور کیس اسٹڈیز میں شامل ہوں اور آئی بی اے میں تعلیم کے معیار میں بہتری کے لیے دنیا بھر میں اپنے پیشہ ورانہ رابطوں کو استعمال میں لائیں۔ ہم اپنے گریجویٹس میں بھی ان مہارتوں کو پروان چڑھائیں گے۔

عالمگیریت کے نتیجے میں رونما ہونے والی یہ افرادی، تکنیکی اور تنظیمی تبدیلیاں ہمیں مجبور کر رہی ہیں کہ ہم مختلف سوچ، مہارتوں اور تجزیاتی ہنر کے حامل گریجویٹس پیدا کریں۔ یہی وجہ ہے کہ ہم نے خطے اور دنیا کے دیگر سر فہرست برنس اسکولز کے ساتھ اپنے، رابطے، اشتراک اور نیٹ ورکنگ مستحکم بنانے کو اپنا اولین ہدف مقرر کر رکھا ہے۔

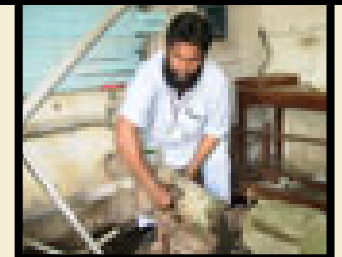
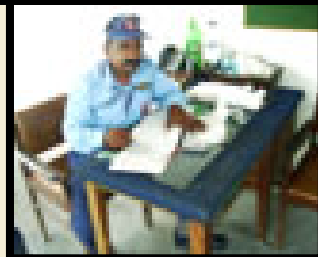
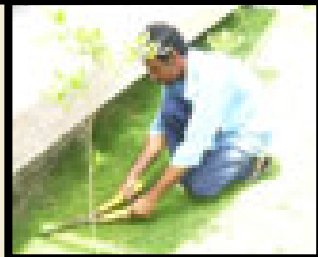
آئی بی اے ایک عالمی برنس اسکول بننے کی خواہش کیوں رکھتا ہے؟ آخر عالمگیریت پر اس قدر زور کیوں دیا جا رہا ہے؟ کیا ہمیں خصوصی طور پر پاکستان پر توجہ مرکوز نہیں رکھنا چاہیے جب کہ ہمیں اب بھی اعلیٰ معیار کی انتظامیہ کی قلت سمیت متعدد چیلنجوں کا سامنا ہے؟

یہ سب برحق سوالات ہیں جن کے جوابات دینا ضروری ہیں۔ ہم اسے پسند کریں یا نہ کریں، عالمگیریت کی موجیں کرہ ارض کے ہر ملک کے ساحلوں سے نگرار ہی ہیں، جو ملک ان کا سامنا کرنے کے لیے تیار نہیں، یہ سرکش موجیں انہیں اپنے ساتھ بہا لے جائیں گی۔ عالمگیریت مواقع بھی فراہم کرتی ہے اور شدید تباہی بھی۔ امریکا، یورپ اور جاپان کی بڑھتی عمر والی آبادی کے مقابلے میں ایک نوجوان آبادی کے حامل ملک کی حیثیت سے ہم اپنی نوجوان نسل کو نہ صرف اپنے بلکہ دنیا کے لیے بھی پیداواری افرادی قوت میں تبدیل کر سکتے ہیں۔ بہت جلد کثیر الثقافتی اور کثیر اللسانی پس منظر کے حامل ایگزیکٹوز اور مینجرز کی اشد ضرورت پیدا ہونے والی ہے۔

آئی بی اے اپنے قائدانہ کردار کی بدولت ہمیشہ وقت کے تقاضوں کے مطابق پیش قدمی کرتا ہے۔



انعام کے لیے نامزد ہونے والے ملازمین کو مبارک باد



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