

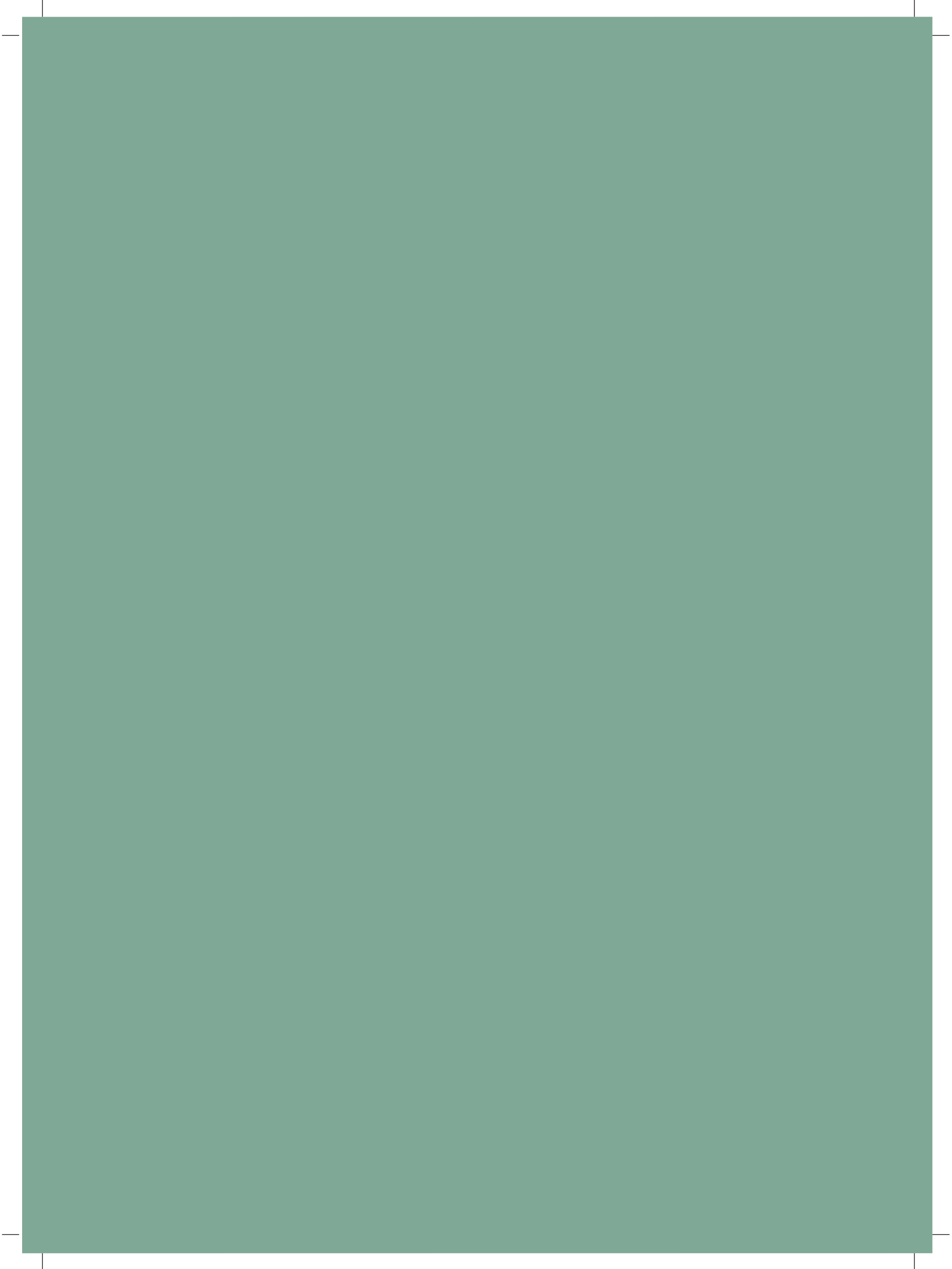


Institute of  
Business Administration  
Karachi

*Leadership and Ideas for Tomorrow*

# Annual Report 2011-12





## Message from Dean and Director

The year 2011-12 saw an acceleration in the pace of implementation of the strategic plan. Seven projects of Renovation and Refurbishment of existing buildings and facilities including Boys Hostel were completed during the year. Technology upgradation services such as network infrastructure, wireless connectivity between different campuses, IP telephones, Learning Management System and online Database applications also reached their culmination point. Under Quality Enhancement component, the main accomplishment was the introduction of newly revamped BBA program that has been positioned as a terminal degree. A six months Experiential Learning Project (ELP) has been made mandatory for completing the BBA degree. Personal Effectiveness Seminars have also been introduced to develop skills needed to become more effective leaders in organizations. A new program BBA (Entrepreneurship) has also been launched to provide opportunities for the students who do not wish to pursue career as employees but would like to start up their own ventures. The IBA has worked in partnership with Babson College, Boston - the World's number one ranked institution for Entrepreneurship Education - to develop the curriculum and train IBA Faculty in pedagogy and assessment.



A new joint initiative has been taken by the Mathematical Sciences and Economics Departments to offer a four year degree program with double majors in Economics and Mathematics. The initiative has been well received and the enrolment in the first year of the program was quite encouraging.

A substantial decline in the enrollment in MBA program was observed this year. This was caused by the stipulation of two years' work experience as eligibility criterion for admission to MBA. This is a matter of serious concern for all of us and we would be waiting to see the 2012-13 enrollment outcomes as our BBA graduates of 2010 class would have met this eligibility criterion.

Overall, the IBA was able to make substantial headway in meeting its strategic goals in 2011-12.

Ishrat Husain  
Dean and Director

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## Stakeholders at IBA

### Members of the Board of Governors

Mr. Justice Munib Akhtar	Chairman
Prof. Dr. Mohammad Qaiser	Member
Prof. Dr. Nazir A. Mughal	Member
Dr. Ishrat Husain	Member
Mr. Mohammad Siddique Memon	Member
Prof. Dr. Nilofar Shaikh	Member
Mr. Mian Abrar Ahmad	Member
Mr. Fazal Kadir Khan Sherani	Member
Mr. Waqar Hassan Siddique	Member
Mr. Shuaib Ahmed	Member
Prof. Dr. Pirzada Qasim Raza Siddiqui	Member
Mr. Sohail Wajahat H. Siddiqui	Member
Mr. Zahid Bashir	Member
Dr. Naved Ahmad	Member
Dr. Talat A. Wizarat	Member
Mr. Iftikhar A. Allawala	Member
Ms. Musharaf Hai	Member

### Members of the Academic Board

Dr. Ishrat Husain	Chairman
Dr. Matin A. Khan	Member
Dr. Zeenat Ismail	Member
Dr. Mohammad Nishat	Member
Dr. Mahnaz Fatima	Member
Dr. Nasir Touheed	Member
Dr. Qazi Masood Ahmed	Member
Dr. Talat A. Wizarat	Member
Dr. Shakeel A. Khoja	Member
Dr. Muhammad Shahid Qureshi	Member
Dr. Ahmed Ali Shah	Member
Dr. Heman Das Lohano	Member
Dr. Huma Naz Baqai	Member
Dr. Zaheeruddin Asif	Member
Mr. Adnan Siddiqui	Member
Mr. Mohammad Shoaib	Member

### Members of the Selection Board

Dr. Ishrat Husain	Chairman
Mr. Iftikhar A. Allawala	Member
Mr. Fayyaz Ali Khan	Member
Mr. Asad Umar	Member
Mr. Tariq Kirmani	Member
Mr. Jalees Ahmed Siddiqui	Member

### Members of the Audit & Finance Committee

Mr. Zahid Bashir	Chairman
Ms. Musharaf Hai	Member
Dr. Ishrat Husain	Member
Mr. Sohail Wajahat H. Siddiqui	Member
Mr. Iftikhar A. Allawala	Member

### Members of the Executive Committee

Dr. Ishrat Husain	Chairman
Prof. Dr. Muhammad Nishat	Member
Dr. Sayeed Ghani	Member
Capt. (Retd.) Ahmed Zaheer P.N.	Member
Mr. Mobin Khalili	Member
Mr. Moeid Sultan	Member
Engr. Rehan-ul-Ambia Riaz	Member
Dr. Arshad Siddiqi	Member
Mr. Zafar A. Siddiqui	Member
Ms. Ayesha A. Menai	Member

The above lists are as of June 30th 2012

# Alliances and Partnerships





## Highlights 2011-12

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In the third year of strategy implementation commencing in 2011-12, the Institute of Business Administration moved towards a major commitment towards strategic partnerships and international linkages. A continued commitment towards infrastructure development as well as academic and faculty development was also maintained. Below are some of the most important milestones that the Institute of Business Administration achieved in the past year.

- On 13th of April 2012, the IBA entered a Memorandum of Understanding (MoU) with the Indian School of Business (ISB) which is currently ranked 12th among the Global Business Schools. The MoU will result in the ISB providing Executive Education in Pakistan through IBA. The ISB Center of Executive Education is known to be one of the largest executive education providers in the region and this collaboration with IBA is vital in its strategic goal to reach the top 100 business schools in the world.
- The University of Maryland's business school, Smith School of Business also entered into collaboration with IBA in June 2012. This collaboration will result in the strengthening of executive education programs at IBA which would facilitate executives travelling from Pakistan to complete programs in executive education from the Smith School of Business.
- Faculty Development has become one of the cornerstones of IBA's new five year strategy and in 2011-12, three faculty members were sent to Barcelona as a part of the International Faculty Program 2012: Asad Ilyas, Saima Hussain and Beena Butool. Additionally three faculty members were sent to the International Management Teachers Academy Program in Slovenia at the Bled School of Management. These faculty members were Nyla Ansari, Dr. Amber Gul Rashid and Muhammed Asif.
- In 2011-12, IBA also implemented a policy decision allowing students who have completed their BBA degree from any HEC certified university to complete their MBA in 18 months compared to the 2 year program. This policy is aimed at young executives who have been working for two years and wish to complete their MBA while already having taken business courses during their BBA.
- IBA entered into a collaboration with the Ministry of Commerce (MoC) with two faculty members, Dr. Ather Elahi and Dr. Naved Ahmed developing a list of negative items to be used for the trade liberalisation process with India under the MFN. Additionally, IBA and SBP have entered into a collaboration with the Institute of Survey Research for developing surveys for various economic issues.
- The international collaboration with the University of Technology, Sydney (UTS) in the area of Artificial Intelligence/Robotics bore fruit in 2011, when the IBA team, the Karachi Koalas competed in both the IranOpen as well as the World RoboCup competition held in Istanbul. The team beat teams from France and Japan and achieved 16th position out of 28 teams that qualified world-wide. IBA AI Lab also received state-of-the-art humanoid Nano robot from UTS, worth 7500 Euro, which will prove invaluable for future research.





## Faculty of Business Administration



# Faculty of Business Administration

## Highlights

With the award of the prestigious South Asian Quality Assurance System (SAQS) Accreditation heralding the beginning of the year 2011-12, the Faculty of Business Administration started the year on a high note. Students of the Faculty of Business Administration were welcomed to a new BBA majors in 2011-12, the BBA Entrepreneurship Program which aims to train young leaders of tomorrow in entrepreneurial management which is the first such program to be initiated in Pakistan.

Personal Effectiveness Program was introduced in 2011-12 to expand the horizons of the students beyond the knowledge of their books and to develop the needed skills required by the corporate world of today.

## Faculty

Over the years the Faculty of Business Administration has ensured that faculty members for its five departments serve as the key strength of the programs. In the past four years faculty of these five departments have shown a significant increase in the number of PhD's and foreign degree holders.

Department	2008-09			2009-10			2010-11			2011-12		
	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty
Accounting & Law	9	14	23	6	16	22	4	14	18	6	13	19
Economics & Finance	15	29	44	14	24	38	14	33	47	17	29	46
Management	11	20	31	10	21	31	10	19	29	10	16	26
Marketing	14	20	34	11	16	27	12	18	30	14	16	30
Social Sciences	9	5	14	8	6	14	9	7	16	8	11	19
<b>Total</b>	<b>58</b>	<b>88</b>	<b>146</b>	<b>49</b>	<b>83</b>	<b>132</b>	<b>49</b>	<b>91</b>	<b>140</b>	<b>55</b>	<b>85</b>	<b>140</b>



Department	2008-09			2009-10			2010-11			2011-12		
	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty
Accounting & Law	-	2	-	-	3	-	-	-	-	1	-	1
Economics & Finance	6	2	8	5	1	8	6	5	11	9	5	14
Management	5	-	7	3	1	4	4	1	5	4	2	6
Marketing	-	-	-	-	-	1	3	1	4	4	-	4
Social Sciences	6	-	6	4	-	4	5	2	7	4	5	9
<b>Total</b>	<b>17</b>	<b>4</b>	<b>21</b>	<b>12</b>	<b>5</b>	<b>17</b>	<b>18</b>	<b>9</b>	<b>27</b>	<b>22</b>	<b>12</b>	<b>34</b>

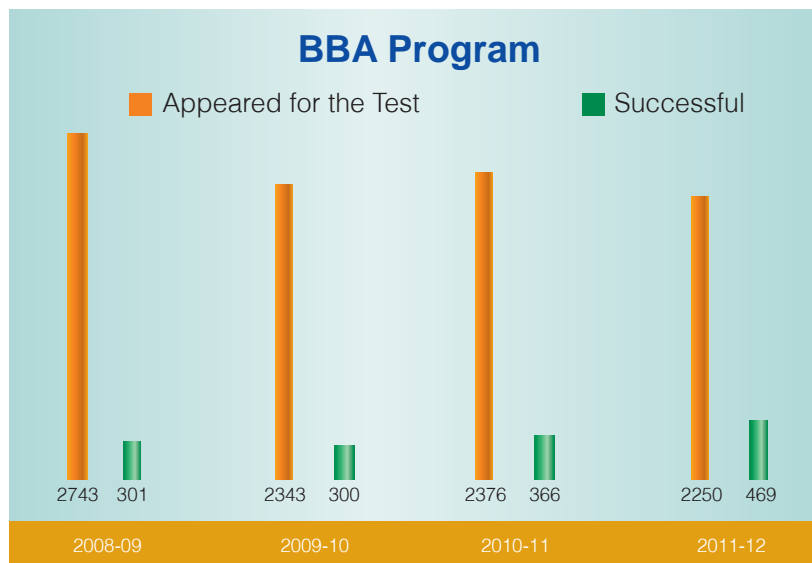
## Faculty Members Welcomed in 2011-12

Name	Designation	Date of Joining	Qualification
Dr. Muhammad Ather Elahi	Assistant Professor/ Research Fellow	September 5, 2011	PhD (Finance), Tilburg University, The Netherlands; MBA (CBM), Karachi; MA Economics, University of Karachi.
Dr. Amber Gul Rashid	Assistant Professor/Director QEC	September 5, 2011	PhD Marketing & IT, Salford University, UK, MSc. Computation, UMIST, UK.
Dr. Haroon Khan	Assistant Professor	December 29, 2011	PhD (Management Sciences), MS (Finance & Management Control) from IAE Graduate School of Management, Aix en Provence France and MBA (Finance & Investment) from National University of Science & Technology (NUST).
Dr. Mohammad Azam Ali	Assistant Professor/Senior Research Fellow	February 2, 2012	Juris Doctor (Doctor of Law), Columbia Law School, Columbia University, New York.  Bachelor of Science in Economics, Wharton School of Business and Bachelor of Applied Science, Jerome Fisher Program in Management & Technology, University of Pennsylvania.

# Student Admissions Into Faculty of Business Administration Programs

## Bachelors in Business Administration (BBA) Program

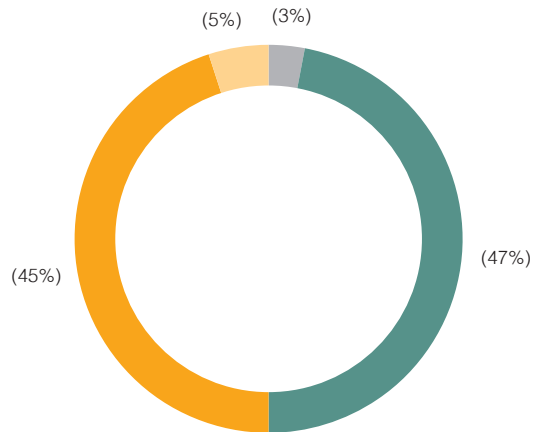
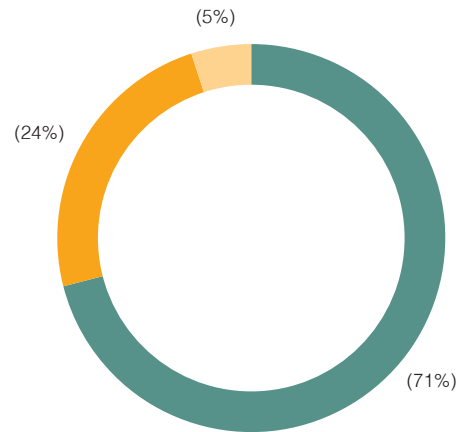
The BBA program was revamped completely and positioned as the terminal degree program at IBA. The degree program emphasizes experiential learning by assigning students to compete a real world project in a firm or enterprise. It is a highly competitive program with only a fraction of those applying obtaining admission to the program. The eligibility criteria of the program was elevated to 2 B's and 1 C (A Level) and 65% (Intermediate) in 2009-10, which has subsequently resulted in fewer applicants meeting the criteria to appear for the test. In 2011-12 the program also introduced a specialization with the initiation of BBA Entrepreneurship program which aims to train young entrepreneurs of tomorrow. The statistics below indicate the total applicants, successful applicants and breakup of the successful applications by various categories.



	2008-09	2009-10	2010-11	2011-12
Appeared for the test	2,743	2,343	2,376	2,250
Successful	301	300	366	469

## Which Certificates do they hold?

- A Level **71%**
- Intermediate **24%**
- Others **5%**
- Total **100%**

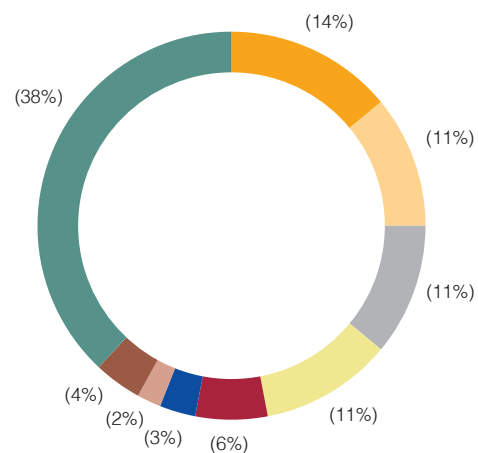


## Which Disciplines do they belong to?

- Arts **3%**
- Commerce **47%**
- Science **45%**
- Others **5%**
- Total **100%**

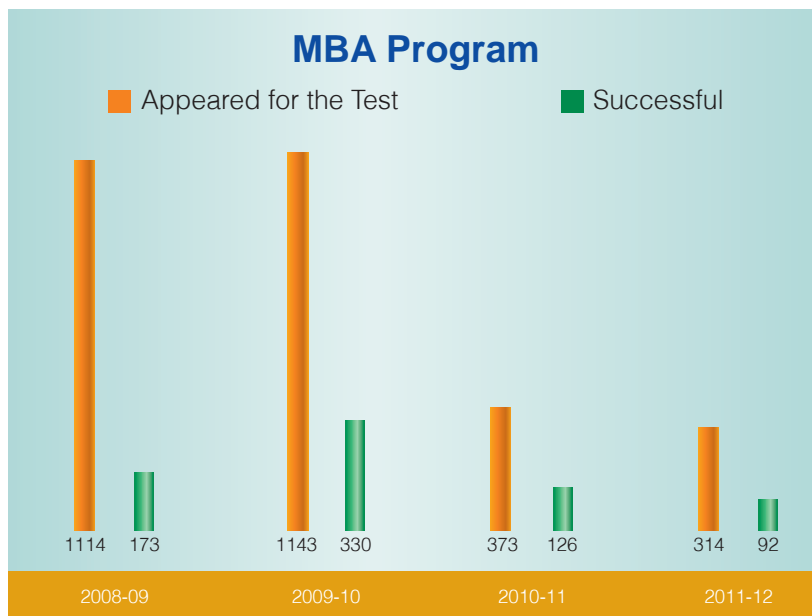
## Which Schools do they come from?

- Beacon House School System **14%**
- The Lyceum School **11%**
- Nixor College **11%**
- The City School **11%**
- St. Patrick's High School **6%**
- Karachi Grammar School **3%**
- Private **2%**
- Aga Khan Higher Secondary School **4%**
- Others **38%**
- Total **100%**



## Masters in Business Administration (MBA) Program

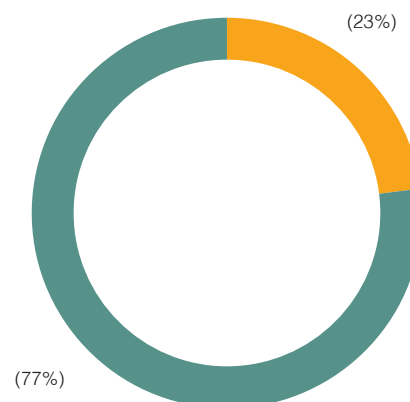
The MBA Program after its revamping in 2010-11 led to a fall in enrollment due to the new requirement of two years of mandatory work experience requirement for all those who apply. The new program however has attracted students who not only possess academic knowledge of various subjects but hands-on practical experience of the business world. They are relatively more mature, committed and inquisitive - the traits that help the learning environment.



	2008-09	2009-10	2010-11	2011-12
Appeared for the test	1,114	1,143	373	314
Successful	173	330	126	92

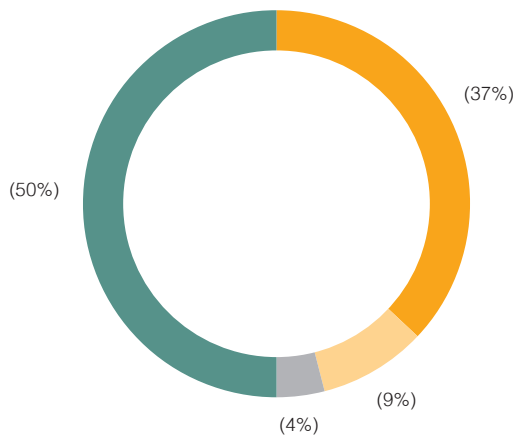
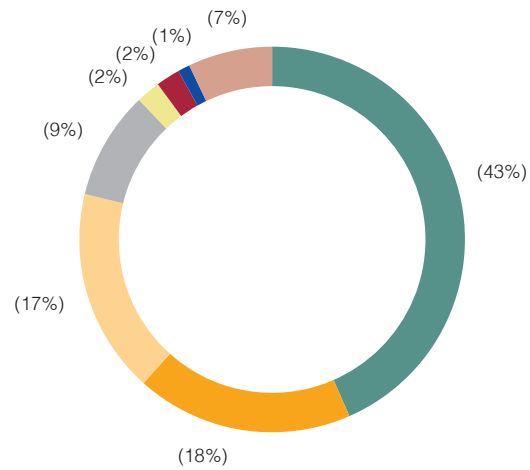
### Which Certificates do they hold?

- A Level **23%**
- Intermediate **77%**
- Total **100%**



### Which Degrees do they hold?

- BE **43%**
- BBA **18%**
- BSc **17%**
- BS **9%**
- BA **2%**
- BCS **2%**
- BCom **1%**
- Others **7%**
- Total **100%**



### Which Institutes do they come from?

- NED University **37%**
- IBA **9%**
- Sir Syed University **4%**
- Others **50%**
- Total **100%**

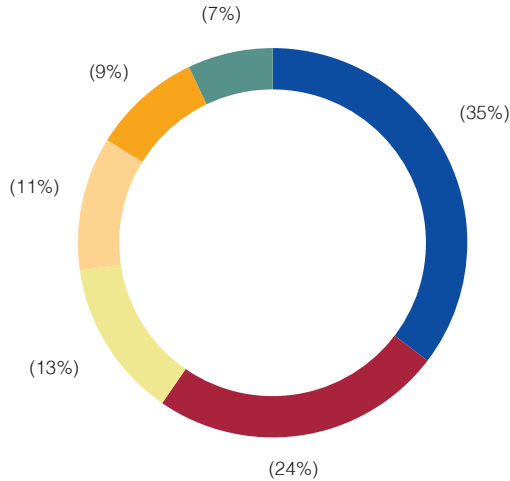
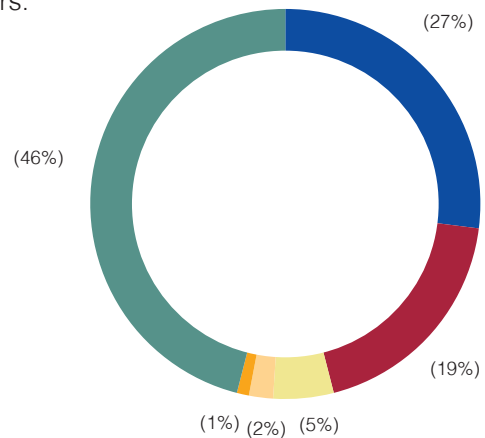


# Executive MBA Program

The Executive MBA is a flagship program which offers a unique opportunity for the in-service professionals who wish to enrich their knowledge and skills without sacrificing their job commitment and earning stream. This weekend program presents a fast track route to the Masters in Business Administration from IBA. It is suitable for the professionals aiming at acquiring leadership role and moving towards the highest levels of the corporate ladder especially under the C-suite (CEO, CFO, COO etc.) or an entrepreneurial role. The program format, courses, methodology and contents are developed in consultation with leading experts and worthy faculty members.

## Which Institutes do they come from?

- University of Karachi **27%**
- NED University of Engineering & Technology **19%**
- Sir Syed University **5%**
- Bahria University **2%**
- Institute of Business Administration (IBA) **1%**
- Others **46%**
- Total **100%**



## What Degrees do they hold?

- BE **35%**
- BSc **24%**
- BCom **13%**
- BA **11%**
- BS **9%**
- Others **7%**
- Total **100%**

Cumulative Enrollment				
	Trimester-2 May - Aug 2011	Trimester-3 Sep - Dec 2011	Trimester- 1 Jan - Apr 2012	Trimester-2 Apr - July 2012
EMBA BFS	78	67	66	49
EMBA for Corp Managers	126	121	136	143
EMBA for Public Sec Exec	56	65	57	77
<b>Total</b>	<b>260</b>	<b>253</b>	<b>259</b>	<b>269</b>

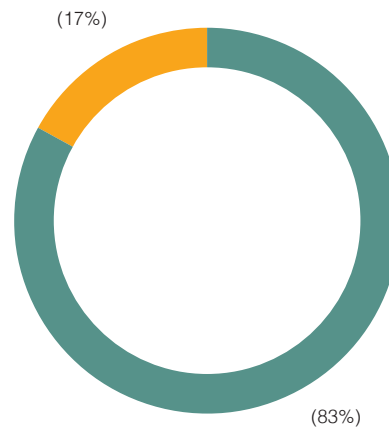


# BS (Economics and Mathematics) Program

A new joint initiative by the Faculty of Business Administration and the Faculty of Computer Science is the four-year degree program with double majors in economics and mathematics. It aims to provide young leaders with the opportunity to specialize specifically in economics and mathematics. The initiative has been well received and has resulted in good enrollment figures in the first year.

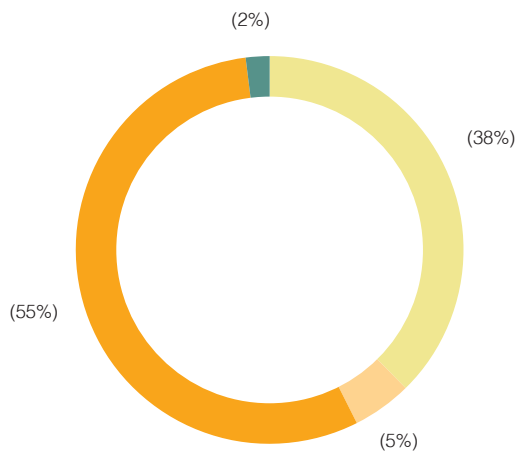
## Which Certificates do they hold?

- A Level **83%**
- Intermediate **17%**
- Total **100%**



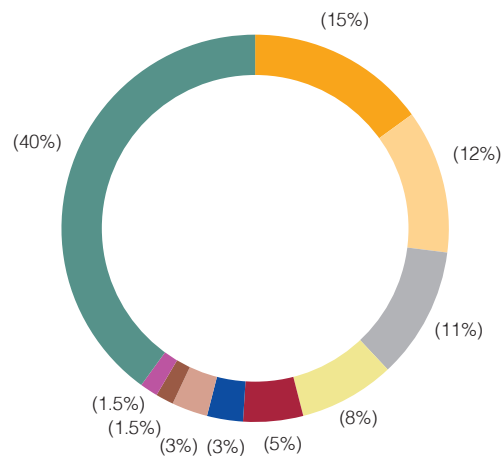
## Which Disciplines do they belong to?

- Commerce **55%**
- Science **38%**
- Arts **5%**
- Others **2%**
- Total **100%**



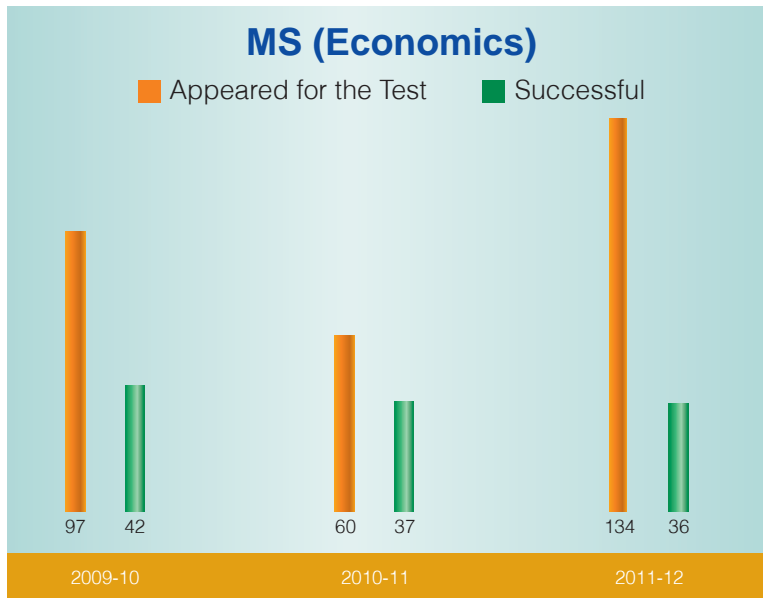
## Which Institutes do they come from?

- Nixor College **15%**
- The Lyceum School **12%**
- Beacon House School **11%**
- St. Patricks High School **8%**
- Bahria College **5%**
- Foundation Public School **3%**
- The City School **3%**
- The Aga Khan Higher Sec. School **1.5%**
- Karachi Grammar School **1.5%**
- Others **40%**
- Total **100%**



## MS (Economics) Program

The MS Economics Program was started in 2009-10 to provide students with an alternative to obtain a graduate degree from IBA. The program is highly prestigious and has improved substantially as far as the quality of students is concerned. Since its launching the program has grown in popularity and is now a highly competitive program at IBA.

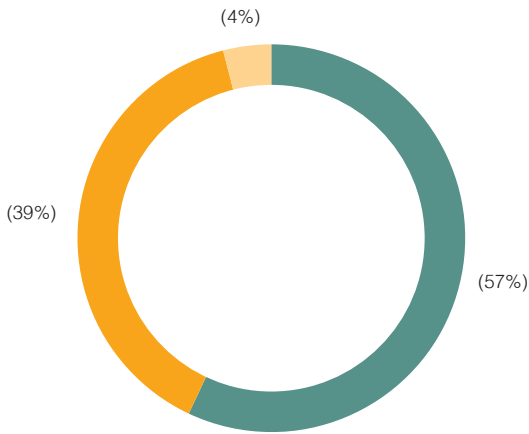
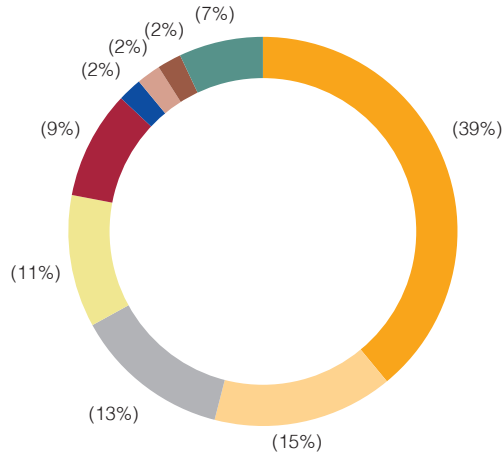


	2009-10	2010-11	2011-12
Appeared for the test	97	60	134
Successful	42	37	36



### Which Degrees do they hold?

- BBA **39%**
- BCom **15%**
- BS **13%**
- MBA **11%**
- BSc **9%**
- MA **2%**
- ACCA **2%**
- MSc **2%**
- Others **7%**
- Total **100%**

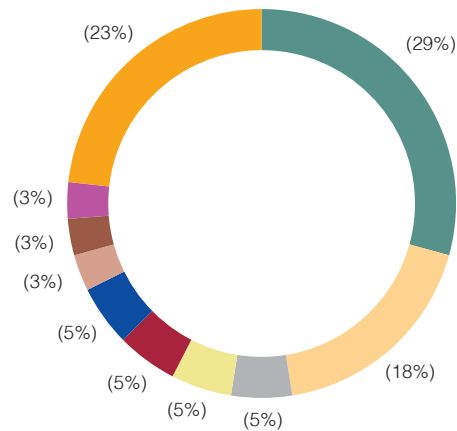


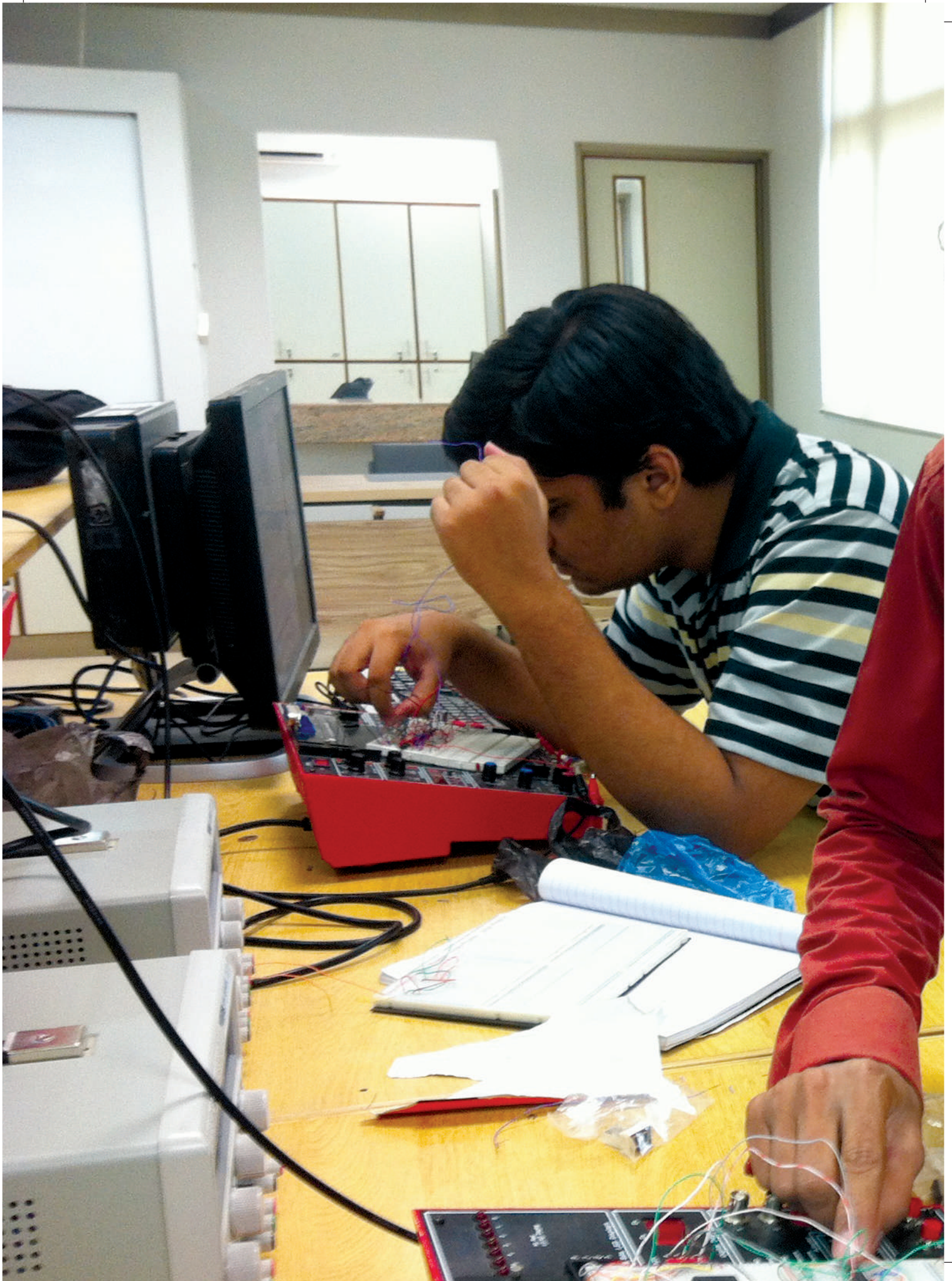
### Which Certificates do they hold?

- A Level **57%**
- Intermediate **39%**
- Others **4%**
- Total **100%**

### Which Institutes do they come from?

- Institute of Business Administration (IBA) **29%**
- Karachi University **18%**
- SZABIST **5%**
- International Islamic University **5%**
- Muhammad Ali Jinnah University **5%**
- Bahria University **5%**
- NUST **3%**
- LUMS **3%**
- CBM **3%**
- Others **23%**
- Total **100%**







## Faculty of Computer Science



# Faculty of Computer Science

## Highlights

- In 2011 IBA produced its first ever PhD, in the area of Artificial Intelligence. The IBA Faculty of Computer Science is proud to acknowledge Dr. Quratulain Nizamuddin and her supervisor Dr. Sajjad Haider for this achievement.
- Seven research papers were published in ISI Indexed journals by FCS Faculty members during 2011-12. This was a remarkable increase considering that IBA in its recent past has only produced a total of five such high quality publications, and those too, in the preceding three years.
- An MoU was signed by the Web Science Group with Multimedia University in Malaysia. The group is also in the process of formalizing research collaboration with the IT Dept. of National University of Ireland, Galway. The Group also made IBA the first university from Pakistan to be represented at the famous scientific WWW Conference.
- IBA AI Lab also received a state-of-the-art humanoid Nano robot from UTS, worth 7500 Euro, which will prove invaluable for future research. In 2012, the Karachi Koalas reached the top 10 group in the World RoboCup soccer held in Mexico city during June 2012.

## Faculty

Department	2008-09			2009-10			2010-11			2011-12		
	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty	Full Time Faculty	Part Time Faculty	Total Faculty
Computer Science	15	25	40	16	20	36	16	24	40	16	18	34
Mathematical Sciences*	4	10	14	5	8	13	6	6	12	7	4	11
<b>Total</b>	<b>19</b>	<b>35</b>	<b>54</b>	<b>21</b>	<b>28</b>	<b>49</b>	<b>22</b>	<b>30</b>	<b>52</b>	<b>23</b>	<b>22</b>	<b>45</b>



Department	2009-10			2010-11			2011-12		
	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty	Full Time Faculty PhD's	Part Time Faculty PhD's	Total PhD Faculty
Computer Science	5	-	5	5	1	6	7	1	8
Mathematical Sciences*	2	-	2	4	1	5	5	1	6
<b>Total</b>	<b>7</b>	<b>-</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>11</b>	<b>12</b>	<b>2</b>	<b>14</b>

\*The Department of Mathematical Sciences was part of the Department of Computer Science prior to 2010-11. However for sake of consistency the Mathematics faculty has been shown separately for the entire period.

## Faculty Members Welcomed in 2011-12

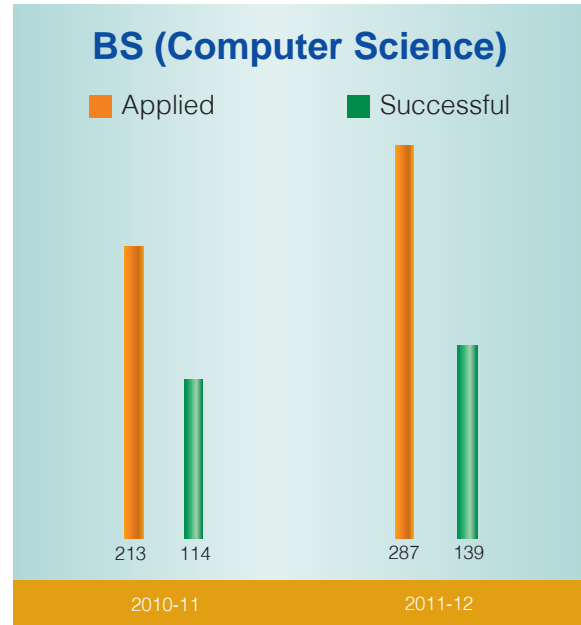
Name	Designation	Date of Joining	Qualification
Dr. Junaid Alam Khan	Assistant Professor	September 6, 2011	PhD Mathematics, GC University, Lahore. MSc. Mathematics, University of Karachi



# Student Admissions into Faculty of Computer Science Programs

## BS (Computer Science) Program

In 2011-12 the BS (Computer Science) program continued its meteoric rise in students intake that began 3 years earlier. The number of students who enrolled in 2011-12 rose to 97 as compared to just 15 in 2008-09. With the continuation of the CEO Forum in which top leaders of the IT industry are annually invited, the visibility of the program significantly increased in the local IT industry, followed by improved placement opportunities for the BS (CS) graduates. The BS (CS) students also started taking healthy participation in local programming competitions and winning laurels for the department.



\*In 2009-10 the admission test for BBA and BS (CS) was the same and there were no separate applicants for the BS (CS) program.

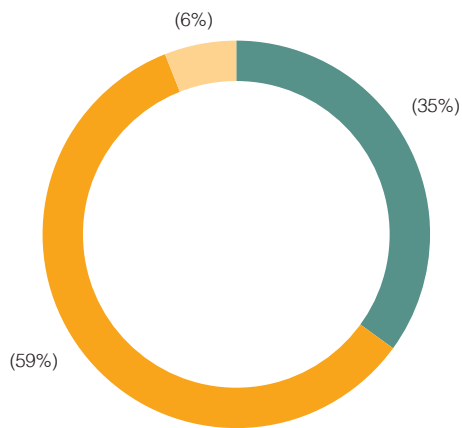
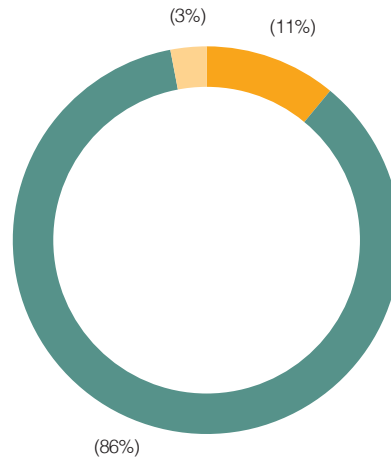
	2010-11	2011-12
Appeared for the test	213	287
Successful	114	139





### Which Disciplines do they belong to?

- Science **86%**
- Commerce **11%**
- Others **3%**
- Total **100%**

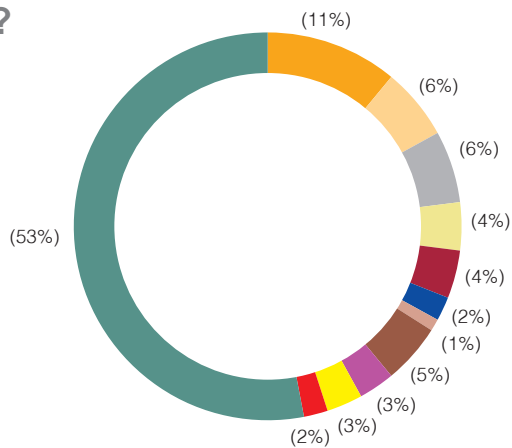


### Which Certificates do they hold?

- Intermediate **59%**
- A Level **35%**
- Others **6%**
- Total **100%**

### Which Institutes do they come from?

- Aga Khan Higher Secondary School **11%**
- The City School **6%**
- The Lyceum School **6%**
- Cadet College **5%**
- Foundation Public School **4%**
- Nixor College **4%**
- Bahria College **3%**
- D.J Science College **3%**
- Beacon House School System **2%**
- Delhi Govt. College **2%**
- Karachi Grammar School **1%**
- Others **53%**
- Total **100%**

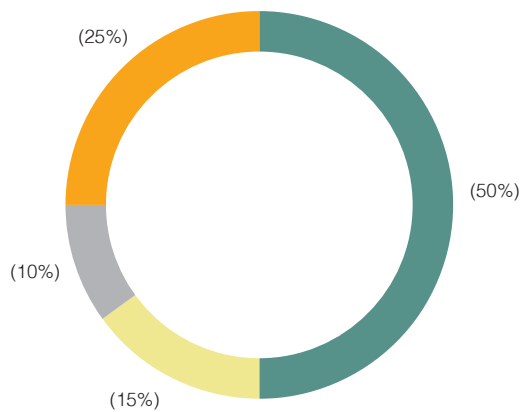
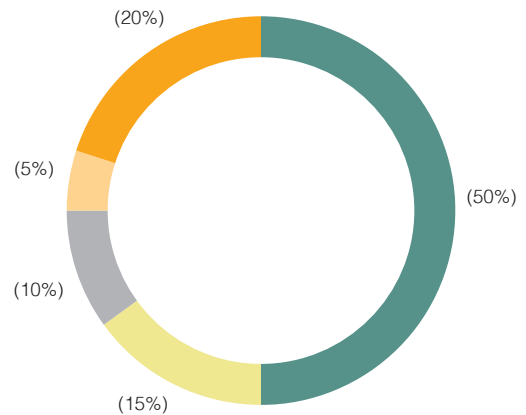


## MS (Computer Science) Program

The MS (Computer Science) was introduced in 2009-10. It is a program of 30 credit hours with a thesis or research survey option. It offers specialization in Net-Centric Computing, Human Computer Interaction, Software Engineering, Intelligent Systems, Information Management and Theoretical Computer Science.

### Which Institutes do they come from?

- University of Karachi **50%**
- NED University **15%**
- SZABIST **10%**
- Institute of Business Administration (IBA) **5%**
- Others **20%**
- Total **100%**



### Which Degrees do they hold?

- BS **50%**
- BE **15%**
- MBA **10%**
- Others **25%**
- Total **100%**



# Students Strength/New Intake

775 students were enrolled as fresh entrants in 2011-12 with the following programmatic breakup:

Fresh Intake 2011-12	
BBA	349
MBA Morning	25
MBA Evening	56
BS (CS)	94
MS (Econ)	26
EMBA	156
MS (CS)	34
BS (Econ & Maths)	35

This intake was 7 percent higher than 2010-11.

Despite this increase in fresh intake there was a decline in the total strength of 129 students i.e. 6.1% percent compared to the previous year. This reflects the fall in MBA strength from 272 to 63 in the Morning and from 307 to 248 in the Evening program. The main factor of such a large dip was the stipulation of mandatory two year work experience that was introduced in the preceding year.

The MBA Morning numbers experienced a precipitous decline of 77 percent registered from the previous year and a total drop of 86 percent in the last two years. The MBA Evening numbers declined by 19% from the previous year and experienced a total drop of 30% in the last two years. Despite this the IBA Management has decided to persist with the two year work requirement condition for admission. The revenue shortfall of a large drop from 796 students to 311 students within a span of two years is quite significant.

Cumulative Enrollment 2008-12					
		2008-09	2009-10	2010-11	2011-12
<b>Full Time</b>					
	BBA	983	1,065	1,064	1,091
	BS (CS)	71	83	100	152
	BS (EM)	-	-	-	35
	MBA Morning	375	441	272	63
	Sub-Total	1,429	1,589	1,436	1,341
<b>Part Time</b>					
	MBA Eve	382	355	307	248
	MS Programs	-	50	86	109
	EMBA	-	114	260	256
	PhD	6	8	11	17
	Sub Total	388	527	664	630
<b>Total Enrolled</b>		<b>1,817</b>	<b>2,116</b>	<b>2,100</b>	<b>1,971</b>

### Trend in Fresh Intake 2008-12

Program	2008-09	2009-10	2010-11	2011-12
BBA	301	294	289	349
MBA	173	324	110	81
EMBA	NA	42	125	156
BS (CS)/BBA (MIS)	75	33	66	94
MS (CS)/MBA (MIS)	65	28	8	34
BS (Eco & Mathematics)	NA	NA	NA	35
MS (Eco)	NA	32	49	26
PhD (Eco)	-	-	-	1
PhD (CS)	-	4	3	6
<b>Total</b>	<b>614</b>	<b>757</b>	<b>650</b>	<b>782</b>





## Faculty Publications

## Faculty Publications

Journal Papers		Total
ISI Indexed Journals	9	
Journals on Australian list of Journals	9	
Other International Journals	20	
<b>Total International Publications</b>	<b>38</b>	
<b>National Journals</b>	<b>8</b>	
<b>Total Papers Published</b>		<b>46</b>
Conference Papers		
International Conferences	38	
National Conferences	12	
<b>Total Conference Papers</b>		<b>50</b>
<b>Total Publications in 2011 - 2012</b>		<b>96</b>

### Journal Papers

#### ISI Indexed Journals:

#### Faculty of Computer Science:

1. **H. bin Zubair**, B. Reys and W. Vanroose, "A Preconditioned Iterative Solver for the Scattering Solutions of the Schrödinger Equation", Journal Communications in Computational Physics, ISSN; 1815-2406 Feb 2012.
2. **Dr. Junaid Alam Khan**, "Subalgebra Analogue to Standard Basis for Ideal" Studia Scientiarum Mathematicarum Hungarica, 48 (4), 458-474, Sep 27, 2011.
3. **Rashid, A. G.**, "The Offshore Outsourcing of IT Services as new service development; The role of change and its management", Journal of Organizational Change Management, Vol. 25 Iss; 3, pp. 445-461.
4. A. A. Afifi, **W. A. Khan**, Hayhurst D. R., "Adaptation of the Simulated Annealing Optimization and Algorithm to Achieve Improved Near Optimum Objective Function Values and Computation Times for Multiple Component Manufacture", International Journal of Advance Manufacturing Technology, Int. J. of Advance Man Technology, Volume 60 Issue 5-6, pp. 437-451 ISSN: 0268-3768, May 2012.
5. Afifi A. A.; Hayhurst D.R; **Khan W.A.**, "Non Productive Tool Path Optimization of Multi-Tool Part Programs", International Journal of Advanced Manufacturing Technology, Volume 55 Number 9-12, August 2011.
6. Afifi A. A.; Hayhurst D.R; **Khan W.A.**, "Non Productive Tool Path Optimization for Four Axes Milling Using the Simulated Annealing Algorithm", International Journal of Production Research, Volume 49 Number 17, September 2011, pp. 5277-5302(26). ISSN 0020-7543.
7. **Quratulain Rajput, Dr. Sajjad Haider** "BNOSA: A Bayesian network and ontology based semantic annotation framework", Journal of Web Semantics Science Services and Agents on the World Wide Web, Volume 9, Issue 2, Pages 99-112, ISSN: 1570-8268, July 2011.
8. Waled M., **Khoja, S.**, Millard, D., Wills, G., "Synote: Development of a web based tool for synchronized annotations", Journal of New Review of Hypermedia, ISSN 1361-4568, Routledge, Tylor and Francis, volume: 17 issue: 3, Special Issue: Pages: 295-321, August 2011.

## Faculty of Business Administration:

1. **Nausheen H. Anwar**, "State Power, Civic Participation & the Urban Frontier: The Politics of the Commons in Karachi", Antipode A Radical Journal of Geography, ISSN: 0066-4812, Volume: 44 Issue: 3, Pages 601-620, June 2012.

## Australian List of Journals:

### Faculty of Computer Science:

1. Bilal Khan, Khaled Alghathbar, **Syed Irfan Nabi**, Muhammad Khurram Khan, "Effectiveness of information Security Awareness Methods based on Psychological Theories", African Journal of Business Management, Vol. 5(26), pp. 10862, ISSN 1993-8233, October 2011.
2. **Zaffar Ahmed Shaikh, Shakeel Ahmed Khoja**, "Role of Teacher in Personal Learning Environments", Journal of Digital Education Review, No. 21, June 2012.
3. **M. Shahid Qureshi & Rashid Ibrahim**, "On the dependence of Earth's seismic activity on Lunar Distances", Journal of Geography and Geology, Vol. 3, No. 1, September 2011.


### Faculty of Business Administration:

1. Alam, Shaista Ahmed, **Dr. Qazi Masood**, "Exchange Rate Volatility and Aggregate Exports Demand through ARDL Framework: An Experience from Pakistan Economy", Review of Applied Economics, Volume 08, No. 1, 2012.
2. Ali Choudhary, **Adnan Haider**, "Neural Network Models for Inflation Forecasting: An Appraisal", Applied Economics, Vol. 44, No. 20, Page 2631-2635, 2012.
3. **Dr. Zeenat Ismail Noor**, Aeman Majeed, "Student Self Esteem and Their Perception of Teacher Behavior: A Study of Class Grouping System in Pakistan", International Journal of Business and Social Sciences (IJBSS), Vol. 2 No. 16, Page 103-113, USA, September 2011.
4. **Dr. Naved Ahmad**, Shahid Ali and Somia Iram, "Does Government Expenditure affect Tax Revenue? A Case Study of Pakistan", International Journal of Economic Perspectives, Volume 5, issue 4, 2011.
5. **Nida Aslam Khan**, "A Study of Brands in the Food and Beverages Industry of Pakistan", International Journal of Business and Social Science Vol. 2 No. 13, Pages 262-271, July 2011.
6. **Dr. Huma Baqai**, "FMCT: The Tussle Continues", International Journal of Business and Social Science, Vol. 2 No. 20, October 2011.

## Other International Journals:

### Faculty of Computer Science:

1. **A. A. Abbasi & Dr. M. Shahid Qureshi**, "Solar Radiation Potential Study and Assessment of a 13 KWP Grid Connected Solar Voltaic Power Plant on 100m<sup>2</sup> available Area in Rohri, Sindh, Pakistan", International Journal of Research in IT, Management and Engineering (IJRIME), Vol. 2, No. 5, page 14-22, May 2012.
2. Azeddine Chikh, Muhammad Abulaish, **Syed Irfan Nabi & Khaled Alghathbar**, "An Ontology Based Information Security Requirements Engineering Framework", Secure and Trust Computing, Data Management and Applications, Communications in Computer and Information Science (CCIS) Vol. 186, page 139-146, Germany: Springer Berlin Heidelberg, 2011.
3. **Dr. Junaid Alam Khan**, "Subalgebra Analogue to Standard basis for Ideal", Studia Scientiarum Mathematicarum Hungarica, Volume 48 (4), December 2011.
4. Memon QA, **Harb A, Dr. Shakeel Khoja**, "Specialization-Specific Course Assessments Integrated for Program Assessment", Journal of Education Research International, Hindawi Press Inc, January 2012.

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5. Muhammad Abulaish, **Syed Irfan Nabi**, Khaled Alghathbar & Azeddine, "SIMOnt: A Security Information Management Ontology Framework", Secure and Trust Computing, Data Management and Applications, Communications in Computer and Information Science (CCIS) Vol. 186, page 201-208, Germany: Springer Berlin Heidelberg, 2011.
  6. N. Sadiq, **Dr. M. Shahid Qureshi**, "Thunderstorm and Rainfall Frequencies Over Pakistan", Elixir Space Sci., 37, pp 3981-3985, August, 2011.
  7. **Rashid, A. G.**, "The Journey to a Methodological and Analytical Framework - A Personal Story of Research", Interdisciplinary Journal of Contemporary Research in Business, 3:6 (70-84), 2011.
  8. **Quratulain Rajput and Sajjad Haider**, A Comparison of Ontology-based and Reference-set-based Semantic Annotation Frameworks, Procedia Computer Science, Vol. 3, pp. 1535 - 1540, 2011.
  9. **Malik Y**, "Can Pakistan Build A Mobile Marketing Eco-system?", International Journal of Mobile Marketing, Vol 6 No 2, pp 28-37, 2011.
  10. **Malik, Y**, "Mobile marketing at Telenor Pakistan - A MAD Strategy?", Emerald Insights, [www.emeraldinsights.com/case\\_studies.htm?articleid=17017288&show=abstract](http://www.emeraldinsights.com/case_studies.htm?articleid=17017288&show=abstract), 2012.

#### Faculty of Business Administration:

1. **Afghan, N**, "Avari Group: Organizational Values and Crisis Leadership", Asian Journal of Management Cases, Vol. 9, page 59-78, March 2012.
2. **Dr. Ishrat Husain**, "Asia and Global Competitiveness", East Asia Forum Quarterly, Australian National University, July-Sept 2011.
3. **Dr. Ishrat Husain**, "Pakistan a Tumultuous Economy", East Asia Forum, ANU Canberra, January 22, 2012.
4. **Dr. Ishrat Husain**, "Managing India-Pakistan Trade Relations", East Asia Forum, June 6, 2012.
5. **Dr. Zeenat Ismail Noor**, "The Big Five and Brand Personality: Investigating the Impact of Consumer Personality on Preferences Towards Particular Brand Personality", The Journal of Executive Learning, Information and Knowledge- Management Today, Volume 29, Issue No.10, Page 31-33, South Africa, January 2012.
6. **M. Kamran Mumtaz**, "Strategic buying at National Foods: A recipe for success", Emerald Emerging Markets Case Studies, 2011.
7. **Nausheen H. Anwar**, "Ending Islamic Solidarity in Post 9/11 Pakistan: New Restrictions on Migrants", Asia Pacific Memo #100, (University of British Columbia), September 13, 2011.
8. **Nida Aslam Khan, Humayun Sultan Ansari**, "Targeting Sensitive Groups and Social Issues: An Exploratory Study of Pakistani Market", Interdisciplinary Journal of Contemporary Research in Business (IJCRB), Vol 3, Issue 4, August 2011.
9. **Dr. Ishrat Husain**, "Pakistan in 2011", East Asia Forum Quarterly, Australian National University, January 2012.
12. **Dr. Ishrat Husain**, "Asia and Global Governance", East Asia Forum Quarterly, Australian National University, July Sept 2011.

#### National Journals:

##### Faculty of Computer Science:

1. **Dr. M. Shahid Qureshi**, "Estimation of Global and Diffused Solar Radiation for Nawabshah, Sindh, Pakistan", Quaid-e-Awam University Research Journal of Engineering Science & Technology, Vol. 11, No. 1, pp. 1-5, Jan-Jun 2012.

##### Faculty of Business Administration:

1. **Dr. Ishrat Husain**, "Financial Sector Regulation in Pakistan", State Bank of Pakistan Research Bulletin Vol 7 No.1, 2011.



2. **Dr. Huma Baqai**, "Use and Abuse of Scientific Knowledge: Media The Portrayal in the Media", Business Review -Research Journal of Institute of Business Administration, IBA, Vol. 7, No. 1, pg. no. 82-93, Jan-June 2012.
3. **Afghan, A. Nasir.**, "Succession Development and Succession in Family Business: Kinship Culture and Islamic Inheritance Law", IBA Business Review, Volume 6, No. 2, July-December 2011.
4. Qudsia Tari, **Dr. Zeenat Ismail Noor**, Sumbul Mujeeb, "Stress and Depression in the Parents of Mentally Retarded Children and the Parents of Mentally Retarded Children with Physical Handicap", Bahria Journal of Professional Psychology, July 2011.
5. **Adnan Haider**, Musleh-Ud Din, Ejaz Ghani, "Monetary Policy, informality and business cycle fluctuations in a developing economy vulnerable to external shocks", Pakistan Development Review, Vol. 51. 4, 2012.
6. **Dr. Erum Hafeez Aslam**, "Growth of Violent Crimes in Reported News and Pakistani Society, 1970-2000s", Journal of Social Sciences & Humanities, Faculty of Arts, University of Karachi, Vol. 50 Part II, 43-60, June 2012.
7. **Dr. Talat Wizarat**, "The Struggle for Oil: Competing Interests between China and US in The Middle East in a Changing World: A Contemporary Appraisal", Published by Department of International Relations, University of Karachi, February 2012.

## Conferences

### International Conferences:

#### Faculty of Computer Science:

1. **Rashid, A. G.**, "The Offshore Outsourcing of IT Services From A New Service Development Perspective", The Proceedings of 11th International Conference Marketing Trends, Paris-Venice, ed, Jean-Claude Andreani and Umberto Collesei, Paris-Venice: Marketing Trends Association, 2012.
2. **Arjumand Younus, M. Atif Qureshi**, Fiza Fatima Asar, Muhammad Saeed, Muhammad Aza, **Nasir Touheed**, "What do the Average Twitterers Say: A Twitter Model for Public Opinion Analysis in the Face of Major Political Events", 1st International Workshop on Social network Analysis in Applications, co-located with 3rd International Conference on Advances in Social Networks Analysis and Mining, Kaohsiung, Taiwan, July 2011.
3. **Arjumand Younus, M. Atif Qureshi, Nasir Touheed**, "Subjectivity Detection through Socio Linguistic Features", Russian Young Scientists Conference, St. Petersburg, Russia, August 2011.
4. **Arjumand Younus, M. Atif Qureshi**, Suneel Kumar Kingrani, Muhammad Saeed, **Nasir Touheed**, Colm O'Riordan, & Pasi Gabriella, "Investigating Bias in Traditional Media through Social Media", WWW 2012 - Poster Presentation, Lyon, France, April 16-20, 2012.
5. **M. Atif Qureshi, Arjumand Younus**, Lay-Ki Soon, Muhammad Saeed, **Nasir Touheed**, and Colm O'Riordan. "Traces of Social Media Activism from Malaysia and Pakistan", Web Science track of WWW 2012, Web Science Trust, Lyon, France, April 16-20, 2012.
6. **M. Atif Qureshi, Arjumand Younus**, Muhammad Saeed, M. Shahid Qureshi, **Nasir Touheed**, "Discovering Irrelevance in the Blogosphere Through Blog Search", 3rd International Conference on Advances in Social Networks Analysis and Mining, Kaohsiung, Taiwan, July 2011.
7. **M. Atif Qureshi, Arjumand Younus, Nasir Touheed**, "Investigating Spam Mass Variations for Detecting Web Spam", Russian Young Scientists Conference, St. Petersburg, Russia, August 2011.
8. **F. Iradat**, S. Andreev, **Dr. Sayeed Ghani**, "Load Based Approach for Backoff Process Modeling and Queueing Analysis in IEEE 802.11 based Wireless LANs", 10th New Zealand Computer Science Research Student Conference, Dunedin, New Zealand, April 11-13, 2012.

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9. **F. Iradat, W. Arain**, and S. Andreev, "Normalized Measure of Dispersion Study for Delay Evaluation of Mobile Nodes in IEEE 802.11 Multi-hop Wireless Networks", 7th International Wireless Communications and Mobile Computing Conference (IWCMC 2011), Istanbul, Turkey, July 5-8, 2011.
  10. Memon QA, **Khoja SA** and Harb A, "Integrating Specialisation-Specific Area Courses' Assessments for Overall Program Assessment", International Conference on Engineering Education: 21-26 August 2011, Belfast, Northern Ireland, UK.
  11. **Khoja SA** and Memon AQ, "Developing a Low Cost E-learning Framework for Engineering Courses in Developing Countries, International Conference on Engineering Education, 21-26 August 2011, Northern Ireland, UK.
  12. **Dr. Sajjad Haider**, Samad Hassan and **Dr. Mohammad Nishat**, "Influence Nets based Decision Support System", In Proceedings of 7th IASTED International Conference on Advances in Computer Science and Engineering, April 2012.
  13. **Dr. Sayeed Ghani, Muhammad Zohaib Akram**, "Performance and Call Admission Control of WiMAX Networks", International Conference on Modelling, Simulation, and Identification (MSI 2011), Pittsburgh, USA, Nov 7-9, 2011.
  14. **Dr. Sayeed Ghani**, "Performance of VoIP in Wireless Networks in Presence of Self Similar Data Traffic", International Symposia on Modelling and Simulation, Calgary, AB, Canada, July 4 - 6, 2011.
  15. **Imran Batada**, Asmita Rahman, "Open Source Learning Management System for Education Industry", GUIDE International Conference, 'E-Learning innovative models for the integration of education, technology and research', Rome, Italy, 18-19 November 2011.
  16. **Imran Batada**, Asmita Rahman, "Implementation of Social Learning Management System in Higher Education", The 2nd World Non-Profit & Social Marketing Conference, Dublin-Ireland, 11-12th April, 2011.
  17. **Imran Batada**, Asmita Rahman, "Selection, Implementation & Post Production of an ERP System", The 2nd International Conference on Information Management and Evaluation, Toronto-Canada, 27-28th April 2011.\*
  18. Sameen Fatima and **Quratulain Rajput**, "A Comparison of Algorithms to Construct Ontologies from Relational Databases", the Seventh International Multi-Conference on Computing in the Global Information Technology (ICCGI 2012), June 24, 2012.
  19. **Shaikh, ZA** and **Khoja SA**, "Role of Teacher in Personal Learning Environments." Pp. 1-10. In: Proceedings of the PLE Conference 2011, 10th - 12th July 2011, Southampton, UK.

\*These conference papers were published during the academic year 2010-11, but were inadvertently left out from the earlier Annual Report.

#### Faculty of Business Administration:

1. **Amir, H.**, "Telemedicine: Its Acceptance and Adoption by Medical Professionals in Pakistan", The 34th INFORMS Marketing Science Conference, Boston, Massachusetts, USA, June 2012.
2. **Beena Batool**, "Dilemmas of Conflict Management: Pakistani Responses to AfPak Policy", XVI International Conference of Young Scholars, University of Economics, Prague, May 25th 2012.
3. **Dr. Erum Hafeez Aslam**, "Cinematic Culture & Society - Bollywood in Pakistan", 2nd Annual Film & Media Conference, University of London, June 22-24, 2012.
4. **Dr. Ishrat Husain**, "Prospects and Challenges for Increasing trade between India and Pakistan", Briefing paper Atlantic Council, Washington DC, November 2011.
5. **Dr. Ishrat Husain**, "Managing India-Pakistan Trade", Woodrow Wilson Center conference, Washington DC, April 23, 2012.

6. **Dr. Ishrat Husain**, "Pakistan's Governance Deficit", Seminar on Pakistan: Charting a course for Revival organized by the Friends of Europe, Brussels, January 26, 2012.
7. **Dr. Ishrat Husain**, "Reordering Economic Relations with the US", Stanford US-Pakistan Economic Dialogue, Stanford University, Palo Alto, Jan 22-24, 2012.
8. **Dr. Ishrat Husain**, "The Role of Central Banks in Driving the Development Agenda", A paper presented at the 2nd OIC Experts Workshop organized by Bank Negara Malaysia, Kuala Lumpur, 13-14 November 2011.
9. **Dr. Ishrat Husain**, Economic Integration in South Asia, A paper presented at South Asia Forum, New Delhi, September 8, 2011.
10. **Dr. Mohammed Nishat**, Ahmed Raza Ul Mustafa "Determinants of Non-Performing Loans in An Emerging Market: A Case of Pakistan", Business & Economics Society International Conference, Queenstown, New Zealand, January 3-5, 2012.
11. **Dr. Mohammed Nishat**, Kashif Imran "Determinants of Bank Credit in Pakistan: A Supply Side Approach", Pan-Pacific Conference XXIX, Haikou, Hainan Island, China, May 24-27, 2012.
12. **Dr. Zeenat Ismail Noor**, "The Big Five and Brand Personality: Investigating the Impact of Consumer Personality on Preference Towards Particular Brand Personality", The 5th International Business Conference, Mauritius, 26-30 September 2011.
13. **Dr. Zeenat Ismail Noor**, "Parenting Stress in Mothers of Children with Special Needs", Research India Press-New Delhi in a book 'Studies in Applied Psychology- Asian Perspective' Page 227-238, 2011.
14. **Farah Naz Baig, Saima Hussain**, "Impact of PDDC in Promoting Entrepreneurship in Pakistan: A case study of Dairy Farmers", ECIE Conference, Aberdeen, Scotland, UK, 15-16 September 2011.
15. **Farah Naz Baig**, "Impact of Materialism on the Consumption Behaviour of Pakistani Consumer", INFORMS Marketing Science Conference, Boston, USA, June 7-9 2012.
16. **Dr. Huma Baqai**, "Pakistan-Indian Relations A New Beginning", Bentley Global Business Ethics Symposium, 21st May 2012.
17. **Dr. Huma Baqai**, "New Trends and Paradigm Shifts in Pakistan and Pakistan-India Relations: Pakistan's Perspective", Transforming South Asia: Imperatives for Action organized by ICWA-AAS (Indian Council of World Affairs-Association of Asian Scholars) Asian Relations Conference, New Delhi, 9-10 March 2012.
18. Karim M. N, Behrend TS, **Syed Imran Saqib**, "A Multi-Dimensional Framework of Learner Control", Society of Industrial Organizational Psychologist Conference, April 2012.
19. **Saima Hussain**, Kanza Naheed, Mahrukh Isa, "Veet: Facing the Cultural Challenge in Pakistan", SWCRA Conference, New Orleans, USA, March 2012.

### National Conferences:

#### Faculty of Business Administration:

1. **Dr. Huma Baqai**, "Islam in France" in an International Seminar on France and the Arab World held on September 24, 2011 at Institute of Business Management, Karachi.
2. **Dr. Erum Hafeez Aslam**, "Growth of Violence & Crimes in Reported News and Pakistani Society", International Social Intervention Conference, University of Karachi, March 2012.
3. **Dr. Erum Hafeez Aslam**, "Bollywood vs Lollywood; Past, Present and Future of Film Industry in Pakistani Market", International Marketing Conference, IBA, Karachi, May 2012.
4. **Faryal Salman, Dr. Amber Gul Rashid**, "Home-Based Female Entrepreneurs in Pakistan: An Exploratory Case Study", 1st IBA International Conference on Marketing, May 2012.
5. **Dr. Huma Baqai**, "Pakistan: A Security State and Impact on Education -A Globalized Perspective", Pakistan's Largest Teacher's Symposium by Navigating Teaching and Learning, Islamabad, 16-17 March, 2012.

6. Muhammad Usama Anwar, **Dr. Amber Gul Rashid**, "Female Entrepreneurs - A Review of the literature and Proposed conceptual Framework", 2nd International Conference on Business Management, March 2012.
7. **Dr. Huma Baqai**, "Transition to Democracy in Pakistan: A Comparison to Rustow's Thesis" International Conference on Pakistan: Challenges to Democracy, Governance and National Unity held on 24 to 25 October 2011, at Punjab University, Lahore.
8. **Dr. Ishrat Husain**, "Adapting Public Sector Services to Local Delivery", Lahore School of Economics Annual Conference, Lahore, May 17, 2012.
9. **Dr. Ishrat Husain**, "Redefining Governance", Paper read at the SDPI Fourteenth Annual Conference, Islamabad, December 13, 2011.
10. **Dr. Ishrat Husain**, "Civil Service Reform in Pakistan", International Conference on Growth, Planning Commission, Islamabad, July 13, 2011.
11. **Dr. Ishrat Husain**, "Models of Local Democracy within a Federal System", Commonwealth Local Government Forum, Karachi, July 6, 2011.
12. **Dr. Ishrat Husain**, "The Role of Contractual Savings in Pakistan's Economy", Pakistan Insurance and Takaful Conference, Karachi, September 6, 2011.





## Faculty Development



# Faculty Development

Faculty Development at IBA is a continuous process of professional development for the Faculties of Business Administration and Computer Science. The exercises offered include domestic as well as foreign conferences, seminars, forums and symposiums. Although there was some decrease in the number of events in 2011-12, however there was a noted shift from domestic to foreign events and 2011-12 witnessed the highest number of faculty participating in foreign events in the last three years.

Faculty Development Exercises	2009-10		2010-11		2011-12	
	Faculty Participation	Number of Events	Faculty Participation	Number of Events	Faculty Participation	Number of Events
<b>FOREIGN</b>						
Professional Development (Trainings/Courses/Workshops etc.)	4	5	4	6	12	6
Professional Development (Conferences/Seminars/Symposiums/Events/Forums)	7	6	3	2	1	1
Faculty Research (Conferences/Seminars/Forums)	7	12	25	39	23	32
Academic Development	3	3	3	3	2	2
Post-Doctoral Programs	-	-	1	1	-	-
Academic Alliance Programs	1	1	5	2	5	2
PhD Colloquium / Doctoral Consortium	-	-	-	-	2	2
<b>Total</b>	<b>22</b>	<b>27</b>	<b>41</b>	<b>53</b>	<b>45</b>	<b>45</b>
<b>DOMESTIC</b>						
Professional Development (Trainings / Courses / Workshops etc.)	72	28	69	24	50	24
Professional Development (Conferences / Seminars / Symposiums / Events / Forums)	20	9	19	6	10	4
Faculty Research (Conferences / Seminars / Forums)	3	2	7	8	4	4
Academic Development	1	1	1	1	1	1
Academic Alliance Programs	9	2	1	2	-	-
<b>Total</b>	<b>105</b>	<b>42</b>	<b>97</b>	<b>41</b>	<b>65</b>	<b>33</b>

## Academic Alliance Programs

In 2011-12 IBA was proud to enter into alliances with the following programs as a part of its continued drive towards academic excellence.

Program	Location	Dates
International Teachers Program (ITP)	Kellogg School of Management, Evanston IL, USA	3rd - 10th July 2011
GCEE Fellows program	Babson College, USA	January - May 2012

## Academic Development Programs

Faculty development is an important milestone at IBA which aims to ensure that the faculty is up to date and the best in their fields. Academic Development programs ensure that faculty members who wish to pursue their PhD's abroad or to enter fellowship programs are enabled by IBA.

Faculty Member	Description	Department	Duration	Location
Ambarin Asad Khan	Pursuing PhD Studies at The University Manchester.	Marketing	Sep 2008 - Aug 2013	UK
Amir Jahan Khan	Pursuing PhD Studies at The Warwick University.	Economics and Finance	Sep 2008 - Aug 2013	UK
Mohammad Kamran Mumtaz	Pursuing PhD studies from Lahore University of Management Sciences (LUMS).	Management	Aug 20, 2008 - Aug 19, 2012	Lahore, Pakistan
S.M. Faisal Iradat	Presented Doctoral Proposal at PhD Colloquium, University of Otago, 'NZCSRSC 2012'.	Computer Science	Apr 13, 2012	New Zealand
Syed Irfan Nabi	Attended CEMS Doctoral Consortium on "Methodology and rigor in Enterprise Networks, Innovation and ICT research" at Corvinus University.	Computer Science	Feb 14-19, 2012	Budapest, Hungary
Dr. Huma Baqai	Attended "The Global Business Ethics Symposium & Faculty Development Workshop" at Bentley University at the centre for Business Ethics and Alliance for Ethics and Social Responsibility.	Management	May 22-25, 2012	Boston, USA

## Professional Development

Professional Development Programs at IBA have been a continuous process of ensuring that IBA faculty is up to date with the latest local and international trends in training and development.

Program	Duration	Location
MARCON 2012- Pakistan's Flagship Marketing Conference	March 21, 2012	Karachi, Pakistan
Transform 2012 Conference	February 18, 2012	Karachi, Pakistan
International Management Teachers Academy (IMTA)- Faculty Development Program	June 10-22, 2012	Bled, Slovenia
ECCH Workshop: Using Cases to Teach at NUS (The National University of Singapore)	August 4-5, 2011	Singapore
Supply Chain Management Course at the Pakistan Institute of Management Science (PIMS)	April-August, 2012	Karachi, Pakistan
Master Training Program jointly organized by Pakistan Institute for trade and Development (PITAD) and World Trade Institute (WTI)	July 4 to July 22, 2011	Berne, Switzerland
Case Teaching Pedagogy workshop, conducted by Dr. Wasim Azhar at IBA	December 23, 2011	Karachi, Pakistan
Case Writing workshop, conducted by Dr. Wasim Azhar at IBA	December 17, 2011	Karachi, Pakistan
ERP Training Sessions for Faculty at IBA	Throughout the year	Karachi, Pakistan
Instructional Pedagogy workshop, conducted by Dr. Wasim Azhar at IBA	December 21, 2011	Karachi, Pakistan
Education UK Online Training - Counselors Online Training by the British Council	August, 2011	Karachi, Pakistan
IFP-2012 - Barcelona, International Faculty Training Program	June 2 - June 22, 2012	Barcelona, Spain
Workshop on Performance Management conducted by Rahila Narejo at IBA	January 26, 2012	Karachi, Pakistan







## Student Placement and Outreach



## Career Development Center (CDC)

The Career Development Center (CDC) of IBA is the gateway through which the employment process for an IBA student begins. CDC provides linkages between employers and students and conducts many events to educate students about the current market requirements for graduates. These events include mock interviews, job fairs and other activities which make IBA students the crème de la crème of potential employees.

### Corporate Events

#### Job Fair:

A large number of employers participate in this exclusive event every year in February, where they meet and talk to graduating/interning students in a formal environment. This annual event offers prominent industry players a great opportunity to brand and market their corporate image to emerging leaders.

#### HR forum:

IBA CDC in collaboration with IBA HR Club arranges the annual HR Forum. IBA HR Forum aims at providing an opportunity for future employers and potential employees to interact with each other, and for the industry representatives to share their insights, expectations, and concerns regarding the graduates produced by IBA. The HR Community becomes aware of what's new at IBA and our plans for the future. As employers, valuable feedback regarding what organizations are looking for in potential candidates is of immense value for IBA and our graduating students.



# Employment Status 2011-12\*

## Bachelors in Business Administration (BBA)

In 2010 the first batch of students with a BBA degree positioned as a terminal degree graduated from IBA. Although at that point in time the market requirements were not fully prepared to embrace the BBA degree as a terminal degree even then the IBA BBA graduates showed successful employment rates.

In 2011, the employment figures were hit by a lack of capacity for BBA graduates which rebounded in 2012. The average salary for a BBA graduate has also shown a steady rise. As far as sectors of employment are concerned over the past three years the trend shows that the banking sector employment rate has dropped and more IBA graduates are employed in sectors such as education, manufacturing, pharmaceuticals and IT.

\* The employment status of graduate level programs such as MS Economics and MS Computer Science are not shown as most students are already employed when they join these two respective programs.

BBA 2012 : Employment Statistics

	Number	% of Batch	Male	Female
Employed	170	74%	56.5%	44.1%
Unemployed	26	11%	76.9%	19.2%
Higher Education	21	9%	71.4%	28.6%
Not Seeking Employment	14	6%	7.1%	92.9%
<b>Total</b>	<b>231</b>	<b>100%</b>	<b>59.2%</b>	<b>40.8%</b>



### BBA 2012 Employment Statistics

Avg Salaries for BBA graduates

Rs.43,200

### BBA 2012: Industry wise Employment

Industries	Average Salary (Rs)	Number Employed	Percentage	Male	Female
Advertising & Media	33,000	10	5.9%	60.0%	40.0%
Banking	36,900	32	18.8%	78.1%	21.9%
Consultancy	40,000	11	6.5%	54.5%	45.5%
Education	36,000	23	13.5%	21.7%	78.3%
Financial Institutes	39,700	10	5.9%	60.0%	40.0%
FMCG	70,000	17	10.0%	41.2%	58.8%
Computer & I.T	39,700	22	12.9%	72.7%	27.3%
Manufacturing	45,000	12	7.1%	58.3%	41.7%
Pharmaceutical	43,500	9	5.3%	44.4%	55.6%
Textile	40,000	3	1.8%	66.7%	33.3%
Others	36,300	18	10.6%	50.0%	50.0%
Telecom	67,000	3	1.8%	66.7%	33.3%

Trend in BBA Industry wise Employment			
Industries	2010	2011	2012
Advertising & Media	9.0%	8.0%	5.9%
Banking	39.0%	26.0%	18.8%
Consultancy	0.0%	0.0%	6.5%
Education	3.0%	6.0%	13.5%
Financial Institutes	4.0%	14.0%	5.9%
FMCG	9.0%	18.0%	10.0%
Computer & I.T	11.0%	7.0%	12.9%
Manufacturing	0.0%	0.0%	7.1%
Pharmaceutical	2.0%	4.0%	5.3%
Textile	1.0%	0.0%	1.8%
Others	18.0%	17.0%	10.6%
Telecom	4.0%	0.0%	1.8%

(Status as of November 2012)

## BS (Computer Science)

The last three years witnessed a healthy increased in BS (CS) graduate salaries, with a slight slowdown in 2012. The CS graduates placement opportunities also improved with a vast majority of the graduates finding their choice positions immediately or within several months of graduation.

BS (CS) 2012 : Employment Statistics				
	Number	% of Batch	Male	Female
Employed	9	75.0%	77.8%	22.2%
Unemployed	3	25.0%	66.7%	33.3%
Total	12	100.0%	75.0%	25.0%

BS (CS) 2012 Employment Statistics	
Average Salary	Rs.41,000

(Status as of November 2012)

## Masters in Business Administration (MBA)

In Fall 2010, the IBA MBA program underwent major changes as its eligibility requirement now includes two years' compulsory work experience. The first batch of students with 2 years of experience graduated in May 2012 and we see that there is a healthy growth in the average salaries of the current batch of MBAs.

Employment figures have also shown that MBA graduates with experience have a greater employment rate than previous years have shown. As far as sectors of employment are concerned, the trend shows that the banking and FMCG sector employment rate has dropped and more IBA MBA graduates are employed in sectors such as Sales & Distribution and Information Technology.

As with the BBA graduates, significant changes in the MBA graduates industry penetration can be observed. The Banking industry along with the FMCG sectors has reduced in favor of Sales & Distribution and Computer & IT among other industries.

MBA 2012 : Employment Statistics

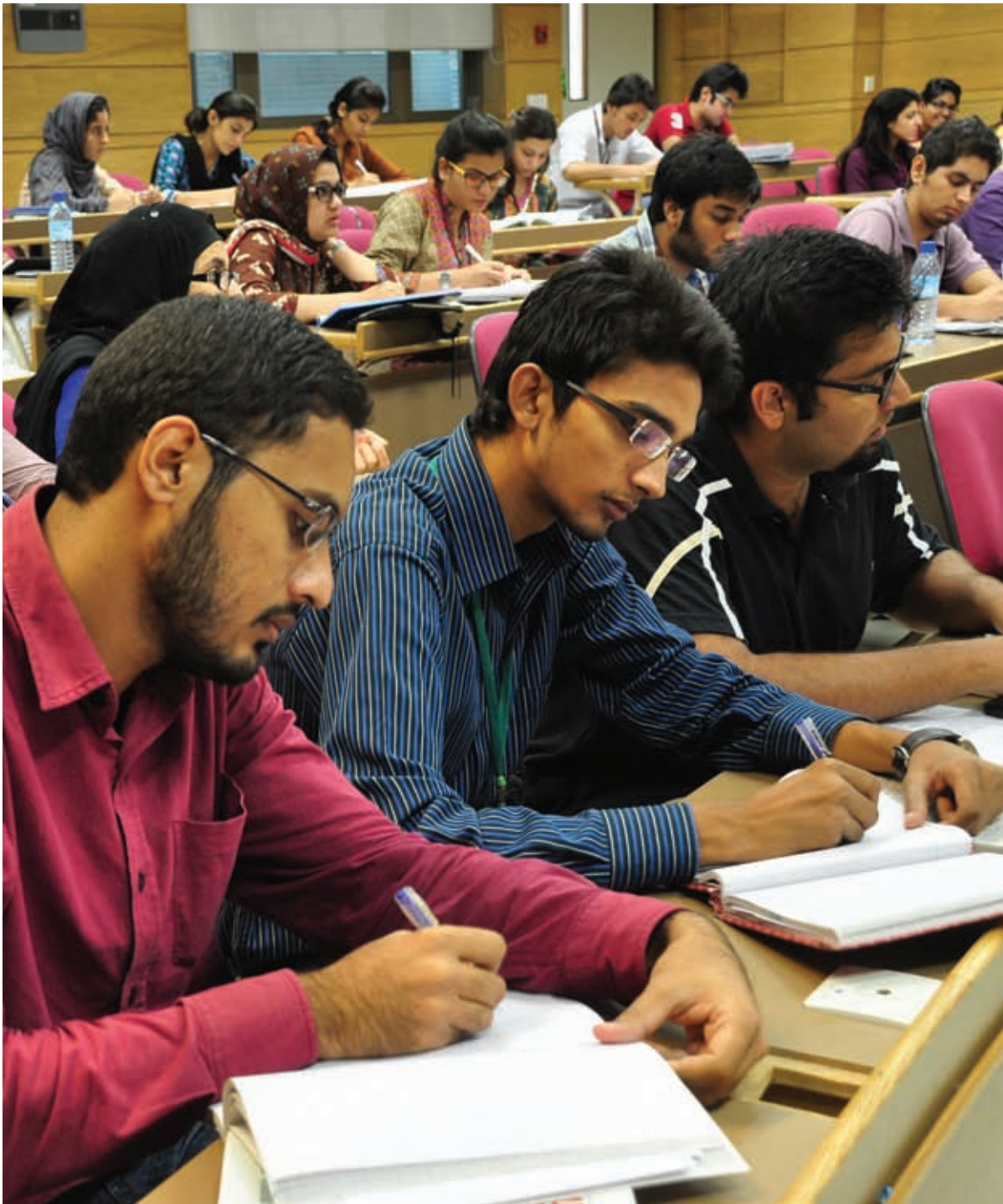
	Number	% of Batch	Male	Female
Employed	42	87.5%	85.7%	14.3%
Not Seeking Employment	4	8.3%	100.0%	0.0%
Higher Education	2	4.2%	100.0%	0.0%
<b>Total</b>	<b>48</b>	<b>100%</b>	<b>91.7%</b>	<b>8.3%</b>



## MBA 2012 Employment Statistics

Average Salary

Rs. 66,400



### Trend in MBA Industry Wise Employment

Industries	2010	2011	2012
Sales & Distribution	-	-	26.3%
FMCG	31%	34%	18.4%
Computer & I.T	2%	8%	15.8%
Others	16%	9%	5.3%
Telecom	2%	-	5.3%
Automobile	1%	-	5.3%
Transportation	1%	-	5.3%
Advertising & Media	2%	3%	2.6%
Banking	18%	12%	2.6%
Financial Institutes	-	5%	2.6%
Pharmaceutical	4%	4%	2.6%
Oil & Gas/Utility	14%	5%	2.6%
Social Sector	-	-	2.6%
Chemical	-	-	2.6%
Manufacturing	9%	9%	0.0%
Textile	-	11%	0.0%

(Status as of 30<sup>th</sup> November 2012)





# Internship Report 2011-12

## Corporate Internship Summer 2012

Program	Total Students	Completed Internships	No Response	Not Completed
BBA	255	251	2	2
BS (CS)	16	16	0	0
MBA	22	22	0	0
<b>Total</b>	<b>293</b>	<b>289</b>	<b>2</b>	<b>2</b>

## Responsible Citizens Initiative Internship

The Responsible Citizens Initiative at IBA was started in the year 2010-11. Under this program students are required to intern for 6 weeks in a social service providing organization. The Responsible Citizen Initiative aims at inculcating the concept of social responsibility among students and to remind them of their due towards society. The students' response has been overwhelming as many of them completed their social internships in summer 2012. The Career Development Center at IBA also approached several organizations which were delighted to have IBA students working with them.

Organization Name	No. of Students
Dar-ul-Sukun	61
The Citizens Foundation	32
Manzil Educational Organization	20
Lions Clubs International	17
All Pakistan Women's Association	9
Justuju Welfare Organization	8
Saylani Welfare International	8
Shell Tameer Tide	7
SOS Children's Village	6
Others	109
<b>Total</b>	<b>277</b>

(Survey as of December 2012)



## Center for Executive Education (CEE)

The Center for Executive Education (CEE) imparts executive education to the corporate world, providing them access to corporate trainers, professionals and IBA faculty to offer management development solutions. The CEE at IBA provides opportunities to individuals already working in the corporate, nonprofit and public sectors a competitive edge which enables them to apply relevant structured knowledge from CEE programs to their business environment.

		Total Number of Participants	Number of Training Days
2011-12	Open Enrollment Programs	607	79
	Customized Programs	915	88
	<b>Total</b>	<b>1,522</b>	<b>167</b>
2010-11	Open Enrollment Programs	576	59
	Customized Programs	325	73
	<b>Total</b>	<b>901</b>	<b>132</b>
2009-10	Open Enrollment Programs	267	73
	Customized Programs	105	32
	<b>Total</b>	<b>372</b>	<b>105</b>
2008-09	Open Enrollment Programs	35	3
	Customized Programs	-	-
	<b>Total</b>	<b>35</b>	<b>3</b>



## List of Programs delivered in 2011-12

Year	Workshop	Duration	No of Participants	Lead Trainer(s)
2011				
	Transformational Leadership Program (TLP)	July 18-21	27	Dr. Nasir Afghan
	Equity Analysis (Basic & Advance)	September 12-15	5	Arif Irfanullah
	PR for Branding	September 16	7	Akhtar Mahmud
	Activity based costing	September 16	9	Amanullah Saiyed
	Negotiation & Conflict resolution Skills	October 28-29	26	Dr. Huma Baqai
	Finance & Accounting for Sales & Marketing	November 16-17	13	Mr. Abdul Rahim Suriya
	Financial Modeling (Module 1)	November 19 -20	31	Mr. Isfandiyar Shaheen
	Financial Modeling (Module 2)	November 26-27	24	Mr. Isfandiyar Shaheen
	Project Management	December 13-17	10	Syed Irfan Nabi
	Effective Presentation Skills	December 23-24	24	Arjuman Zain
	Bank Credit Analysis	December 19-20	14	Jamal Abbas Zaidi (VIS-JCR)
2012				
	Written Communication	January 20-21	27	Salma Nazar
	Doing Wonders with Excel 2010 (Module 2)	January 25-26	21	Saad Usman (Bayer Corp)
	Building Strong Pharma Brands	January 30-31	43	Akhtar Mahmud
	Application of Corporate Laws for Decision Making	February 6-7	16	Rahat Aziz
	Operational Risk Management	February 9-10	35	Irfan Fazli
	Transformational Leadership Program (TLP)	February 20-24	24	Dr. Nasir Afghan
	Balanced Score Card	27-28 February	14	Mr. Hanif Ajari
	Finance & Accounting for HR professionals	March 1-2	14	Mr. Abdul Rahim Suriya
	SAP-ERP	March 9-11	18	Muhammad Asif Jaffer
	Negotiation & Conflict resolution Skills	March 20-21	15	Dr. Huma Baqai
	Corporate Reporting	March 29-30	12	Mr. Abdul Rahim Suriya
	High Impact Train the Trainer	April 6-7	14	Dr. Khurram Jahangir Shareef (Qatar University)
	Building Strong Generic Pharmaceutical Brands	9-10 April	20	Akhtar Mahmud
	Financial Modeling (Module 1)	April 14-15	18	Mr. Isfandiyar Shaheen
	Financial Modeling (Module 2)	April 21 April 22	19	Mr. Isfandiyar Shaheen
	Entrepreneurial Leadership	April 24-25	50	Prof. Patrick Turner (INSEAD Singapore/ Sajjad Foundation)
	Business Communication Skills	April 26-27	15	Dr. Huma Baqai
	Mobile Marketing Strategies	May 8-9	5	Yasmeen Malik
	Project Management	May 14-18	11	Syed Irfan Nabi
	Leadership Development Program (LDP)-Nibaf ISB	May 21-24	16	Dr. Nasir Afghan
	HR as Strategic Business Partner	June 12- 14	10	Shakeel Mapara

## Client Specific Programs

Client	# of Participants
NIBAF	180
HBL	24
SCDA	53
Searle Pakistan	22
<b>Total</b>	<b>279</b>

## Video Conferencing Sessions

Title of Work/Activities	Organization
Product Development	University of London, UK
Video testing	Sadeq Sayeed
Competitive Supply Chain	Singapore/Rajesh Achanta (P&G)
Supply Chain Management	Purdue University's William Peace (Ex Global Supply Chain Head of P&G)
Training & Development Forum	Qatar University- Dr. Khurram Jahangir



# National Talent Hunt and Sindh Talent Hunt Programs

## National Talent Hunt Program

The IBA launched the National Talent Hunt Program (NTHP) in 2004 with the objective to prepare talented students from the less privileged regions of the country for the IBA aptitude test of BBA/BS degree courses. This program primarily targets students from the backward areas of Balochistan, Punjab, Sindh, Khyber Pakhtunkhawa, FATA and Northern Areas who were unable to apply for admission in IBA due to financial constraints. As we can see the program has had a very healthy growth in the last few years with a total of 16 applicants being enrolled at IBA during 2011-12 academic year.

## Sindh Talent Hunt Program

The IBA also launched the Sindh Talent Hunt Program (STHP) in 2009 with a similar objective to the NTHP with focus on talented students from the rural areas of Sindh. This program primarily targets students from the rural areas of Sindh (rural) who were unable to apply for admission in IBA due to financial constraints. However due to a lack of funding, the STHP program was discontinued in 2012 and has been replaced by the IBA Foundation Program.

## IBA Foundation Program

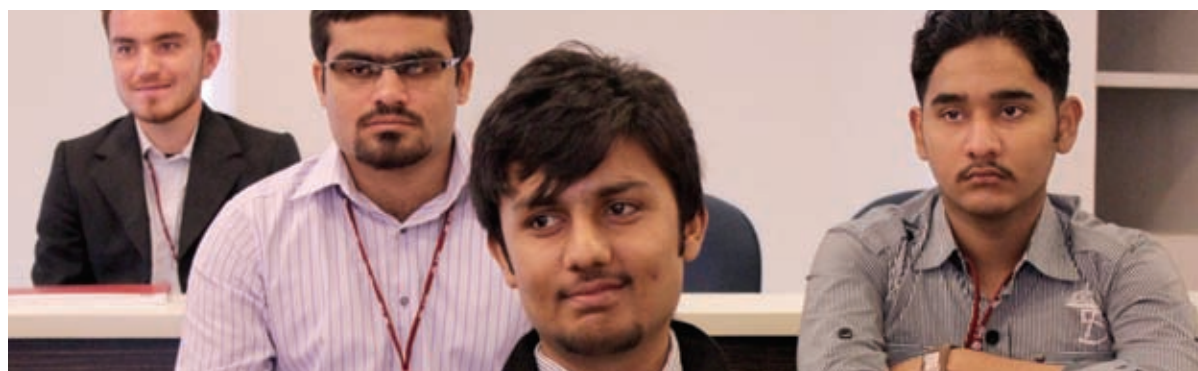
The IBA Foundation Program for Sindh region was introduced in 2011-12. IBA collaborated with the Community Development Program - CDP, Planning & Development Department, Government of Sindh, to launch the program. The primary aim of the program is to identify the students from the less advanced districts of Sindh and to provide them with a six month foundation program to prepare them to appear in the entrance examination and interview session for any undergraduate program in any university. The six month intensive, merit-cum-need-based foundation program is designed to train students mainly in the areas of English, Mathematics, Presentation and Interviewing Skills, Principles of Accounting, Principles of Microeconomics and Introduction to Computer Applications.



## National and Sindh Talent Hunt Program

Trend in Enrollment Numbers								
	2008-09		2009-10		2010-11		2011-12	
	NTHP	STHP	NTHP	STHP	NTHP	STHP	NTHP	STHP
Total Applicants	60	65	132	119	135	125	177	-
Applicants selected for interviews	35	30	94	57	45	45	50	-
Applicants selected for orientation	23	17	16	24	36	30	32	-
Applicants Enrolled	2	1	7	6	14	7	18	-

Trend in Program wise Enrollment								
	2008-09		2009-10		2010-11		2011-12	
	NTHP	STHP	NTHP	STHP	NTHP	STHP	NTHP	STHP
BBA	1	1	2	1	4	3	9	-
BS (CS)	1	-	5	5	12	3	5	-
BS (Eco-Maths)	-	-	-	-	-	1	4	-
Applicants Enrolled	2	1	7	6	16	7	18	-





# Infrastructure and Services





## ICT Services

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Technology up-gradation has made substantial headway in the last few years. The ICT department is providing services to IBA Main and City campuses, hostels and staff town, serving a total of around 3000 users on and off campus and a sizeable number of alumni. The principal aim is to ensure that IBA remains at the cutting edge of technology to provide essential services through automation.

Except for the Data Centre that has been delayed by almost one year because of the change in design and difficulties in implementation, all other sub projects have been completed. Users are benefitting from high speed internet, email, video conferencing and IP telephony backed up by a high performance network and redundant power supplies.

Following is a synopsis of ICT facilities and services commissioned in 2011-12:

### Network Infrastructure

A Gigabit speed network infrastructure supported by Cat 6 cabling and network devices of latest technology provides backbone connectivity between different segments of the network. Also, optical fiber (OF) of 10 GB/s speed has been laid from Main Campus to Boys' Hostel and Staff Town. Previously, radio was the primary link between Main Campus and hostels/Staff Town. Newly constructed buildings, e.g. AMAN CED and Tabba Academic Block have also been connected to main network through (OF) links.

There has also been huge growth in internet bandwidth. At City Campus an internet Bandwidth of 34 Mb/s is fully operational. At Main Campus an Internet bandwidth of 105 Mb/s is operational which is shared among boys' and girls' hostels and Main Campus. Both campuses are connected through service provider link of 34 Mbps bandwidth.

### Wireless Connectivity

Wireless connectivity is fully available at all the locations, especially for mobile users so that they can utilize IBA ICT services according to their convenience while being off the campus or away from classes. All the existing buildings, newly constructed buildings and open spaces are covered by wireless (Wi-Fi) service. The network was expanded to cover the following buildings in 2011-12:

### City Campus

1. Faysal Bank Academic Block
2. Tawfiq H. Chinoy Administration Block
3. Student Cafeteria

### University Campus

1. Gani Tayyab Auditorium
2. Aman CED Building
3. New Boys Hostel

### IP Telephony

All the existing buildings, upcoming buildings and remote/offsite locations, e.g. security check posts, hostels and staff colony were connected through this vital service.

### Uninterrupted Power Supply (UPS)

UPS was made fully available for IT equipment at both the campuses and offsite locations e.g. staff colony and hostels.



## Computer Labs

New labs commissioned in IBA in 2011-12 include two labs in AMAN CED (25 and 48 workstations capacity each) at Main Campus and a hardware lab and a robotics lab in FCS building at City Campus.

## SAKAI (Learning Management System)

This open source learning management system has been integrated with the ERP. Sakai has a wide global user base, with a strong community that maintains high standards. Faculty & students can easily communicate with each other any time through this system. SAKAI has successfully been integrated with Turnitin for plagiarism checking for all the uploaded contents (assignments, reports and case studies etc.)

## External Organization System (EOS)

A centralized database called the External Organization System (EOS) containing information about external organizations with which IBA has links has been developed and will be used in a decentralized manner by the various departments of IBA including Admin, CDC, Alumni and FCS departments. The System has been automated for updating, storage and retrieval and will save time of the staff who were manually and separately maintaining similar or overlapping databases.

## Software Applications

A number of applications that have been developed during the last four years are summarized in the table below.

### Online Database Applications

- Campus Management System (CMS) successfully implemented for students, faculty and program office staff to maintain students records/enrolment.
- Online Course Registration System integrated with CMS.
- Faculty Evaluation System.
- Library Management System.
- Online Admission System.
- CMS Reporting System successfully developed for program offices and other staff to get different reports.
- Implementation of Live edu Account for students.
- Fee Management System successfully developed for finance staff to apply charges, payments and view different reports.
- New Employee Registration System to maintain information of employees.
- Implementation of People Soft ERP Campus Solution modules including Campus Community, Contributor Relation, Financial Aid, GradeBook, Hostel Management System, Student Financials, Student Records, Self Service, Academic Advisement and Student Admissions.
- ERP Reporting System successfully developed which is integrated with ERP to fetch different reports.
- Faculty Evaluation integrated in ERP.
- Faculty Advisory System developed for student and faculty.
- Online Society Election System developed for society elections which allow students to participate in online voting.
- Wait List in ERP.
- Transcript report generation from ERP.
- Faculty Presentation System has been developed to maintain the presentation records of new faculty members appointed.
- Online Convocation Registration System has been successfully developed & implemented.
- People Soft ERP System has been integrated with SMS application. As soon as the course result is posted, the enrolled students are notified through an SMS alert.



## Hardware and Servers

- i. The ERP data & other applications were successfully migrated from external cloud server to IBA servers.
- ii. New high end, IBM enterprise class, Nehalem based servers were commissioned and all services have been shifted on these servers. These ultra-high configured servers shall cater for the future requirements of all ERP and Microsoft infrastructure.
- iii. Deployments of ERP and Microsoft infrastructure services were completed at primary site. The same activity is under progress at the Disaster Recovery (DR) site as well.

## Security

SSL on both ERP links have been successfully implemented for securing all the transactions. Firewalls and quarantine protocols have been strengthened against intrusion into the system and screens out incoming spam.

## Websites

Enhancement in capabilities of ICT staff has permitted in-house development of the following specialized websites for various clients within the IBA community during 2011-12:

- (i) Centre for Business and Economic Research (<http://research.iba.edu.pk>)
- (ii) Centre for Executive Education (<http://cee.iba.edu.pk>)
- (iii) Centre for Entrepreneurial Development (<http://ced.iba.edu.pk>)
- (iv) International Resource Centre (<http://irc.iba.edu.pk>)
- (v) MBA Program (<http://mba.iba.edu.pk>)
- (vi) Executive MBA Program (<http://emba.iba.edu.pk>)
- (vii) Quality Enhancement Cell (<http://qec.iba.edu.pk>)
- (viii) National Talent Hunt Program (<http://nthp.iba.edu.pk>)
- (ix) Sindh Talent Hunt Program (<http://sthp.iba.edu.pk>)
- (x) Faculty of Computer Science (<http://cs.iba.edu.pk/>)

## Laptops

A sizeable number of laptops were purchased during the last three years for faculty and staff of IBA. Of these 25 laptops were purchased in 2011-12. In addition, IBA has 600 desktops.

## Internet

In 2011, HEC offered internet connectivity, with a capacity of three times of the present connection, to IBA at very substantial rates. Therefore, a new connection was acquired for Main Campus and the previous connection was terminated. There has been no enhancement in internet bandwidth since then because the current connections are more than enough to cater for the needs of IBA.

IBA Campus					
	2008	2009	2010	2011	2012
City Campus (Bandwidth in MB)	2	6	34	34	34
Main Campus (Bandwidth in MB)	2	2	34	105	105

## Physical Infrastructure

IBA intensified its extensive construction program in 2011-12. Seven projects including a new building for the Aman Center for Entrepreneurial Development at the Main Campus were completed during the year. A list of these projects along with their costs is given below:

### Completed Projects

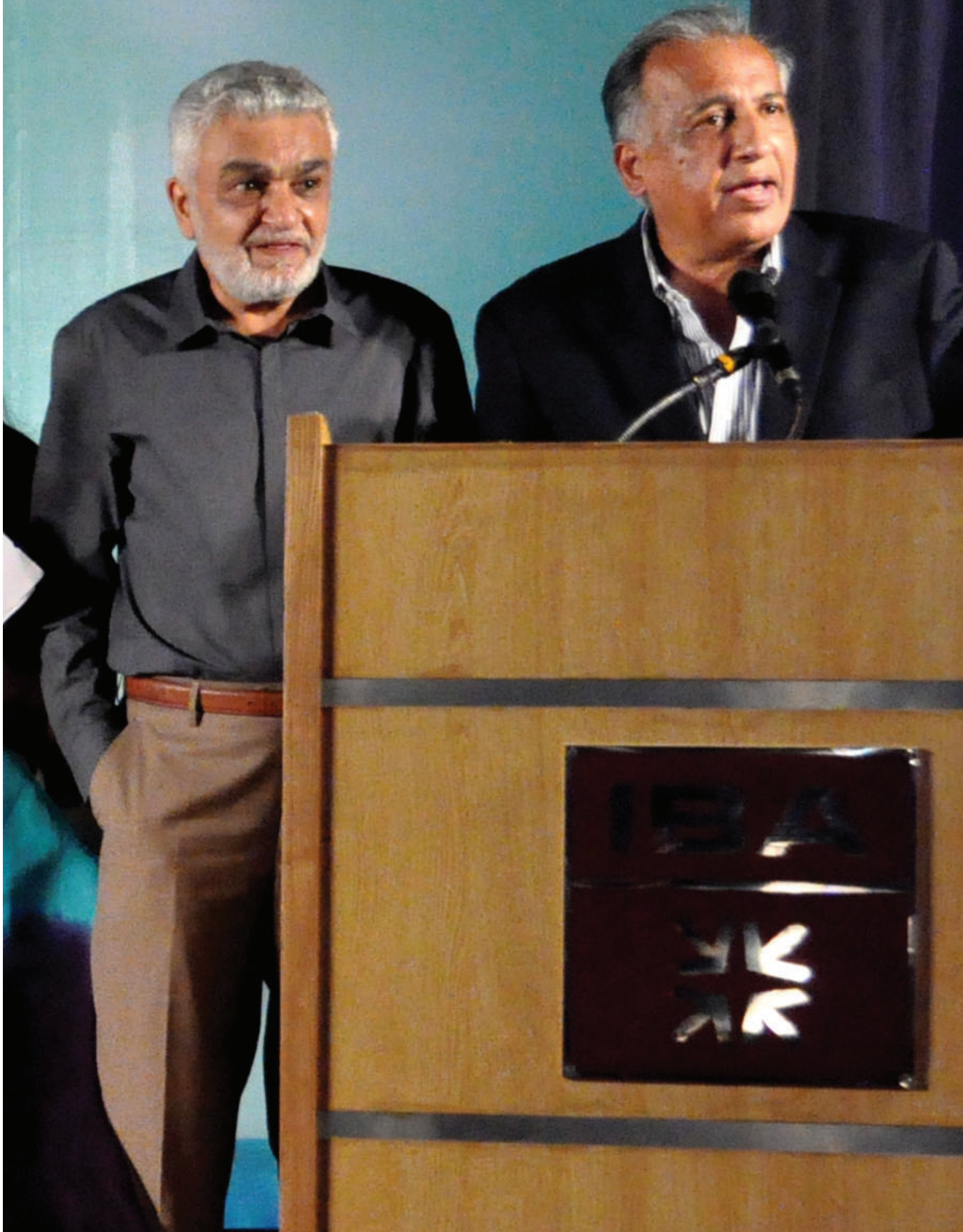
Serial No.	Project	Location	Cost in PKR Millions	Date of Initiation	Date of completion
1.	Renovation and Refurbishment of existing Academic Block	City Campus	124.5	2009	September 2010
2.	Construction of Student Canteen & Lounge	City Campus	5.3	2009	June 2010
3.	Renovation and Refurbishment of existing Auditorium	Main Campus	68	2009	November 2010
4.	Renovation and Refurbishment of existing Academic Block	Main Campus	104.6	2008	August 2010
5.	Renovation and Refurbishment of existing Boys Hostel	Main Campus	96	2007	March 2010
6.	Renovation and Refurbishment of Administration Block	City Campus	101	2010	July 2011
7.	Aman Center for Entrepreneurship Development	Main Campus	240	2009	June 2012



## Projects in Progress

Fifteen other projects both for renovation and modernization of existing buildings and construction of new buildings and facilities have reached different stages of completion. Of these, work on nine projects commenced in the year 2011-12 and they will take a few years to reach the culmination point. A list of the projects in progress is given below:

Serial No.	Projects in Progress	Location	Estimated Cost (Rs. in Millions)	Year of Initiation	Expected Date of Completion
1.	Data Center	Main Campus	20	2010	December 2012
2.	Data Center	City Campus	20	2010	December 2012
3.	Auditorium (364 persons)	City Campus	63	2011	March 2014
4.	Infrastructure & External Development	Main Campus	100	2011	June 2014
5.	Electrical Infrastructure System	Main Campus	55	2011	December 2014
6.	Student Center	Main Campus	165	2012	June 2013
7.	New Boys Hostel	Main Campus	143	2010	September 2012
8.	New Academic Block	Main Campus	226	2010	March 2013
9.	Renovation and Refurbishment of existing Library	Main Campus	127	2011	November 2013
10.	Renovation and Refurbishment of FCS Building (Phase 1)	City Campus	77	2011	June 2013
11.	Construction of Hostel for Visiting Faculty	Main Campus	88	2011	December 2013
12.	Construction of New Girls Hostel	Main Campus	95	2012	December 2013
13.	Sports Facilities and Ancillary Works	Main Campus	48	2012	June 2013
14.	Renovation & Refurbishment work of Administration Block	Main Campus	171	2012	June 2014
15.	Aman Tower	City Campus	760	2012	December 2014



Alumni



# Alumni

## Alumni Dinner 2012

On 17th March 2012 the Alumni Reunion Dinner was held at the Main Campus and hosted the batches of 1962, 1963, 1972, 1973, 1982, 1983, 1992, 1993, 2002, 2003 and 2011.

## Hostel Reunion 2012

Boys Hostel Society organized the annual IBA Boys Hostel Alumni Reunion Dinner on Saturday, May 05, 2012 in the premises of the Boys' hostel. The event was attended by thirty IBA Boys' hostel Alumni belonging to various graduated batches.

## IBA Alumni Islamabad Chapter

The IBA Alumni Islamabad Chapter was officially launched on February 23, 2012. Over 60 IBA graduates, between the 1980 and 2011 batches attended the ceremony. The elections of the office bearers of the Chapter were also held.

On April 8, 2012, IBA Alumni Islamabad Chapter arranged a Spring Gala at Barakahu. Alumni from batches ranging from 1967 to the latest graduating batch were present at the gathering. It was a family event and there were many attractions for children in the gala, starting from face painting and raft riding to horse riding.





### Silver Jubilee Reunion - Class of 1986

The Class of 1986 met at a reunion at IBA Main Campus on January 8, 2012. In the reunion, alumni belonging to the class of 1986 were present with their families along with faculty and staff from the year 1982-1986. During the event many presentations on IBA were made and pictures of different classes were shown. Some Alumni also made speeches and the evening concluded with a campus tour and a group photo.

### IBA Alumni UK Chapter Launch

The IBA Alumni UK Chapter was launched in London on September 20<sup>th</sup>, 2011. Dean and Director of IBA, Dr. Ishrat Husain and Director Alumni & Resource Mobilization, Mr. Zafar A. Siddiqui, were present at the launch and made presentations on the activities and future plans of IBA. The graduates ranged from as early as the batch of 1973 to the latest graduates of year 2011.

### IBA Alumni Chapter - Canada Networking Session - Entrepreneurship Edition

On January 27, 2012, a panel of five IBA Karachi alumni entrepreneurs shared their experiences of setting up businesses in Pakistan and Canada with an audience of 40 at the IBA Alumni Entrepreneurship and Networking event. The three-hour event was held at the RBC Auditorium in Toronto, Canada. The guest speakers included Sabir Sami, Country Manager of Yum Foods Canada, Muneeb Ghumman Founder and CEO, Envision Mobile Ltd, Alam Najiullah, President, The Shirt Store and justwhiteshirts.com, Ahmad Saeed, President General Trading, Distribution and Wholesale Company and Irfan Sattar, Founder and Vice President, Greeniche Natural Health.







Life at IBA

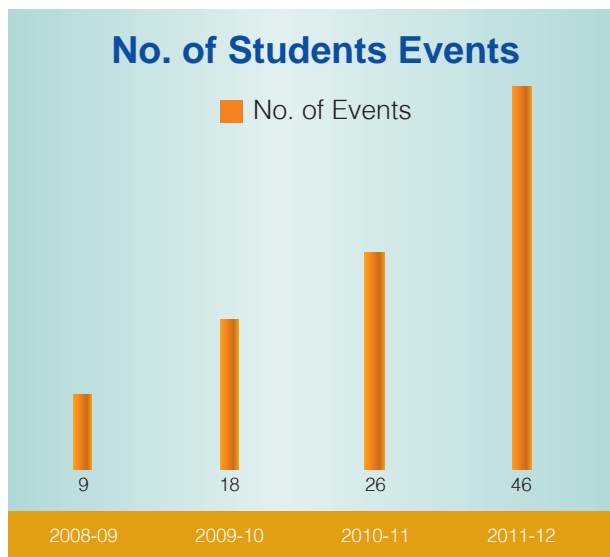


## Life at IBA

The Student Council and Societies at IBA were reorganized in the Fall of 2009 and now the total number of societies/clubs in which the students can participate in during the year since then is 27. The students are given an option to enroll themselves as members of a maximum of 3 societies for co-curricular, extra-curricular and social service activities. Around 200 office bearers of these societies are elected annually. They took oath of their offices at a ceremony held annually in the 5th week of the Fall semester.

## Student Events 2008-2012

Over the past four years since the introduction of new extracurricular and co-curricular societies at IBA, the number of events held by these student societies has risen rapidly. It is a remarkable feat that 46 events were held at IBA in 2011-12 and all these events were arranged completely by the student body themselves in all aspects.



S. No.	Society/Club	Patron	Event(s) Conducted
1	Adventure Club	Maheen Ghauri	IBA Ski expedition
2	Alumni Society	Yaseen Menai	Alumni Reunion 2012 IBA Alumni Career Counseling day
3	Arts Society	Sana Fatima	Artik 2012 Enigma 2012
4	Boys Hostel Society	Zia ul Haq	Hostel Alumni Reunion
5	Community Welfare Society	Saima Hussain	Charity Carnival 2012 Movie for a cause Bake Sale Flood Relief Drive Special Olympics
6	Dramatics Society	Maria Hasan	Drama fever 2012 IBA Play Vignette -Enigma 2012 Drama Fest
7	Economics Club	Dr. Khadija Bari	INFER 2012 Book Launch Ceremony Stock Shock
8	Entrepreneurship Society	Zafar Siddiqi	INVENT 2012 ISERVE 2012 Spark Start up Weekend
9	Finance Club	Shabih Haider	INFER 2012 Beacon 2011
10	Girls Hostel Society	Dr. Talat Wizarat	Farewell 2012
11	Girls Sports Society	Salma Mirza	HEC Tournament Karachi United Tournament St.Lawrence's Fixture Friendly Matches Special Olympics Table Tennis Tournaments
12	Go- Green Society	Mirza Sardar Hussain	Lecture on climate change recycling campaign
13	HR Club	Dr. Shahid Mir	HR Summit 2012 HR Forum 2012
14	Infosys Society	Dr. Zaheeruddin Asif	LAN Gaming Concept Screening of T20 Semi Final TedX Counter Strike Tournament Technology Entrepreneurship Workshop
15	Iqra Society	M. Asif Jaffer	DLS Scattered Pearls series Purification of the Heart Series Annual Islamic Conference.
16	Leadership club	Dr. Nasir Afghan	Annual Leadership Conference Blue Ocean Seminar

17	Literary Society	Tania Danish	Tribute to Faiz Annual Play- Rebecca
18	IBA Marketing Club	Mr. Jami Moiz	AIMS 2012 OmoreAdwar Transform 2012 DLS Multilateral Trade and Investment Conference
19	Media and Publications Society	Dr. Huma Baqai	I-MARC 2012 Perspectives -Newsletter Media Flash
20	Music Society	Humayun Ansari	IBA Voice Hunt 2011 Jugalbandi IBA Charity Carnival Concert Movie Night
21	Photography Society	Ameer Rizvi	Excursions SNAPATHON
22	Placement Society	Yasin Meenai	Career Fair 2012 IBA Career Management Assemblage 2012
23	Public Speaking Society	Nadia Sayeed	MUNIK 2011 Parliamentary Debates
24	Social Sciences Club	Beena Butool	The Coronation
25	Sports Society	Asad Illyas	LSE tour LUMS tour Aga Khan Fixture Interbatch Cricket Tournament Inter batch Futsal Tournament Inter Batch table tennis IBA Olympics Special Day at IBA Cricket Night Tournament
26	Web Society	Imran Batada	Radio IBA TedX IBA Technology Entrepreneurship Conference
27	IBA Student Council	S.M. Saeed	Welcome Party Seminar on Imam Hussain Shaam e Charagan Annual Dinner Annual Picnic



# Student Achievements

IBA students bring laurels to the institute from all around the country and in many cases from all around the world. IBA students have always been at the fore front of international and local competitions making IBA a force not only in academia but also in extra and co-curricular events.

## Exchange Program Visits 2011-12

During the year 2011-12 the United States Educational Foundation (USEF) offered seven students the opportunity to study for a full semester in USA to expose them to cultural diversity.

- Deepak Kumar (BBA VII) went to Missouri State University in Springfield, Missouri.
- Farah Amna (BBA-MIS VII) went to Lincoln University in Jefferson City, Missouri.
- Lareb Hussain Halepoto (BS V) went to University of Louisiana at Monroe (ULM).
- Maria Rehman (BBA VII) went to Montclair State University.
- Saman Khan (BBA VII) went to West Liberty University in West Liberty, West Virginia.
- Naveen Yaseen (BBA VII) went to Eastern Washington University (EWU), Cheney, Washington.
- Masooma Hasan (BBA VII) went to Chadron State College in Chadron, Nebraska.

## European Model United Nations (EuroMUN) 2012

The European Model United Nations (EuroMUN) is the second largest Model UN Conference Europe which consists of five days of intense debates, negotiations, lobbying and effective diplomacy for conflict resolution. The conference took place from May 16 - 20, 2012 in the Maastricht Exhibition and Congress Center (MECC), Maastricht, Netherlands. The theme of the 2012 conference was: "Peace, Progress, Prosperity - Forging New Paths in Uncertain Times".

The IBA delegation consisted of Salman Haroon, Nida Haroon, Maha Arshad, Naheer Ameer, Saad Zahid, Ramla Ahmad, Murshed Qureshi, Namreen Akhter and Zahra Millwala. The team competed against delegations from all around the world and returned victorious by winning four best delegates awards and two honorable mentions. The team was sponsored by the IBA Public Speaking Society, Barbeque Tonight (BBQ), Abbott Nutrition and GIGA Group.

- Nida Haroon (Best Delegate) - Disarmament and International Security Committee (DISEC)
- Salman Haroon and Maha Arshad (Best Delegates) - United Nations Security Council (UNSC)
- Ramla Ahmad (Best Delegate) - World Trade Organization (WTO)
- Naheer Ameer (Honourable Mention) - Disarmament and International Security Committee (DISEC)
- Namreen Akhter Syed (Honourable Mention) - Human Rights Council



## World Business Dialogue 2012

World Business Dialogue (established. 1984) held every year in the month of March, at Cologne, Germany, is certainly one of the most prestigious student-run business conventions in the world. Sixty top-class personalities from economics, science and politics enter a discussion about economically and socially relevant, future-oriented topics with 300 international students and just as many executives, notably from German companies. For the past 25 years, Cologne University has been served as a forum where these handpicked students from around the globe debate and discuss the relevant issues and try to come up with multiple viable and executable solutions.

In 2012 six students of IBA: Muhammad Ali Mirza, Aazar Ali, Rafay Khan, Nabeeha Saleem, Talha Khan and Manoj Kumar were among the 300 students globally who had the opportunity to represent IBA at the World Business Dialogue.

## Economic and Enterprise Development Program at the National University of Singapore

National University of Singapore, which is one of the top ranked universities of the world, organizes an intensive summer program on entrepreneurship from the platform of its Entrepreneurship centre every year. This program is an initiative of NUS to encourage enterprising mindset among the young people around the globe, and at the same time to provide a firsthand exposure to studying in one of the top-notch universities of the world. Sajjad Foundation Singapore, in collaboration with JS Bank Pakistan sponsors 14 students every year to attend this high voltage power-packed summer program after a competitive selection process.

Asad Hussain was selected from IBA as its representative in 2012.

## Hult Global Case Study Challenge

The Hult Global case competition is one of the most prestigious case competitions globally. The 2012 Hult Global Case Challenge focused on breaking the cycle of global poverty through developing sustainable solutions that will provide affordable housing, affordable energy and affordable education to the bottom of the pyramid. USD 1 million in seed capital is made available annually to provide funding to pilot the very best ideas. It invites students from all around the world to compete. A five member team from IBA was a part of the Regional Competition in Shanghai in 2012.

## Dawn News Documentary Competition

DAWN NEWS in association with the ASIA Foundation organized a documentary competition on the topic: "Why Is Democracy Necessary For Pakistan?" Faheem Ahmed Varraich from IBA was placed first in the documentary competition.



## Procter and Gamble Business Launch Competition

The P&G Business Launch Competition is a case based competition held by Procter and Gamble Pakistan. In 2011, 52 teams took part in the Business Launch Competition. The competition aims to put students in real life situations while asking them to launch a new brand in the Pakistani market. After three competitive rounds of competition among the top business schools of Pakistan with Judges from P&G senior management judging; IBA won all three positions of the competition.

The teams were:

First Place: Haseeb Siddiqi, Syed Qamar, Saad Afridi, Anam Shafaat Khan

1<sup>st</sup> Runners up: Ahmed Azam Khan, Aena Rizvi, Ali Mirza, Nabeeha Saleem and Sabina Khalid

2<sup>nd</sup> Runners up: Soha Desmukh, Shehryar Munawar, Omar Saleem Yazdanie and Ali Hemani

## Procom 2012

A group of BS(CS) II represented IBA in the "PROCOM.net 2012", an all-Pakistan programming, engineering and business competition hosted by FAST-NU since 1998. Two teams represented FCS IBA, namely "Softrack" and "Silver Sages" who won first prizes in their categories "Innovative Business Ideas Competition" and "Game Application Exhibition" respectively.

The "Innovative Business Idea" is a national level competition where the best innovators, engineers, managers and leaders competed to present their business plans to capitalize from emerging market opportunities. While the "Game Application Exhibition" covers all aspects of game development where the games are evaluated on the basis of creativity, concept, game play and effective use of technology. The Softrack team members included Waqar Wajid, Danish Ahmed and Muhammad Rayyan Taqdees while the Silver Sages comprised of Ali Inam, Abdul Wahab, Faraz Ahmed and Taqi Abbas Rizvi.

## Folio 3 Developers Day

BS(CS) II students represented IBA at the "Folio 3 Developers Day" at FAST-NU, Karachi. They returned victorious by bagging the first position in "Demo your project" category and were also awarded PKR 10,000 as prize money. The winning team was IBA's Infinite Loop which included Syed Furqan Alam, Shafaq Khan and Faraz Ahmed.



## Convocation 2011

Name	Class/batch	CGPA/Percentage
	<b>Overall Best Student- Graduate Program</b>	
Shahzaib Hassan	MBA Class of 2011	3.78
	<b>Overall Best Student- Undergraduate Program</b>	
Hira Ejaz	BBA Class of 2011	3.87
	<b>Overall Marketing Gold Medal</b>	
Misbah Ghani	MBA Class of 2011	3.59
	<b>Overall Finance Gold Medal</b>	
Wajid Iqbal	MBA Class of 2011	3.67
	<b>Best BS/MIS Project Gold Medal</b>	
Shafia Imtiaz Omar bin Asad	BBA- MIS Class of 2011	- -





Positions	Recipients of Shields and Certificates	CGPA
	<b>BBA Class of 2011 (Main Campus)</b>	
1 <sup>st</sup>	Javeria Nisar	3.77
2 <sup>nd</sup>	Mahvish Azad	3.75
3 <sup>rd</sup>	Hira Anis	3.75
	<b>BBA Class of 2011 (City Campus)</b>	
1 <sup>st</sup>	Hira Ejaz	3.87
2 <sup>nd</sup>	Wafa Hanif	3.8
3 <sup>rd</sup>	Asmaa Saleem Malik	3.67
	<b>BBA MIS Class of 2011</b>	
1 <sup>st</sup>	Mahad Hamza	3.56
2 <sup>nd</sup>	Sadaf Ejaz	3.52
3 <sup>rd</sup>		
	<b>MBA Class of 2011 (Main Campus)</b>	
1 <sup>st</sup>	Shahzaib Hasan	3.78
2 <sup>nd</sup>	Erum Arif	3.74
3 <sup>rd</sup>	Hira Jawaid	3.69
	<b>MBA Class of 2011 (City Campus)</b>	
1 <sup>st</sup>	Mariam Cassim	3.76
2 <sup>nd</sup>	Zara Zehra	3.704
3 <sup>rd</sup>	Muhammed Salman Tahir	3.703
	<b>MBA MIS Class (Graduating 2011)</b>	
1 <sup>st</sup>	Akhlaque Ahmed	3.64
2 <sup>nd</sup>	Soha Zulfiqar	3.4
3 <sup>rd</sup>	Asim Iqbal	3.39
	<b>MBA- Evening Class (Graduating 2011)</b>	
1 <sup>st</sup>	Habiba Haroon	3.68
2 <sup>nd</sup>	Mehr Fatima Riaz Khan	3.68
3 <sup>rd</sup>	Nooruddin	3.53
	<b>BS (CS) Class of 2011 (City Campus)</b>	
1 <sup>st</sup>	Mohammed Zohaib Khan	3.68

# Dean's List

## Fall 2011

### BBA 1

Name	CGPA
MUNEEB BIN HAFEEZ	3.89
SIDRA AJMAL	3.89
BABAR MOBEEN	3.89
MYRA SAEED	3.89
NIDA HAROON	3.84
KANWAL RATHI	3.83
ZOHA HUSSAIN	3.8
HAFSA AZIZ	3.78
ZAINAB KHAN	3.78
BAKHTAWAR ALI	3.78
MAHAM AFTAB	3.73
IZNA NASEEM AHMAD	3.72
AYESHA KHAN	3.72
ANUM TASLEEM	3.72
ANUM SADIK	3.72
JAHAN ARA	3.72

### BBA 3

MARIA AYUB SILAT	3.91
RAMLA AHMAD	3.87
HASSAAN KHALID	3.85
WAQAS ABID	3.83
ARWA ANEES RANGOONWALA	3.82
MARIA SHAMIM	3.82
NASIR ALTAF	3.8
AIMEN IMRAN	3.78
BEENISH MEHMOOD	3.76
FABAIHA FAROOQ	3.76
NADIA AMIN	3.75
HIBA FATIMA JAFRI	3.74
ZAUFISHAN ZAIDI	3.74

### BBA 5

Name	CGPA
SADIA SHAHID	3.83
MUHAMMAD SAAD	3.82
MARIA AMIN	3.79
MAHEEN ARIF MOTEN	3.78
MAHA MUNAWAR	3.78
UROOJ JAMAL HASHMI	3.78
SABINA KHALID	3.76
AYESHA SUHAIL	3.7
SIDRA AZAM MODAN	3.69
TAYYABA MUNIR	3.68
AYEZA SUMSAM	3.68
DANIA HASAN	3.67
MOHAMMAD EMAD HASSAN	3.67

### BBA 7

AATIRA MUSHTAQ MADRASWALA	3.94
FAARIA AHMAD	3.84
MAHA MALIK	3.83
MUHAMMAD OVAIS SALEEM	3.82
SANA AHMED	3.75
NAYMA IQBAL FAROOQI	3.74
MUHAMMAD USMAN HASAN	3.74
MARIYAM AKHUND	3.73
ZEHRA ABDULLA	3.71
ALA ZIA	3.66

### BS(CS) 1

AIMEN ALI GHAZI	3.72
TAQI ABBAS RIZVI	3.71
SYED FURQAN ALAM	3.71



### BS(CS) 2

HANIA SYED 3.64

### BS(CS) 3

SUMAIRA SAEED . 3.77  
SARCHINA KUMARI 3.72

### BS(CS) 5

ASMA RAFI 3.52

### BBA(MIS) 7

MARYAM SALEEM SANJRANI 3.5

### MBA 1

MARIAM SOOMRO 3.72  
AYESHA MAHMOOD KHAN 3.67  
SYED IJLAL HUSSAIN 3.61  
HINAA YUSUF 3.56

### MBA 3

AFSHEEN QAISER 3.81  
AMAL ZEHRA NOORALI 3.68  
UMAIR JUNAID DINARWALA 3.6  
JAVERIA SIDDIQUI 3.59  
MOHSIN ALI 3.5

### MBA 4

AAMIR ANWAR ALI JEWANI 3.56



## Spring 2012

### BBA 2

Name	CGPA
MYRA SAEED	3.9
BABAR MOBEEN	3.87
NIDA HAROON	3.85
ZAINAB KHAN	3.85
SIDRA AJMAL	3.85
MUNEEB BIN HAFEEZ	3.82
MUHAMMAD SAIM MUMTAZ	3.82
MALIHA KHAN	3.82
SAMRA SIRAJ	3.78
ZAREEN BALOCH	3.77
HAFSA AZIZ	3.77
NABEEL AHMED KHAN	3.75
SAMEEN ZAIDI	3.75
AFSHAN AJAZ	3.73
SIDRA SALEEM	3.72
BAKHTAWAR ALI	3.72

### BBA 4

MARIA AYUB SILAT	3.92
HASSAAN KHALID	3.86
RAMLA AHMAD	3.85
ARWA ANEES RANGOONWALA	3.79
AIMEN IMRAN	3.78
MARIA SHAMIM	3.77
WAQAS ABID	3.76
NASIR ALTAF	3.75
NADIA AMIN	3.74
MIRZA SHAHZAD BAIG	3.74
FABAIHA FAROOQ	3.74
BEENISH MEHMOOD	3.74
SADIA ANUM	3.71



### BBA 6

Name	CGPA
SADIA SHAHID	3.83
MAHA MUNAWAR	3.81
MARIA AMIN	3.77
UROOJ JAMAL HASHMI	3.76
SABINA KHALID	3.76
MAHEEN ARIF MOTEN	3.73
DANIA HASAN	3.7
TAYYABA MUNIR	3.69
SYED ASAD HUSSAIN	3.69
SADAF IJAZ	3.68
AMMARAH REHMAN	3.67
AREEBA MUSHTAQ	3.65

### BBA 8

AATIRA MUSHTAQ MADRASWALA	3.88
MAHA MALIK	3.83
FAARIA AHMAD	3.83
MUHAMMAD OVAIS SALEEM	3.81
SAMIYAH MOIN	3.76
SANA AHMED	3.73
MUHAMMAD USMAN HASAN	3.72
MARIYAM AKHUND	3.7
ALA ZIA	3.67
ZEHRA ABDULLA	3.67

### BS(CS) 1

SYED ALI ABBAS NAQVI	3.67
ABDULLAH ASLAM	3.67

### BS(CS) 2

ABDUL WAHAB JAWED	3.62
SYED FURQAN ALAM	3.61
AIMEN ALI GHAZI	3.61

### BS(CS) 3

HANIA SYED	3.71
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### BS(CS) 4

SUMAIRA SAEED	3.76
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### BS(CS) 6

ASMA RAFI 3.51

### BBA(MIS) 7

RABIA SIDDIQUI 3.63  
MUHAMMAD HAMMAD HAMEED BAWANY 3.57

### MBA 2

AYESHA MAHMOOD KHAN 3.72  
FAIQ SATTAR KHAN 3.61  
MARIAM SOOMRO 3.56

### MBA 4

JAVERIA SIDDIQUI 3.63







## Financials 2011-12



# Financial Resources and Utilization

For The Year Ended 30 June 2012

(Rs. in '000)

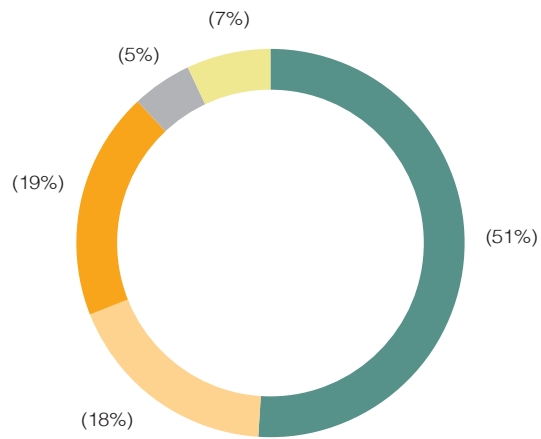
	FY 2011-12	FY 2010-11
<b>Sources</b>		
Tuition Fee	434,399	422,956
Return on Investment	151,609	155,900
Government Grants	158,857	130,748
Scholarship Grants	43,893	26,078
Other Income	62,759	56,557
<b>Gross Operating Receipts</b>	<b>851,517</b>	<b>792,239</b>
<b>Utilization</b>		
Salaries, wages and benefits	436,167	323,194
Utilities	50,121	24,691
Transportation	32,350	29,639
Training and development	36,388	25,585
Travelling	3,038	3,043
Advertisement	5,116	4,828
Rent, rates and taxes	7,735	8,548
Newspapers and periodicals	2,996	2,363
Printing and stationery	11,494	8,093
Repairs and maintenance	50,636	33,178
Communications	12,502	19,473
Accreditation, membership and linkage	1,187	4,734
Insurance	5,866	4,704
Entertainment	1,720	1,886
EMBA (banking finance, public and corporate)	22,004	21,348
Scholarship	51,664	36,533
Centre for Executive Education	37,532	23,913
Centre for Entrepreneurial Development	9,156	32,579
Centre for Business and Economic Research	4,144	1,902
Loss on disposal of property and equipment	4,652	278
Depreciation	130,064	125,982
Amortization of intangible assets	12,144	1,516
Fair, exhibitions, seminar and convocation	7,787	6,778
Provision against doubtful receivable	2,867	-
Legal and professional charges	1,839	3,072
Audit fee	375	350
License fee	99	67
Bank charges	713	593
Exchange loss	1,132	-
Others	4,254	5,714
<b>Total Expenses</b>	<b>947,742</b>	<b>754,584</b>
<b>Net (Deficit)/Surplus for the year</b>	<b>(96,225)</b>	<b>37,655</b>
<b>Net (Deficit)/Surplus for the year excluding depreciation</b>	<b>33,839</b>	<b>163,637</b>



## Operating Revenue 2011-12

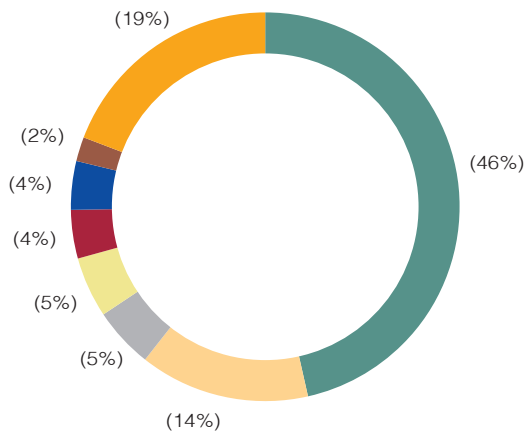
- Tuition Fee
- Return on Investment
- Government Grants
- Scholarship Grants
- Other Income

Operating Revenues 2011-12	
Tuition Fee	51%
Return on Investment	18%
Government Grants	19%
Scholarship Grants	5%
Other Income	7%
<b>Total</b>	<b>100%</b>



## Operating Expenses 2011-12

- Salaries
- Depreciation
- Scholarship
- Repair and Maintenance
- CEE
- Training and Development
- EMBA
- Others



Operating Expenses 2011-12	
Salaries	46%
Depreciation	14%
Scholarship	5%
Repair and Maintenance	5%
CEE	4%
Training and Development	4%
EMBA	2%
Others	19%
<b>Total</b>	<b>100%</b>



## Scholarships Awarded to Students

S.No.	Name of Scholarship	2011-12		2010-11	
		No of Students	(Rs. in '000)	No of Students	(Rs. in '000)
1	HEC - USAID Scholarship	8	2,428	37	12,893
2	Sindh Endowment Scholarships 2011-12	89	16,679	-	-
3	Sindh Endowment Scholarships 2010-11 *	42	8,270	-	-
4	Lucky Cement / Abdul Razzak Tabba Scholarship	36	4,135	32	3,877
5	Shell Pakistan Scholarship	3	696	4	1,056
6	IBA Alumni Chapter - UAE	-	-	6	688
7	Aftab Associates Scholarship	3	328	7	538
8	UBL Scholarship	2	273	6	507
9	SSGC Scholarship	2	517	2	488
10	Oxford & Cambridge Scholarship	9	540	9	470
11	Feroze Textile Ltd Scholarship	9	710	8	459
12	Habib Metropolitan Bank Ltd.	5	640	4	428
13	Phillip Morris (Pakistan) Limited	2	437	-	-
14	KPT Scholarship	-	-	2	428
15	Barclays Scholarship	-	-	2	408
16	Lakson Tobacco Company Scholarship	-	-	2	408
17	PSO Endowment Fund Scholarship	4	1,493	2	408
18	Anonymous Scholarships	16	1,387	2	384
19	Bhaimian Foundation	-	-	2	375
20	A.W.K Scholarship	-	-	2	357
21	HBL - Dr. Ishrat Husain Scholarship	9	905	3	310
22	HBL Endowment Fund Scholarship	2	382	2	230
23	Syed Mumtaz Saeed Scholarship	1	218	1	204
24	Dr. Salman Mufti Scholarship	-	-	2	171
25	Mirza Izhar Hussain Scholarships	-	-	1	171
26	Infaq Foundation	1	167	1	167
27	The Sapphire Endowment Fund Scholarship	1	164	2	150
28	Al Amin Scholarship	-	-	1	100
29	Mazhar Hussain Shah Scholarships	-	-	1	100
30	Abdul Fatah Memon Scholarship	1	109	1	93
31	G.M. Qureshi Scholarship	1	109	1	93
32	Fateh Tariq Scholarship	-	-	2	90
33	Adil&Narjis Scholarship	-	-	1	30
34	S.M. Umer Saleem Scholarship	1	95	-	-
35	Mateen Family Scholarship	1	228	-	-
36	Fauzia Rashid Scholarship	1	228	-	-
37	IBA Faculty Scholarship	2	273	-	-
38	Burj Bank Scholarship	10	500	-	-
39	Class of 2011	14	1,545	-	-
40	Dr. I. A. Mukhtar Endowment Scholarship	1	218	-	-
41	IBA Karachi Class of 1986	1	218	-	-
	<b>Sub Total</b>	<b>277</b>	<b>43,893</b>	<b>148</b>	<b>26,080</b>
42	IBA Scholarship				
a	Merit Based	67	6,989	58	6,012
b	Needs Based	7	587	71	4,442
c	IBA-HEC USAID Scholarship (Short fall in tuition fee)	-	195	-	-
	<b>Sub Total</b>	<b>74</b>	<b>7,771</b>	<b>129</b>	<b>10,454</b>
	<b>Total Scholarships</b>	<b>351</b>	<b>51,664</b>	<b>277</b>	<b>36,533</b>
	*These scholarships pertain to the 2010-11 but were awarded during the year 2011-12				

# Capital Expenditure

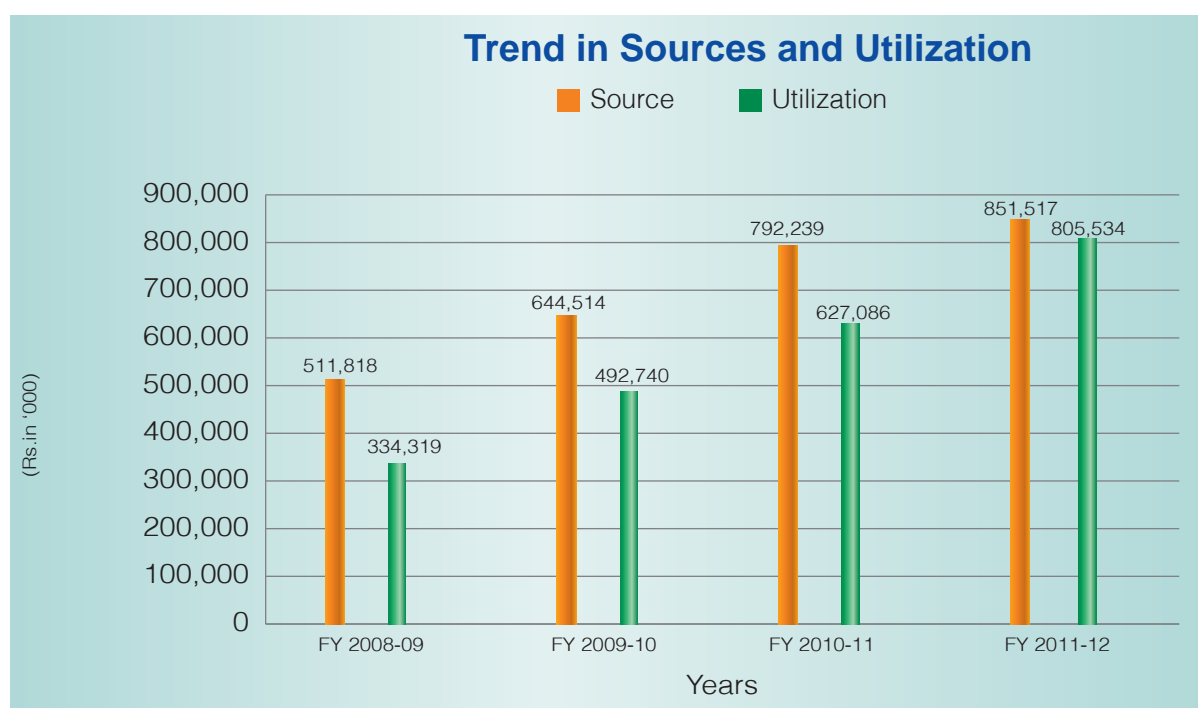
## For The Year 2011-12

	(Rs. in '000)	
Capital Expenditure	2011-2012	2010-2011
Building & Improvements	121,110	250,560
Office Equipments	15,068	45,566
Computer and Peripherals	10,874	47,183
Furniture and Fixture	3,966	15,692
Vehicles	1,478	1,191
Library Books	6,555	4,727
Sports Goods	114	517
Intangible Assets	15,756	18,439
Capital Work in Progress	743,919	107,545
<b>Total Capital Expenditures</b>	<b>918,840</b>	<b>491,420</b>
<b>Financed by:</b>		
Operating Surplus for the year excluding Depreciation and Amortization	45,983	165,153
<b>Donations &amp; Grants:</b>		
Aman Foundation	180,000	171,000
Adamjee Foundation	3,000	60,000
HEC Grants (PSDP)	55,000	20,000
Aziz Tabba Foundation	118,000	20,000
Arif Habib Corporation Limited	21,000	-
Abdullah Foundation (Sapphire)	15,000	-
United Bank Limited	11,000	-
Education & Literacy Department, Govt. of Sindh	10,000	-
National Bank of Pakistan	51,000	-
Allied Bank Limited	11,000	-
TPL Holdings (Pvt.) Ltd	5,000	-
Alumni Students + Donor Wall	1,000	-
Standard Shipping Pakistan (Pvt.) Ltd	5,000	-
Philip Morris International (PMI)	5,000	-
Towfiq Chinoy	11,000	-
Interest Income on Developments Funds	27,203	12,914
	<b>529,203</b>	<b>283,914</b>
<b>Total Funds available</b>	<b>575,186</b>	<b>449,067</b>
<b>Net (Deficit) for the year *</b>	<b>(343,654)</b>	<b>(42,353)</b>

\* The shortfall is financed from IBA general reserves. Our investments are placed with different banks on term deposits. Due to donors' installment plans we provide bridge financing for ongoing projects in order to fill in the timing difference till the availability of funds. Accordingly, Rs. 344 million has been spent from IBA reserves as bridge financing as at the year end and will be recovered from donors against their commitments. (Refer : List of major donors for commitments and actual disbursements)

## Financial Trends 2008-12

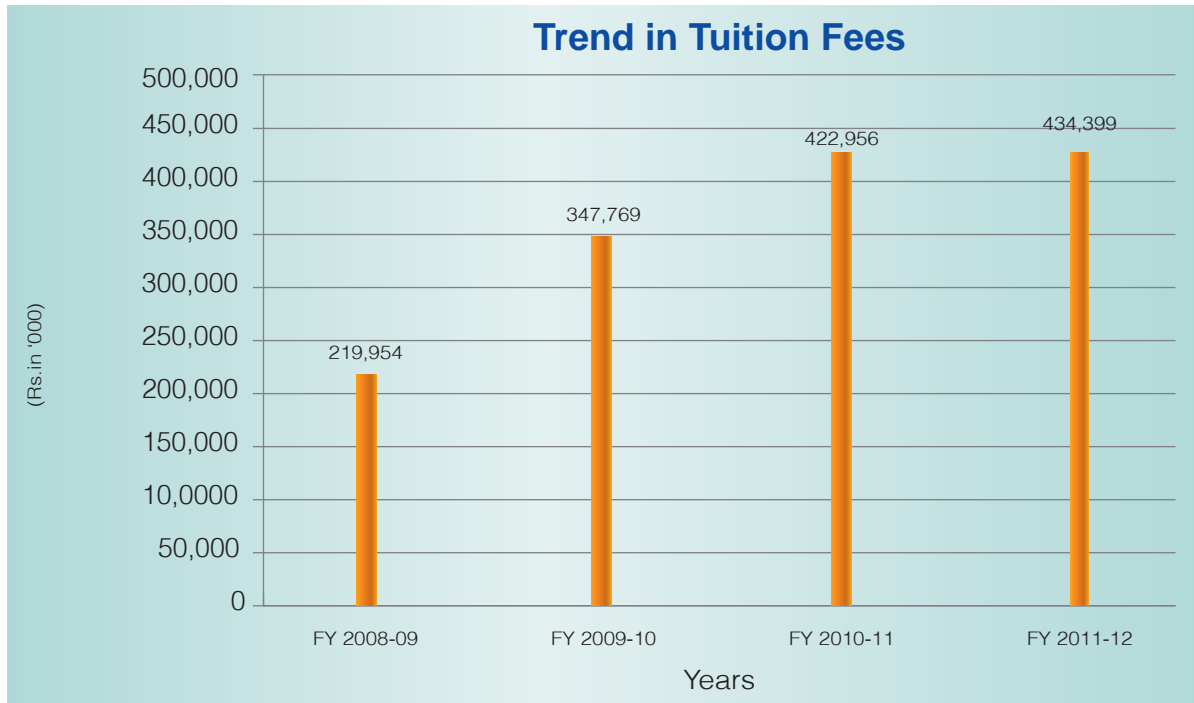
IBA has undergone immense structural and strategic changes during the four year period from 2008-09 to 2011-12. The momentum has been built up in the infrastructure development while the processes have also been streamlined.



Sources & Utilization (Rs. in '000)				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Sources	511,818	644,514	792,239	851,517
Utilization	334,319	492,740	627,086	805,534

## Trend in Tuition Fees

There has been regular increase in the tuition fees during the four year period. The trend reflects the revisions made according to the increasing costs and gap in the sources and utilization needs.

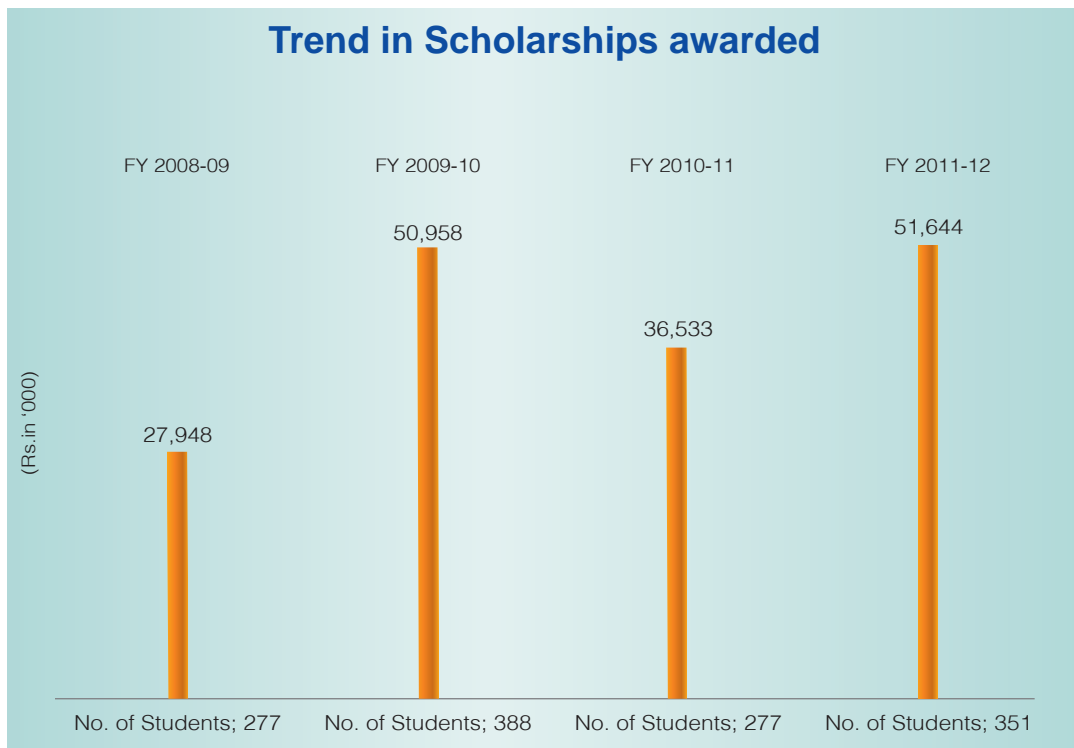


Total Tuition Fee Collection (Rs. in '000)				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Tuition Fee	219,954	347,769	422,956	434,399



## Trend in Scholarships

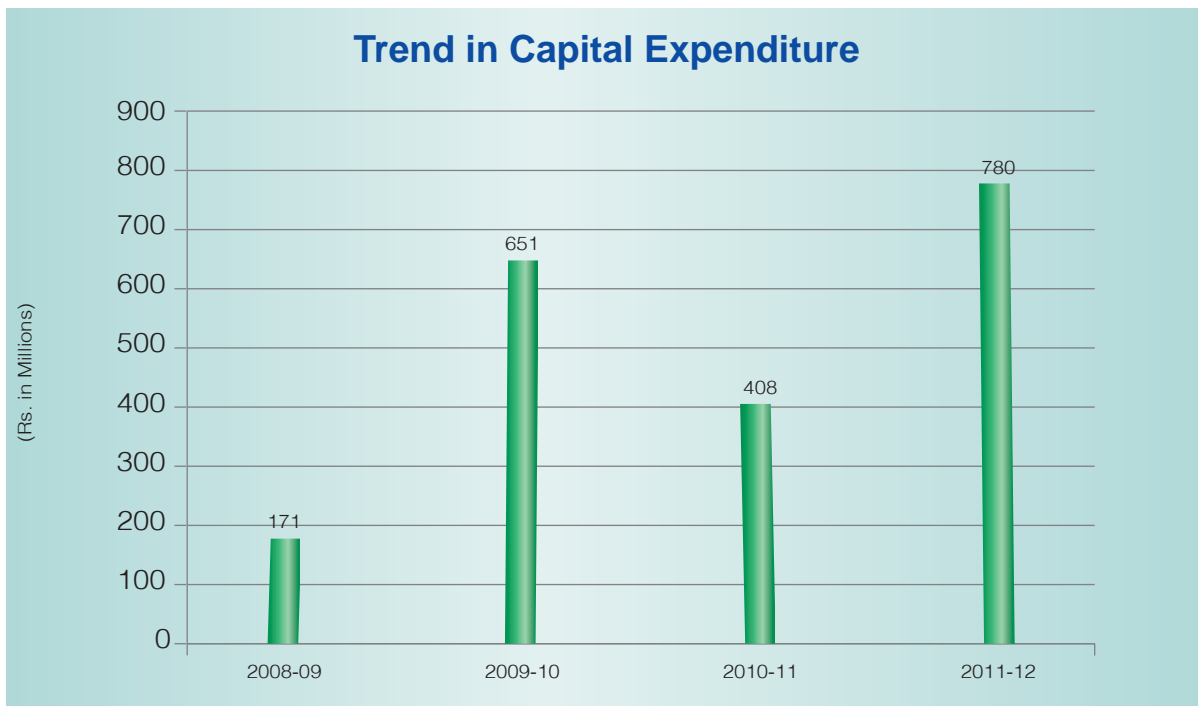
The trend reflects need based and merit scholarships which are awarded to the Top 10% students at the time of admission.



Trend in Scholarships awarded (Rs. in '000)				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
No. of Students	277	388	277	351
Rs. in Millions	27,948	50,958	36,533	51,664

## Trend in Capital Expenditure and Non Employment Costs

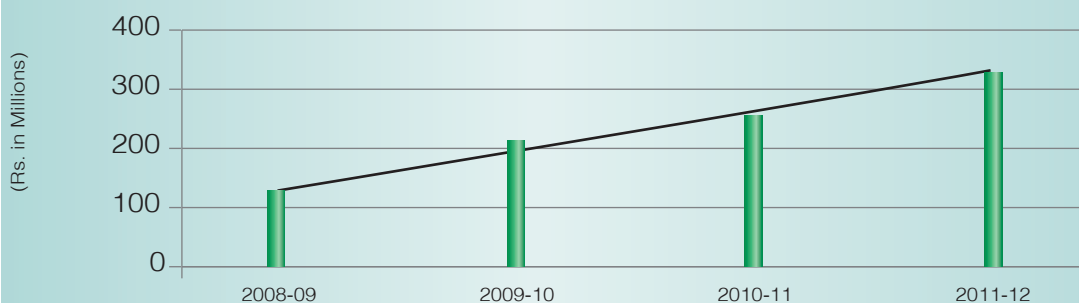
The trend in capital expenditure reflects IBA's expansion plan and the subsequent increase in capital expenditure for the four year period. The non employment costs include utilities and fuel expenses which have increased consistently from 2008-09 to 2011-12. Furthermore the non-employment costs have increased faster than fees income growth during the four year period.



Trend in Capital Expenditure (Rs. in Millions)				
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Capital Expenditure	171	651	408	780



### Trend in Non-Employment Cost



### Trend in Non-Employment Cost (Rs. in Millions)

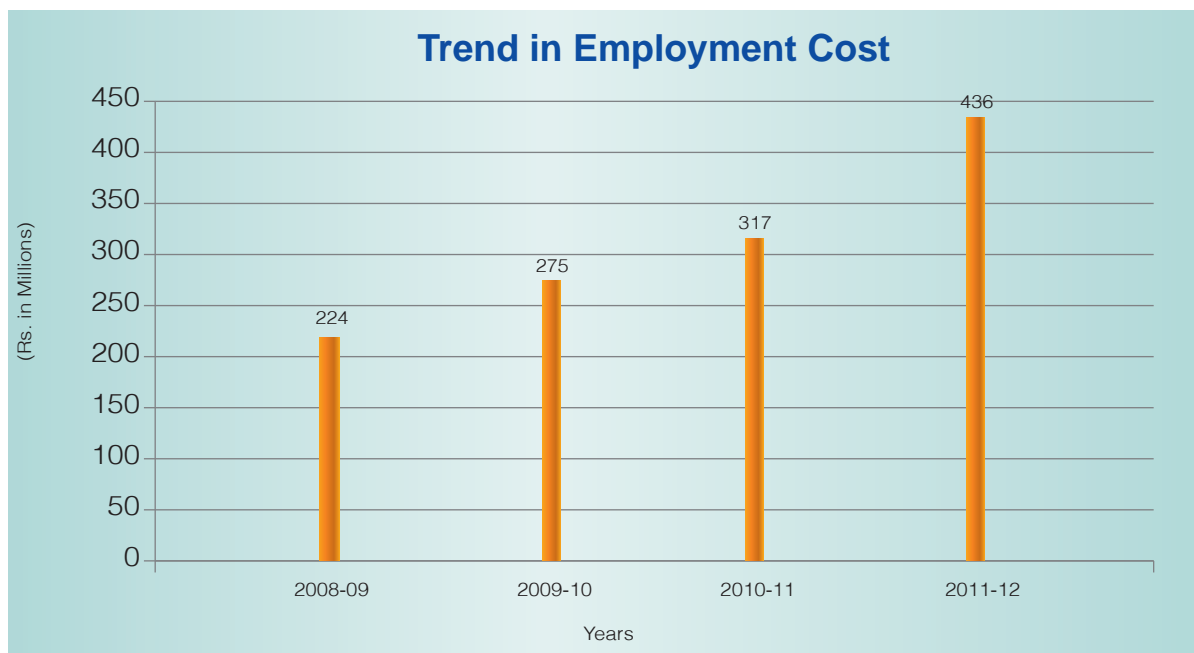
	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Non-Employment Cost	117	219	250	314





## Trend in Employment Costs

Employments costs include remuneration paid to faculty members, non teaching staff and employees. These costs continue to be the main component of operational expenditure and have consistently increased during the four year period. However the employment cost to student ratio has decreased from 104% in 2008-09 to 89% in 2011-12.



Trend in Employment Cost (Rs. in Millions)				
	FY2008-09	FY2009-10	FY2010-11	FY2011-12
Employment Cost	224	275	317	436

Trend in Employment Cost to Student Ratio	
Year	Percentage
2008-09	104%
2009-10	89%
2010-11	83%
2011-12	89%

## Major Donors 2011-12

The following companies and individuals have contributed towards IBA's development fund, allied facilities, faculty development programs and the scholarship fund.

### 1. Development Fund

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)	Purpose
1	Aman Foundation (AF)	1,000.00	428.97	Aman Tower/ Aman CED
2	Higher Education Commission (HEC)	262.95	98.78	Various works including New Boys Hostel and visiting Faculty Hostel
3	Aziz Tabba Foundation	150.00	140.00	Academic building at Main Campus
4	Mahvash and Jahangir Siddiqui Foundation	140.00	-	Auditorium at the IBA City Campus
	Mahvash and Jahangir Siddiqui Foundation will construct the new Auditorium on a turnkey basis and hand it over to IBA upon completion.			
5	Adamjee Foundation	100.00	87.60	Academic block at the Main Campus
6	Fauji Fertilizer Bin Qasim Limited	100.00	-	Admin Building at Main Campus
7	Arif Habib Corporation Limited	100.00	20.00	Building Fund
8	Abdullah Foundation (Sapphire)	75.00	27.00	Library Building at Main Campus
9	United Bank Limited	75.00	18.61	Sports Arena
10	Education & Literacy Department, Govt. of Sindh	57.45	-	STHP Girls' Hostel
11	National Bank of Pakistan	50.00	50.00	Admin Building at Main Campus
12	The HUB Power Company Ltd. (HUBCO)	40.00	-	Auditorium Building Fund
13	Allied Bank Limited	40.00	10.00	Building Fund
14	TPL Holdings (Pvt.) Ltd.	25.00	5.00	Infrastructure Development
15	Alumni Student Centre	21.08	4.60	Alumni Fund for Student Centre
16	Donor Wall	0.486	0.486	

Construction of the Student Centre at IBA Main Campus to be sponsored by IBA Alumni. Pledges and donations received so far from: Unilever Alumni, Mr. Shahid Javed Hashmi, Mr. Waqar Siddique, Mr. Hussain Lawai, Mr. Shuaib Ahmed, Mr. Zafar Masud & Mr. Riaz Chowdhari				
17	Standard Shipping Pakistan (Pvt.) Ltd.	15.00	5.00	New Prayer Hall at Main Campus
18	Philip Morris International (PMI)	5.01	5.01	Library Building at Main Campus
<b>Sub Total</b>		<b>2,256.97</b>	<b>901.05</b>	

## 2. (A) Endowment/Endowed Chairs Fund

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Mr. Towfiq Chinoy	80.00	10.00
2	Gatron Industries Limited	75.00	14.00
3	National Bank of Pakistan	50.00	50.00
4	Bank Al-Habib Limited	50.00	50.00
5	Askari Bank Ltd	50.00	50.00
6	Habib Bank Limited	50.00	50.00
7	Faysal Bank	75.00	30.00
8	Standard Chartered Bank	40.00	40.00
9	Bank Alfalah Limited	33.00	33.00
10	Allied Bank Limited	30.00	30.00
11	International Industries Limited (IIL)	30.00	30.00
12	Getz Pharma (Pvt) Limited	30.00	-
13	Pakarab Fertilizers Limited	25.00	-
14	Fatima Fertilizer Company Limited	25.00	-
15	International Textile Limited	20.00	20.00
16	Millat Group of Companies	10.00	-
17	Govt. of Sindh	5.00	5.00
18	Pakistan International Container Terminal Ltd.	5.00	2.00
19	Soneri Bank	3.00	3.00
20	Deutsche Bank	1.25	1.25
21	UCH Power (Pvt.) Ltd.	0.50	0.50
22	Mr. Zohaib Ali Khan, IBA Alumni	0.01	0.01
23	Anonymous	0.01	0.01
<b>Sub Total</b>		<b>687.77</b>	<b>418.77</b>

## 2. (B) Endowment Fund By IBA - Advisory Council

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Mr. Mohsin Ali Nathani, CEO, Standard Chartered Bank	0.50	0.50
2	Mr. Tariq Kirmani	0.50	0.20
3	Mr. Zahid Bashir, CEO, Mohd. Amin Mohd. Bashir Ltd.	0.50	0.20
4	Mr. Tahir Khaliq, Director, United Distributors (Pvt.) Ltd.	0.50	0.20
5	Dr. Miftah Ismail, Director, Ismail Industries Ltd.	0.50	0.50
6	Mr. Saifuddin N. Zoomkawala, Chairman, EFU General Insurance. Ltd.	0.50	0.20
7	Mr. Abrar Hasan, CEO, National Foods Ltd.	0.50	0.50
8	Mr. Parvez Ghias, CEO, Indus Motor Co. Ltd.	0.50	0.20
9	Mr. Ghouse Akbar, Director, Akbar Group of Companies	0.50	0.30
10	Mr. Anwar H. Rammat, Chairman, Asiatic Public Relations Network (Pvt) Ltd.	0.50	0.10
<b>Sub Total</b>		<b>5.00</b>	<b>2.90</b>

## 3. Faculty Development Fund

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Higher Education Commission (HEC)	137.00	12.25
2	Indus Motors	15.00	13.00
3	English Biscuit Manufacturers	10.00	10.00
4	National Foods Limited	12.50	12.50
5	Barclays Bank PLC, Pakistan	5.00	2.00
6	Chevron Pakistan Limited	5.00	1.00
7	Naseem Allawala, ESQ	5.00	1.00
8	Central Depository Company	2.00	2.00
9	Cadbury Pakistan Limited	0.50	0.50
<b>Sub Total</b>		<b>192.00</b>	<b>54.25</b>

#### 4. (A) Endowment Fund For Scholarship

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Feroze Textile Mills Limited	5.25	5.25
2	Syed Mumtaz Saeed Scholarship	3.00	2.37
3	HBL- Endowment Scholarship	2.50	2.50
4	Dr. I. A. Mukhtar Endowment for Scholarship (IBA-Alumni)	2.50	1.45
5	House Building Finance Corporation (HBFC)	2.50	2.50
6	PSO Endowment Scholarship	2.00	2.00
7	IBA-Karachi Class of 1986	2.03	2.03
8	Atlas - IBA Endowment Scholarship	2.50	2.50
9	Sardar Yaseen Malik Scholarship	2.00	2.00
10	Muhammad Umar Khan Shaheed Scholarship	1.50	1.50
11	The Sapphire Endowment Scholarship	1.00	1.00
12	Anonymous	1.00	0.50
13	Aftab Associates Endowment	0.20	0.20
<b>Sub Total</b>		<b>27.98</b>	<b>25.80</b>



## 4. (B) Scholarship Fund

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	HEC - USAID Funded-Merit and Need Based Scholarship	19.13	19.13
2	Lucky Cement/Abdul Razzak Tabba	12.00	0.66
3	Punjab Education Endowment Fund (PEEF)	8.24	-
4	Sindh Endowment Scholarship	8.27	8.27
5	Shell Pakistan Scholarship	1.82	1.82
6	Fauzia Rashid Scholarship	1.00	0.23
7	PSO Scholarship	0.99	0.99
8	IBA Alumni Chapter UAE - Scholarship	0.74	0.74
9	Barclays Bank Scholarship	0.70	0.70
10	Infaq Foundation	0.67	0.50
11	Mubashira Hafeez Scholarship	0.63	0.63
12	Philip Morris (Pakistan) Limited Scholarship	0.61	0.61
13	HBL- Dr. Ishrat Husain Scholarship	1.09	1.09
14	United Bank Limited	0.53	-
15	Mateen Family Scholarship	0.53	0.53
16	Habib Metropolitan Bank	0.50	0.50
17	Aftab Associates	0.53	0.53
18	SSGC Scholarship	1.01	1.01
19	Oxford & Cambridge Scholarship	1.01	1.01
20	KPT Scholarship	0.43	-
21	Bhaimia Foundation	0.43	0.37
22	Al-Amin Scholarship	0.35	0.35
23	A.W.K. Scholarship	0.34	0.34
24	Anonymous	0.56	0.56
25	Saad M. Ali, CEO, Helium (Pvt.) Ltd.	0.25	0.06
26	IBA Faculty Scholarship Fund	0.23	0.23
27	Dr. Salman Mufti	0.17	0.17
28	Izhar Mirza Hussain	0.17	0.17
29	Abdul Fatah Memon Scholarship	0.14	0.14
30	G.M. Qureshi Scholarship	0.14	0.14
31	IBA Alumni Chapter UAE - Mr. Majid Aziz	0.12	0.12
32	IBA Alumni Chapter UAE - Mazhar Hussain Shah Scholarship	0.10	0.10
33	MBA-Direct Scholarship	0.10	0.10
34	Mr. Raza Ali Khan	0.10	0.10
35	IBA Alumni Chapter UAE - Fateh Tariq Scholarship	0.09	0.09
36	IBA Alumni Chapter UAE - Mr. Parvaiz Siddique	0.06	0.06
37	IBA Alumni Chapter UAE - Adil & Narjis Scholarship	0.03	0.03
38	IBA Alumni	0.05	0.05
39	Burj Bank Limited Scholarship	0.50	0.50
	<b>Sub Total</b>	<b>64.37</b>	<b>52.61</b>

#### 4. (C) Talent Hunt Programs

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Govt. of Sindh	24.43	15.00
2	CDP - Govt of Sindh - Foundation Program	9.43	3.77
3	Ihsan Trust (a subsidiary of Meezan Bank Ltd.)	23.63	11.31
	<b>Sub Total</b>	<b>57.50</b>	<b>30.08</b>

#### 4. (D) Faculty/Student Exchange And Visit Program

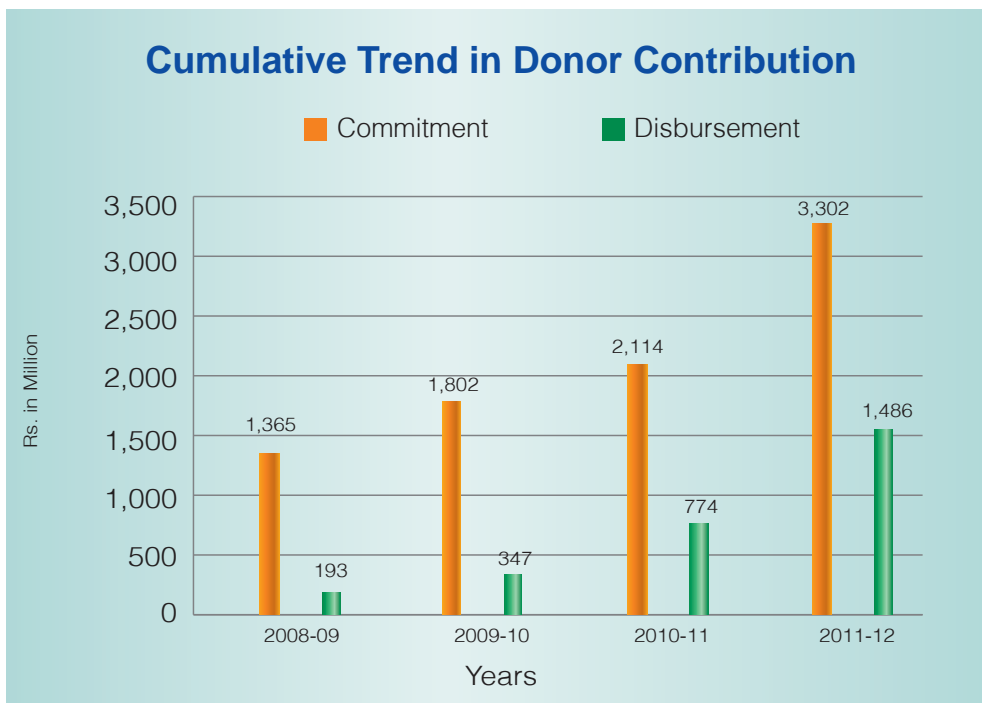
S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Infaq Foundation	1.00	-
2	Mr. Sadeq Sayeed	9.40	-
	<b>Sub Total</b>	<b>10.40</b>	<b>-</b>

#### 5. Alumni Fund

S.#	Name of Donors	Amount Committed (Rs. in Millions)	Amount Disbursed (Rs. in Millions)
1	Plant a Tree	0.223	0.223
2	Library	0.070	0.070
3	CED (University Campus)	0.010	0.010
4	Technology Upgrading	0.005	0.005
5	Faculty Development	-	-
6	CEE (City Campus)	-	-
7	Girls Hostel	-	-
8	Boys Hostel	-	-
9	Others	-	-
	<b>Sub Total</b>	<b>0.308</b>	<b>0.308</b>
	<b>Grand Total</b>	<b>3,302.29</b>	<b>1,485.77</b>

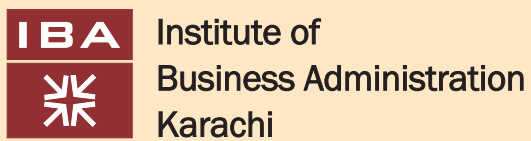
## Trend in Donor Contribution

There has been an increase in donor contribution from 2008-09 to 2011-12 which has played a significant role in assisting IBA to achieve its Modernization and Expansion Plan. The commitment by donors exceeds the full disbursement received by IBA however the difference has reduced during the four year period.









*Leadership and Ideas for Tomorrow*

**Main Campus:** Tel: (021) 38104700 Fax: (021) 38102008

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