



Institute of
Business Administration
Karachi

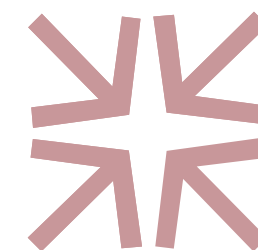
Leadership and Ideas for Tomorrow

Annual Report 2018-2019



C r e a t i n g I m p a c t

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Annual Report
2018-2019

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Message from the Executive Director



The State of the Institute in 2019

In this, my last year as Executive Director of the IBA, I thought it would be appropriate to report on the state of the Institute. This may be judged from the following two considerations: Are we providing quality education as stated in our mission? And are we managing our finances so as to ensure sustainability? Quality is an important measure of our impact on society and sustainability is a good measure of our ability to continue to have that impact in the future.

Let me start with the first consideration. Are we providing quality education?

At IBA, we track four measures of quality, two related to the inputs of the education process and two to the outcomes. On the input side, we measure whether we are attracting meritorious students and well-qualified faculty. On the outcomes side, we measure how good a job our faculty is doing at teaching and how many of our fresh graduates are getting jobs within a reasonable period of time. No single measure can capture quality to everyone's satisfaction but, when combined, the above four measures provide an assessment that is meaningful and comparable over time.

From the data on admissions we know we are continuing to attract quality students. The average SAT scores of undergraduate batches enrolled have moved up in recent years such that they ranged from 1321 to 1435 in FY19, much above the range of 1270-1320 exhibited in FY16. Similarly, the average cut-off levels for the IBA admissions tests were higher last year than three years earlier. Furthermore, we continue to be a very selective institute. Most of our popular programs, like the BBA, the BSAF and the BSCS have high ratios of applications to admissions. For example, in recent years, only 1 out of every 8 applicants has been accepted into the BBA program and only 1 out of every 5 applicants into the BSAF and BSCS programs.

We also continue to build the qualification base of our faculty. The number of faculty with PhD qualifications rose from 67 to 76 during FY17-19 while the total number of faculty rose only marginally from 117 to 119. This shift in composition towards higher

qualifications is a result of two policies: new faculty hires must have PhD qualifications and non-PhD faculty already on our staff are given financial support, where possible, to upgrade their qualifications. In recent years, eight of our non-PhD faculty were able to qualify at the PhD level through HEC and IBA supported programs.

We measure teaching quality by the scores given by students to faculty at the end of each course. Looking at these scores over the past five years, averaged across all courses for each semester and each department, we find two interesting facts. First, the average score is just over 4 out of a maximum of 5 for most departments. This suggests a high average quality assessment. Second, over time, there is a slight upward trend in the average score for most departments, indicating an improvement in student perception of teaching quality. This is especially notable because the number of students, courses and faculty have all increased over this period.

Finally, we look at quality through the lens of the job market. Do our students get jobs reasonably quickly, by which we mean within three months of graduating? If we look at data from the last five years for our seven most popular degree programs, we observe no clear trend over time either within or across degree programs but at least half the observations show employment rates of 80% or above. Based on this, we conclude that the employability of our students is high and stable.

In addition to quality, we also pay attention to financial sustainability. Are we managing our revenues and expenditures in a sustainable fashion?

Over the past five years, revenues have outpaced expenditures every year. Based on this measure alone, it would appear that we are managing our financial affairs in a sustainable fashion. There are two other indicators that support this statement. First, we have built our endowment and reserves steadily from around 1.6 billion PKR in FY15 to 2.8 billion in FY19. The corresponding contribution from this category to our total revenues now stands at 8 percent. Second, the share of revenues from our professional development centers has grown from 8 percent of total revenues to 11 percent over the last five years. Nevertheless, while our financial position is generally sound, it is vulnerable to declining support from public sources. For example, contributions from the Government of Sindh and the HEC fell to 8 percent of revenues in FY19 from 14 percent in FY15 and may be expected to decline further over time.

On the expenses side, we have had success in restraining the number and outlay on overtime hours in recent years as well as in moderating the consumption of electricity. Overtime hours were brought down from 153,000 in FY17 to only 70,000 in FY19 while the consumption of electricity was reduced from a peak of 6.1 million units in FY17 to 5.7 million units in FY19. We are also about to launch a solar panel installation project through which we hope to source about one quarter of our electricity needs. The payback for this project is estimated at four years.

The foregoing shows that the state of the Institute is strong. I expect this to remain the case as long as a dedicated team of staff and faculty continue to focus on quality and sustainability. These are important guiding concepts for an institution of higher education that is required to operate in a competitive environment and to function largely on the basis of own-generated revenues.

Farrukh Iqbal
Executive Director

The Year in Review



A modern university in an urban setting has many stakeholders beyond the students, staff and faculty who are the biggest part of its daily life. A modern university creates positive social impact not just through its regular education programs but also through engagement with a wide range of stakeholders. During 2018-19, the IBA saw many activities conducted with this diverse group in mind.

One example was the launch of the Karachi Urban Lab (KUL). This unit, organized by Professor Nausheen Anwar of the Social Sciences Department in partnership with NED University, focuses on ongoing challenges in Pakistan's urban spaces, municipal politics and everyday livelihood systems. KUL organized two critical dialogues on water scarcity in the country and in Karachi, providing an example of engagement with both citizens and urban development professionals on important aspects of public welfare.

Another example of a growing connection with the city in which we are located was our hosting of the 6th International Karachi Conference. This was organized by the Karachi Conference Foundation and featured discussions on issues that concern the city and its residents, involving both scholars and activists.

We also hosted a public lecture on provincial economic development issues. The occasion was the launch of a book on "The Economy of Modern Sindh" and the lecture was delivered by one of its co-authors, the Advisor to the Prime Minister on Institutional Reforms and Austerity, Dr. Ishrat Husain. Showing the wide interest commanded by the subject, the session attracted both students and many members of the general public.

Our engagements went beyond local/regional to national issues as well. One example was our hosting of an event titled "The Conversation" with the BBC, the well-known global media organization. This was a panel discussion on gender issues in Pakistan, moderated by BBC staff and featuring prominent local personalities. The discussion ranged over such matters as the lack of public spaces for women, stereotypes associated with women, and stress and psychological problems to name a few. The event was carried live by radio and internet around the world. The BBC came to the IBA because of our growing role in public policy discussions that go beyond business and economics.

Similarly, a broad spectrum of issues was discussed at the "Afkar-e-Taza ThinkFest," the first Karachi offering of an established academic literary festival initiated by Dr. Yaqoob

Khan Bangash in Lahore. The festival aims to realize the dream of Allama Iqbal that new worlds come into existence through new ideas and thoughts. Among the diverse sessions on offer were Firdausi's Shahnameh, the history of opium, railways and the Raj, press freedom and issues in Afghanistan and the Middle East.

A related event was a memorial lecture in honor of the late journalist, Razia Bhatti, titled 'Speaking Truth to Power: Why Razia Mattered' this lecture was delivered by I.A. Rehman, veteran journalist and former Chairperson of the Human Rights Commission of Pakistan. This public lecture was held at the Center of Excellence in Journalism and highlighted Ms. Bhatti's role in her efforts to widen the scope for speech and rights in the country.

Finally, we held an event that related to issues that go beyond the country to the world. This was a Distinguished Lecture on nuclear crisis management in South Asia by Dr. Moeed Yusuf, Associate VP of the Asia Center at United States Institute of Peace. Dr. Yusuf highlighted the risks of India-Pakistan nuclear conflict and how they intersect with great power interests.

The above examples illustrate that IBA is more than just a good business school now. It has diversified into a variety of academic areas and it connects with a variety of stakeholders in multiple ways. It hosts a vibrant community of scholars in diverse disciplines and engages with multiple communities across the country and globe. This is the hallmark of an academic institution that can have a larger positive social impact than that achieved by a formal education process alone.



Students



Admissions



The Institute offers 6 undergraduate degrees, 7 graduate degrees and 3 doctoral degrees. Details of admissions to these degree programs for the academic year 2018-19 are provided in this section.

Undergraduate Programs

Bachelors in Business Administration (BBA)

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	3727	450	115	37	487

BBA Students by Prior Place of Education

Nixor College	68
Beaconhouse School System	61
Lyceum	37
City School	23
Aga Khan School	23
Others	275

BS Economics & Mathematics

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	486	81	72	48	129

BSEM Students by Prior Place of Education

Nixor College	24
Beaconhouse School System	16
Lyceum	9
Karachi Grammar School	7
City School	3
Others	70

BS Accounting & Finance

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	1730	303	90	45	348

BSAF Students by Prior Place of Education

Beaconhouse School System	55
Nixor College	54
Lyceum	33
City School	14
Aga Khan School	6
Others	186

BS Social Sciences & Liberal Arts

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	388	136	114	34	170

BS SSLA Students by Prior Place of Education

Nixor College	34
Beaconhouse School System	19
Aga Khan School	11
Lyceum	6
Karachi Grammar School	6
Others	95

BS Computer Science

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	1374	194	100	38	232

BSCS Students by Prior Place of Education

Nixor College	36
Beaconhouse School System	22
Lyceum	14
Aga Khan School	7
Karachi Grammar School	6
Others	147

BS Economics

(Offered in Round-2)

Semester	Applicants	Direct Successful	Shortlisted For Interview	Interview Successful	Total Successful
Fall 2018	-	162	70	26	188

Graduate Programs

Master in Business Administration (MBA)

Semester	Applicants	Shortlisted For Interview	Successful Candidates		Total
			Morning	Evening	
Fall 2018	1113	409	125	172	297

Master in Business Administration - Executive

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	157	50	44
Spring 2019	130	48	41
Summer 2019	137	45	40
Total	424	144	125

MS Economics

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	66	37	33

MS Islamic Banking & Finance

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	41	26	24

MS Journalism

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	14	13	11

MS Computer Science

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	99	28	26
Spring 2019	71	7	7
Total	170	35	33

MS Mathematics

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	28	13	4
Spring 2019	9	2	2
Total	37	15	6

PhD Economics

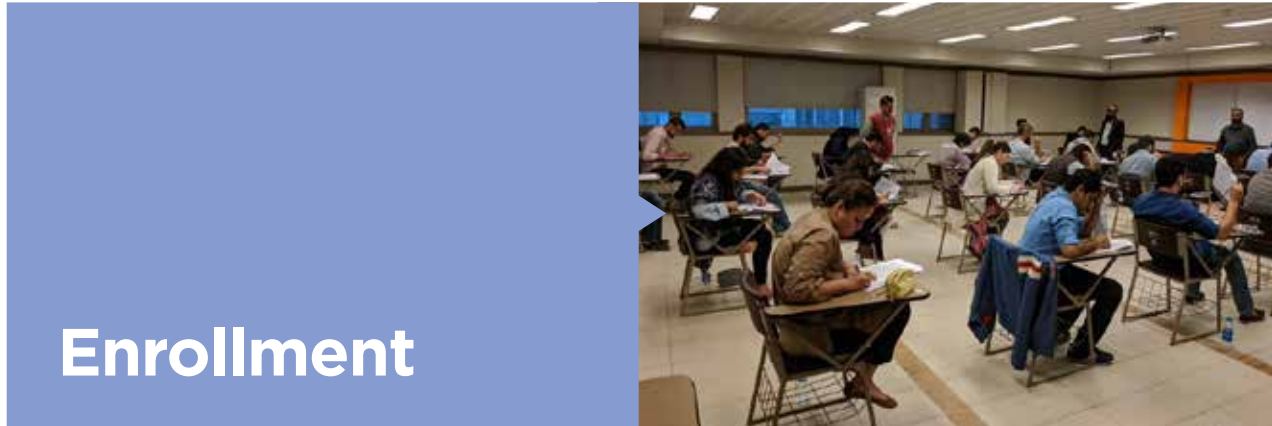
Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	14	5	-

PhD Computer Science

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	10	5	1
Spring 2019	4	1	1
Total	14	6	2

PhD Mathematics

Semester	Applicants	Shortlisted For Interview	Successful Candidates
Fall 2018	13	7	4
Spring 2019	2	-	-
Total	15	7	4



Not all who are admitted enter the IBA. The table below shows how many enrolled in 2018-19 by academic program. It shows that: (a) total enrollment is just above 3900 students; (b) the student body is roughly three-quarters undergraduate and one-quarter post-graduate; (c) business-related degree programs attract the most students and (d) the overall gender ratio is 65% male and 35% female but it varies quite a bit by department.

Enrollment by Degree Program (Spring 2019)

Academic Program	Number of Enrolled Students	Total Male	Total Female
Bachelors of Business Administration (BBA)	1073	616	457
BS Social Sciences & Liberal Arts	229	75	154
BS Accounting and Finance	764	518	246
BS Computer Science	465	328	137
BS Economics	186	122	64
BS Economics & Mathematics	196	114	82
MBA Executive	265	230	35
MBA	247	139	108
MBA Evening	262	218	44
MS Journalism	25	16	9
MS Mathematics	26	16	10
MS Computer Science	89	61	28
MS Economics	35	12	23
MS Islamic Banking & Finance	48	40	8
PhD Computer Science	37	19	18
PhD Economics	9	8	1
PhD Mathematics	16	9	7
Total	3967	2540	1427
Total Undergraduate	2913	1773	1140
Total Graduate	1054	767	287



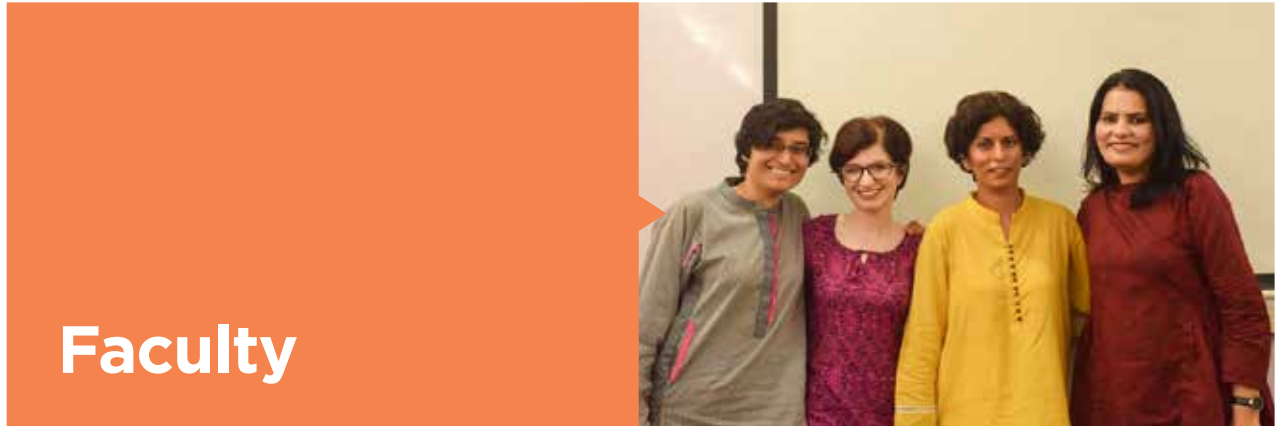
While most undergraduates finish in four years, some do not. Some take time off from their academic pursuits before rejoining. Others drop out altogether, although this is generally a very small number. Graduate students have more flexibility in the time allowed to finish their studies since many of them study on a part time basis.

The table below shows how many students graduated in the Convocation held in December 2018, by academic program.

Number of graduates by program

Program	Graduates
Bachelor of Business Administration (BBA)	211
BS Computer Science	125
BS Accounting and Finance	160
BS Economics and Mathematics	90
BS Social Sciences and Liberal Arts	78
MBA	172
MBA Executive	41
MS Economics	16
MS Mathematics	3
MS Computer Science	28
PhD Computer Science	1
Total	925
Total Male	604
Total Female	321





The mission of the Institute is, in part, to impart quality education in business and allied fields and to undertake original research that enriches teaching. Our strategies of faculty recruitment and training are aimed at ensuring this outcome. During 2018-19, we moved in this direction by adding more PhD qualified faculty, allocating more funds for faculty development, and improving research output.

Out of the 115 fulltime faculty on our roster in 2018-19, 75 held PhD qualifications, the highest proportion in our history. We also benefited from the part-time teaching services of about 184 visiting faculty during the year. Visiting faculty bring corporate and industry experience to the classroom and serve to connect our students with real-world business issues and strategies.

Full-time Faculty by Department

Department	Number of Faculty	PhD Qualified
Accounting & Law	11	2
Economics	15	12
Finance	9	7
Management	14	9
Marketing	12	8
Social Sciences & Liberal Arts	29	16
Computer Science	13	12
Mathematical Sciences	12	8
Total	115	74



Research-related activity (conferences and publications) is of importance to our faculty. The table below shows how such activity was distributed in 2018.

Faculty Research Activity

Category	Items
Impact Factor (ISI) Journals	18
Other Journals	41
Total Journal Articles	59
Books	1
Book Chapters	10
Conferences	46



Faculty Development



We encourage our faculty members to improve their skills and knowledge continuously by participating in conferences, academic fellowships, research collaborations, training workshops and so on. Participation in such activities is usually supported by grants from the Institute.

Faculty Development Activities

Development Programs	Faculty Participation	Number of Events
Foreign		
Professional Development (Trainings / Courses / Workshops)	10	10
Professional Development (Conferences / Seminars / Symposiums / Events / Forums)	13	14
Faculty Research (Conferences / Seminars / Forums)	25	37
Academic Development (Pursuing Masters/PhD)	23	10 - Pursuing Full-time PhD, 2 successfully completed PhD, 6- Pursuing Split PhD, 5 successfully completed Split PhD (DBA)
Domestic		
Professional Development (Trainings / Courses / Workshops)	9	9
Professional Development (Conferences / Seminars / Symposiums / Events / Forums)	4	3
Faculty Research (Conferences / Seminars / Forums)	5	4
Academic Development (Pursuing Masters/PhD)	3	3 - Pursuing Full-time PhD

Research & Consultancy



Much of the research and consultancy done by faculty is channeled through the Center for Business and Economic Research (CBER). Along with incubation activities managed by the Aman Center for Entrepreneurial Development (Aman CED), these are reported annually as ORIC (Office of Research, Innovation and Commercialization) activities. Ongoing projects are listed below:

Summary of ongoing CBER projects

Project Title	Partner Organization	Principal Investigators
Diversification of Islamic Financial Instruments	General Directorate of Foreign Economic Relations of the Ministry of Development of the Republic of Turkey	Dr. Irum Saba
Land & the gendered politics of displacement in Pakistan	IDRC	Dr. Nausheen Anwar
Developing material for national exporters training program	Trade Development Authority for Pakistan	Dr. Aadil Nakhoda & Dr. Najam Anjum
Group-based relative deprivation	Uppsala University, Sweden	Dr. Gulnaz Anjum
Public private partnership in education: Exploring the effectiveness of Sindh Education Foundation	Oxfam	Dr. Qazi Masood Ahmed
Cross-cultural research on spirituality and wellbeing	Case Western Reserve University (USA)	Dr. Gulnaz Anjum
Business Confidence Index	State Bank of Pakistan	Dr. Qazi Masood Ahmed
Consumer Confidence Index	State Bank of Pakistan	Dr. Qazi Masood Ahmed

Academic Support Programs



Ardeshir Cowasjee Center for Writing (ACCW)



Writing specialists at the ACCW are available to provide customized help and advice to students and faculty at any point of their writing projects, from idea generation to the final draft. Such projects typically include undergraduate essays, graduate theses and dissertations, scholarly papers for academic journals, creative writing exercises and journalistic texts. The ACCW also organizes book clubs and study circles, meetings with book authors and writing workshops.



Personal Effectiveness Program



In today's competitive market, employees need to be equipped with more than just technical knowledge to succeed in the corporate workplace. They need to know how to assess issues from various angles (critical thinking), how to work with colleagues to get the best results (teamwork), how to build links with others for learning and support (networking), how to lead teams in a smooth and effective manner (leadership), and how to express oneself in a clear and concise manner (communication). So important are these "soft" skills that employers often look for them even in students applying for entry level jobs. These skills complement and enhance the academic knowledge that graduates have and help them succeed in their careers.

At the IBA, we have been emphasizing the importance of such skills for many years and have developed a Personal Effectiveness Program to deliver them. This Program consists primarily in providing students exposure to business leaders and trainers in special workshops arranged during the academic year. These business leaders and trainers bring with them many years of experience in diverse fields and jobs and add perspectives that are difficult to provide in standard academically-oriented classes and lectures.



Guest Speakers at Personal Effectiveness Lectures

Guest Speakers 2019		
Speakers	Designation and organization	Topic
Ahsan Mirza	Customer and Shopper Marketing Director at Unilever Saudi Arabia	How to achieve your 2019 Goals
Jamshed Azhar	CFO, Abbott Laboratories	Developing commercial & financial awareness

M.A. Mannan	President & CEO of TCS Holdings (Pvt.)	Leadership in contemporary times
Sabir Sami	President, Yums International, Asia, MENA and Turkey	Global trends in marketing strategy & consumer preferences
Faizan Syed	Founding Director of Institute of Communication and Media Studies at Ziauddin University. Investment banker at Barclays Capital (formerly Lehman Brothers) Founding Member and CEO of many companies in the health & lifestyle sector	Elevator pitches: personal selling and making an impression
Sarah Karamatullah	HR Business Partner (Marketing and Sales), Unilever	HR Insights: effective resumes and interviews
Nahl Jabbar	Assistant Brand Manager LUX, Unilever	Personal assessments and writing your story
Jawad Nagani	Marketing Manager, ICI Pakistan Ltd	Business development and B2B marketing: Understanding the landscape now and in the future
Fariha K. Salahuddin	General Manager Human Resources & Administration, ICI Pakistan Ltd.	Employment markets: Matching expectations and performance
Ahmed Azam	Consultant, McKinsey & Company	Definition of success and how it fits into personal context
Javeria Farrukh	Account Executive, SAP Pakistan	Personal branding & prospecting: Reaching out to potential employers on the digital space
Fatir Siddiqi	Chief Technological Officer, East River	Digital advertising: The skills needed for reaching out
Quratulain Rashid	Communication Strategist, East River	Social influence in the digital age
Sohail Zindani	Founder & Director of Learning Minds Group, President of The Learning Foundation.	Innovation insights



Customer service is an important concern of IBA library staff. The range of services they provide includes: literature search, book and article alerts, book holds, reservation of collaborative learning spaces, customized in class-sessions, library orientation and information literacy sessions in database usage.

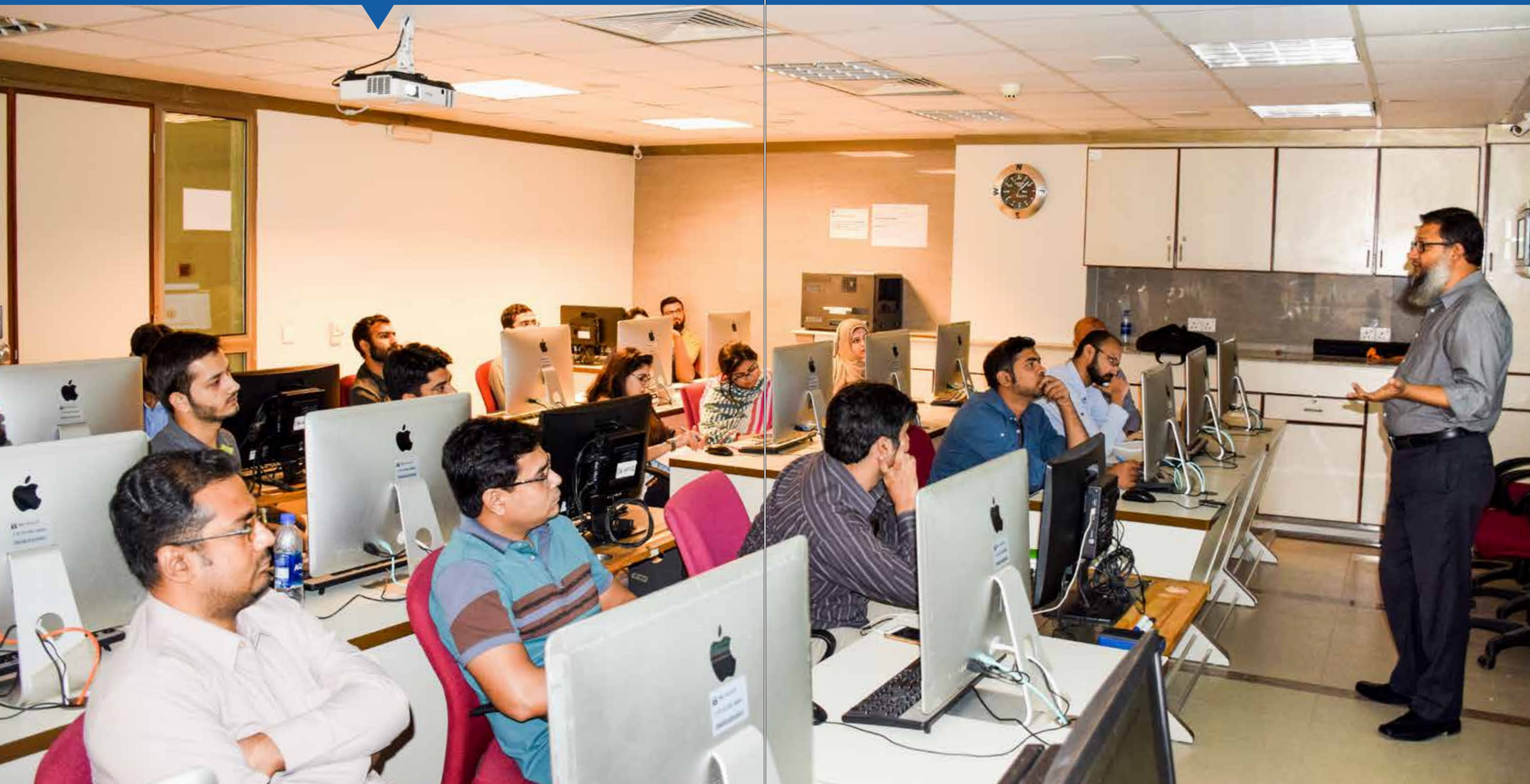
The IBA Library has a print collection of over 65000 books and provides access to around 20000 e-journals, 140000 e-books, and 70000 e-Theses. Access is also provided to specialized databases for the delivery of stock data, trade data, market research reports, advertising campaigns and academic videos for blended learning / teaching.

Library usage data

Library visitors 5,79,973	Books checked out 10,849	Books checked in 16,341	Books renewed online 9,531
Catalog searches 4,06,788	Full text searches & downloads 8,57,675	Off-Campus searches 24,315	Eikon (stock data queries) 24,650
HBS Cases 9,430 units	Other Teaching Cases 740	Document delivery service 2,450	Library workshops 30



Professional Development Centers



IBA Aman Center for Entrepreneurial Development (Aman CED)



The IBA Aman Center for Entrepreneurial Development (Aman CED) promotes entrepreneurship through training and incubation activities. On the training side, it offers popular short-term certificate courses in entrepreneurship including some that are customized to the needs of specific audiences such as women or specific sectors such as agriculture and technology. On the business nurturing side, it hosts around 70 companies in incubation facilities providing opportunities for business growth as well as networking, link-up with potential investors and advanced training. Aman CED programs are not limited to IBA students but are available to the larger community of potential entrepreneurs. The target population includes family businesses, the self-employed, students, as well as those working for someone else but wanting to be entrepreneurs. Anyone with a passion for entrepreneurship is welcome. Aman CED programs have engaged more than 10,000 people in the past 10 years.

Aman CED programs have won international recognition as well. The Women Entrepreneurship and Empowerment program won a prize at a conference hosted by the USASBE in 2017. The International Entrepreneurship Summer School has been running for four years now and has attracted students from several countries including Brazil, Mexico, US, Canada, UK, Germany, Holland, Ukraine, Poland, UAE, Indonesia, Philippines, Singapore, Thailand, China, Somalia, Tunis and Sri Lanka. Aman CED faculty have also conducted training programs in UAE, Oman, Germany and Sri Lanka.

Overview of activities in 2018 - 2019

Program Description	Number of Sessions/Batches
Weekend Certificate in Entrepreneurship	1
Science and Technology Entrepreneurship Program	1
International Entrepreneurship Summer School	1
International Entrepreneurship Educators Symposium	1
Vocational and Micro Entrepreneurship Training	10
Kids Entrepreneurship Program	1
Mothers Entrepreneurship Camp	1
Women Entrepreneurship Program	1
Entrepreneurship Faculty Development Program	2
INVENT- Startup Competition	1

Selected Highlights of 2018-19

IBA International Entrepreneurship Summer School (IESS) 2018

The Aman CED organized the third edition of International Entrepreneurship Summer School during August 6-26, 2018. This 20-day program was designed to impart a taste of South Asian entrepreneurship perspectives while immersing in the cultural richness of Pakistan through workshops, lectures, cultural events, recreational activities, and countrywide travelling to the beautiful landscapes of the country.

IESS hosted over 60 international and national students in 2018. Our international participants were from Germany, Mexico, Switzerland, Sudan and UAE.

Youth Employment Project

Aman CED collaborated with the United Nations Development Program (UNDP) to implement a Youth Employment Project in Karachi. This Project provided entrepreneurship training and mentoring to 500 vulnerable youth (300 men and 200 women) in marginalized areas of Karachi.

IBA Women Entrepreneurship Program (WEP) in Faisalabad

The Aman CED worked with Interloop Limited and Government College Women University Faisalabad to provide entrepreneurship training for women in Faisalabad.

INVENT 2019: Shaping the Future of Youth Entrepreneurship in Pakistan

The IBA Entrepreneurship Society in collaboration with the Aman CED held a business start-up competition, INVENT 2019 in April, 2019. The objective of the event was to foster a start-up friendly ecosystem for young innovators from across Pakistan.



Center for Excellence in Islamic Finance (CEIF)



The Center for Excellence in Islamic Finance (CEIF) was established at IBA in October 2015 with the objective of providing a platform for the discovery, enhancement and dissemination of knowledge in the field of Islamic Finance. Since then, IBA CEIF has reached audiences nationwide, training and creating awareness across a broad spectrum of society. It has trained hundreds of participants equipping them with basic knowledge about Islamic finance, and has taught over 500 students to appear for highly technical AAOIFI professional qualification exams, providing much-needed human resources to the fastest growing segment of the banking industry. IBA CEIF has created a platform which offers Executive Learning Programs, Practitioners' Qualification Series, Discussion Forums, Conferences, Seminars, and Distinguished Leadership Dialogues for discussions among various stakeholders including academicians, Shari'ah scholars, industry professionals, regulators and policymakers. IBA CEIF also has a YouTube channel that serves as a digital video library for important matters in Islamic finance.

CEIF collaborates with the Islamic Research and Training Institute (IRTI) and the International Shari'ah Research Academy (ISRA) to enhance research and training in the field of Islamic Finance.

Overview of activities in 2018 - 2019

Program Description	Number of Sessions
Executive learning programs	19
Practitioners' qualification series	2
Road shows and awareness seminars	6
Research conference contribution	1
Distinguished leadership dialogues	1
Product development & Shari'ah compliance forums	1

Highlights of 2018-19

Awareness & Advocacy efforts

Director CEIF, Ahmed Ali Siddiqui met with the President of Pakistan, Dr. Arif Alvi in January 2019 for a discussion on the improvement of Islamic Banking in Pakistan. In June 2019 he also met with Senator Shibli Faraz to discuss issues of mutual interest related to Islamic Finance.

During the year, CEIF conducted 6 awareness sessions in Karachi, Peshawar and Quetta for various segments of society including Khateeb-e-Masajid, Shari'ah Scholars, professionals and the general public. Scholars and experts in Islamic Finance were invited to speak to the audience.

Executive Learning Programs

In 2018/19, CEIF conducted 19 Executive Learning programs nationwide, including customized courses for Faysal Bank Limited, Standard Chartered (Pakistan) Limited & NRSP Microfinance Bank Limited.

Practitioners' Qualification Series

CEIF conducted two Practitioners' Qualification Series programs for Islamic Finance practitioners, helping them to prepare for two international Islamic Finance Qualifications, viz. CIPA (Certified Islamic Professional Accountant) and CSAA (Certified Shari'ah Advisor and Auditor).

Distinguished Leadership Dialogue

CEIF conducted a Distinguished Leadership Dialogue with Najmul Hasan on "Positive Psychology and Islam". The session covered the interventions for accumulating the currency of happiness in our stressful lives. It was well attended by students and professionals.

Digital Initiatives

CEIF runs a YouTube channel featuring over 60+ videos which cover contemporary topics in Islamic Finance. Experts from global and local industry have been engaged for this channel.

Linkages

To further the cause of aligning local and international best practices, IBA CEIF along with IMS CEIF & LUMS CEIF signed an MOU during the year with the Securities and Exchange Commission of Pakistan (SECP) for the promotion and development of Islamic capital markets. The three CEIFs agreed to extend their efforts by joining forces with the SECP to achieve growth and development of Islamic capital markets and shaping the future of Islamic financial services through creating awareness among the public, training for stakeholders and capacity building of Islamic financial institutions.



Center for Excellence in Journalism (CEJ)



The CEJ offers training courses to prepare journalists to work in an increasingly digital media industry. CEJ also conducts training programs for corporate communication staff as well as top-tier management of companies and organizations working in the diplomatic and development sector in media handling and crisis communications. Among its sponsors are the ICRC, Deutsche Welle and the World Bank as well as corporates like Nestle, Sanofi and K-Electric. Regular workshops are conducted by CEJ on different dimensions of journalism: reporting, audio and video production to social media analytics, as well as mobile journalism and data journalism. In addition, the CEJ offers industry-specific certification courses for media professionals as well. Another service offered for journalists in Pakistan is free counselling. Since its inception in 2014, CEJ has trained more than 1,200 working journalists.

Overview of activities in 2018 - 2019

Program Description	Number of Sessions
Workshops	30
Panel discussions	8
Rental of CEJ facilities for workshops/seminars	10
Out-station trainings	4
Seminars	1
Dialogues and discussions	4
Awards	3
Advisory Board meetings	3
Standardized tests	8
Other activities	38

Highlights of 2018-19

- 1 CEJ conducted 6 workshops on English News Editing and News Reporting and two-day courses on Basics of Urdu News Editing and Reporting, followed by a standardized test for each. The certificate distribution ceremony for those who cleared the tests was conducted in April, 2019.



- 2 CEJ collaborated with the International Committee of Red Cross (ICRC) to conduct a two-day long Humanitarian Blogging Workshop for journalists across Pakistan. This training was led by Sahar Habib Ghazi, a media strategist.

- 3 In collaboration with Deutsche Welle (DW), the CEJ organized three Trainings of Trainers on Data Journalism, Social Media and MoJo, and Digital Media.



- 4 The CEJ and Center for Communications Programs Pakistan conducted the 3rd Lab Azad Awards for rights-based reporting in January 2019.

- 5 CEJ for the 3rd consecutive year conducted the Humanitarian Reporting Awards in October 2018.



Center for Executive Education (CEE)



Overview

The Center for Executive Education (CEE) conducts training programs designed to strengthen leadership skills with a focus on personal development, productivity improvement and strategic thinking. Both open-enrollment courses and client- specific customized programs are offered. CEE clients include Atlas Group, State Bank of Pakistan, Government of Sindh, Government of Balochistan, Government of KPK, Security Printing Press, Eli Lilly Pakistan Ltd., Sanofi Pakistan, Sami Pharmaceuticals, AKESP, Hilal Confectionery, Sindh Workers' Welfare Board, PSO, PPL, EU PFM-Support Program for Pakistan, United King, MIDAS, Dawat-e-Hadiyah, Hilton Pharma, IBL, Engro Fertilizers, AKUH, HBFCL, FFBL, SECMC, Unilever, Pak Kuwait Investment Company, HBL, PRL, and many more. Since its inception in 2004, the CEE has trained more than 15,000 executives.

Overview of activities in 2018 - 2019

Program Description	Number of Sessions
Post graduate diplomas	4
Diploma programs	6
Programs with Army Public College of Management Sciences	6
Workshops for Managing Family Businesses	4
Open enrollment workshops	98
Customized programs	37

Highlights of 2018-19

- 1 Customized workshops on "High Performance Sales Culture" were conducted for Eli Lilly, Pakistan during November 2018.
- 2 The Employers' Federation of Pakistan (EFP) and CEE signed an MoU to offer a "Diploma in Employment Laws & Industrial Relations". The program was launched in June 2019.
- 3 For Pakistan State Oil, a three month long customized workshop on "Microsoft Excel Package Series" was designed and conducted from February to April, 2019 for their mid-level executives.

- 4 For the Government of Khyber Pakhtunkhwa, a five-day customized training program on Project Preparation and Project Management was hosted by CEE for the Planning and Development Department in April 2019. Officers from grades 17 to 19 from different departments of FATA attended this program. Again in February, 2019 CEE hosted a customized training program on Project Preparation and Project Management for officers of grades 16 - 19.
- 5 CEE hosted the following four customized training programs for the Government of Balochistan:
 - Certificate in Public Procurement & BPPRA Rules in September 2018
 - Certificate in Monitoring, Evaluation & Impact Management in December 2018
 - Certificate in Project Preparation & Project Management held in January 2019
 - Certificate in High Performance Leadership Skills and Team Management held in February 2019
- 6 A customized Directors' Training Program for the Overseas Board Members of Rafhan Maize Products Company Limited, was hosted by the CEE in February 2019 in Dubai.
- 7 The Second Family Business Conference 2018 (FBC'18) was organized by BBCL-BDD in collaboration with the CEE in November 2018.
- 8 In collaboration with one of the world's leading aviation and aerospace institutes, the Embry-Riddle Aeronautical University, the CEE launched a Certificate Program in International Aviation Management. The program was held from October to December 2018 with the participants joining virtual sessions from Dubai, Riyadh, Lahore, Islamabad, Hyderabad and Karachi.
- 9 For Pakistan Security Printing Corporation, a two-month customized Residential Management Training Program was conducted by the CEE with 54 participants from June to August 2019.
- 10 The 6th batch of the Atlas Group, was delivered the customized Postgraduate Diploma in Business Administration from April to December 2018.



Center for Information & Communication Technology (CICT)



CICT offers diplomas, short courses, workshops, and customized training in a wide range of ICT topics including Big Data Analytics, ERP, Digital Marketing, and Information Security. These programs aim to increase the efficiency of working professionals through better knowledge of IT tools, techniques and strategy. The diploma programs of CICT are practice-oriented with course-work carefully designed by academicians and industry professionals. CICT has worked with several public sector units and departments to enhance the IT skills of relevant staff. In three years, it has trained about 1500 Sindh Government officials. In recent years, CICT has also trained youth via projects such as the Prime Minister Youth Skills Development Program (PMYSDP) and the Benazir Bhutto Shaheed Youth Development Program (BBSYDP).

Overview of activities in 2018 - 2019

Program Description	Number of Sessions/ Participants/Batches
Conference Contribution	1 Session
Diploma Programs	8 Batches
Award Ceremony	3 Sessions
Workshops	2 Batches
Youth Development Program	340 Participants
SRIC - Batch 1	43 Participants
Capacity Building Project for Sindh Secretariat Employees	425 Participants
Services & General Administration Training	470 Participants
Kids Certification Program	1 Batch

Highlights of 2018-19

- 1 CICT launched its Diploma Program in 2018. While designing these Diploma Programs, CICT paid special attention to the education and training of our working-class population and formed the courses as per the needs and wants of the industry. With these Diplomas our aim is to help showcase the individual's competency, commitment for the profession, build expertise in his professional subject area, and ultimately assist in job advancement.

- 2 CICT in collaboration with Services, General Administration & Coordination Department (SGA&CD) organized the Project of IT Training for Sindh Secretariat Officials. The aim of this project is to train the Sindh Secretariat employees from BPS 11 to BPS 15 in the areas of MS Office. 470 candidates have been trained so far.
- 3 CICT in collaboration with Information, Science & Technology Department, Government of Sindh, initiated the "Capacity Building in IT for Sindh Secretariat Employees through IBA Karachi" project. This Project is a component of the overall capacity building of Sindh Secretariat employees to develop Computer Literacy in Government employees. Under this project, 1141 Sindh Secretariat employees from different departments will be trained at IBA City Campus.
- 4 CICT in collaboration with Information, Science & Technology Department, Government of Sindh announced "Sindh Research Incubation Center" (Batch-1) in May 2018. Sindh Research Incubation Center is a Technology Incubator with an incubation process of 12 months and offering a co-working space at IBA, Utilities, Seed Capital and access to investors. The objective is to ensure the sustainable growth for early stage IT enabled product based ideas by providing domain specific mentorship and investment opportunities to create commercially viable technology startups from Sindh.
- 5 CICT in collaboration with National Vocational & Technical Training Commission (NAVTCC) under the Prime Minister Youth Development Program trained 150 participants that successfully completed courses relating to Web Designing, Graphic Designing and Social Media Marketing.
- 6 CICT launched the Sindh Government's Benazir Bhutto Shaheed Human Resource Research and Development Board (BBSHRRDB) with an aim to train the youth with all the skills required to avail employment opportunities.
- 7 CICT participated in the 11th International Information Security Conference as an Academic Strategic Partner.



Financial Performance



Financial Performance



The financial health of IBA is robust. Almost 90% of operational expenses are covered from own-generated resources and reliance on government grants has diminished considerably. This outcome has been due to several factors including: (a) an increase in enrollments and tuition fee over time; (b) greater resource mobilization from donors for student financial assistance program and the faculty development program; (c) higher interest earnings from endowment funds in recent years and (d) positive net contributions from professional development centers.

Our accounts are audited regularly by an internal auditor, a government audit department and an external firm of Chartered Accountants. The internal auditor reports directly to the Audit and Finance Committee (A&FC) of the Board. The A&FC and the Board of Governors review the quarterly management accounts on a regular basis. These oversight practices ensure good financial controls and transparency.

Our financial strategy for the future will build on elements that have proved successful in recent years. First, we will continue to seek additional revenue from our most important stream, namely, enrollments and tuition fee. In recent years, revenue from students have grown at about 10% per annum. This is our target growth rate for the next five years as well. With regard to enrollments, however, we will make adjustments as needed keeping in mind the classroom space and faculty requirements associated with a rising number of students. Second, we will continue to build the capacity of our professional development centers in order to ensure a rising volume of revenue from them. We have adequate classroom capacity to absorb a greater number of enrollments in our short-term certificate courses.

There are three areas in which our strategy is changing. First, we have initiated a new fundraising campaign. Our previous campaign had focused on raising large amounts from a few major donors to finance new buildings. Our new campaign focuses on raising modest amounts from a much larger group of potential donors (including alumni) to support financial assistance for students as well as to keep building our general and special-purpose Endowment Funds. Second, we expect higher earnings from invested funds on account of a rising trend in interest rates. Third, we will pay greater attention to curtailing electricity costs, the most significant expenditure item after employee salaries and financial assistance. In particular, we have plans to source about one fourth of our electricity needs from solar panels. At current costs, our solar panel project should pay for itself in electricity bill savings within four years.

Revenues and Expenditures 2015-19

(Rs.000)

Revenues	FY 2018-19		FY 2017-18		FY 2016-17		FY 2015-16		FY 2014-15	
Revenue from Students	1,683,658	59%	1,441,493	54%	1,207,507	53%	1,066,610	51%	875,813	55%
Revenue from Professional Development Centers	310,026	11%	314,488	12%	249,859	11%	217,408	10%	120,936	8%
Recurring Grants from Government	239,354	8%	370,943	14%	333,806	15%	328,934	16%	200,294	13%
Other Internally Generated Revenue	615,386	22%	519,204	20%	508,810	22%	462,590	22%	386,595	24%
Total Revenues	2,848,424	100%	2,646,128	100%	2,299,982	100%	2,075,542	100%	1,583,638	100%
Expenditures										
Employment Cost	998,000	41%	925,190	40%	808,208	37%	734,664	38%	640,648	41%
Non-Employment Cost	1,241,196	51%	1,137,021	49%	1,125,617	52%	1,040,926	53%	842,062	54%
Expenses on Professional Development Centers	214,708	9%	264,898	11%	232,589	11%	179,646	9%	83,843	5%
Total Expenses	2,453,904	100%	2,327,109	100%	2,166,414	100%	1,955,236	100%	1,566,553	100%



Resource Mobilization



The IBA was able to muster funds amounting to PKR 114 million during FY 2018-19 through generous contributions from individual and corporate philanthropists, both national and international and from both the private and public sectors.

Highlights:

- OGDCL committed PKR 50.9 million for the sponsorship of 15 students from the NTHP program for their 4 years of study and released PKR 11.81 million.
- Sindh Endowment Fund contributed PKR 16.94 million as part of their scholarship program to students belonging to the districts of Sindh.
- Unilever Pakistan signed an MoU to establish an endowment fund of PKR 14 million for the NTHP program.
- One IBA alumni couple have made a generous contribution of PKR 10 million. The interest accrued on their endowment will be used to sponsor the education of an NTHP student.
- The Lady Viqarun Nisa Noon and Firoz Khan Noon Trust for Education committed to provide PKR 10 million to the IBA Endowment Fund to support deserving graduate level students.
- Faysal Bank donated PKR 10 million to sponsor two scholarships for the MS Islamic Banking and Finance program.
- Balochistan Education Endowment Fund (BEEF) signed an MoU confirming sponsorship amounting to PKR 3 million to cover scholarships for needy Balochistan-domicile students.
- Bank of Khyber has pledged PKR 2.8 million to sponsor two undergraduate and two graduate students.
- Punjab Endowment Scholarship fund gave a donation of PKR 2.06 million for the financial aid students.
- A tranche of PKR 2.05 million was received for the Syed Ahmed Scholarship fund set up initially in 2017-2018 by the class of 1997.

- Dubai Islamic Bank has committed an amount of PKR 1.9 million for two NTHP students. The MoU is yet to be signed.
- Akhuwat Islamic Microfinance signed an MoU to provide interest free loans of up to PKR 75,000 per student for 10 final year graduate and undergraduate students.
- IBA alumnus, Mr. Nadeem Jeddy committed PKR 1.2 million/- to sponsor the education of one needy student and disbursed PKR 0.2 million.
- Professional Education Foundation (PEF) will be signing an MoU, committing an interest free loan and/or Zakat facility for 15 students amounting to PKR 1.05 million.
- Bank of Punjab donated PKR 1 million for development fund.
- A few IBA alumni contributed PKR 0.586 million in Zakat fund.



Financial Assistance



Financial assistance is available to students whose resources are determined to be insufficient to pay for the tuition fee and other expenses associated with an IBA education. Four types of assistance are available: scholarship grants, work-study schemes, fee installment plans and qarz-e-hasna arrangements. A Financial Assistance Committee determines the level and composition of financial assistance to be provided to eligible students based on family income and wealth considerations. During 2018-19, financial assistance in the amount of PKR 280 million was provided to 896 students and qarz-e-hasna was arranged for another 110 students.

Financial assistance awarded to students

	2018-19		2017-18	
	No. of Students	PKR '000	No. of Students	PKR '000
Donor Funded Scholarships	348	106,952	404	103,735
Talent Hunt Program	150	108,634	131	86,418
IBA Funded Scholarships	258	46,707	179	30,644
Work-Study Schemes/Paid Internships	140	18,368	120	5,172
Total	896	280,661	834	225,969



Talent Hunt Program



For youth who obtain secondary schooling outside the main cities of Pakistan, access to higher education is typically deterred by the lack of information, preparation and funds. The Talent Hunt Program (THP) addresses all three of these deterrents. THP team routinely contacts intermediate colleges in the smaller cities and rural areas of Pakistan to provide information about learning opportunities available at IBA. This helps address the information constraint. Top-performing students in these areas are encouraged to apply to an orientation program run by the THP. Applicants who are selected into the orientation program are then provided intensive training in English and Mathematics over two months to prepare them for the IBA admission test. This addresses the preparation constraint since many students from smaller city schools and colleges often do not get the sort of academic training that students from the major urban centers do. Finally, applicants who successfully pass the IBA admission test are typically provided financial assistance to attend the Institute. This addresses the funding constraint.

1189 students have been provided remedial or preparatory training since the THP started in 2004 and 342 of these subsequently secured admission to IBA. Even those who fail to get into IBA typically obtain admission to other higher education institutions and so the tertiary enrollment success rate of the orientation program is very high.

Talent Hunt Program Applicant Data 2019

	THP - BATCH 2019
Total number of applicants	4019
Number admitted to Orientation Program	153
Number admitted to IBA	33



Life at IBA



Student Events



Student societies and clubs are an integral part of life at IBA. Students are encouraged to participate in different events and activities that take place throughout the year. The organization of these events simulate the management and inter-personal challenges of real life and play an important role in polishing the social, managerial and marketing skills of students.

Events organized by Student Societies/Clubs in 2018-19

No.	Society / Club	Faculty Patron	Events Conducted in 2018-19
1	Accounting Club	Mohsin Ali Patel	Let's start the count
2	Alumni and Placement Society	Jami Moiz	IBA Career Fair 2019 IBA Alumni Annual Dinner 2019
3	Arts and Photography Society	Sumayyah Khurshid Khan	Enigma 2019
4	Boys' Hostel Society	Jami Moiz	Milaad Diwali Welcome party Cricket tournament
5	Sports Society	Dr. Danish Ali & Dr. Nida Aslam Khan	Girls' sports league IBA vs LUMS T20 Cricket series Mixed doubles badminton tournament Futsal tournament IBA Cricket league
6	Community Welfare Society	Dr. Najam Akber Anjum	CWS blood drive Women empowerment session Visit to Syria Iftar drive in Ramazan Enlite'19
7	Computer Science Society	Imran Rauf	IBA Code Fest 2018 IBA Winter School 2019 IBA Pro battle 2019
8	Dramatics Society	Dr. Junaid Alam	Fringe 2018 Theatron- National drama festival
9	Economics and Finance Club	Dr. Sana Tauseef & Tahira Marium	IBA EAT 2.0 IBAX 2.0 Battle of consultants Stock trading exercise

No.	Society / Club	Faculty Patron	Events Conducted in 2018-19
10	Entrepreneurship Society	Dr. Shahid Qureshi	Freak Night Spark'17 Alumni reunion National outreach program
11	Girls' Hostel Society	Maria Hasan	Spring graduating batch dinner Bonfire Hostel's welcome party Farewell party Graduating batch trip
12	Go Green Society	Dr. M. Asad Ilyas	Tree plantation drive at IBA IBA Staff Town Tree plantation drive at Karachi Port Qasim
13	Human Resource Club	Nyla Aleem Ansari	A spectacular night
14	Iqra Character Building in Society	Dr. Irum Saba & Dr. Imran Khan	Annual Islamic Conference Leadership skills of Prophet Muhammad (SAW) Time management Tijarat bootcamp
15	Leadership Club	Dr. Kamran Mumtaz	IBA Leadership Conference 2019
16	Marketing Club	Jami Moiz	IMC fashion walk Branding & advertisement conference Guest Speaker Session on Disruptive Leadership
17	Mathematics & Astronomy Club	Dr. Muhammad Sheraz	Workshop on Python Mathematica Mathematics Colloquia
18	Music Society	Rakae Jamil	IBA music Olympiad Qawali Night Pepsi Battle of the Band auditions Coke Studio Session IBA Music Fest Session on folk music
19	Public Speaking Society	Nadia Sayeed	Model United Nations Turkey 2018 IBA Union Public Debate Model United Nations IBA Karachi X
20	Social Sciences Club	Dr. Faiza Mushtaq	Conference on social sciences and humanities (ICSSH 2018) Dhanak Chai khana Live screening of "No Time to Sleep" Panel discussion on media portrayals
21	IBA Students' Council	Dr. Nida Aslam Khan	Oath taking ceremony for the Students' Council and Societies ISC Welcome 2018 Annual Seminar on Imam Hussain (A.S.) ISC beach bash 2019 ISC Graduation Week 2019 ISC Farewell 2019

Student Achievements in Sports



Event	Organizer	Sports	Position	Number of Students
PAF-KIET	PAF-KIET	Badminton Girls	Winner	6
HEC Zone G Inter Varsity Zone G Boys Badminton Championship 2018-19	N.E.D University	Badminton	Winner	5
HEC Zone 'G' Inter Varsity Football Boy's Championship 2018-19	IQRA University	Football	Winner	19
AKU Sports Olympiad Inter University Table Tennis Championship 2018-19	AKU University Sports Complex	Table Tennis Girls	Winner	2
AKU Sports Olympiad Inter University Table Tennis Championship 2018-19	AKU University Sports Complex	Table Tennis	Winner	2
AKU Sports Olympiad Inter University Basketball Championship 2018-19	AKU University Sports Complex	Basketball	Winner	12
HEC Zone 'G' Inter Varsity Basketball Boy's Championship 2018-19	Greenwich University	Basketball	Winner	12
All Pakistan HEC Inter Varsity Boy's Shooting Championship 2018-19	HEC	Shooting	Gold Medal	1



Convocation 2018

Dr. Ishrat Husain, Advisor to the Prime Minister on Institutional Reforms and Austerity was the Chief Guest at the Convocation of 2018.

The following tables provide details of position holders in various programs as well as awards given to staff and faculty at the Convocation.

Position	Student Name	CGPA
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Bachelor of Business Administration (BBA)

1 st	Tooba Waseem	3.94
2 nd	Mujtaba Ahmed Siddiqui	3.88
3 rd	Rahema Ashraf	3.83

Bachelor of Science (BS) Economics and Mathematics

1 st	Ayman Shakeel	3.94
2 nd	Muzna Kamran	3.92
3 rd	Afzal Amir Ali Feeresta	3.81

Bachelor of Science (BS) Accounting and Finance

1 st	Maryam Tariq	3.95
2 nd	Wajiha Shah	3.9
3 rd	Mohammad Hasan	3.88

Bachelor of Science (BS) Social Sciences and Liberal Arts

1 st	Hasan Hameed	3.93
2 nd	Sumbul Syed	3.83
3 rd	Shabnoor	3.81

Bachelor of Science (BS) Computer Science

1 st	Zahra Hussaini	3.91
2 nd	Rida	3.88
3 rd	Abaq Asif	3.78

Position	Student Name	CGPA
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Master of Business Administration (MBA) Executive

1 st	Irfan Ansari	3.7
2 nd	Hassan Rafique	3.68
3 rd	Ambreen Kokab Shah	3.67

Master of Business Administration (MBA)

1 st	Sehar Salman Adil	3.91
2 nd	Rafiq Abdul Rehman Lightwala	3.91
3 rd	Komal	3.87

Master of Science (MS) Computer Science

1 st	Amna Iftikhar	3.83
2 nd	Muhammad Adil Saleem	3.7
3 rd	Syeda Komal Fatima	3.70

Master of Science (MS) Economics

1 st	Shoaib Sajwani	3.82
2 nd	Naumair Jadoon	3.71
3 rd	Imran Majeed	3.69

Master of Science (MS) Mathematics

1 st	Nazia Jabeen	3.83
2 nd	Imran Shaheen	3.23
3 rd	Syed Ahsan Kamal	3.13



Faculty and Staff Performance Awards

Name	Designation	Award
Dr. Heman Das Lohano	Chairperson Economics Department	Best Researcher
Dr. Amber Gul Rashid	Assistant Professor & Director QEC	Best Faculty
Dr. Sajjad Haider	Professor	Outstanding performance
Dr. Wali-Ullah	Associate Professor, Editor, IBA Business Review	Outstanding performance
Dr. Wajid H. Rizvi	Assistant Professor	Outstanding performance
Aamer Shabbir Khan	General Manager	Outstanding performance
Sarwat Ahson	Senior Program Manager	Outstanding performance
Syed Jehanzeb	Manager	Outstanding performance
Syed Mazhar Ali Kazmi	Assistant Manager Financial Reporting	Outstanding performance
Suresh Chouhan	Assistant Manager	Outstanding performance
Azhar Hussain	Senior Web Developer	Outstanding performance
Muhammad Shabbir Memon	Software Quality Assurance Engineer	Outstanding performance
Suraiya Khatoon	Manager	Outstanding performance
Muhammad Ayub Ghouri	Graphic Designer	Outstanding performance
Muhammad Abdul Rehman	Executive	Outstanding performance
Umesh Kumar	Executive	Outstanding performance

Excellence in
sports



Excellence in
sports



Ayesha Zafar

Ayesha Zafar is a graduate of 2017 (Bachelors of Business Administration program). During her studies, she had the honor of representing Pakistan's Women's Cricket Team.



Mahoor Shahzad

Mahoor Shahzad is a graduate of 2018 (BS Accounting and Finance program). She is the defending National Badminton Champion.

Life after IBA



Career Development Center (CDC)



In recent years, we have modified many aspects of our graduate placement strategy to help our students make better career decisions and get preferred jobs. More than 80 percent of the undergraduate student body engaged with the CDC during the last academic year via appointments, on-campus programs and online. We also engaged with hundreds of alumni partners who offered advice and experiential opportunities for students. Our students continued to experience high success rates in getting jobs. About 80% obtained jobs within 3 months of graduating. Many were helped by our online Job Portal which connects students with more than 300 employers. In 2018-19, more than 1200 students and 1000 alumni used the Job Portal.

Career Excursions

Career excursions enable students to learn about the culture and diversity of the host company, explore internships and job opportunities, meet employees and tour the facilities. During 2018-19, we conducted:

- 4 career exploratory trips to:
 - o Fatima Fertilizer Company Limited (FFCL)
 - o Feroze1888 Textile Pvt. Limited
 - o Sui Southern Gas Company (SSGC) Limited

Corporate Connect Series

The Corporate Connect Series brings guest speakers from industry to specific classes to enhance learning experience with a dose of practical and experience-based inputs. Aggregate statistics for this component:

- Hosted 26 sessions
- Engaged 30 industry experts as speakers
- Facilitated 15 faculty members

Online Application for Internship Documents Submission on SFS

A new application has been developed and added to the Student Facilitation System (SFS) which enables students to submit all their required internship documents online.

Total number of documents received: 1736

- Social internship documents: 1003
- Corporate internship documents: 733

IBA Job Portal

We launched a Job Portal in 2018-19 which connects job seekers with vacancies online. It has become very popular among both students and potential employers as witnessed by the following statistics:

- Students with updated profiles: 1200+
- Alumni: 13,800 (1000+ active)
- Employers: 340
- Vacancies: 700+

Mentoring Matters

A comprehensive coaching program that offers senior year students an opportunity to link with our prominent alumni, to help them out in their personal and professional development. A pilot batch has been rolled out in December 2018 with 35 students from different academic programs. 15 prominent alumni took part in this pilot batch to serve as mentors.

IBA Corporate Leaders Advisory Board (ICLAB)

ICLAB meeting is held each year with an objective to have feedback on our academic programs with special focus on our business administration programs. This time around, the CDC revamped the composition of the ICLAB and included HR & Talent Acquisition heads in this forum and hosted the ICLAB forum with the representation of 13 company officials from leading corporations including 4 CEOs and 9 HR & Talent Acquisition Heads.

Employment & Placement Statistics 2018

We conducted a placement survey before the convocation in November 2018 and found the following main results:

- Out of the total batch, 84% graduates sought employment
- 77% graduates among them are employed within 3 months of graduation
- 5% graduates were not interested in employment due to multiple reasons
- 5% were self-employed
- 6% were pursuing/planning to pursue higher education

Employment and salary trends

Program	Status	2018	2017	2016	2015	2014
BBA	Employed	111 (73%)	164 (78%)	207 (83%)	217 (85%)	187 (84%)
	Average Salaries (in PKR.)	65,000	62,140	57,000	59,300	53,000
BS (CS)	Employed	74 (80%)	52 (80%)	57 (89%)	48 (94%)	21 (78%)
	Average Salaries (in PKR.)	60,000	51,519	52,000	49,700	45,100

Program	Status	2018	2017	2016	2015	2014
BS (A&F)	Employed	90 (73%)	115 (68%)	25 (93%)		
	Average Salaries (in PKR.)	57,000	58,547	46,900		
BS (E&M)	Employed	39 (66%)	38 (76%)	49 (83%)		
	Average Salaries (in PKR.)	57,000	51,434	55,200		
BS (SSLA)	Employed	51 (84%)	16 (73%)			
	Average Salaries (in PKR.)	49,000	49,563			
MBA	Employed	49 (91%)	31 (70%)	67 (85%)	60 (76%)	42 (75%)
	Average Salaries (in PKR.)	88,000	82,064	88,000	78,200	69,000

Note: These stats are taken from our Employment Survey conducted in October/November each year.

Recruitment Drives

The CDC hosted multiple on-campus recruitment activities where different employers visit the IBA campus to conduct orientation sessions, interviews, online and written assessments, and other miscellaneous interventions.

- Total number of companies: 52
- Total number of on-campus recruitment events: 92
- Orientation/information sessions: 47
- On-campus tests/assessments: 21
- On-campus interviews: 24

Internship Placement Statistics

During 2018-19, 448 students completed their corporate internships, whereas 515 students completed their social internships.

Career Counseling Clinics

Career Counseling Clinics are one-on-one career advisory sessions for students to discuss their career related aspects with industry experts. In a personalized setting, students work on their career exploration and opportunities that match their unique interests and design personalized plans to achieve their goals.

- Engaged 60 Advisors/Industry experts
- Facilitated 200 students
- 150 hours of counselling intervention

Mock Interviews

Mock Interviews are conversational exercises resembling a real interview to prepare students for job interviews and to provide candid feedback afterwards.

- Engaged 11 industry experts as interviewers
- Facilitated 40 students
- 20 hours of intervention

In-house Career Advisory Service

We provide in-house career consultancy and advisory services to students to help them make an informed decision and plan out their careers as early as possible. Students approach our office for career guidance and related advice. All requests are dealt on a first come, first serve basis and based on the availability of CDC resource personnel.

- Around 130 hours of advisory service
- Facilitated more than 100 students
- Key aspects of counselling/advising:
 - o Self-Assessment
 - o Career mapping/goal setting
 - o CV Review
 - o Dealing with interview anxiety
 - o Job settlement

Career Fair

The Career Fair 2019 set a new milestone of hosting around 100 companies this year.

Experiential Learning Projects (ELP)

ELP program is progressing along effectually with each passing year. A specialized application has been deployed this year for receiving the ELP projects from the client organizations and distributing them among the faculty advisors. This online platform has further streamlined the ELP proceedings. Key stats for the past 5 years are as follows:

	2019	2018	2017	2016	2015
Number of Students Participating in ELP	259	208	275	300	294
Number of Projects Undertaken	55	41	52	65	64
Number of Partnering Companies/NGOs	44	32	39	52	46



Alumni Affairs



The Alumni Department assists alumni in connecting with their alma mater in terms of financial assistance, career guidance and much more. This year we have launched an online job portal and an online degree and transcript portal to facilitate our alumni spread all over the globe. We have also organized regular meetings and corporate events to increase interconnectivity and socializing.

Prominent alumni participate in the Mentoring program

The Career Development Center in collaboration with the Alumni department initiated a pilot mentoring program for the senior students of the IBA with an aim to link them with our prominent industry experts/alumni who could help them out in their personal and professional development through individualized coaching. 15 prominent alumni based in Karachi and 45 students in groups of 3 participated in the program that ran from January – June 2019.

Class of 1993 celebrated their Silver Jubilee Reunion at the IBA

The MBA Class of 1993 celebrated their Silver Jubilee reunion at the IBA Main Campus, on December 29, 2018, organized with the efforts of one of their classmate, Farooq Shaikh. 15 members from the batch registered for this reunion and gathered from different parts of the world, some meeting each other after 25 years of their graduation.

Announcement of IBA Graduates Election 2018

Every 3 years, alumni all across the globe participate in the election for the post of Alumni Representative on the IBA Board of Governors. Shahid Shafiq, Class of 1974, was elected unanimously to the coveted post for a term of three years.

Annual Iftar and Reunion by IBA Alumni Islamabad Chapter

The IBA Alumni Islamabad Chapter held their Annual Iftar and Reunion at the Qishmisch restaurant, owned by an alumnus, on May 15, 2019. The reunion was widely attended by alumni from classes of 1961 to 2018. Many distinguished IBA alumni along with Asad Umer (Former Finance Minister of Pakistan) Class of 1984 attended the event.

Annual Alumni Eid Dinner

The IBA Alumni and Placement Society organized an Alumni Eid Dinner on June 11, 2019, at the IBA City Campus. The dinner was followed by a breathtaking Sufi music performance by the Coke Studio-acclaimed “Sounds of Kolachi”.

Launch of Transcript and Degree Portal

The Alumni department in collaboration with the Examinations Department, developed and launched an easy-to-access Transcript and Degree Portal in July, 2019.

The portal is primarily for graduating students and alumni, who are in need of these documents and can apply for them, from anywhere and anytime.

Grand Alumni Reunion in USA

Hundreds of alumni and their families got together in more than 10 cities across the United States on March 31, 2019, and spent their afternoon rekindling their love for the IBA. It was an afternoon filled with excitement and anticipation since this was the first ever reunion held in the US which brought together the alumni from the 70s to date.

Despite the time difference, the Executive Director, Dr. Farrukh Iqbal alongside with the Alumni Representative on the IBA Board of Governors, Shahid Shafiq, connected through video link.



Annexures



Annex A. Boards and Committees

Members of IBA Board of Governors

01	Dr. Farrukh Iqbal Executive Director, IBA	Chairman
02	Justice Fahim Ahmed Siddiqui Judge High Court of Sindh	Member
03	Prof. Dr. Khalid Mahmood Iraqi Acting Vice Chancellor, University of Karachi	Member
04	Prof. Dr. Fateh Muhammad Burfat Vice Chancellor, University of Sindh	Member
05	Mr. Muhammad Riazuddin Secretary, Universities & Boards Department, Govt. of Sindh	Member
06	Dr. Tariq Banuri Chairman HEC, Islamabad	Member
07	Mr. Junaid Esmail Makda President, Karachi Chamber of Commerce & Industry	Member
08	Engineer Daroo Khan Achakzai President, Federation of Pakistan Chambers of Commerce & Industry, Karachi	Member
09	Syed Mazhar Ali Nasir Swat Ceramics (Pvt.) Limited	Nominee of FPCCI
10	Mr. Shuaib Ahmed Vice Chairman, Pakistan Gum and Chemicals Ltd., Karachi	Member
11	Ms. Shahnaz Wazir Ali President, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST) Karachi	Member
12	Ms. Naheed Shah Durrani Chairperson, Planning & Development Board, Government of Sindh	Member
13	Mr. Zahid Bashir Chairman, The Premier Insurance Co. Pakistan Ltd., Karachi	Member

14	Mr. Waqar Hassan Siddique Partner, The Abraaj Group, Dubai, United Arab Emirates	Member
15	Mr. Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd.	Member
16	Ms. Roohi Mandviwalla Educationist, The Indus Academy	Member

Members of the Academic Board

01	Dr. Farrukh Iqbal Executive Director, IBA	Chairman
02	Dr. Ishrat Husain Professor Emeritus, IBA	Member
03	Dr. Zeenat Ismail Professor, IBA <i>her term ended on Jun 30, 2019</i>	Member
04	Dr. Mohammad Nishat Professor, IBA	Member
05	Dr. Nasir Touheed Professor, IBA	Member
06	Dr. Qazi Masood Ahmed Professor, IBA	Member
07	Dr. Shakeel A. Khoja Professor, IBA	Member
08	Dr. Sajjad Haider Professor, IBA	Member
09	Dr. Qaiser Munir Professor, IBA	Member
10	Dr. Heman Das Lohano Professor, IBA	Member
11	Dr. Sayeed Ghani Associate Professor & Associate Dean-FCS, IBA	Member
12	Dr. Huma Naz Siddiqui Baqai Associate Professor & Associate Dean-FBA, IBA	Member
13	Dr. Wali-Ullah Associate Professor, IBA	Member
14	Dr. Amber Gul Rashid Assistant Professor & Director QEC, IBA	Member
15	Mr. Veqar ul Islam Director & CEO, Jaffer Business Systems	Member
16	Mr. Asad Ali Shah Senior Partner, Deloitte Yousuf Adil, Chartered Accountants	Member

Members of the Selection Board

01	Dr. Farrukh Iqbal Executive Director, IBA	Chairman
02	Mr. Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd.	Member
03	Mr. Noor Muhammad Jadmani Chairman, Sindh Public Service Commission	Member
04	Mr. Tariq Kirmani Former MD, PIA	Member
05	Mr. Zaffar A. Khan Former Chairman & CEO, PIA	Member
06	Mr. Muhammad Riazuddin Secretary Universities and Boards Department, Govt. of Sindh	Member
07	Mr. Fazlullah Qureshi Member, Board of Directors, National Rural Support Program (NRSP), Islamabad	Member
08	Mr. Najmus Saquib Hameed Chairman, The Layton Rahmatullah Benevolent Trust	Member

Members of the Audit & Finance Committee

01	Mr. Zahid Bashir Chairman, The Premier Insurance Co. Pakistan Ltd., Karachi	Chairman
02	Dr. Farrukh Iqbal Executive Director, IBA	Member
03	Mr. Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd.	Member
04	Syed Mazhar Ali Nasir Swat Ceramics (Pvt.) Limited, Nominee of FPCCI	Member

These lists are as of June 30, 2019.

Annex B. Alliances and Partnerships

The IBA has active partnerships with the following:

- | | |
|---|--|
| 01. Aix-Marseille University, Marseille, France | 20. Lahore University of Management Sciences, Lahore, Pakistan |
| 02. Association of Chartered Certified Accountants, Pakistan | 21. Massey University, New Zealand |
| 03. Bank Alfalah | 22. National Institute of Banking & Finance (NIBAF) |
| 04. Bilkent University, Turkey | 23. National University of Kyiv, Kyiv, Ukraine |
| 05. Center for Communication Programs (Johns Hopkins) | 24. Pakistan Institute of Corporate Governance (PICG) |
| 06. CFA Institute | 25. Pakistan Institute of Development Economics (PIDE) |
| 07. Chartered Institute of Management Accountancy (CIMA) | 26. Project Management Institute, USA |
| 08. I AM KARACHI | 27. Sabanci University, Turkey |
| 09. IBC (King Saud University) | 28. Securities and Exchange Commission of Pakistan |
| 10. Institute of Chartered Accountants, Pakistan | 29. SILC Business School, Shanghai University, China |
| 11. Imperial College of Science | 30. Sindh Judicial Academy |
| 12. INCEIF, Malaysia | 31. State Bank of Pakistan (SBP) |
| 13. Indian School of Business (ISB), Hyderabad | 32. Taras Shevchenko National University of Kyiv, Ukraine |
| 14. Institute of Management Technology (IMT), Ghaziabad, India | 33. The Citizens Foundation (TCF) |
| 15. International Council for Islamic Finance Educators (ICIFE) | 34. The Institute of Capital Markets |
| 16. International University of Business Agriculture and Technology Dhaka, Bangladesh | 35. Tsinghua University School of Economics and Management, Beijing, China |
| 17. Islamic Research and Training Institute (IRTI) | 36. University of Malaya, Kuala Lumpur, Malaysia |
| 18. KOC University, Istanbul, Turkey | 37. University of Regina, Canada |
| 19. Kozminski University, Poland | 38. University of Southampton, UK |
| | 39. University of Warwick, Coventry, England |

Annex C. Student Exchange Programs

Student Exchange programs provide students with exposure to different cultures and countries. Visits by our students to foreign universities stimulate greater appreciation and understanding of different cultures and promotes mutual cooperation and respect. These programs not only broaden student perspectives but also make them more proficient in different languages.

Summer 2019

Student Name	University Attended
Abdul Qayyum	Tsinghua PBCSF Financial Leaders of Tomorrow, China
Michelle Azam Mairaj	NUS Enterprise Summer School, Singapore
Quba Irfan	NUS Enterprise Summer School, Singapore
Raiha Mustafa Rizvi	NUS Enterprise Summer School, Singapore
Nudrat Fatima	INCEIF, Kuala Lumpur, Malaysia
Aiman Ali Shaikh	INCEIF, Kuala Lumpur, Malaysia
Hafiz Muhammad Umer Abbasi	INCEIF, Kuala Lumpur, Malaysia
Muhammad Farhan	INCEIF, Kuala Lumpur, Malaysia
Muhammad Aamir Khan	INCEIF, Kuala Lumpur, Malaysia
Nishat Nasir	INCEIF, Kuala Lumpur, Malaysia
Muhammad Daniyal Siddiqui	INCEIF, Kuala Lumpur, Malaysia
Hafiz Muhammad Saad	INCEIF, Kuala Lumpur, Malaysia
Muhammad Naveed Alam	INCEIF, Kuala Lumpur, Malaysia
Muhammad Ishtiaq	INCEIF, Kuala Lumpur, Malaysia
Arsalan Ahmed	INCEIF, Kuala Lumpur, Malaysia
Waqar Amin	INCEIF, Kuala Lumpur, Malaysia
Salsabeel Naser	INCEIF, Kuala Lumpur, Malaysia
Enza Siddiqui	INCEIF, Kuala Lumpur, Malaysia
Nudrat Fatima	INCEIF, Kuala Lumpur, Malaysia
Aiman Ali Shaikh	INCEIF, Kuala Lumpur, Malaysia
Hafiz Muhammad Umer Abbasi	INCEIF, Kuala Lumpur, Malaysia
Muhammad Farhan	INCEIF, Kuala Lumpur, Malaysia

Fall 2019

Student Name	University Attended
Hussain Mustafa Khandwala	Aix Marseille University, France
Syed Jawad Murtaza Naqvi	UGRAD Exchange Program
Shujaat Mohammad Memon	SILC Business School Shanghai University, Shanghai, China
Romesa Razzaq	LUMS, Lahore Pakistan
Tahira Batool	UGRAD Exchange Program
Sana Ayub	UGRAD Exchange Program

Spring 2019

Student Name	University Attended
Sundarta Keswani	University of Wisconsin, USA
Ummamah Shah	West Liberty University, USA
Anusha Shamnani	Dickinson State University, USA
Arifa Abdul Aziz	Saginaw Valley State University, USA
Akash Chhabria	University of Wisconsin, USA
Ambereen Shahid	Southeast Missouri State University, USA
Zoya Batool	University of Wisconsin-La Crosse, USA
Zainab Kazi	Emporia State University, Kansas
Rabia Basri Komal	Dickinson State University, USA



Annex D. Event Highlights

August 2018

- IBA alumnus, Asad Umar appointed Federal Minister for Finance, Revenue and Economic Affairs.
- Former Dean and Director, Dr. Ishrat Husain appointed Advisor to the Prime Minister on Institutional Reforms and Austerity.
- Executive Director Dr. Farrukh Iqbal appointed Member of Prime Minister's Economic Advisory Council.
- IBA Karachi partners with NED University to form Karachi Urban Lab (KUL), an academic resource for professionals interested in urban studies and issues.

September 2018

- The IBA organized a distinguished lecture on nuclear crisis management in South Asia, by Dr. Moeed Yusuf, Associate VP of the Asia Center, United States Institute of Peace.
- French Ambassador, Dr. Marc Baréty, and his team visited the IBA to explore prospects of collaboration with French educational institutions.
- Associate Professor, IBA Karachi, Dr. Qaiser Munir was selected as Member, Research Studies Evaluation and Review Committee (RSERC), Ministry of Planning, Development and Reform.

October 2018

- The National Accountability Bureau (NAB) Karachi held an "Awareness Seminar on Corruption and Accountability", at IBA, led by Mohammad Altaf Bawany, DG, Karachi.

November 2018

- Dr. Farrukh Iqbal represented the IBA and Pakistan at the 3rd Belt and Road Initiative, University Presidents' Summit 2018, where he delivered a talk on "The Future of City and University". The Summit was held at Shanghai University.

- The Karachi Urban Lab (KUL) organized a critical dialogue on Pakistan's water scarcity.
- The 6th International Karachi Conference was organized by the Karachi Conference Foundation with support from IBA at the JS Auditorium.

December 2018

- The IBA Annual Convocation 2018 conferred degrees on 926 graduates, the largest batch in the Institute's history. The graduating batch included 664 undergraduate students, 261 post-graduate students, and one PhD scholar.
- Dr. Huma Baqai, Associate Dean, was appointed Member, Advisory Council on Foreign Affairs and also Member, Advisory Committee Sindh Commission on the Status of Women (SCSW).
- IBA Karachi hosted Afkar-e-Taza ThinkFest at the city campus.

January 2019

- IBA contracted with Saaya Health to offer online well being counselling services to students, staff and faculty.
- The Textile Institute of Pakistan (TIP) invited Dr. Farrukh Iqbal to deliver a speech on globalization and the textile sector at TIP's 19th convocation ceremony.
- Quality Enhancement Cell (QEC) at IBA conducted the HEC led Institutional Performance Review (IPE) of IBA.

February 2019

- The IBA hosted an event for the BBC titled "The Conversation" featuring a panel discussion among influential Pakistani women around the theme "What it means to be a woman in Pakistan". It was attended by Pakistan's football captain, Hajra Khan, award winning actress, Mahira Khan, pioneer comedian, Faiza Saleem, and lawyer and internet activist, Nighat Dad.

March 2019

- IBA in collaboration with the Pakistan Institute for Conflict and Security Studies (PICSS) organized a conference on Nationalism & Pakistaniat. The chief guest of the event was Chairman Joint Chiefs of Staff Committee (CJCSC) General Zubair Mehmood Hayat, Nishan-e-Imtiaz (Military).
- Karachi Urban Lab (KUL) organized its second water dialogue titled "Urban Water Dialogue".
- Veteran journalist I. A. Rehman spoke at the first Razia Bhatti Memorial Lecture.

April 2019

- Advisor to the Prime Minister on Institutional Reforms and Austerity, Dr. Ishrat Husain, delivered a Distinguished Lecture on his co-authored book, “The Economy of Modern Sindh”.
- Human Resources Department initiated an anti-harassment awareness campaign for the IBA staff.
- QEC arranged a HEC PhD Review visit.

May 2019

- The Social Sciences Club organized their 3rd Annual IBA Conference on Social Sciences and Humanities in which students presented research papers on various themes.
- CEE arranged a three-day training event to build the capacity of the career counseling and alumni relations department of the University of Peshawar.
- In its May 2019 issue, SouthAsia magazine carried a special feature titled “The IBA: Moving to the Next Level”. This included articles by several IBA staff and faculty.

June 2019

- IBA hosted a recording of the talk show News Line featuring former Governor Sindh and IBA alumnus, Mohammad Zubair; MPA from Pakistan Tehreek-e-Insaf, Bilal Ahmed Ghaffar; Executive Director AKD Securities Ltd., Usman Zahid; and senior analyst, Khurram Hussain.
- The IBA Alumni and Placement Society organized an Alumni Eid Dinner.



Edited and compiled by

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