



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow



BUILDING ON SUCCESS

ANNUAL REPORT
2015-16

BUILDING ON SUCCESS

IBA Institute of
Business Administration
Karachi
Leadership and Ideas for Tomorrow

Message from the ✦ Dean and Director



Dr. Farrukh Iqbal Dean & Director

I would like to take the opportunity of the publication of this Annual Report to talk about three transformations at IBA.

The first is physical transformation. We now have buildings and technology that did not exist a few years ago. They provide a range of educational, recreational and service facilities that has vastly improved the learning and living experience of the students and faculty who pass through our gates. While we will continue to make improvements, the bulk of the infrastructure development campaign has been completed. IBA owes a significant debt to Dr. Ishrat Husain, my immediate predecessor, for having conceived and executed this campaign.

The second is intellectual transformation. This is less obvious than the physical one but just as pervasive. It is reflected in a surge in faculty hiring and the initiation of new courses. Our faculty is at the forefront of a sustained drive to deliver quality education to our students. Towards this end, we have set the bar for the induction of new faculty higher and higher every year. Today we have 62 faculty with Ph.D. degrees. This is up from 20 Ph.D. holding faculty members in 2009. And we have more in the pipeline. Currently more than 24 faculty members are at different stages in their doctoral studies. Good faculty add value to our students, value that is recognised when they enter the job market and when they take up positions of leadership in the corporate world and beyond.

The third transformation to which I would like to draw attention is social. It consists primarily of making the student body more diverse. We are attracting more students from different regions, different communities and different social classes. We are beginning to reflect the diversity of our country more than we ever did. This is good. Diversity promotes tolerance. The experience of diversity makes for better students, better citizens and better persons. Our strategy for social diversification has several strands. We attract students from different socio-economic backgrounds by offering financial assistance. Thus, the number of students receiving financial aid has jumped from 277 to 766 in the last few years. The amount allocated for financial aid now stands at Rs. 167 million compared to Rs. 28 million in 2008/09. In addition, we have actively sought to diversify recruitment across Pakistan's different regions through outreach programs called the Talent Hunt Programs. We have such programs for Sindh, KPK and Balochistan as well as one for the entire country. In 2016, we enrolled 66 students from such programs, up from 23 students in 2009. Finally, through certificate and entrepreneurship programs run through the various Centres now at IBA, we are providing access to a wide range of citizens from all walks of life, who may not have the time or resources to commit to multi-year degree programs.

The present moment sees the Institute at the end of an era of great physical transformation and poised on the threshold of a new era of faculty development and student diversification. Moving from one era to the other will require fresh dedication from the Institute's staff and faculty as well as support from many other stakeholders including alumni and corporate benefactors. We look back with gratitude and look ahead with confidence. We are sure we will accomplish this transition smoothly since we are building on a record of success.

✦ Contents

| | |
|-----------|---|
| 2 | Message from the Dean and Director |
| 5 | Highlights 2015-16 |
| 7 | Academic Programs |
| 10 | - Highlights |
| 11 | - Total Faculty in Numbers |
| 12 | - Faculty Publications |
| 13 | - Student Strength/Fresh Intake |
| 14 | - Student Admissions into Academic Programs |
| 29 | Centres |
| 31 | - Aman Centre for Entrepreneurial Development (CED) |
| 33 | - Centre for Excellence in Islamic Finance (CEIF) |
| 34 | - Centre for Executive Education (CEE) |
| 35 | - Centre for Excellence in Journalism (CEJ) |
| 36 | - Centre for Business and Economics Research (CBER) |
| 37 | Faculty Development |
| 38 | - Faculty Development 2015-16 |
| 39 | - Academic Alliance Programs |
| 39 | - Academic Development Programs |
| 41 | - Professional Development |
| 42 | ICT Infrastructure and Services |
| 45 | Resource Mobilisation |
| 47 | - Resource Mobilisation 2008-2016 and Physical Infrastructure Development |
| 48 | - List of Donors 2008-16 |

| | |
|------------|---|
| 54 | Financial Assistance and Outreach |
| 55 | - Financial Assistance |
| 57 | - Donors of Endowment Funds and Scholarships |
| 61 | - Talent Hunt Outreach Programs |
| 65 | Life at IBA |
| 68 | - Student Events |
| 70 | - Student Achievements |
| 72 | - Convocation 2015 |
| 75 | Life after IBA |
| 77 | - The Role of Career Development Centre (CDC) |
| 83 | Alumni Affairs |
| 87 | Financial Performance 2015-2016 |
| 95 | IBA Activities, Events and Visitors 2015-16 |
| 103 | ANNEXURES |
| 105 | - Annex A. Alliances and Partnerships |
| 107 | - Annex B. Boards and Committees |
| 110 | - Annex C. Faculty Members Welcomed in 2015-16 |
| 115 | - Annex D. Faculty Publications |
| 121 | - Annex E. Centre for Excellence in Islamic Finance (CEIF) Activities |
| 122 | - Annex F. Centre for Executive Education (CEE) Activities |
| 127 | - Annex G. Highlights of Completed Projects 2015-16 |
| 129 | - Annex H. Student Exchange Programs |
| 131 | - Annex I. Dean's List |

✧ Highlights 2015-16

The Year in Review

The most notable highlight of the past year was the transition in IBA's leadership. Dr. Ishrat Husain retired after completing two terms as Dean and Director of the Institute and was succeeded by Dr. Farrukh Iqbal. Dr. Husain received multiple farewells in the month of March 2016 in keeping with his long tenure and substantial impact upon the Institute. Dr. Iqbal took charge in August 2016. In the interim, Dr. Sayeed Ghani was appointed Acting Dean and Director.

The end of Dr. Ishrat Husain's tenure coincided with the culmination of the 60th anniversary celebrations through the launching of the book "Chronicling Excellence: History of IBA". This book tells the story of IBA's journey from a small start-up program in business administration, begun in 1955 with the help of some US business schools, and the first of its kind outside North America, to a bustling, multi-department academic institution whose graduates are found in impressive numbers at the leadership level of the Pakistani corporate world.

In recent years, the Institute has become known for much more than nurturing corporate leaders. Three events during 2015-16 underscore this. First, IBA was competitively selected by the State Bank of Pakistan as one of three locations in the country for the establishment of a Centre for Excellence in Islamic Finance (CEIF). Second, in partnership with the International Center for Journalists (ICFJ), IBA launched a Centre for Excellence in Journalism (CEJ); the inauguration was attended by the Ambassador of the United States as well as by members of the media community of Pakistan. Third, IBA's Centre for Business and Economic Research moved to new offices in a ceremony presided over by Syed Murad Ali Shah, the then Minister of Finance and now Chief Minister of the Government of Sindh.

The last six months of Dr. Ishrat Husain's term also coincided with the substantial completion of the major building program that he had initiated many years ago. October 2015 saw the inauguration of the Mian Abdullah Library by Mian Abdullah of the Sapphire Group, the Fauji Foundation Administration Building by Lt. Gen. (R) Khalid Nawaz of the Fauji Foundation, and the OBS Courtyard commissioned by Tarek and Adeela Khan of the OBS group. March 2016 saw the inauguration of the new Female Prayer Hall by Sadia Naveed Kalim and the Aman Tower at the City Campus. Completed over four years, the 14-storey tall Aman Tower is now one of the architectural landmarks of the city.

The Institute's position in Pakistan's academic landscape was highlighted during the year by the visit of Jim Yong Kim, President of the World Bank Group. Dr. Kim participated in a panel discussion of economic development issues that also featured Mr. Abdul Razzak Dawood of the Descon Group and Ms. Sadaf Abid, former CEO of the Kashf Foundation.

The Institute has developed a significant outreach program to attract more students from diverse areas and socio-economic backgrounds. Last year, we signed an MOU with OGDCL to launch two new Talent Hunt Programs, one for Baluchistan and one for the KPK province. These programs seek out students from underserved areas who are then provided with a two-month intensive orientation program at the Institute. Those from this group who meet the relevant admissions criteria then enroll at the IBA and are given financial support if necessary. We also signed an MOU with The Citizens Foundation (TCF) to help prepare TCF students for the IBA admissions test and interviews.



✧ Academic Programs

At IBA, we take responsibility for keeping up with the changes in the community and the world that surrounds it. We are proud of our endeavours and of providing the environment and support to develop our current students and future alumni to their full potential.



The Institute of Business Administration (IBA) consists of two faculties, Faculty of Business Administration (FBA) and Faculty of Computer Science (FCS). FBA is made up of five departments namely Accounting & Law, Economics & Finance, Management, Marketing and Social Sciences whereas FCS comprises two departments Computer Science and Mathematical Sciences. The departments maintain a curriculum which is updated regularly, based on changes in the business world. The departments assist the administration in strengthening current faculty and recruiting high quality new faculty.



✧ Highlights

- IBA International Leadership Conference '16 took place from January 03 to 06, 2016. This year's theme "Changing Mindsets", aimed to show how we are perceived globally as individuals, as a society and as a nation.
- The 6th edition of International Conference on Information and Communication Technologies was held on December 12 and 13, 2015. The conference was spread over two days with extensive workshops, seminars, invited talks and presentations. With over 50 technical papers presented this year, ICICT'15 brought together practitioners and professionals from national and international universities including Dalhousie University, Carnegie Mellon University, University of Arkansas, Lisbon University, Exeter University, University of Minnesota Duluth, Victoria University, LUMS, FAST and NUST.
- IBA signed an MoU with Confucius Institute at University of Karachi on Monday, September 26, 2016. The Confucius Institute offers Chinese language training to IBA students.
- Faculty of Computer Science, IBA hosted its 5th Annual CEO Forum in 2015 at the City Campus inviting several prominent CEOs from the IT Industry of Pakistan. The meeting discussed future directions for the Computer Science Department at IBA.
- IBA signed an MoU with SILC Business School of Shanghai University, which is one of the oldest and leading research universities of China. The objective of this MoU is to develop and foster a mutually beneficial relationship between the two universities and cooperate in all academic fields and programs offered at these universities.
- In January 2016, we signed an MoU with the University Institute of Lisbon (ISCTE - IUL) for an Academic Exchange between the two institutes. The institutes agreed to establish a student exchange program for educational and cultural enrichment of both institutes.
- IBA BS (Computer Science) was awarded the highest rating of "W" by the National Computing Education Accreditation Council (NCEAC). The program originally acquired this rating in 2008.
- The Final Year Project (FYP) Exhibition took place on January 1 at the Aman Tower on the Main Campus. Students presented project concepts featuring innovative applications of computer science knowledge.
- A delegation from Hainan, China led by the State Secretary of Education signed an MoU for collaboration between IBA and the Hainan Universities.
- A record of 68 local and international companies participated in our annual Career Fair on March 5, 2016. The event, organized by the IBA Placement Society, also featured recruitment drives by 8 well-established companies for Junior and Senior Year students with almost 100 scheduled interviews throughout the day.
- On July 27, 2016, the project exhibition of Entrepreneurship for Engineering was held. The participants of Entrepreneurship for Engineering (E4E) program proudly presented their ventures in the foyer of the Aman-CED building.
- An MoU was signed between IBA and FBR at Islamabad on September 02, 2015. IBA will offer MBA Tax Management degree program to the officers of Internal Revenue Service and Pakistan Custom Service.

✧ Total Faculty in Numbers

Total Faculty

During 2015-16, the number of full time faculty increased by 17, from 92 to 109 while that of visiting faculty increased by 19, from 128 to 147. Of the new full time faculty, 11 joined the Department of Economics and Finance and 6 joined the Department of Social Science and Liberal Arts.

For details of faculty members welcomed in 2015-16, please see Annex C.

| Department | Full Time | Visiting | Total |
|-----------------------|------------|------------|------------|
| Accounting & Law | 10 | 15 | 25 |
| Economics & Finance | 26 | 32 | 58 |
| Management | 14 | 18 | 32 |
| Marketing | 12 | 22 | 34 |
| Social Sciences | 24 | 23 | 47 |
| Computer Science | 11 | 16 | 27 |
| Mathematical Sciences | 12 | 21 | 33 |
| Total | 109 | 147 | 256 |

Faculty Members with PhDs

An impressive growth was achieved in the total number of faculty members holding PhDs, especially in the departments of Social Sciences and Economics & Finance. 18 full time faculty members holding PhDs were inducted during the year 2015-16. The department of Economics & Finance currently, now has the largest number of PhDs followed by Social Sciences and Computer Science departments.

| Department | Full Time | Visiting | Total |
|-----------------------|-----------|-----------|------------|
| Accounting & Law | 1 | - | 1 |
| Economics & Finance | 16 | 6 | 22 |
| Management | 9 | 4 | 13 |
| Marketing | 4 | 1 | 5 |
| Social Sciences | 14 | 12 | 26 |
| Computer Science | 10 | 4 | 14 |
| Mathematical Sciences | 8 | 13 | 21 |
| Total | 62 | 40 | 102 |



✧ Faculty Publications

Conduct of quality research by IBA faculty is considered an extremely important component of the contribution of the Institute to the society at large. Both, IBA as well as the Higher Education Commission (HEC), have in recent years given high priority towards improving the research output from the faculty. In order to gauge the quality of the publications, the journal articles are categorized for example as those that are highly recognized (“ISI Indexed”, now known as Clarivate Analytics); also, the journals in “ERA” (Excellence in Research in Australia) are also given recognition by IBA.

The number of Impact Factor publications, which is considered a key indicator in the quality of research output of universities, doubled from 7 in 2014-15 to 14 in 2015-16. This was a remarkable achievement and is a testament to the rising standards of quality research being conducted by IBA faculty.

Following is a summary of the IBA publications during the period July 1, 2015 – June 30, 2016.

| Category of Publication | FBA | FCS | Total |
|---|-----------|-----------|-----------|
| Impact Factor (ISI) Journals | 9 | 5 | 14 |
| Journals in Australian List (ERA) | 2 | 2 | 4 |
| Other International Journals | 4 | 1 | 5 |
| Journals – Case & Numbered | 3 | - | 3 |
| Total International Journal Publications | 18 | 8 | 26 |
| National Journals | 11 | 2 | 13 |
| Total Journal Articles | 29 | 10 | 39 |
| International Conferences | 12 | 7 | 19 |
| National Conferences | 8 | 4 | 12 |
| Total Conference Papers | 20 | 11 | 31 |
| Total Publications 2015-16 | 49 | 21 | 70 |
| Book Chapters | 3 | - | 3 |
| IBA Publications | 2 | - | 2 |

For details of Faculty Publications, please see Annex D.



✧ Student Strength/Fresh Intake

A total of 3,521 students were enrolled in IBA in Spring 2016. Out of these, 2,974 were full time and 547 were part time students.

| Academic Programs | Student Strength till Spring 2015 | Fresh Intake Fall 2015 | Fresh Intake Spring 2016 | Transfers/ Dropout/ Deferred/Left/ Completed 15-16 | Student Strength till Spring 2016 |
|------------------------------|-----------------------------------|------------------------|--------------------------|--|-----------------------------------|
| BBA | 1,131 | 289 | 14 | 331 | 1,103 |
| BS (Computer Science) | 490 | 112 | 15 | 125 | 492 |
| BS (Economics & Mathematics) | 319 | 68 | 1 | 49 | 339 |
| BS (Accounting & Finance) | 470 | 131 | 6 | 20 | 587 |
| BS (Social Sciences) | 184 | 63 | 15 | 15 | 247 |
| MBA (Morning) | 148 | 40 | 28 | 84 | 132 |
| MS (Economics) | 27 | 1 | 0 | 12 | 16 |
| MS (Mathematics) | 11 | 2 | 0 | 3 | 10 |
| MS (Computer Science) | 13 | 10 | 1 | 5 | 19 |
| Sub Total | 2,793 | 716 | 80 | 644 | 2,945 |
| MBA (Evening) | 214 | 43 | 28 | 77 | 208 |
| MS (Economics) | 19 | 1 | 0 | 8 | 12 |
| MS (Computer Science) | 40 | 9 | 9 | 19 | 39 |
| MS (Mathematics) | 2 | 0 | 4 | 4 | 2 |
| EMBA | 290 | 30 | 60 | 94 | 286 |
| PhD | 27 | 8 | 2 | 8 | 29 |
| Sub Total | 592 | 91 | 103 | 210 | 576 |
| Grand Total | 3,385 | 807 | 183 | 854 | 3,521 |

✧ Student Admissions into Academic Programs

Bachelors in Business Administration (BBA)

The BBA program comprises four years of rigorous education to equip students with a broader view of the world. Students go through an academic program that not only emphasizes the essentials of business subjects, but also introduces them to the basic concepts of social sciences and liberal arts. On the business administration side, it offers specialized courses in Marketing, Finance, Human Resources and Entrepreneurship. In addition, students undergo six months on-the-job training in their last semester by working in a business/company of their choice that accepts them as interns.

In their freshman and sophomore years, students study subjects such as History, Anthropology, Psychology, Philosophy and Logic and Media Study. Additionally, students are required to undergo training in a foreign language and can choose among three languages: Arabic, Chinese and French. All BBA students are required to enroll for Personal Effectiveness; a non-credit course which builds and enhances the soft skills mandatory for success.

A 40% increase in induction was realised this year in the BBA program, with the ratio of successful candidates to applicants remaining at about 1:8 (13%).

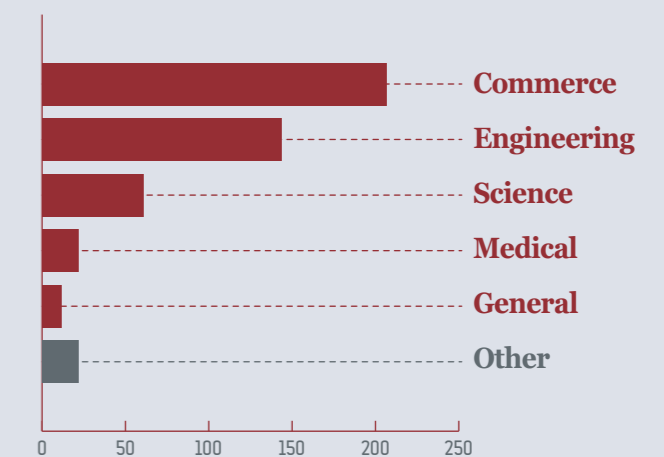
| Semester | | Appeared in Test | Successful Candidates |
|-----------|--------------|------------------|-----------------------|
| Fall 2015 | Round 1 | 1470 | 215 |
| | Round 2 | 2189 | 253 |
| | Total | 3659 | 468 |

BBA Students by Prior Certificate



● A Level ● Intermediate

BBA Students by Prior Academic Discipline



BBA Students by Prior Place of Education

| | | | |
|-----------------------------------|----|----------------------------------|------------|
| The Lyceum School | 60 | DJ Science Govt. College | 4 |
| The City School | 48 | Lahore Grammar School | 4 |
| Beaconhouse School System | 44 | Generations School | 4 |
| Nixor College | 42 | Defence Authority College | 3 |
| St Patrick's High School, Karachi | 25 | Defence Authority Public School | 3 |
| Agha Khan School | 20 | Southshore School | 3 |
| Karachi Grammar School | 18 | St.Michael's Convent School | 3 |
| Cordoba School for A-Levels | 13 | St Bonaventure's High School | 3 |
| BAMM PECHS Govt. College | 9 | Khatoon-e-Pakistan Govt. College | 2 |
| Adamjee Govt. Science College | 8 | Army Public School | 2 |
| Commecs College | 7 | Private | 15 |
| Foundation Public School | 5 | Other | 118 |
| Bay View High School | 5 | Grand Total | 468 |

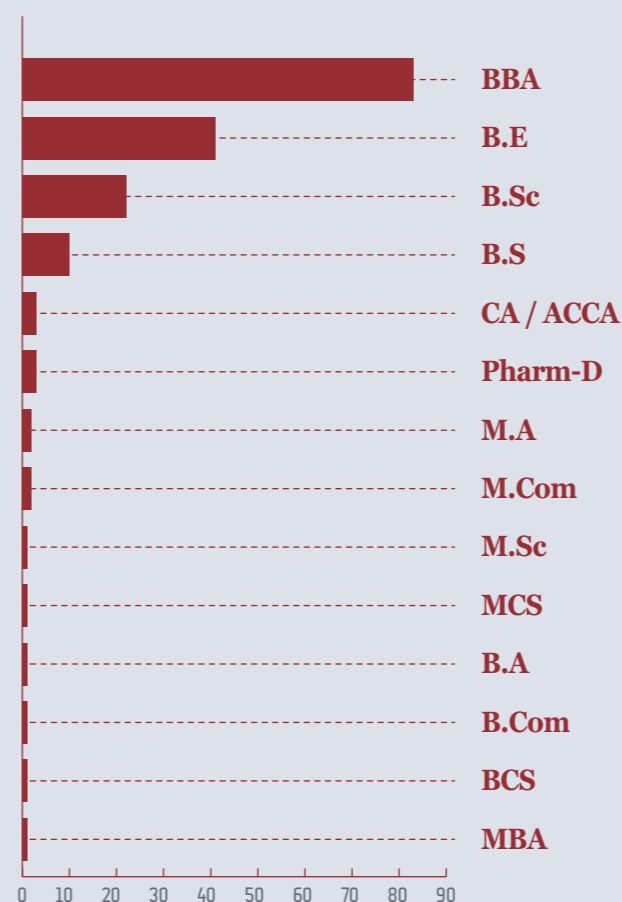
Masters in Business Administration (MBA)

The MBA program aims to develop business acumen and knowledge as well as foster a global mindset. Teaching tools include the case method and experiential learning projects with national and multinational organisations. The mission of the program is to contribute to business and socioeconomic development nationally, regionally, and globally. The program will help students develop a range of analytical, conceptual, and operational skills that address the many challenges industries face. We attract talented students through a competitive process and facilitate their transformation into responsible business leaders. Our MBA graduates are trained to think critically and independently, and to work ethically and with integrity. Our MBA faculty, using state-of-the-art technologies and pedagogies, foster this learning environment through the creation, acquisition, dissemination, and application of new knowledge related to business administration.

The number of successful candidates decreased by 17% this year as compared to the academic year 2014-15. The major change was observed in the induction of Evening students.

| Semester | Appeared in Test | Successful Candidates | |
|--------------|------------------|-----------------------|-----------|
| | | Morning | Evening |
| Fall 2015 | 322 | 57 | 53 |
| Spring 2016 | 157 | 32 | 30 |
| Total | 479 | 89 | 83 |

MBA Students by Prior Degree



MBA Students by Prior Place of Education

| | |
|---|------------|
| Institute of Business Administration, Karachi | 48 |
| NED Karachi | 25 |
| University of Karachi | 13 |
| National University of Science & Technology | 8 |
| GIK Institute of Engineering Science and Technology | 7 |
| Iqra University, Karachi | 6 |
| Lahore University of Management Sciences | 5 |
| Institute of Business Management (CBM), Karachi | 5 |
| Bahria University | 4 |
| National University of Computer & Emerging Science | 4 |
| University of Engineering and Technology, Lahore | 3 |
| IBA Sukkur | 3 |
| Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology | 3 |
| Dawood College of Engineering & Technology | 2 |
| Bahauddin Zakariya University | 2 |
| Forman Christian College, Lahore | 2 |
| National Textile University, Faisalabad | 2 |
| Other | 30 |
| Grand Total | 172 |





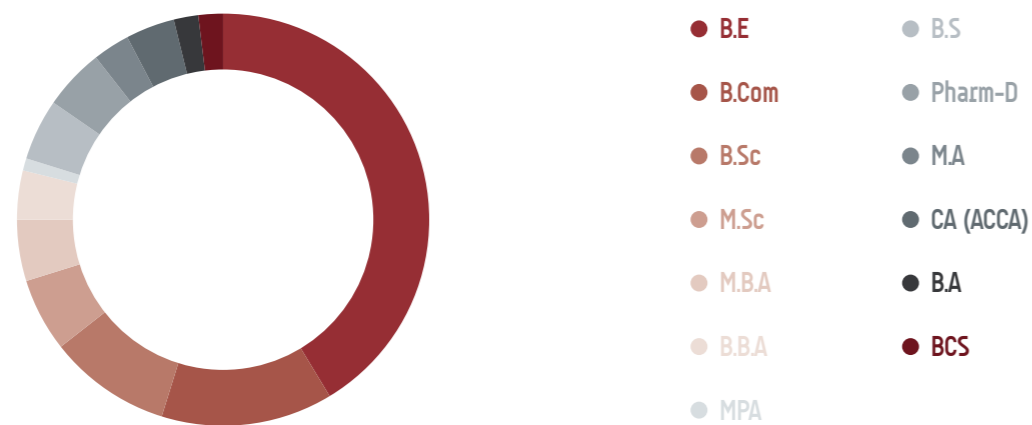
Executive Masters in Business Administration (EMBA)

This flagship program offers a unique opportunity for the in-service professionals 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. Executive MBA program is more suitable for the professionals aiming at acquiring leadership role and moving towards the highest levels of the corporate ladder, especially under 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.

A decrease of 35% was observed in the induction of EMBA students this year as compared to the last academic year. The admissions process also became more competitive with the ratio of successful candidates to applicants reducing from 1:2 last year to 1:3 this year.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 133 | 31 |
| Spring 2016 | 137 | 32 |
| Summer 2016 | 85 | 47 |
| Total | 355 | 110 |

EMBA Students by Prior Degree



EMBA Students by Prior Place of Education

| | |
|--|------------|
| NED, Karachi | 34 |
| University of Karachi | 23 |
| National University of Science & Technology | 5 |
| Punjab University, Lahore | 4 |
| Dow University of Health Sciences | 4 |
| Lahore University of Management Sciences | 3 |
| Sir Syed University of Engineering & Technology | 3 |
| Institute of Business Administration, Karachi | 2 |
| National University of Computer & Emerging Science | 2 |
| Other | 30 |
| Grand Total | 110 |

BS (Economics & Mathematics)

BS (Economics and Mathematics) is a 4-year degree program with double majors in Economics and Mathematics and is designed to give students a solid foundation in both Economics and Mathematics. The program provides a well-coordinated curriculum for students interested in pursuing Masters or PhD in Economics and Mathematics. It prepares the students for entry level positions in private and public sector corporations, banks, insurance companies, investment companies, education and research organisations. The program consists of 150 credit hours. Major disciplines of Economics and Mathematics have 54 credit hours, each.

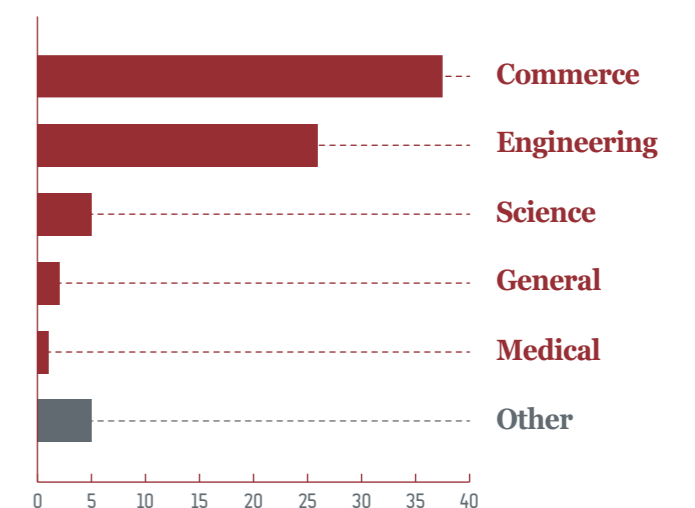
The remaining 42 credits are for university core courses and courses from other disciplines, like Social Sciences, Management and Accounting. The wide range of courses offered in this program give students ample opportunity to broaden their knowledge base. The economics research project in the fourth year enables students to apply the quantitative tools learnt in the program to real economics and financial problems in the public and private sectors.

| Semester | Appeared in Test | Successful Candidates |
|-----------|------------------|-----------------------|
| Fall 2015 | 341 | 76 |

BS (E&M) Students by Prior Certificate



BS (E&M) Students by Prior Academic Discipline



BS (E&M) Students by Prior Place of Learning

| | | | |
|-----------------------------------|----|---------------------------------|-----------|
| Nixor College | 15 | Commecs College | 3 |
| The City School | 10 | Defence Authority Public School | 2 |
| Beaconhouse School System | 8 | Generations School | 2 |
| The Lyceum School | 8 | Private | 3 |
| St Patrick's High School, Karachi | 6 | Other | 13 |
| Karachi Grammar School | 3 | Grand Total | 76 |
| Army Public School | 3 | | |

BS (Accounting & Finance)

This four-year BS aims to develop Accounting and Finance professionals with world-class competencies and ethical standards and to provide opportunities to them to acquire, not only an undergraduate academic degree but also professional certification in Accounting and Finance. This uniquely designed program offers its graduates the desired flexibility and significant exemptions from Institute of Chartered Accountants of Pakistan (ICAP), Chartered Institute of Management Accountants (CIMA), Association of Chartered Certified Accountants (ACCA) and Institute of Bankers Pakistan (IBP) exams. The admission process was highly competitive with only 18% applicants being successful in securing admission at IBA.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | Round 1 | 128 |
| | Round 2 | 83 |
| Total | 1146 | 211 |



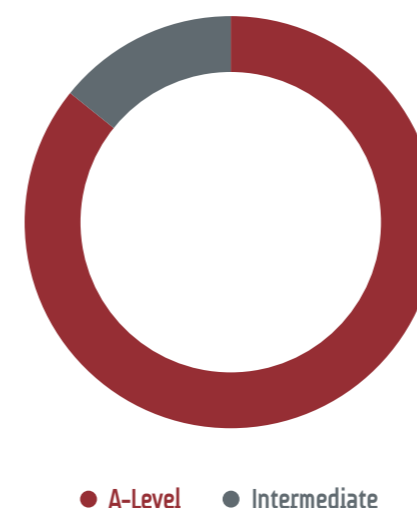
MS (Economics)

The MS (Economics) program is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. The curriculum of this program has been designed to meet the international standards. We expect the students will find the program to be intellectually challenging and personally rewarding. This program emphasises on applied economics for policy planning, analysis and forecasting, and caters to the growing market for economic analysts. Graduates from this program will be able to teach and conduct quality research in the fields of their interest, and will be prepared for careers in universities, research organisations, business enterprises, government organisations, and multinational companies.

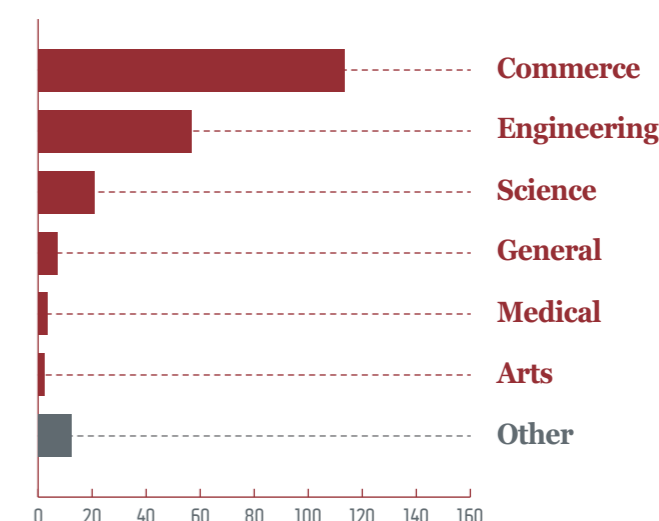
| Semester | Appeared in Test | Successful Candidates |
|-------------|------------------|-----------------------|
| Fall 2015 | 63 | 1 |
| Spring 2016 | 27 | 1 |

The admission process was highly competitive with only 2 candidates holding degrees of BS and BE being successful.

BS (AGF) Students by Prior Certificate



BS (AGF) Students by Prior Academic Discipline



BS (A&F) Students by Prior Place of Learning

| | | | |
|-----------------------------|----|--------------------------|------------|
| Beaconhouse School System | 32 | Agha Khan School | 3 |
| Nixor College | 29 | Commecs College | 3 |
| The Lyceum School | 25 | Avicenna School | 2 |
| The City School | 14 | BAMM PECHS Govt. College | 2 |
| St Patrick's High School | 13 | Bay View High School | 2 |
| Generations School | 9 | Foundation Public School | 2 |
| Cordoba School for A-Levels | 6 | Private | 4 |
| Lahore Grammar School | 6 | Other | 51 |
| Army Public School | 4 | Grand Total | 211 |
| Karachi Grammar School | 4 | | |

BS (Social Sciences & Liberal Arts)

BS (Social Sciences & Liberal Arts) is a four-year multidisciplinary program with major offerings in Media & Communications, Political Science, and Psychology. The program aims to help students develop the theoretical, historical, and experiential knowledge they will need to interact with our social and cultural world.

Studying Social Sciences today, requires both disciplinary and interdisciplinary thinking, and that training in discipline-specific methods of research and analysis should always be grounded in a complex understanding of the communities, cities, and nations we inhabit. To accomplish these goals, we focus on how students can use strategies and frames of analysis to understand and critique our increasingly interrelated economic, political, communal, cultural, and mediated lives.

Courses that comprise the liberal arts and sciences component of the program, taken across all four years, introduce students to a range of academic disciplines including Physics, the Visual Arts, Philosophy, Literature, History, Mathematics, Religion, and the Environmental Sciences. Through these courses, students will develop comprehensive foundational skills in both qualitative and quantitative thinking that will inform and enhance the research and analysis they conduct in their chosen field of study.

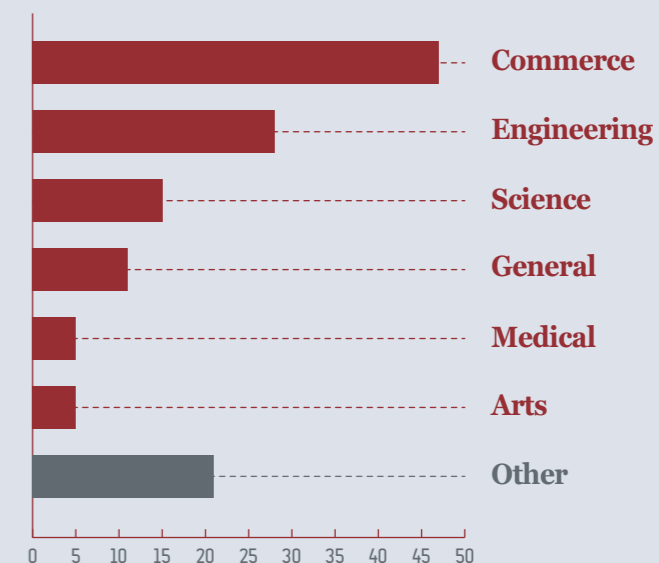
| Semester | | Appeared in Test | Successful Candidates |
|-----------|--------------|------------------|-----------------------|
| Fall 2015 | Round 1 | 151 | 71 |
| | Round 2 | 208 | 61 |
| | Total | 359 | 132 |



BS (SS&LA) Students by Prior Certificate



BS (SS&LA) Students by Prior Academic Discipline



BS (SS&LA) Students by Prior Place of Learning

| | | | |
|-----------------------------------|----|---------------------------|------------|
| Nixor College | 26 | Agha Khan School | 2 |
| The Lyceum School | 25 | Army Public School | 2 |
| Beaconhouse School System | 17 | BAMM PECHS Govt. College | 2 |
| Lahore Grammar School | 8 | Foundation Public School | 2 |
| The City School | 4 | Generations School | 2 |
| St Patrick's High School, Karachi | 3 | Defence Authority College | 2 |
| Bay View High School | 3 | Private | 6 |
| Commecs College | 3 | Other | 22 |
| Cordoba School for A-Levels | 3 | Grand Total | 132 |



PhD (Economics)

PhD (Economics) program is designed to provide a solid background in theory, quantitative methods, and applications, appropriate to the needs of economists involved in policy planning, analysis, and forecasting. The curriculum of this program has been designed to meet international standards. We expect students will find the program intellectually challenging and personally rewarding.

The program emphasises applied economics, and caters to the growing market for economic analysts. Graduates from this program will be able to teach and conduct quality research in the fields of their interest, and will be prepared for careers in universities, research organisations, business enterprises, government organisations, and multinational companies.

2 candidates holding degree of MPhil and 1 candidate holding degree of MS were inducted into the PhD (Economics) program this year.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 18 | 0 |
| Spring 2016 | 16 | 3 |
| Total | 34 | 3 |

BS (Computer Science)

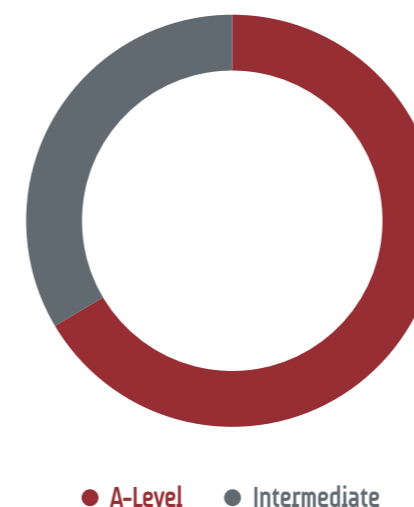
BS (Computer Science) is a four-year standard degree program that includes courses from theoretical Computer Science, Technology, Social Sciences, and other areas. The aim is to educate students to become skilled Computer Science professionals with good problem solving capability in Computer Science and allied areas as well as enhancing their social worth, and their potential of contribution to society. Students will also fit profiles required for research and development roles.

The program comprises of courses that amount to a total of 147 credit hours. These are divided into University core, CS core, CS elective, Non-specialisation core, and Non-specialisation elective with 12, 63, 24, 30, and 18 credit hours respectively. The non-specialisation course and electives are from supporting disciplines of Mathematics, Physics, and Communication. The program core courses and general electives are from supporting disciplines of Mathematics, Physics, and Communication, Accounting, Economics, Finance, Human Resource Management, Marketing, Management, and Social Sciences. A wide range of core and elective courses is engineered to provide the students with enough flexibility to choose a professional career path of their interest.

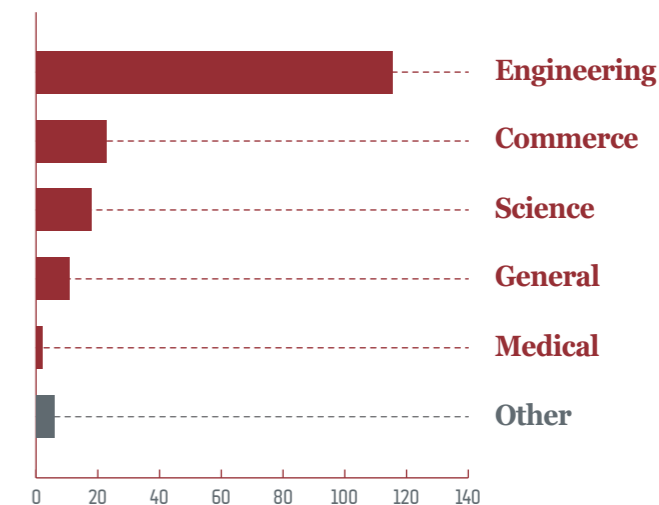
BS (CS) program instead of taking two batches in a year, converted to a single-entry program as per established guidelines. The admissions process became significantly more competitive with the success ratio of candidates to applicants decreasing from about 1:2 last year to almost 1:4 this year.

| Semester | Appeared in Test | Successful Candidates |
|-----------|------------------|-----------------------|
| Fall 2015 | 657 | 176 |

BS (CS) Students by Prior Certificate



BS (CS) Students by Prior Academic Discipline



BS (CS) Students by Prior Place of Learning

| | | | |
|-----------------------------------|----|---------------------------------------|------------|
| Beaconhouse School System | 22 | Bay View High School | 3 |
| Nixor College | 18 | Adamjee Govt. Science College | 2 |
| The City School | 17 | Southshore School for A-Level Studies | 2 |
| Agha Khan School | 14 | Army Public School | 2 |
| Generations School | 6 | Cordoba School for A-Levels | 2 |
| The Lyceum School | 4 | Private | 10 |
| St Patrick's High School, Karachi | 4 | Other | 64 |
| Commecs College | 3 | Grand Total | 176 |
| Karachi Grammar School | 3 | | |



MS (Computer Science)

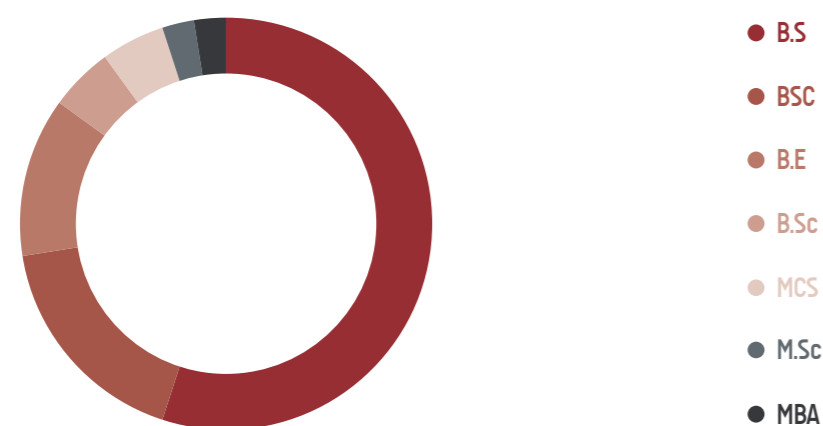
The MS (Computer Science) program caters to the needs of recent graduates of Computer Science programs looking for further training and specialization. This is a 30 credit hour program culminating in a thesis or research survey.

The MS program at the Faculty of Computer Science enjoys the advantages of a rich set of courses available at both the MS as well as PhD level. From 2014, the MS Program is being offered as a full time morning program along with existing evening counterpart. The MS program comprises 6 tracks, each completely aimed at a particular field of specialisation. The diverse backgrounds of students that come from various fields of study into this MS program, require a customised and tailored approach towards building the relevant fundamentals for each track. Moreover, the curriculum has been designed so that it is on a par with IEEE/ACM guidelines. This ensures that the tracks do not lose relevance in the wake of the rapidly changing landscape of computing technologies. The potential of this program, in terms of imparting useful advanced computing skills and professional growth, is measured by the readiness of the job market and advanced learning schools, in absorbing our graduates. This measure has always been quite high; amongst other factors, the curriculum design ensures that the graduates can creatively find technology-based solutions, think critically and analyse systems and emerging problems independently. The MS program has two basic categories, MS with thesis, and MS without thesis.

The total student intake increased by 33% this year. The admissions process became more competitive with the success ratio of candidates to applicants decreasing from about 1:2 last year to almost 1:3 this year.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 68 | 26 |
| Spring 2016 | 57 | 14 |
| Total | 125 | 40 |

MS (CS) Students by Prior Degree



MS (CS) Students by Prior Place of Learning

| | |
|--|-----------|
| Institute of Business Administration, Karachi | 13 |
| University of Karachi | 11 |
| NED, Karachi | 4 |
| National University of Computer & Emerging Science | 2 |
| Other | 10 |
| Grand Total | 40 |

PhD (Computer Science)

The PhD program in Computer Science at IBA, offers graduate students the training to contribute to the field through original research. With selections from various research disciplines, the program gives students an opportunity to establish a wide network with international researchers, publish scholarly articles, and attend international conferences.

The Computer Science PhD program aims at encouraging those graduate students who can make a significant contribution to their field through original research. The Computer Science department hosts a number of research labs that are actively engaged in cutting-edge research in a number of fields, mentioned above. By being a part of this program, students get an opportunity to establish linkages with international researchers, publish scholarly articles and attend reputed conferences worldwide in their chosen discipline. The quantitative and qualitative research capabilities of students will be polished and interdisciplinary research, along with interaction with the local industry, will always be encouraged.

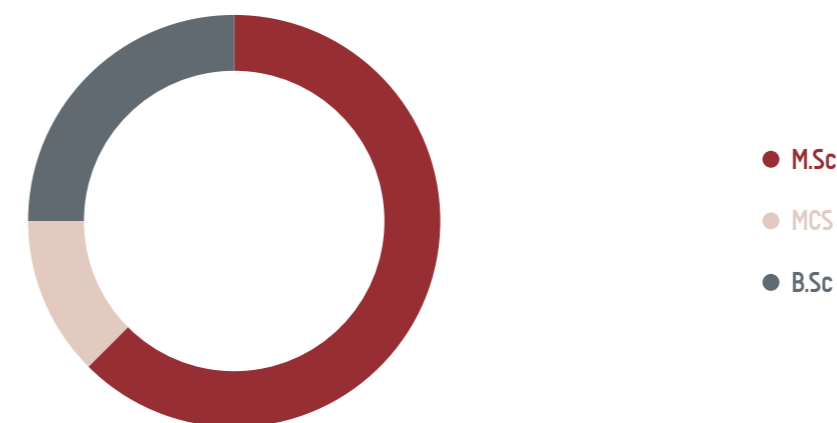
| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 6 | 2 |
| Spring 2016 | 4 | 1 |
| Total | 10 | 3 |

MS (Mathematics)

The MS (Mathematics) program provides students with the training needed to work effectively in disciplines and professions requiring advanced knowledge of mathematics. MS in Mathematics aims to provide a thorough background in theory, quantitative methods and applications commensurate with international standards, offering the opportunity of more specialized training in selected areas of pure and applied mathematics. Two batches were inducted this year, one in each of the semesters.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 27 | 4 |
| Spring 2016 | 10 | 3 |
| Total | 37 | 7 |

MS (Mathematics) Students by Prior Degree



MS (Mathematics) Students by Prior Place of Learning

| | |
|----------------------------|----------|
| University of Karachi | 4 |
| Lahore School of Economics | 3 |
| Grand Total | 7 |

PhD (Mathematics)

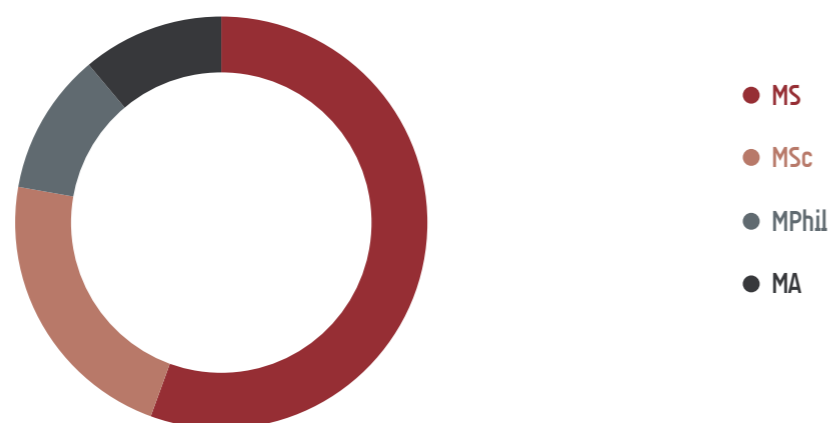
The PhD program in Mathematics trains graduates to use Mathematics as a compact language to describe problems in any area and to develop Mathematical solutions for such problems. Students are trained to make original contributions to advance knowledge in various sub-fields of mathematics.

The PhD (Mathematics) program commenced from this year with a total intake of 9 students. 43% candidates were successful.

| Semester | Appeared in Test | Successful Candidates |
|--------------|------------------|-----------------------|
| Fall 2015 | 17 | 6 |
| Spring 2016 | 4 | 3 |
| Total | 21 | 9 |



PhD (Mathematics) Students by Prior Degree



PhD (Mathematics) Students by Prior Place of Learning

| | |
|--|----------|
| Institute of Business Administration | 4 |
| Federal Urdu University of Arts, Sciences & Technology | 2 |
| Sir Syed University of Engineering and Technology | 1 |
| National University of Sciences and Technology | 1 |
| University of Karachi | 1 |
| Total | 9 |

PhD (Statistics)

This PhD program in Statistics, provides advanced training statistical theory and research with a view to encouraging financial, econometric, demographic, computational, and business related applications.

This PhD program aims at providing quality opportunities to research in the fascinating area of Statistics. Today, there is hardly any field of scientific investigation which does not employ quantification in terms of statistical models. This program will enable candidates to appreciate and make contributions to statistical research especially in financial, econometric, demographic, computational, and business related applications. The candidates are expected to be full time research students and will also have the opportunities to do teaching related activities, for which they will be compensated with a monthly stipend.

The PhD (Statistics) program commenced from Spring 2015 with an intake of one student, each in Spring 2015 and Fall 2015 semesters.

| Semester | Appeared in Test | Successful Candidates |
|-------------|------------------|-----------------------|
| Fall 2015 | 1 | 1 |
| Spring 2016 | 0 | 0 |



✧ Centres

IBA hosts a number of centres that offer professional development programs in such areas as executive education, entrepreneurship, Islamic finance, information technology, writing and journalism. These centres offer short-term education and training opportunities outside the formal structure of degree programs.



✧ Aman Centre for Entrepreneurial Development (CED)



The Aman Centre for Entrepreneurial Development aims to enable new generation of Pakistani entrepreneurs to translate their ideas into ventures, thereby adding substantial jobs, incomes and revenues to Pakistan's economy.

Highlights

AMAN CED Programs Certificate Distribution Ceremony 2016

A distribution ceremony was held in the Gani & Tayub auditorium for WomenX cohort 3 and Entrepreneurship (CIE) participants. Parents, graduates and the faculty of IBA attended the event.

Guests for the graduation ceremony included: Vice Admiral Syed Arifullah Hussaini, Commander Pakistan Navy (Chief Guest), Muhammad Aliuddin Ansari, (Ex-CEO Engro), Madiha Javed Qureshi, Corporate Affairs, Karachi (Nestle), and Syed Hussain Haider, Director, AISEM/Project Director and Akhuwat University/Colleges Lahore.

MoU Signed Between IBL Operations Pvt. Ltd. and TechnoSync Solutions Pvt. Ltd. (IBA Aman CED Incubatees)

Aman CED is proud to announce the graduation of its technology incubatee TechnoSync Solutions Pvt. Ltd. in a celebration marked through the signing of an MoU between the incubatee and IBL Operations Pvt. Ltd. The MoU ceremony was attended by the Acting Dean & Director of IBA, Dr. Sayeed Ghani, the Registrar, Capt. Retd. Ahmed Zaheer, the Manager CED Fawad Mahdi and his team. IBL Operations Pvt. Ltd. was represented by Asad Abudulla (Director and General Manager), Arshad Anis (MD), Khalid Dar, Syed Atik Ali among others.

Aman CED conducted a workshop in University of Azad Jammu Kashmir (UAJK)

The journey began on 2nd March 2016 in Muzaffarabad, Azad Jammu Kashmir with a series of meetings with entrepreneurs and local business owners including one with the General Manager, Pearl Continental, Muzaffarabad, AJK. The workshop was officially inaugurated by Dr. Shahid Qureshi on March 5, 2016. On March 7, business pitch exercises were conducted and the findings were presented to the Vice Chancellor, UAJK, Prof. Dr. Khwaja Farooq Ahmad. This whole journey of entrepreneurial learning ended in a splendid ceremony of certificate distribution.

Dr. Mehreen Faruqi - a Greens MP, NSW Upper House from the Australian Government visited Aman CED

IBA welcomed Dr. Mehreen Faruqi - a Greens MP in the NSW Upper House (Pakistani Origin) from the Australian Government. She was accompanied by the High Commissioner to Pakistan HE Margaret Adamson on a visit to IBA CED on April 12, to attend a panel discussion. The focus of the discussion was the role of youth in development; challenges and opportunities for youth in Pakistan and gender equality for women.

Nestlé's M.D Visited Aman CED

March 18, marked the day when Nestlé's Managing Director Bruno visited Aman CED. His visit was part of a three-year collaboration between Nestle and IBA on promoting agricultural entrepreneurship at CED. He was briefed by Dr. Shahid Qureshi on the pedagogies used in the Nestle entrepreneurship program and he got the opportunity to interact with graduating students and listen to their success stories.

International Entrepreneurship Educators Symposium 2016

On March 21, 2016, pre-symposium sessions were conducted by Dr. Shahid Qureshi and Dr. Miles K. Davis to make the participants well acquainted with the entrepreneurship pedagogical tools.

On March 22, 2016, the symposium was officially inaugurated by Dr. Ghani, Acting Dean and Director. In the end, the key resource person of this event Prof. Dr. Miles K. Davis, Dean, Shenandoah University discussed the status of entrepreneurship in the light of Islamic principles and teachings.

After the keynote sessions, panel discussions were conducted. The first panel discussion addressed the 'Importance of Ecosystems in Promoting Entrepreneurship'.

The second panel discussion was based on 'The Role of Incubators in Fostering Entrepreneurship'.

In the context of entrepreneurship education in Pakistan, Dr. Shahryar from LUMS highlighted how entrepreneurship can be taught by academicians. During the last session faculty members of CED, IBA shared their methodologies and offerings of entrepreneurial trainings at IBA. These informative sessions were conducted by Dr. Kamran Mumtaz, Asif Jaffer, Dr. Najam Anjum and Dr. Imran Khan, which were highly regarded and applauded by the participants.

✦ Centre for Excellence in Islamic Finance (CEIF)

The Centre for Excellence in Islamic Finance was established at IBA in November 2015, with the objective of providing a platform for discovery, enhancement and dissemination of knowledge in the field of Islamic Finance. It aims to be a world class Centre which, through education and research, carries on IBA's legacy of thought leadership in the Islamic Finance industry. CEIF was established with the help of State Bank of Pakistan (SBP), financed through a program by DFID, UK.

CEIF, based at the IBA's City Campus, offers Executive Learning Programs, Forums for discussions between various stakeholders. In this regard, CEIF has signed an MoU with INCEIF in Malaysia as its Academic Partner. Furthermore, CEIF has entered into collaborations with multiple research-driven institutes to cooperate in enhancing the objective of Research, Training and Development in the field of Islamic Finance. The Board of Management of the Centre includes CEOs of major market players and regulators with Dr. Ishrat Husain, former Dean and Director of IBA, as the Chairman. This strong linkage with the industry will enable the Centre to achieve its key objectives, which include:

- To provide trained human resource to the industry to take it to the next level of maturity
- To conduct quality research and document case studies for enhancing and disseminating knowledge
- To be a platform for debate, discussion and discourse on current issues and best practices around the globe. The Centre also actively negotiates with various multilateral institutions to assure quality and best practices in this field
- To provide a network of global outreach; In this regard, an International Lecture Series has been launched where various leaders of the industry, from around the globe will be invited regularly for training sessions to bridge the knowledge gap
- To advance theory of Islamic Economics and Finance and its role in the society
- To establish a data centre with best local and international resources

Board of Management, CEIF:

- Dr. Ishrat Husain, Chairman CEIF
- Junaid Ahmed, CEO Dubai Islamic Bank
- Irfan Siddiqui, CEO Meezan Bank Ltd.
- Imran Usmani, Shari'ah Advsiior, Meezan Bank Ltd.
- Hassan Bilgrami, CEO BankIslami Ltd.
- Samar Hasnain, Executive Director, Development Finance Group, SBP
- Shafqaat Ahmed, CEO Al Barakah Bank Ltd.
- Ahmed Ali Siddiqui, Director, CEIF

Highlights:

In little over a year, the Centre has been able to accomplish the following:

- Trained over 550 industry practitioners, scholars, entrepreneurs and regulators in a variety of workshops and training programs
- Launched a joint Country Report on Pakistan titled "Innovation at Asia's Crossroads" in collaboration with IRTI and Thomson Reuters
- Conducted an International Industry cum Academic conference "World Islamic Finance Forum: Roadmap for Future and Critical Success Factors" with over 40 international and local speakers, panelists and academic presenters, attended by about 500 industry professionals and scholars
- Conducted open and closed door forums of industry practitioners with international speakers from Malaysia, Bahrain and United States
- Industrial linkages created with Islamic Financial Institutions and local and international academic institutes
- Ahmed Ali Siddiqui, Director CEIF, has been recognized as one of the top 500 personalities in the world in the Islamic Finance industry by the Islamica 500 by ISFIN in 2016
- Ahmed Ali Siddiqui, Director CEIF, has been selected in the Committee for Accounting and Auditing Standards of Interest free by ICAP

International Conference

World Islamic Finance Forum kicked off in Karachi, Pakistan with great fanfare on September 5. The high-powered conference was organized by Centre for Excellence in Islamic Finance (CEIF). Finance Minister of Pakistan Senator Mohammad Ishaq Dar inaugurated WIFF 2016, with a visionary address by Honorable Shaikh Muhammad Taqi Usmani. Governor and Deputy Governor Central Bank were also present at the occasion, which witnessed the launch of the First Islamic Finance Country Report documented by IBA CEIF in collaboration with IRTI and Thomson Reuters.

For further details, please see Annex E.

✦ Centre for Executive Education (CEE)

The Centre for Executive Education offers Executive programs for public sector, non-profit sector and private sector executives; organizes customized courses for the corporate clients; and holds short courses on emerging issues and themes for those engaged in business. It aims at helping organisations gain a competitive advantage by developing their most important resource - their people.

Highlights

1. A lecture with Sadeq Sayeed, adjunct faculty, IBA and CEO Metage Investments were conducted on "Macro Incentives & Macro Effects in Financial Markets."
2. A Webinar with Dr. Stephanie Hussels - Cranfield University was conducted on "Blue Ocean Strategy" in joint collaboration with the Madinah Institute of Leadership and Entrepreneurship (MILE).
3. A promotional seminar on 'High Performance Leadership Skills' in collaboration with the Indian School of Business (ISB).
4. Cambridge English Seminar: Cambridge center award was held in Lahore. Dr. Izhar Hussain was invited as a guest speaker.
5. Dr. Izhar M. Hussain- Director CEE was invited as a guest speaker to deliver the lecture on "Change Management" at Pakistan Navy School of Management PNS RAHNUMA. The audience included 125 Pakistan Navy officers and R.Admiral - Syed Faruukh Ahmed, Commander Karsaz - Owais Ahmed, Head of Shifa Hospital & Commander Abbas Ali.
6. An MoU was signed between Institute of Capital Markets & CEE, IBA, Karachi.
7. An arrangement for Online Directors' Training Program was completed by Kamran Bilgrami- Manager CEE.

Post Graduate Diplomas (PGDs)

The following PGD programs were also launched by the CEE in December 2014:

1. Human Resource Management
2. Supply Chain Management
3. Healthcare Management

MoU/Agreements

In addition to the above, following MoUs/Agreements have been signed by CEE during the year 2015-2016.

1. ABE
2. Senate of Pakistan
3. GSI

International Linkages

Following international linkages have been made by CEE in the year 2015-2016.

- | | |
|---|---------|
| 1. Institute of Supply Management (ISM) | New |
| 2. Academy of Human Resource Development (AHRD) | Renewed |
| 3. Project Management Institute (PMI) | Renewed |

For further details, please see Annex F.

✧ Centre for Excellence in Journalism (CEJ)

The Centre for Excellence in Journalism (CEJ) is an initiative for the professional development, training and networking of Pakistani journalists and media professionals. CEJ is a collaboration between the International Center for Journalists (ICFJ), Institute of Business Administration (IBA), Medill School of Journalism at Northwestern University and the U.S. Department of State.

The CEJ was launched by David Hale, Ambassador of the United States of America, and Dr. Ishrat Husain, the then Dean and Director of IBA, on February 27, 2016. The U.S. State Department provided \$4 million in funding to construct the centre and establish a curriculum and training programs.

CEJ, based at IBA's City Campus in Karachi, offers online and in-person training modules for journalists and media professionals from all parts of Pakistan. Faculty from the Medill School of Journalism, ICFJ trainers, and eminent local journalists conduct hands-on, skills-based courses designed to meet the needs of Pakistani newsrooms.

CEJ Trainings since February 2016

Besides organizing its regular two-week training modules, CEJ regularly hosts panel discussions, independent and joint workshops with other partners and special guest lectures.

Investigative Journalism

Held from February 1 to 5, 2016 at IBA, this intensive week long course was conducted by Josh Meyer of the Medill School of Journalism in Chicago, and Mubashir Zaidi, Editor at the Dawn Media Group.

Advanced TV Documentary Production

CEJ conducted training for broadcast journalists on "Advanced Documentary Production" from March 14 to 25, 2016. This production course was the first to make use of CEJ's newly inaugurated facilities in IBA's Aman Tower. The course was attended by 22 broadcast journalists from all over Pakistan and representing various organisations as well as freelance documentary filmmakers.

Print and Digital News Design

"News Design" course was conducted from April 18 to 29 2016. The course was attended by 16 journalists, developers and designers from all over Pakistan, representing various organisations, and was conducted by Ramla Mahmood, senior product designer from Vox Media.

Modern Newsroom Management

Held from May 16 to 20, 2016, the training was for senior editors and newsroom managers. The course was attended by 33 senior journalists from all over Pakistan, representing various media organisations.

"Newsroom Management" was co-taught by Bob Gabordi, executive editor of Florida Today, and renowned journalist and director CEJ, Kamal Siddiqi.

✧ Centre for Business and Economics Research (CBER)

The Centre for Business and Economic Research (CBER) aims to stimulate research at IBA. It provides opportunities for researchers to publish their work and present it at national and international conferences.

Seminars

CBER organises recurrent seminars to facilitate knowledge exchange among students and faculty. Topics vary widely and presentations can be on finished work as well as work in progress. Highlights from the 2016 program include:

1. "Contesting Precariousness: A Study of Changing Employment Relations in Pakistan's Garment Manufacturing Industry" Presenter: Dr. Ayaz
2. "Discount Rate Changes and Industry Stock Returns in Pakistan" Presenter: Sana Tauseef
3. "Analysis of the Government Bond Market and Monetary Policy" Presenter: Dr. Nishat, Dr. Waliullah
4. "The Prevalent and Persistent Virtues of Autocratic Leadership in the Corporate Sector: An Analysis" Presenter: Dr. Nadya Chishty Mujahid
5. "Human Capital Resources, Human Resource Management Policies, and Employee Perceptions: An in-depth Investigation of Young Professionals in the Banking Sector of Pakistan" Presenter: Syed

Imran Saqib

6. "An Insight into Subjective Well-being: Evidence from European Social Survey" Presenter: Dr. Asma Hyder
7. "Impact of Public-Private-Partnership Programs on Students' Learning Outcomes: Evidence from a Quasi-Experiment" Presenter: Fatima Hafeez
8. "Religiosity, Honesty and Whistleblowing Behavior" Presenter: Asif Jaffer
9. "Analysis of Amantech's Model of Vocational Training" Presenter: Mehwish Ghulam Ali

Industry Projects

Understanding the growing need for quality research in Pakistan, over the last year CBER undertook various projects. With IBA's commitment to be amongst the top universities of the world, it laid great stress on not only corporate but academic research. CBER continued its joint project work with State Bank of Pakistan on the Consumer Confidence Index (CCI) and this year started work on the Business Confidence Index (BCI) survey too. These indices are useful for policy makers as they offer valuable and well-timed information on the several phases of the business cycle. The following table lists some of the projects undertaken by IBA faculty during the last year.

| Project Title | Partner Organisation | Year of Initiation | Principal Investigator |
|--|-----------------------------|--------------------|------------------------------|
| ONGOING PROJECTS | | | |
| Business Confidence Index | State Bank of Pakistan | 2016 | CBER |
| Sindh Tax Revenue Mobilisation Plan | Government of Sindh | 2016 | CBER |
| Project Title | Partner Organisation | Year of Completion | Principal Investigator |
| COMPLETED PROJECTS | | | |
| Demand Forecasting Model | Engro Fertiliser | 2015 | Nida Aslam |
| GRANTS | | | |
| Analysis of the Government Bond Market and Monetary Policy | International Growth Center | September, 2015 | Dr. M. Nishat, Dr. Waliullah |

Sindh Tax Revenue Mobilisation Plan

Under the Tax Policy Partnership between Government of Sindh (GoS) and IBA from the platform of CBER, Tax Reform Unit (TRU) under the Finance Department (FD) is working closely with CBER and the three provincial revenue collecting agencies, that is, Sindh Revenue Board (SRB), Excise, Taxation & Narcotics Control Department (ET&N), and Sindh Board of Revenue (BoR). CBER is in the process of highlighting the potential researchable areas for provincial tax reforms in order to increase tax base and collection, bringing more clarity and fairness to the system, increasing the share of direct taxes to the existing pie etc. CBER is providing its expertise in tax policy research, tax projections, revenue forecasting, human resource development and capacity building. So far CBER has prepared and communicated an Inception Report, in which it has identified several research gaps and proposed a list of research studies and potential areas of tax reforms, falling under ET&N and BoR.

Working Paper Series

CBER publishes its working paper series chiefly for circulating initial research results, conference accounts and unpublished work. This kindles discussion and spawns critical feedback from specialists in the field. The work could subsequently be published in reputed journals and presented at conferences abroad.

1. "Private Returns to Education in Pakistan" Haroon Jamal No. 15-2, 2015
2. "Spatial Disparities in Socioeconomic Development: The Case of Pakistan" Haroon Jamal No. 15-3, 2015



✧ Faculty Development

The Faculty Development Program focuses on assisting all IBA faculty to reach their career goals, helping faculty grow as educators, researchers and administrators, and supporting innovation and excellence in leadership.



✧ Faculty Development 2015-16

Faculty Development Exercises

| Development Programs | Faculty Participation | Number of Events |
|--|---------------------------------|--|
| FOREIGN | | |
| Professional Development (Trainings / Courses / Workshops etc.) | 10 | 10 |
| Professional Development (Conferences / Seminars / Symposiums / Events / Forums) | 2 (including 1 VF) | 2 |
| Faculty Research (Conferences / Seminars / Forums) | 17 (including 1 VF) | 30 |
| Academic Development | 17 | Pursuing PhD Studies at various Universities |
| Post-Doctoral Programs | 2 | - |
| DOMESTIC | | |
| Professional Development (Trainings / Courses / Workshops etc.) In-house + Outside | 26 (including 8 VFs) | 10 |
| Professional Development (Conferences / Seminars / Symposiums / Events / Forums) | 5 (including 1 PhD) | 5 |
| Faculty Research (Conferences / Seminars / Forums) | 12 (including 3 PhD Stds) | 20 |
| Academic Development | 4 | Pursuing MPhil/PhD Studies at IBA & Other Universities |
| PhD Colloquium / Doctoral Consortium | 1 | 1 |

✧ Academic Alliance Programs

| Association | Year | Other Details |
|--|-------------------|--|
| Bilkent University, Turkey | February 29, 2016 | Academic Cooperation (such as joint research, student and faculty exchange, faculty development and case study writing). |
| The Citizens Foundation | June 13, 2016 | |
| ISCTE – University Institute of Lisbon (ISCTE – IUL), Portugal | January 01, 2016 | |
| ABE, UK | February 26, 2016 | |
| SILC Business School, Shanghai University, China | March 29, 2016 | |
| Institute of Capital Markets | May 26, 2016 | |

✧ Academic Development Programs

| Faculty Member | Description | Department | Duration | Location |
|-----------------------------|---|--------------------------------|-------------------------------|-------------|
| INTERNATIONAL (FULL) | | | | |
| Ambarin Asad Khan | PhD Studies at University of Manchester, UK | Marketing | Pursuing since September 2008 | UK |
| Obaid Pervaiz Gill | PhD Studies at the Australian School of Business, University of New South Wales (UNSW), Australia | Marketing | July 2013 - 2017 | Australia |
| Ghazal Asif | PhD Studies at John Hopkins University, Baltimore on fellowship | Social Sciences & Liberal Arts | July 2013 - 2017 | US |
| Beena Batool | PhD Studies at Florida State University, US | Social Sciences & Liberal Arts | August 2013 - 2017 | US |
| Nauman J. Amin | PhD Studies at University of Birmingham, UK | Economics & Finance | September 2013 - 2017 | UK |
| Amer Iqbal Awan | PhD at ESADE Business School, Spain | Economics & Finance | September 2013 - 2017 | Spain |
| Imran Saqib | PhD Studies at University of Manchester, UK | Management | September 2014 - 2018 | UK |
| Abbas Ali Gillani | PhD Studies at University of Southampton, UK | Economics & Finance | September 2014 - 2018 | UK |
| Amir Bashir | PhD Studies at Massey University, New Zealand | Mathematical Sciences | May 2016 - April 2019 | New Zealand |

| Faculty Member | Description | Department | Duration | Location |
|------------------------------|--|---------------------|-------------------------------|----------------|
| INTERNATIONAL (SPLIT) | | | | |
| Sana Tauseef | Split PhD Studies at IMT Ghaziabad/ Grenoble Ecole de Management | Economics & Finance | September 2013 - 2017 | India / France |
| Nida Aslam Khan | Split PhD Studies at IMT Ghaziabad/ Grenoble Ecole de Management | Marketing | September 2013 - 2017 | India / France |
| Muhammad Asad Ilyas | Split PhD Studies at IMT Ghaziabad/ Grenoble Ecole de Management | Accounting & Law | September 2013 - 2017 | India / France |
| Muhammad Asif Jaffer | Split PhD Studies at IMT Ghaziabad/ Grenoble Ecole de Management | Accounting & Law | September 2013 - 2017 | India / France |
| Lalarukh Ejaz | Split PhD Studies at University of Southampton, UK | Economics & Finance | February 2014 - 2017 | UK |
| Farah Naz Baig | Split PhD Studies at University of Southampton, UK | Marketing | October 2014 - 2017 | UK |
| Saima Hussain | Split PhD Studies at University of Southampton, UK | Marketing | October 2014 - 2017 | UK |
| Nyla Aleem Ansari | Split PhD Studies at Pisa-Grenoble Management | Management | November 2015 - November 2019 | France |

| Faculty Member | Description | Department | Duration | Location |
|------------------------------|--|--------------------------------|-----------------------------|---------------------|
| DOMESTIC | | | | |
| Javeria Rebaz | Pursuing MPhil at National Defense University, Islamabad | Social Sciences & Liberal Arts | September 2014- August 2016 | Islamabad, Pakistan |
| Muhammad Waseem Arain | PhD Studies at IBA, Karachi | Computer Sciences | Pursuing since Fall 2006 | Karachi, Pakistan |
| Mehwish Ghulam Ali | PhD Studies at IBA, Karachi | Economics & Finance | Pursuing since Spring 2013 | Karachi, Pakistan |
| Maqsood Alam | Pursuing PhD from University of Karachi | Mathematical Sciences | Pursuing since July 2009 | Karachi, Pakistan |

| Faculty Member | Description | Department | Duration | Location |
|-------------------------------------|--|-----------------------|---|--------------|
| POST DOC/FELLOWSHIP PROGRAMS | | | | |
| Dr. Abdul Majid Khan | One year post-doctoral from the Okinawa Institute of Science and Technology, Japan | Mathematical Sciences | September 01, 2014 till August 31, 2015 | Japan |
| Dr Hisham Bin Zubair | Post-doctoral at Memorial University of Newfoundland | Mathematical Sciences | June 1, 2016 to May 31, 2017 | Newfoundland |

✧ Professional Development

IBA faculty participated in the following professional development programs during 2015-16.

| Month/Duration | Short Description | Location |
|--------------------------------|--|------------------------|
| June 8 – 12, 2015 | 5-day training workshop on "Evidence Based Program Design", supported by the Regional Centers for Learning on Evaluation and Results (CLEAR) and Poverty Action Lab at MIT | Online, Karachi |
| August 28 – 29, 2015 | "Business Model Generation Workshop", organized by IBA, CED | Karachi |
| August 28 – 31, 2015 | ISB Master Teachers program | Hyderabad India |
| September 29 – October 2, 2015 | Workshop SAP ERP for Entrepreneurs | Dubai |
| November 17 – 18, 2015 | Knowledge Leadership in Innovation & Creativity Conference (KLIC) | Karachi |
| November 27 – 28, 2015 | Directors Training Program (1st Module) | Karachi |
| December 07 – 08, 2015 | Directors Training Program (2nd Module) | Karachi |
| December 11 – 12, 2015 | Workshop Session on "Course Design and Lecture Method", conducted by Dr. Wasim Azhar at IBA | Karachi |
| December 11 – 13, 2015 | International Workshop on Business Models (Business Model Innovation: Design, Process and Implementation) conducted by Wharton faculty at Tsinghua University | Beijing, China |
| December 14 – 16, 2015 | Conference Frontiers of Information Technology (FIT) | Islamabad |
| December 18, 2015 | Case Writing session conducted by Dr. Wasim Azhar at IBA | Karachi |
| February, 2016 | Training workshop for Trainer at Harvard University | USA |
| February, 2016 | 3-days program: Technical Pedagogical skills through a training at Harvard | USA |
| February 17 – 18, 2016 | 2nd NED International Textile Conference | Karachi |
| March 10, 2016 | CEIF Workshop at IBA | Karachi |
| March 18 – 28, 2016 | Train the Trainer program, International Islamic University Malaysia in collaboration with Human Resource Development Fund (HRDF) | Kuala Lumpur, Malaysia |
| April 21 – 25, 2016 | 2nd Y2Y International Summit: Accountability, Transparency and Good Governance | Poland |
| May, 2016 | Conference organized by HR-metrics title: "Gender diversity" at Institute of bankers | Karachi |
| May 02 – 08, 2016 | AAOIFI International Conference - "Islamic Finance Industry – 40 Years Since Inception: Evaluation of Experience and the Way Forward" | Madina, KSA |
| May 31, 2016 | Faculty Development program arranged jointly by HEC and SECP for investment opportunities in Pakistan | Karachi |
| June 22 – 23, 2016 | "Economic Growth for the Long Run: Creating the Economic Conditions for Sustainable Development", organized by the Wharton School, University of Pennsylvania | Amsterdam, Netherlands |



✧ ICT Infrastructure and Services

ICT is a key component of the IBA infrastructure to enable us to pursue excellence in research, teaching and learning in order to enhance students and faculty experience.

The Information and Communication Technology department provides ICT services to the Main and City campuses, hostels and staff town, serving over 3500 users on and off campus and a sizeable number of alumni. The ICT department aims to bring state of the art technology into IBA, provide essential services and promote automation. Striving hard to provide essential services the department works day and night to meet the end users' requirements of Internet, Email, Distance Learning (Video Conferencing), Unified Communications (VoIP) etc.



Highlights 2015-16

- ICT has upgraded the server room of Main Campus, which also serves as the Disaster Recovery (DR) site. Features installed/commissioned therein include fire detection, environment monitoring, standardized power & cooling infrastructure.
- DR site of ERP & LMS has been moved back from cloud to newly built DR Site at Main Campus.
- Memory was increased from 4 GB to maximum supported capacity of 16 GB in 165 systems of HP Elite 8300 model installed in various labs of IBA. This will enable the computers to run heavy applications as required by various teaching programs and departments.
- An interactive multimedia projector has been installed in main hall of CEE at City Campus. This projector allows for more effective and interesting presentations and more efficient note-taking.
- Mobile video conferencing was introduced which can be set up instantly at places/rooms where VC facility is unavailable. The facility is now being fully used.
- Internet link of IBA City campus has been upgraded from 46MB to 80 MB.
- VPN link bandwidth has been upgraded from 70 MB/s to 120 MB/s to meet the increasing demand of bandwidth across the campuses.
- Cloud computing services are being provided to IBA Sukkur for their financials, HCM and disaster recovery site for campus management solution.
- ICT is providing consulting services to Engro and National Foods for web streaming solutions. So far, we have conducted 5 successful sessions.
- Cloud computing services are also being provided to SMIU for their PeopleSoft CMS.
- Oracle PeopleSoft ERP system has been upgraded to latest version.
- Faculty Presentation System has also been commissioned, which provides evaluation data for hiring new faculty.
- TA/RA System has been implemented in August 2015 to facilitate HR team to assign and track number of hours worked by students. This system also helps finance team to calculate hourly payments as well.
- IBA portal has been revamped to make it more interactive and user friendly for the students, staff and faculty.
- Online system was developed by ICT team to allow alumni from all over the world to take part in elections for a position on the Board of Governors.
- Students Facilitation System has been implemented this year to allow students to send their applications and queries using an online system.

Following are some of the IT related equipment procured for various departments and locations within IBA in 2015-16:

| | | |
|--|---|-----|
| a) Core i7 computers for labs and library (touch screen) | : | 145 |
| b) A3 printers and color printers | : | 25 |
| c) Scanners | : | 9 |
| d) Core i7 Latest Laptops for faculty of IBA | : | 10 |
| e) Latest Printing Solution for Testing Department | : | 1 |
| f) Apple latest computer & Mac books | : | 5 |
| g) Latest Core i7 Laptops for various departments | : | 10 |

Center for Information & Communication Technology (CICT):

Cloud Computing Solution to IBA Sukkur

IBA CICT is providing implementation services for complete cloud computing solution to IBA Sukkur. The range of services encompasses ERP modules including Financials, HRM and CMS through disaster recovery site at Tier III Data Center of IBA.

ERP Consultancy & Cloud Computing Solution to SMIU

IBA CICT has signed a contract with SMIU to provide ERP Consultancy & Cloud Solution. Through this agreement IBA Karachi would provide ERP Consultancy & Cloud Services to SMIU. In addition, SMIU's PeopleSoft Campus Management solution would run from IBA Karachi Tier III data center. The agreement was signed by Mr. Imran Batada, Director ICT & CICT, IBA and Mr. Shah Mohammad Butt, Director Information Technology of SMIU.

Web Streaming Solution to Engro Foods & National Foods

IBA CICT is providing Web streaming solution to Engro Foods & National Foods for their CEO conferences. This particular service allows organisations to live stream their events to the audience of their corporate and global offices. It generates increased engagement by making events seamlessly accessible to those who cannot physically attend.

Contract signed between JICA & IBA:

IBA has signed a contract with JICA to provide Alumni Database Management System, Online Donation & SMS Solution to BUTTEMS. JICA has selected Mr. Imran Batada, Director ICT Department & ICT Services Center as the lead consultant for this project.



Resource Mobilisation

IBA is committed to radically improve and deliver on teaching, research, consultancy and community services. The Resources Mobilisation Department is established to fulfill the resource gaps that exist in the Institute.

✧ Resource Mobilisation 2008-2016 and Physical Infrastructure Development

During the period 2008-2016 the IBA successfully achieved the following goals:

- Approximately Rs. 5 billion were committed by various donors for different funds, including Financial Assistance of which about Rs. 4.4 billion have already been disbursed (for details see section below).
- New capital assets of Rs 6 billion were built during this period.
- Expansion of physical and ICT infrastructure created from these assets has enabled us to launch new academic programs.
- Student enrolment increased to about 3500 in 2016.

As a public-sector organisation, IBA has always strived to keep its programs affordable. In order to keep annual tuition increases to a minimum, while also maintaining quality at acceptable levels, IBA has relied historically on grants from the federal and provincial governments for a significant amount of its income. The amount of grant funding as a proportion of IBA's overall revenues has declined in recent years as a result of rising enrollment in existing programs and the introduction of new programs. IBA's cost structure has also been escalating rapidly in recent years because of the following key factors:

- Hiring of new faculty (especially full-time faculty) to teach an expanding student body
- Competition for recruitment of faculty with PhDs and international qualifications
- Maintenance costs for IBA's new infrastructure

IBA's tuition fees for its undergraduate and graduate programs are significantly below those being charged at other leading business schools in Pakistan.

IBA's current financial model depends on government subsidies to fill the gap between tuition revenues and costs. In an attempt to reduce this reliance on government support, IBA has successfully built an Endowment Fund that now serves as an important source of revenue. Given the relative difficulty of attracting endowment funding compared to infrastructure grants, this may be insufficient for future requirements.



Financial Sustainability Moving Forward

To fulfill its vision and mission, IBA will need to tackle multiple avenues to generate funds and minimize costs. The new size of the institution and higher quality considerations will require a continued, sharp management focus to ensure financial sustainability. Besides protecting the existing revenue streams and minimizing costs, IBA's management will have to seek new revenue sources. The ability to keep getting grants from the government to further build the endowment, efficiently manage the expanded infrastructure costs and secure additional funding to scale research activity will pose a considerable financial challenge.

For details of completed projects during 2015-16, please see Annex G.

✧ List of Donors 2008-16

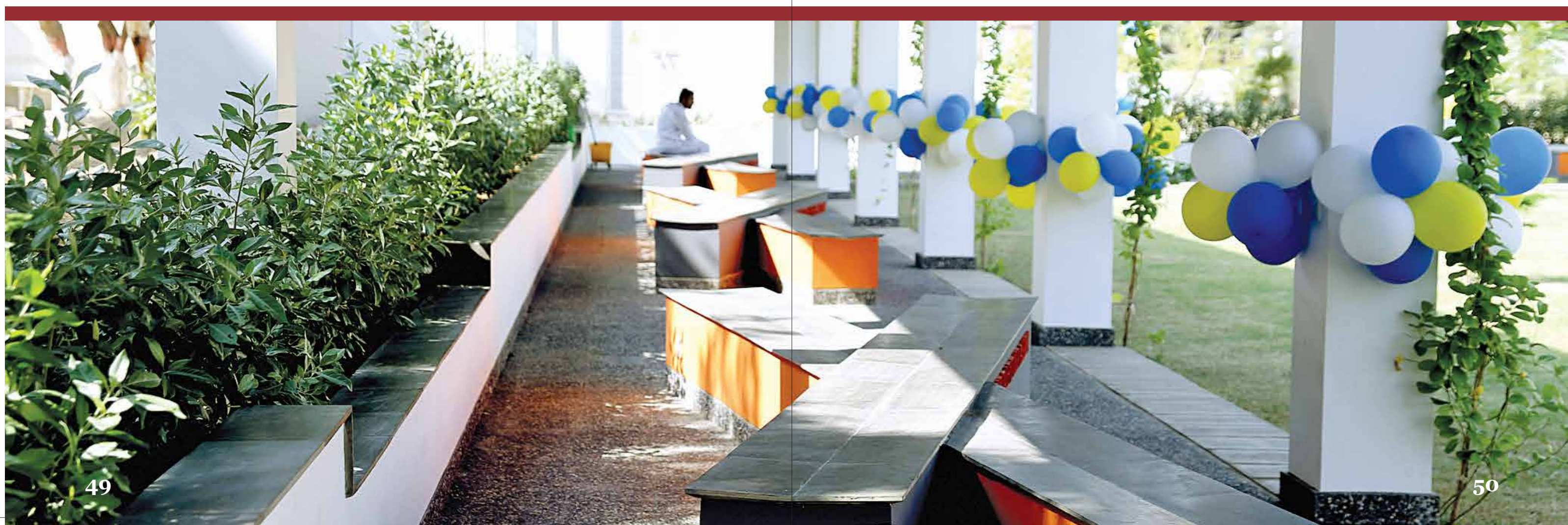
1. DEVELOPMENT FUND:

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---|---------------------------------|---------------------------------|
| Aman Foundation (AF) | 1,400.00 | 1,200.00 |
| Higher Education Commission (HEC) | 262.97 | 262.97 |
| Aziz Tabba Foundation | 220.00 | 220.00 |
| Mahvash and Jahangir Siddiqui Foundation | 200.00 | 200.00 |
| Adamjee Foundation | 87.60 | 87.60 |
| Fauji Fertilizer Bin Qasim Limited | 100.00 | 100.00 |
| Arif Habib Corporation Limited | 100.00 | 40.00 |
| Bestway Foundation | 100.00 | 100.00 |
| HBL Foundation | 100.00 | 100.00 |
| Mega Conglomerate Private Limited (Mega Group) | 100.00 | 100.00 |
| Abdullah Foundation (Sapphire) | 100.00 | 92.50 |
| United Bank Limited | 95.00 | 95.00 |
| Marine Group of Companies | 75.00 | 75.00 |
| Education & Literacy Department, Govt. of Sindh | 57.45 | 57.45 |
| National Bank of Pakistan | 50.00 | 50.00 |
| The HUB Power Company Ltd. (HUBCO) | 40.00 | 15.00 |
| TPL Holdings (Pvt.) Ltd. | 25.00 | 13.50 |
| Standard Shipping Pakistan (Pvt.) Ltd. | 16.50 | 16.50 |
| Martin Dow | 20.00 | 20.00 |
| OBS | 15.00 | 15.00 |

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|------------------------------------|------------------------------------|
| EFU General Insurance Ltd. (EFU Group) | 10.00 | 10.00 |
| Philip Morris International (PMI) | 5.01 | 5.01 |
| Al-Hukamaa International School | 3.00 | 1.00 |
| Alumni Student Centre | | |
| International Industries Limited (IIL) | 50.00 | 50.00 |
| Allied Bank Limited | 40.00 | 40.00 |
| Pepsico | 18.88 | 14.16 |
| Bank of Punjab | 2.50 | - |
| ALUMNI | 26.79 | 10.45 |
| Class of 1971 and 1972 | (3.25) | (3.25) |
| Unilever Pakistan | (5.00) | (1.77) |
| Engro Foundation | (1.50) | (0.82) |
| State Bank of Pakistan | . | (0.37) |
| Donor Wall | (0.59) | (0.59) |
| Others | (16.08) | (3.67) |
| | 3,320.69 | 2,991.13 |

2. (a) ENDOWMENT/ENDOWED CHAIRS FUND

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--------------------------------|------------------------------------|------------------------------------|
| Bank Al-Habib Limited | 80.72 | 80.72 |
| Mr. Towfiq Chinoy | 80.00 | 80.00 |
| Standard Chartered Bank | 80.00 | 64.00 |
| Gatron Industries Limited | 75.00 | 62.00 |
| Faysal Bank | 75.00 | 75.00 |
| Bank Alfalah Limited | 99.00 | 77.00 |
| National Bank of Pakistan | 50.00 | 50.00 |
| Askari Bank Ltd | 50.00 | 50.00 |
| Habib Bank Limited | 50.00 | 50.00 |
| Mr. Hussain Kassam | 50.00 | 30.00 |
| Allied Bank Limited | 30.00 | 30.00 |
| English Biscuit Manufacturers | 30.00 | 30.00 |
| Premier Insurance Limited | 30.00 | 13.17 |
| Zulfiqar and Fatima Foundation | 30.00 | 30.00 |
| Getz Pharma (Pvt) Limited | 25.00 | 25.00 |



| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|------------------------------------|------------------------------------|
| Pakarab Fertilizers Limited | 25.00 | 15.00 |
| Fatima Fertilizer Company Limited | 25.00 | 25.00 |
| International Textile Limited | 20.00 | 20.00 |
| Soneri Bank | 18.00 | 8.00 |
| President's Endowment Fund | 10.00 | 10.00 |
| Millat Group of Companies | 10.00 | 10.00 |
| Martin Dow | 10.00 | 10.00 |
| IBA Alumni Dinner - 2013 | 6.91 | 6.82 |
| Govt. of Sindh | 5.00 | 5.00 |
| Pakistan International Container Terminal Ltd. | 5.00 | 2.00 |
| Launch Ceremony – 60th Anniversary | 5.00 | 5.00 |
| National Investment Trust Limited (NiT) | 2.50 | 2.50 |
| Indus Motors | 2.00 | 2.00 |
| Deutsche Bank | 1.25 | 1.25 |
| Ismail Industries Limited | 1.00 | 1.00 |
| UCH Power (Pvt.) Ltd. | 0.50 | 0.50 |
| IBA Alumni | 0.13 | 0.13 |
| IBA - Advisory Council | | |
| Mr. Mohsin Ali Nathani, CEO, Standard Chartered Bank | 0.50 | 0.50 |
| Mr. Tariq Kirmani | 0.50 | 0.50 |
| Mr. Zahid Bashir, CEO, Mohd. Amin Mohd. Bashir Ltd. | 0.50 | 0.50 |
| Mr. Tahir Khaliq, Director, United Distributors (Pvt.) Ltd. | 0.50 | 0.50 |
| Dr. Miftah Ismail, Director, Ismail Industries Ltd. | 0.50 | 0.50 |
| Mr. Saifuddin N. Zoomkawala, Chairman, EFU General Insurance. Ltd | 0.50 | 0.50 |
| Mr. Abrar Hasan, CEO, National Foods Ltd. | 0.50 | 0.50 |
| Mr. Parvez Ghias, CEO, Indus Motor Co. Ltd. | 0.50 | 0.50 |
| Mr. Ghouse Akbar, Director, Akbar Group of Companies | 0.50 | 0.50 |
| Mr. Anwar H. Rammal, Chairman, Asiatic Public Relations Network (Pvt) Ltd. | 0.50 | 0.10 |
| Mr. Muneer Kamal, President & CEO KASB Bank Limited | 0.50 | 0.15 |
| Mr. Muhammad Yousuf Adil, Chairman, M. Yousuf Adil Saleem & Co. | 0.50 | 0.10 |
| | 988.01 | 875.94 |

2. (b) ENDOWMENT FUND – ARDESHIR COWASJEE WRITING CENTRE

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---------------------|------------------------------------|------------------------------------|
| Cowasjee Foundation | 10.20 | 10.20 |
| | 10.20 | 10.20 |

3. FACULTY DEVELOPMENT FUND

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|-----------------------------------|------------------------------------|------------------------------------|
| Higher Education Commission (HEC) | 136.82 | 136.82 |
| Indus Motors | 15.00 | 15.00 |
| National Foods Limited | 12.50 | 12.50 |
| English Biscuit Manufacturers | 10.00 | 10.00 |
| Barclays Bank PLC, Pakistan | 5.00 | 5.00 |
| Chevron Pakistan Limited | 4.00 | 2.06 |
| Naseem Allawala, ESQ. | 5.00 | 4.00 |
| Central Depository Company | 2.00 | 2.00 |
| Cadbury Pakistan Limited | 0.50 | 0.50 |
| | 190.82 | 187.88 |

4. ALUMNI VARIOUS CONTRIBUTIONS

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---|------------------------------------|------------------------------------|
| Plant a Tree | 0.928 | 0.928 |
| Library | 0.172 | 0.172 |
| CED (University Campus) | 0.010 | 0.010 |
| Technology Upgrading | 0.005 | 0.005 |
| Faculty Development | - | - |
| CEE (City Campus) | - | - |
| Girls Hostel | - | - |
| Boys Hostel | - | - |
| Others | - | - |
| | 1.115 | 1.115 |
| Total Commitments & Disbursements (excluding Financial Assistance) | 4,510.84 | 4,066.27 |



✧ Financial Assistance and Outreach

IBA aims to provide financial assistance to all deserving and needy students. For this purpose an established criteria is used to review all applications by the Financial Aid Committee. The Outreach programs also actively reach out to the remote areas of Pakistan to ensure the most talented students get an opportunity to study at IBA.



Financial Assistance

IBA seeks the brightest minds regardless of their ability to pay for tuition. No applicant who qualifies for the admission test and fulfills other requirements is refused admission because of unaffordability. The sources of financing available are scholarships, endowments etc. IBA provides Financial Assistance to all deserving and needy students. The Financial Aid Committee analyses applications, performs physical verification of the data provided and then sanctions aid to those who meet the criteria.

Summary of Scholarships Awarded to Students

| | 2015-16 | | 2014-15 | |
|--|-----------------|----------------|-----------------|----------------|
| | No. of Students | Rs. (in '000) | No. of Students | Rs. (in '000) |
| Donor Funded Scholarships | | | | |
| Total - Donor Funded Scholarships | 461 | 86,485 | 368 | 69,001 |
| IBA Funded Scholarships | | | | |
| Merit Based (New Students) | 60 | 7,655 | 40 | 5,175 |
| Merit Based (Existing Students) | 73 | 10,729 | 73 | 9,729 |
| Merit Based (Dean's List) | 76 | 8,420 | 0 | 0 |
| Need Based | 0 | 0 | 58 | 4,152 |
| IBA - HEC Scholarship (Shortfall) | 0 | 0 | 0 | 750 |
| Total - IBA Funded Scholarships | 209 | 26,804 | 171 | 19,806 |
| Total - Regular Scholarships | 670 | 113,289 | 539 | 88,807 |
| Total - Talent Hunt Program | 87 | 43,735 | 65 | 26,120 |
| Student Exchange Program | 9 | 10,466 | 9 | 9,712 |
| Grand Total | 766 | 167,490 | 613 | 124,639 |

✧ Donors of Endowment Funds and Scholarships

IBA gratefully acknowledges the continuous support and generous contributions made by the following organisations, companies, and individuals as contributors to scholarships for needy students:

A. Endowment Fund for General Scholarship

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|---------------------------------|---------------------------------|
| Atlas - IBA Endowment Scholarship | 10.00 | 10.00 |
| Feroze Textile Mills Limited | 5.25 | 5.25 |
| Sardar Yasin Malik Scholarship (Hilton Pharma) | 4.00 | 4.00 |
| Atiya-e-Nasim Scholarship | 3.00 | 3.00 |
| Syed Mumtaz Saeed Scholarship | 3.00 | 2.86 |
| HBL- Endowment Scholarship | 2.50 | 2.50 |
| Dr. I. A. Mukhtar Endowment for Scholarship (IBA-Alumni) | 2.50 | 1.45 |
| House Building Finance Corporation (HBFC) | 2.50 | 2.50 |
| IBA-Karachi Class of 1986 | 2.03 | 2.03 |
| PSO Endowment Scholarship | 2.00 | 2.00 |
| Muhammad Umar Khan Shaheed Scholarship | 1.50 | 1.50 |
| The Sapphire Endowment Scholarship | 1.00 | 1.00 |
| Zahida Zorawer Endowment Scholarship | 1.00 | 1.00 |
| Anonymous | 1.00 | 1.00 |
| Jamsheed K. Marker Endowment Scholarship | | |
| Mr. Zafar Khan & Wife Tahireh | 0.50 | |
| Hommie & Jamsheed Nusserwanjee Charitable Trust | 1.00 | 1.00 |
| Darayus Happy Minwalla | 5.00 | |
| Eastern Automobiles (Pvt) Ltd, F. N. Irani | 0.70 | 0.70 |
| The Captain Foundation | 0.30 | 0.30 |
| Mumtaz Hassan Khan | 1.00 | |
| Ms. Asima Haq - Batch 2000 | 0.10 | 0.10 |
| Aftab Associates Endowment | 0.20 | 0.20 |
| | 50.08 | 42.38 |

B. Endowment Fund for Talent Hunt Programs

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---|---------------------------------|---------------------------------|
| Mowjee Foundation (Sultan Mowjee Endowed Scholarship) | 25.00 | 25.00 |
| Abdul Waheed Khan Scholarship (Mr. Shuaib Ahmed-IBA Alumni) | 5.15 | 5.15 |
| Asghari Khanum Scholarship (Mr. Shuaib Ahmed-IBA Alumni) | 5.15 | 5.15 |
| KPMG Pakistan Scholarship | 2.50 | 2.50 |
| Abdullah Group, Hyderabad | 0.10 | 0.10 |
| | 37.90 | 37.90 |

C. General Scholarship Fund

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---|---------------------------------|---------------------------------|
| Sindh Endowment Scholarship | 50.96 | 50.96 |
| HEC - USAID Funded-Merit and Need Based Scholarship | 25.17 | 25.17 |
| Punjab Education Endowment Fund (PEEF) | 8.24 | 2.06 |
| HEC Need Based Scholarship Program | 7.60 | 5.51 |
| Sui Southern Gas Company Ltd | 7.45 | 3.73 |
| Lucky Cement/Abdul Razzak Tabba | 5.60 | 5.60 |
| Syed Sarfaraz Ali Ghori Scholarship Fund | 5.00 | 2.00 |
| Anonymous | 3.86 | - |
| Pakistan State Oil (PSO) | 3.30 | 3.30 |
| Central Depository Company of Pakistan Limited | 2.00 | 2.00 |
| Chevron Pakistan Limited | 2.97 | 2.97 |
| Shafi Scholar | 2.55 | 0.64 |
| Launch Ceremony – 60th Anniversary | 2.00 | 2.00 |
| HEC - French Need Based Scholarship | 1.80 | 1.80 |
| Fauzia Rashid Scholarship | 1.00 | 0.47 |
| Mr. Khalid Saleh Mohammad Jaffrani | 1.00 | 1.00 |
| Burj Bank Limited | 1.00 | 1.00 |
| Mateen Family Scholarship | 1.20 | 1.12 |
| Engro Foundation Scholarship | 1.00 | 1.00 |
| Anonymous (Mr. Khalid Bhaimia) | 0.94 | 0.94 |
| ICS Group Company Scholarship | 0.83 | - |

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|------------------------------------|------------------------------------|
| Shell Pakistan Scholarship | 0.72 | - |
| Mitsubishi UFJ Foundation Scholarship | 0.60 | 0.60 |
| Azim Sultan Scholarship | 0.53 | 0.53 |
| Babar Rafique Scholarship | 0.58 | 0.11 |
| Habib Metropolitan Bank Ltd | 0.50 | 0.50 |
| Indigo Textile (Pvt) Ltd | 0.50 | - |
| Akhtar Textile Industries (Pvt) Ltd | 0.50 | - |
| Barclays Bank Scholarship | 0.47 | - |
| Project Management Unit, Govt. of KPK | 0.45 | 0.45 |
| Bhaimia Foundation | 0.45 | 0.45 |
| Oxford & Cambridge Scholarship | 0.36 | 0.18 |
| Aftab Associates (Pvt) Ltd | 0.35 | 0.35 |
| Rummana Hasan - Class of 1993 | 0.28 | - |
| Mubashira Hafeez Scholarship | 0.28 | - |
| Amir Saleem Scholarship | 0.28 | - |
| Sehr Fatima - Class of 1994 (Hasnain Sheriff) | 0.28 | - |
| Ms. Fatima Ahmad | 0.28 | - |
| Saad M. Ali, CEO, Helium (Pvt.) Ltd. | 0.28 | - |
| National Bank of Pakistan | 0.21 | 0.21 |
| Shaban Ali G Kassim Scholarship (Karam Ceramics Limited) | 0.20 | 0.20 |
| IBA Faculty Scholarship Fund | 0.16 | - |
| Jamal Hassan Scholarship | 0.15 | - |
| Abdul Fatah Memon Scholarship | 0.28 | 0.28 |
| G.M. Qureshi Scholarship | 0.24 | 0.24 |
| Infaq Foundation | 0.17 | 0.17 |
| Ms. Farheena Umar - 1994 | 0.11 | 0.11 |
| | 144.65 | 117.64 |

D. Other Scholarships for Talent Hunt Programs

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|------------------------------------|------------------------------------|
| Oil & Gas Development Company Limited (OGDCL) | 111.23 | 15.00 |
| Amin Issa Tai Scholarship | 8.00 | 7.50 |
| IBA Alumni Islamabad Chapter | 5.70 | - |
| Pakistan Customs Scholarship | 3.50 | 3.50 |
| Pakistan Petroleum Limited (PPL) | 8.77 | 8.77 |
| IBA Alumni UAE Chapter | 2.85 | 0.03 |
| Mr. Nadeem Elahi | 2.40 | 0.60 |
| Late Mr. Ghulam Faruque - Cherat Cement Co. Ltd | 2.00 | 1.50 |
| BankIslami Pakistan Limited | 2.58 | 2.58 |
| Saya Weaving Mills (Pvt) Ltd. | 2.00 | 0.50 |
| Hassan Scholarship | 1.60 | 1.20 |
| Sitara Chemical Industries Ltd | 2.30 | 1.20 |
| Lucky Commodities Pvt. Ltd | 1.00 | 0.25 |
| Infaq Foundation | 1.80 | 1.80 |
| Jubilee General Insurance | 1.00 | 1.00 |
| Anonymous Scholarship | 1.00 | 1.00 |
| Abdul Waheed Khan Scholarship (Mr. Shuaib Ahmed-IBA Alumni) | 0.49 | 0.49 |
| Asghari Khanum Scholarship (Mr. Shuaib Ahmed-IBA Alumni) | 0.49 | 0.49 |
| IBA Alumni - UK Chapter | 0.29 | 0.29 |
| Syed Nasir Uddin & Begum Nasir Scholarship | 0.60 | 0.60 |
| Mr. Shahzad Sabir | 0.10 | 0.10 |
| IBA Alumni Scholarship Fund | 0.07 | 0.07 |
| | 159.75 | 48.45 |

E. Talent Hunt Programs Sponsors

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|--|------------------------------------|------------------------------------|
| Ihsan Trust (a subsidiary of Meezan Bank Ltd.) | 44.90 | 44.90 |
| Govt. of Sindh | 15.00 | 15.00 |
| CDP - Govt of Sindh - Foundation Program | 9.43 | 7.55 |
| | 69.33 | 67.45 |

F. Faculty/Student Exchange and Visit Program

| Name of Donors | Amount Committed (Rs. Millions) | Amount Disbursed (Rs. Millions) |
|---|---------------------------------|---------------------------------|
| Mr. Sadeq Sayeed | 16.09 | 16.08 |
| Mr. Munib Islam | 8.77 | 8.77 |
| Engro Foods | 1.30 | 1.30 |
| Engro Foundation | 1.01 | 1.01 |
| Infaq Foundation | 1.00 | 1.00 |
| | 28.16 | 28.15 |
| Total Commitments & Disbursements of Financial Assistance Programs | 489.87 | 341.97 |

✧ Talent Hunt Outreach Programs

The Institute of Business Administration conducts several outreach programs which includes National, Balochistan and KPK talent hunt programs. These programs are designed to reach out to the remote areas of Pakistan to find talented students and to help them in qualifying for the IBA admission test.

IBA National Talent Hunt Program (NTHP)

During 2015-16, the NTHP Program selected 65 students for the orientation for BBA/BS programs. Students from the less privileged areas of Balochistan, Punjab, Sindh, Khyber Pakhtunkhwa, FATA and Gilgit Baltistan who had completed Matric, HSSC Level-I and HSSC Level-II and were unable to apply for admission to IBA due to financial constraints were invited for the preparatory course. The main features of the program included:

- Free teaching materials
- Free accommodation at IBA Boys/Girls Hostel for the duration of the program
- Monthly stipend of Rs. 3000/- paid to deserving candidates
- Visits to corporate organisations during the orientation program
- Mock exams, interviews, group discussions and lectures

The following subjects were taught in the orientation program free of cost:

- English Grammar & Composition
- Mathematics
- Presentation & Communication skills
- Individual tutoring, mentoring and counselling

The academic year 2015-16 was extremely encouraging for the NTHP students, with 24 out of the 65 students enrolled in IBA in Fall 2015. These students originated from Hassan Abdal, Lodhran, Haripur, Chenab Nagar, Tharparkar, Faisalabad, Dera Ghazi Khan (Tribal), Muzaffargarah, Multan, Gujranwala, Sherqilla, Mirpurkhas, Mardan, Chitral, Hyderabad, Chakwal, Gilgit & Karachi.

Balochistan (BTHP)/Khyber Pakhtunkhwa Talent Hunt Program (KPK-THP)

IBA & OGDCL Pakistan signed an MoU to launch the OGDCL Balochistan Talent Hunt Program and OGDCL Khyber Pakhtunkhwa Talent Hunt Program for deserving and talented students from the Balochistan and Khyber Pakhtunkhwa provinces.

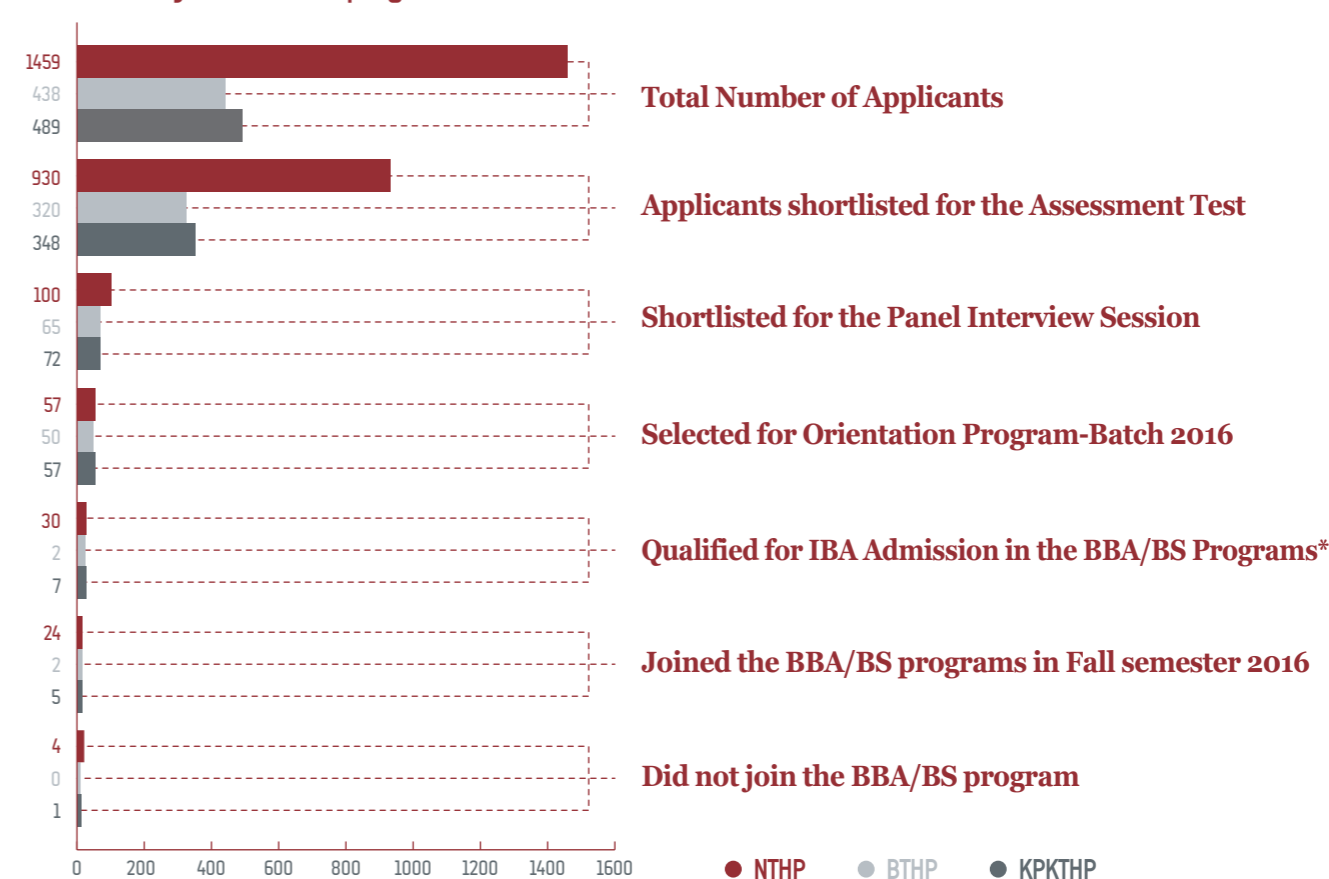
The orientation program received 50 students from Balochistan and 57 students from Khyber Pakhtunkhwa. Out of these 7 successfully enrolled in BBA/BS programs at IBA.

| Summary Report | NTHP | BTHP | KPK-THP |
|---|------|------|---------|
| Total Number of Applicants | 1459 | 438 | 489 |
| Applicants shortlisted for the Assessment Test | 930 | 320 | 348 |
| Shortlisted for the Panel Interview Session | 100 | 65 | 72 |
| Selected for Orientation – Batch 2016 | 65 | 50 | 57 |
| Successfully enrolled in BBA/BS Programs at IBA | 24 | 2 | 5 |

| Program Wise Enrollment of Students | NTHP | BTHP | KPK-THP |
|-------------------------------------|------|------|---------|
| BBA | 11 | - | 2 |
| BS (Computer Science) | 7 | 1 | 1 |
| BS (Economics & Mathematics) | 4 | 1 | - |
| BS (Accounting & Finance) | 2 | - | 2 |
| Total Enrolled Students | 24 | 2 | 5 |

| Gender Wise Distribution | NTHP | BTHP | KPK-THP |
|--------------------------|------|------|---------|
| Male Students | 18 | 1 | 4 |
| Female Students | 6 | 1 | 1 |
| Total Strength | 24 | 2 | 5 |

Summary talent hunt program - Batch 2016





SUCCESS STORIES

“I was badly shocked when my father lost his job while I was in the 2nd year of my F.Sc. I thought my dreams of joining some prestigious educational institute will remain unmet. In the darkness of distress a ray of light sparkled and the Almighty enlightened my thoughts when my father announced rejoice-fully, ‘Zainab! You have been shortlisted by KPKTHP’. This call from KPK-THP became my key to success. Through orientation and mentoring by THP I secured a seat at IBA. Now as a BBA student with fully funded KPK-THP scholarship, I am certain to realise my dreams and enrich myself with leadership skills and ideas of success for tomorrow.”

Zainab Kazi, Haripur, KPK-THP – BBA Program, Class of 2020

“I belong to Faisalabad and would’ve never thought of coming to Karachi for studying. But God had other plans. I cleared the initial tests and interviews and spent a whole month at IBA where I learnt countless new things and this one month is the reason why I could clear the test. I would give all the credit to the team of National Talent Hunt Program, especially Ma’am Zeenat Ismail and the generous sponsors, who made this all possible. My message for all of you would be to think big. Nothing is impossible once you are determined. Always remember that tomorrow is the first day of the rest of your life. So, step up and make yourself proud.”

Hamza Ahmad Chaudhary, Faisalabad, NTHP – BBA Program, Class of 2020

“My family always supported my education until intermediate but this dream became insurmountable for me when I found my family unable to afford my education at IBA. This is where BTHP proved a phenomenal help by calling us for orientation program which was conducted by highly qualified IBA faculty members as well as trainers from outside for the duration of about 40 days. This greatly helped us prepare for IBA entrance test as well as interview and group discussion. BTHP has been a pleasant experience for me so far as it has given me a platform to prove myself and now that I am a part of IBA-BTHP, I believe that no dream is unachievable until one has the asset of determination coupled with hard work.”

Arifa Abdul Aziz, Quetta, BTHP – BS (EM) Program, Class of 2020

“During my matriculation, the only university I heard of was NED and I, like many others, was on the path to becoming something I never wanted to be. It was only when I came to know about NTHP that IBA was introduced to me and Alhamdulillah now I am a part of this prestigious institution. It’s like a dream come true. Since then I’ve come a long way. From a parochial person to a progressive learner, this is the change that NTHP brought in my life.”

Muhammad Taha Rafiq, Karachi, NTHP – BBA Program, Class of 2020

✧ Life at IBA

IBA offers an excellent student experience from the quality of education and learning opportunities, to the campus environment, range of facilities, sports clubs and societies.



Students at IBA are encouraged to participate in different events that take place throughout the year. These events are organized by students, hence they play an important role in polishing the social, managerial and marketing skills of students.



✧ Student Events

| Society/Club | Patron | Events Conducted in 2015-16 |
|----------------------------|----------------------|---|
| Adventure Club | Ameer Rizvi | - Summer & Winter Trip - Snorkeling - Turkey Trip - Kund Malir - Shooting and Camping |
| Alumni & Placement Society | Dr. Zaheeruddin Asif | - IBA Career Fair - Alumni Dinner - Get Set Go |
| Arts Society | Dr. Tiago A.F. Lopes | - Enigma - Art Gallery |
| Boys Hostel Society | Jami Moiz | - Hostel Alumni Dinner - Basant - Welcome Party - Night Football & Cricket Tournament |
| Boys. Sports Society | Asad Ilyas | - Futsal & Cricket Tournament - Hosted the world's greatest football free-stylist Sean Garnier - IBA Sports Olympiad |
| Community Welfare Society | Saima Hussain | - Sufi Night - Movember Fest - Donation Drive for Earthquake victims - CWS volunteered in the Urban - Forest Project with Afforest |
| Computer Science Society | Dr. Sajjad Haider | - ProBattle 2016 - Technopreneurship Conference - InfoTech Series – A series of workshops and seminars. - Codefest – Startup Weekend |
| Dramatics Society | Dr. Framji Minwalla | - Staged the Play '80, 90 Pooray 100' - LUMS Dramafest Competition |
| Economics Club | Tahira Jaffery | - Hosted a session with IMF President Representative for Pakistan Tokhir Mirzoev - INFER - Participated in SAESM |
| Entrepreneurship Society | Dr. Shahid Qureshi | - IYEC - Ennovate |
| Finance Club | Sana Tauseef | - Hosted a session with IMF President Representative for Pakistan, Tokhir Mirzoev - Awareness Session on Islamic Banking - Session on Pakistani Capital Markets - INFER |
| Girls Hostel Society | Mahreen Nazar | - New Year Celebration - Annual Dinner |
| Girls Sports Society | Farah Naz | - Organised Soap Soccer, Foosball and Badminton Tournament - Hosted the world's greatest football free-stylist - Sean Garnier - IBA Sports Olympiad |

| Society/Club | Patron | Events Conducted in 2015-16 |
|--------------------------------|-----------------------|--|
| Go Green Society | Mirza Sardar Hussain | - Beach Cleanup - Green Campus Initiative |
| Human Resource Club | Nyla Aleem Ansari | - INSPIRE |
| Iqra Society | Muhammad Asif | - Falsafa e Haq: Hussain Ibn Ali, the embodiment of bravery - Annual Islamic Conference - Scattered Pearls Series (for Women) - Walk the talk series - Various Seminars and Conference |
| Leadership Club | Dr. Nasir Afghan | - IBA Leadership Conference |
| Literary Society | Ghazal Tahir | - Tajdeed-e-Ahd-e-Wafa - YALE - IBA Literary Festival |
| Marketing Club | Jami Moiz | - Launched Women's Banking Program in collaboration with HBL |
| Mathematics & Astronomy Club | Dr. Danish Ali | - Seminar on 'An elementary introduction to error correcting codes' by Prof. Dr. Michel Waldschmidt - Seminar on 'Big Data' - Mathematika |
| MBA Club | Dr. Nasir Afghan | - Mentorship Session with Ex-CEO Gillette - 'MBA Chronicle' newsletter |
| Media & Communications Society | Dr. Huma Baqa | - IMARC - Director's Cut: Screening of the film 'Moor' |
| Music Society | Yasmin Zafar | - Nescafe Basement auditions - IBA Idol - IBA Music Olympiad |
| Photography Society | Ameer Rizvi | - IBA Documentary - IBA Beautification Project - International Exhibition - Intercity Photography - Cultural Photography of Sindh |
| Public Speaking Society | Nadia Sayeed | - MUNIK - IBA Debating Championship - Participated in Harvard MUN |
| Social Sciences Club | Dr. Syed Noman ul Haq | - Politik - Speaker Sessions in collaboration with Habib and other Universities - Chai Khana - Social Media Awareness Campaign - Distinguished Lecture Series - Sehwan - Gorakh Trip - "Mental Health" Social Media Awareness Campaign |
| IBA Wide Student Council (ISC) | S M Saeed | - Welcome Party - 6th Annual Seminar on Imam Hussain (AS) - Hosted visit by President of World Bank - IBA Students Week - Distinguished Lecture Series |

✧ Student Achievements

World Model United Nations 2016, Italy

A nine-member team was concluded to participate in the World Model United Nations 2016, with Nabeel Shaikh appointed as the Head Delegate. The team trained and practiced rigorously for the better part of two months following MUNIK and it culminated in the seven members of the team being awarded Verbal Commendation which is an extraordinary achievement considering the five-year gap from this conference.

European Model United Nations 2016, the Netherlands

Continuing the tradition of sending multiple teams to represent IBA on an international level, a ten-person team was selected to participate in the European Model United Nations held in Maastricht, the Netherlands.

Paris International Model United Nations 2016

IBA Public Speaking Society (PSS) made history by sending an unprecedented third full team to represent IBA on an international forum. Furthermore, the individuals were all part of PSS's Beginners MUN initiative, which seeks to train people in public speaking irrespective of past experiences. The people who had stage fright and confidence issues at the beginning of the term were made confident enough to represent IBA on an international forum and thus gain the exposure which they could never have thought of achieving.

Worlds University Debating Championship, 2015

IBA PSS sent a delegation to participate in the World University Debating Championship, held in Greece. The competition remains the most prestigious one in the debating arena, inviting teams from Harvard University, Oxford, Cambridge, London School of Economics, Melbourne University and several others, thus IBA's participation was a positive point for this institution.

Calcutta's Festival of the Spoken Word, 2015

In an effort to promote friendship across the border, give our students the exposure of life and culture observed within our neighbors and to participate in one of the oldest literary competitions, IBA PSS sent a delegation to Calcutta, India for their competition. Despite facing several issues with regards to visas, eventually students were able to get their visas and departed for the competition. Being the only Pakistanis in the competition, IBA's delegation was received with a lot of respect and reverence. They came back filled with renewed respect for India and its people and continued to share it with the entire student body of IBA thus ensuring that one competition went a long way in resolving conflicts across borders.

College of Business Management (CBM) Debating Championship

CBM Debating Championship was held from 31st October to November 02, 2015. Three teams were selected to represent IBA.

IBA Team 'A' having won 2 out of a possible 4 and IBA Team 'C' having won 3 out of 4 matches proceeded to break at 8th and 6th respectively.

IBA Team 'C' proceeded to the semi-finals only to lose out on a 0.5 margin against SZABIST Team 'A'.

The Grand Debate, FAST University

IBA PSS's five-member team participated in, "The Grand Debate," a competition conducted by and in Fast University on November 13, 2015. Against the top teams from all institutes across Karachi, our students despite participating in any simulation for the first time managed to win two awards.

- Saim Ahmed - Honorary Mention
- Aleena Sahar - Honorary Mention

Iqra University Bilingual Declamation Contest

IBA PSS's representatives participated in Iqra University Bilingual Declamation Contest held on November 13, 2015. Hasan Hameed from IBA managed to secure second place in the English category.

Harvard Initiative for Latin American Relations – fall Conference - 2015

Awais Rasool, student of the BBA Program – Fall 2012, Semester VII, under the National Talent Hunt Program – Batch 2012 was selected as a “Delegate” to represent IBA Karachi in the Harvard Initiative for Latin American Relations – Fall Conference - 2015 held in Harvard University, Cambridge (USA) from October 31 to November 01, 2015.

IBA Student Selected in the Dean’s List at Grand Valley State University (GVSU) – USA

Rija Arslan Adhami, student of the BS (Accounting & Finance) – Fall 2013, semester VII, under the National Talent Hunt Program – Batch 2013 was selected for the Spring semester 2016 in the Grand Valley State University, Michigan, USA through Global UGRAD Exchange Program - 2016. She was also selected in the Dean’s List at GVSU-USA & scored 3.60 GPA.

IBA Student Selected in the ‘The Washington Center (TWC) Program’

Haseeb Fakhar Akhund, student of BS (Accounting & Finance)–VIII semester got selected in ‘The Washington Center (TWC) Program’ for Spring Semester 2016. He is a scholar of IHSAN TRUST under the National Talent Hunt Program of Batch 2012 and spent his 8th semester at Washington DC.

IBA Student to Represent Pakistan in the 4th Youth Camp of the Chinese Olympic Committee

Mahoor Shahzad student of BS (Accounting & Finance) got selected by the Pakistan Olympic Association to represent Pakistan in the 4th Youth Camp of the Chinese Olympic Committee, held at Guangzhou, China from November 27 to December 03, 2016.

IBA Team Won the Local Finale of the CFA Institute Research Challenge 2015-16

A five-member team from IBA won the Local Finale of the CFA Institute Research Challenge 2015-16, held on February 09, 2016, amidst tough competition from other top universities of Pakistan, such as LUMS and KSBL. 12 universities participated in this rigorous research challenge from the onset in October 2015, and 5 teams were shortlisted for the presentation, where they were required to present their investment case on stock valuation of Pakistan State Oil (PSO). The team was represented by Farheen Ghaffar, Farheen Irfan, Noman Jafri, Talha Azher and Arsalan Gondal, and was guided extensively at every stage by its faculty mentors, Azfer Naseem & Sana Fatima and industry mentor, Saad Ali.



✧ Convocation 2015

The annual convocation was held on Sunday, December 6, 2015. It was a historic event as it coincided with the 60 year celebrations of the Institute and had the largest number of students (591) graduating in a single convocation to date. Mr. Ahsan Iqbal, Federal Minister for Planning and Development was the Chief Guest on this occasion. An audience of approximately 1000 included parents, members of faculty, eminent personalities from academia, corporate and public sectors. 365 undergraduates and 226 graduates were conferred degrees at the convocation. The proceedings of the convocation acquired special significance for the graduates this year – as it was the first time ever that degree scrolls were individually received by all graduating students. Medal recipients this year also received cash awards sponsored by various multinational firms.

Recipients of Medals

| Name of Student | Class / Batch | CGPA / Percentage |
|---|-------------------------------|-------------------|
| Overall Best Student – Graduate Program | | |
| Waqas Mahmood | MBA - Fall 2013 | 3.80/90.32% |
| Overall Best Student – Undergraduate Program | | |
| Sidra Ajmal | BBA - Fall 2011 | 3.86 / 92.08% |
| Overall Marketing Gold Medal | | |
| Waqas Mahmood | MBA - Fall 2013 | 3.80 / 90.32% |
| Overall Finance Gold Medal | | |
| Muhammad Saad | MBA - Fall 2013 | 3.55 / 86.95% |
| BS (CS) Best Project Gold Medal | | |
| Nabeel Muhammad Khan | BS(CS) - Spring 2011 | - |
| Uzair Sultan | BS(CS) - Spring 2011 | - |
| Khawaja Sajid Ajmal | BS(CS) - Spring 2011 | - |
| Aimen Ali Ghazi | BS(CS) - Fall 2011 | - |
| Mahad Barlas | BS(CS) - Fall 2011 | - |
| Syed Furqan Alam | BS(CS) - Fall 2011 | - |
| Waqar Wajid | BS(CS) - Fall 2011 | - |
| Executive MBA Gold Medal | | |
| Arsalan Sheikh | Executive MBA (Class of 2015) | 3.67 |

Recipients of Shields & Certificates

| Position | Student Name | CGPA / Percentage |
|--|------------------------|-------------------|
| BBA - Fall 2011 (Main Campus) | | |
| 1st | Myra Saeed | 3.86 / 91.85% |
| 2nd | Zareen Baloch | 3.81 / 91.77% |
| 3rd | Zainab Khan | 3.81 / 91.33% |
| BBA - Fall 2011 (City Campus) | | |
| 1st | Sidra Ajmal | 3.86 / 92.08% |
| 2nd | Nida Haroon | 3.77 / 90.50% |
| 3rd | Muhammad Babar Mobeen | 3.76 / 90.38% |
| MBA - Fall 2013 (Main Campus) | | |
| 1st | Seemab Shehzad | 3.67 / 85.55% |
| 2nd | Sarah Rehman | 3.61 / 84.91% |
| 3rd | Zohaib Riaz | 3.59 / 84.45% |
| MBA - Fall 2013 (City Campus) | | |
| 1st | Waqas Mahmood | 3.80 / 90.32% |
| 2nd | Sadaf Ijaz | 3.79 / 88.23% |
| 3rd | Qurat Ul Ain Tanveer | 3.65 / 86.23% |
| BS (CS) - Spring 2011 | | |
| 1st | Hania Syed | 3.71 / 89.19% |
| 2nd | Berjees Shaikh | 3.68 / 89.51% |
| 3rd | Maria Hafeez | 3.65 / 88.02% |
| BS (CS) - Fall 2011 | | |
| 1st | Rija Mairaj | 3.69 / 89.63% |
| 2nd | Aimen Ali Ghazi | 3.68 / 88.9% |
| 3rd | Syed Furqan Alam | 3.66 / 88.7% |
| MBA (Evening) Graduated in 2014 | | |
| 1st | Shahid Iqbal | 3.78 |
| 2nd | Ibad Ur Rehman | 3.58 |
| 3rd | Aisha Kudiya | 3.56 |
| MS (Computer Science) Graduated in 2014 | | |
| 1st | Kumail Abbas | 3.90 |
| 2nd | Daniyal A. Khan | 3.84 |
| 3rd | Hamza Zafar | 3.80 |
| MS (Economics) Graduated in 2014 | | |
| 1st | Ijaz Husain Bajwa | 3.53 |
| 2nd | Mirza Kaleemullah | 3.42 |
| 3rd | Farrukh Abbas Mirza | 3.37 |
| Executive MBA (Class of 2015) | | |
| 1st | Arsalan Sheikh | 3.67 |
| 2nd | Maaria Abid Soleja | 3.64 |
| 3rd | Muhammad Zain Siddiqui | 3.56 |





✧ Life after IBA

Our aim is to assist our students to become career-ready through the self-awareness of their interests, capabilities, life plans, to become aware of potential career pathways, opportunities and strategically aware of the skills required to successfully manage their career transitions.



✧ The Role of Career Development Centre (CDC)

The Career Development Center at IBA offers services to students and alumni in self-evaluation, career assessment and job search. CDC's core services include organising workshops & seminars on different careers, arranging individual career counselling sessions, facilitating students with resume and cover letter reviews, conducting mock interviews, publishing graduate directories, and facilitating in internship and job search processes.

CDC offers a wide range of career-related events for IBA students & alumni and partners with employers looking to recruit from the IBA community. CDC seeks to build long term relationships with corporate, social, and public sector organisations within and outside Pakistan.

Service highlights for 2015-16 are noted below:

Guest Speaker Sessions & Corporate Programs

In collaboration with corporate organisations, CDC arranges information and guest speaker sessions with the objective of providing an opportunity for both future employers and potential employees, to interact amongst themselves. Industry experts are called from various industries to provide their valuable insights. Some companies that visited IBA during the year 2015-16 include Unilever, Procter & Gamble (P&G), Engro Corporation, L'Oreal, Abu Dawood, State Bank of Pakistan, Glaxo Smith Kline (GSK), Philip Morris and Maersk. Likewise, CDC also liaised between students and employers in arranging different competitions and challenges, like Campus Ambassador Program – Teach for Pakistan, Philip Morris INKOMPASS Program, L'Oréal Brandstorm, McKinsey's Young Leadership Fellow Program, Engro Games, amongst others.

Career Fair - 2016

IBA held its annual career fair on Saturday, March 05, 2016 at the Main Campus with a record participation of 68 renowned local and international companies. Organised by the IBA Placement Society in collaboration with the CDC, Career Fair 2016 stood out from previously held career fairs by not only inviting the highest number of companies, but also managed to conduct recruitment drives of 8 well-established companies for Junior and Senior Year students with almost 100 scheduled interviews throughout the day.

Career Fair - Number of Companies that Visited IBA

| 2012 | 2013 | 2014 | 2015 | 2016 |
|------|------|------|------|------|
| 37 | 37 | 39 | 38 | 68 |

Recruitment & Internship Drives - 2016

Considering that the graduating batch of 2016 was the largest pool of students ever in the history of IBA, 2016 was subsequently perhaps the most eventful and packed year for CDC since its inception. This year, a major chunk of CDC's time and efforts went into facilitating on-campus recruitment activities for employer organisations, providing them on-ground support as well as post-event support with the recruitment process. More than 55 organisations visited IBA from across industries seeking to hire exceptional management trainees and/or interns, and almost each one conducted a preliminary information session with dedicated logistical support from the CDC. In 2016, our first batch of BS (Accounting & Finance) and BS (Economics & Mathematics) became eligible for job and hence, the participation from the students was overwhelming.

Recruitment Drives - Number of Companies that Visited IBA

| 2012 | 2013 | 2014 | 2015 | 2016 |
|------|------|------|------|------|
| 32 | 42 | 45 | 40 | 55 |

Corporate Internships

Corporate Internships form a part of the mandatory academic requirement for all the students of BBA, BS (Accounting & Finance), BS (Computer Sciences), and MBA (with non-BBA background) program. This year, the CDC had a challenge of creating potential internship opportunities for almost 850 junior year students across different academic programs. CDC offers facilitation to employers in selecting potential students as interns for their companies. On-campus interviewing and screening opportunities are provided to employers for both internships and full-time positions.

Graduate Directories

The Graduate Directory serves as a repository of information for the recruitment of undergraduate and graduate students for potential employers and is disseminated to different employers. Our first batch of BS (Accounting & Finance), BS (Economics & Mathematics), and MS (Economics) programs graduated this year; in addition to our BBA, BS (Computer Science) and MBA programs. The Graduate Directories of all these programs have been circulated among 400 companies across different industry and sectors.

Mock Assessments

CDC carried out mock assessment activities for the graduating batch; both with the facilitation of the IBA Alumni Network and in collaboration with an external consultant firm, Apple Valley Consulting. These mock assessments provided our students first-hand experience of the corporate interviews and assessment techniques.

Responsible Citizen Initiative (RCI) Program

Like previous years, the RCI/Social Internships have been taken up actively by our junior year students. A total of 754 students, from different undergraduate programs were eligible for their Social Internship in 2016.

Faculty/Academic Advising

CDC assigns a faculty advisor to each of the incoming students. A meeting can be set up with the advisor to gain insights on students' upcoming semesters and/or to resolve any queries students may have regarding any of their academic issues. The primary objective of this advising system is to assist students in making informed decisions concerning their educational goals. A total of 793 freshmen and sophomore students were assigned their faculty advisors in 2015-16.

Skills Training Program

IBA has collaborated with the School of Leadership (SoL) to offer a skill based course for our BBA & BS (Accounting & Finance) students of 5th semester. The main aim is to develop necessary soft skills in our students which trigger their personal and professional development. This training program is stretched over two semesters starting in Fall each year; and two cohorts have been executed successfully in 2014-15 and 2015-16.

A total of 526 students benefited from the SKILLS module during 2015-16. Integral professional soft skills such as Ethics & Professionalism, Communication, Presentation, Teamwork, Creativity, Decision Making, and Leadership were the main highlights of the program. The program was well received by the participants and they believed that the course was quite useful and effective for them in many ways. stretch day, practical exercises, activities, AV utilization, trainers' presentation style, interactivity & collaborative learning approach, and practical simulations were some of the components which students really liked about this program.

The Experiential Learning Program (ELP)

ELP is an integral part of the BBA program. A group of 4-5 final semester students undertake a management consulting assignment in real-life business environment related to managerial and organisational problems that need solutions. More than 80 projects from various companies were received, out of which 58 projects were undertaken by a batch of 285 students. These projects were conducted under close supervision of IBA faculty advisors.

| | |
|---|-----|
| Total Number of Students | 285 |
| Total Number of Projects Undertaken | 58 |
| Total Number of Faculty Advisors | 17 |
| Total Number of Partnering Corporate Organisations/NGOs | 43 |

Employability Trend Analysis

Each year in November, CDC conducts an Employment Survey of our alumni. The statistical results depict that employment growth has been steady over the last 5 years, more so in a few particular sectors such as Banking, IT, Financial sectors etc.

During 2016, companies from diverse sectors visited IBA, some visiting for the very first time for their recruitment requirements. These included DH Corp, OBS Pharmaceuticals, Gaditek, Arpatech, Bulleh Shah Packaging, United Arab Shipping Company amongst others. Following are the general employment trends over the last 6 years in few prominent sectors and industries:

Employment - Industry Statistics - BBA

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------------|------|------|------|------|------|------|
| Banking | 26% | 19% | 11% | 15% | 20% | 14% |
| FMCG | 18% | 10% | 17% | 9% | 6% | 9% |
| Financial Inst. /Insurance | 14% | 6% | 10% | 22% | 8% | 7% |
| Advertising/media | 8% | 6% | 13% | 6% | 6% | 7% |
| IT | 7% | 13% | 6% | 10% | 13% | 8% |
| Sales & distribution | -- | 7% | 7% | 9% | 7% | 4% |

Employment - Industry Statistics - BS (CS)

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------|------|------|------|------|------|------|
| Banking | -- | -- | 13% | -- | 2% | -- |
| FMCG | 8% | -- | 18% | -- | 2% | -- |
| Financial/insurance | -- | -- | -- | 5% | 6% | -- |
| Advertising/media | -- | -- | -- | -- | 2% | 4% |
| IT | 62% | 89% | 36% | 62% | 67% | 76% |
| Sales & distribution | -- | -- | -- | -- | 4% | -- |

Employment - Industry Statistics - BS (A&F)

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------|------|------|------|------|------|------|
| Banking | -- | -- | -- | -- | -- | 40% |
| FMCG | -- | -- | -- | -- | -- | 7% |
| Financial/insurance | -- | -- | -- | -- | -- | 20% |
| Advertising/media | -- | -- | -- | -- | -- | -- |
| IT | -- | -- | -- | -- | -- | 7% |
| Sales & distribution | -- | -- | -- | -- | -- | -- |

Employment - Industry Statistics - BS (E&M)

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------|------|------|------|------|------|------|
| Banking | -- | -- | -- | -- | -- | 24% |
| FMCG | -- | -- | -- | -- | -- | 8% |
| Financial/insurance | -- | -- | -- | -- | -- | 22% |
| Advertising/media | -- | -- | -- | -- | -- | 3% |
| IT | -- | -- | -- | -- | -- | 3% |
| Sales & distribution | -- | -- | -- | -- | -- | 3% |

Employment - Industry Statistics - MS (CS)

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------|------|------|------|------|------|------|
| Banking | -- | -- | -- | -- | -- | -- |
| FMCG | -- | -- | -- | -- | -- | -- |
| Financial/insurance | -- | -- | -- | -- | -- | -- |
| Advertising/media | -- | -- | -- | -- | -- | -- |
| IT | -- | -- | -- | -- | -- | 80% |
| Sales & distribution | -- | -- | -- | -- | -- | -- |

Our employment survey reveals that 'Industrial Manufacturing', for instance, is one industry which has shown special interest in IBA graduates and many companies like ICI Pakistan, Fatima Fertiliser, International Steels Limited, Indus Motors and J&P Coats, seek MBA graduates having work experience in related fields.

Employment - Industry Statistics - MBA (Post MBA Statistics)

| Industry/Sector | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|----------------------|------|------|------|------|------|------|
| Banking | 12% | 3% | -- | 3% | 11% | 2% |
| FMCG | 34% | 18% | 31% | 10% | 7% | 13% |
| Financial/insurance | 5% | 3% | -- | 3% | 7% | 8% |
| Advertising/media | 3% | 3% | -- | 8% | -- | 2% |
| IT | 8% | 16% | 23% | 21% | 9% | 10% |
| Sales & distribution | -- | 26% | -- | 13% | 17% | 4% |

The average salary for BBA, BS (CS) and MBA has been rising steadily in recent years as shown in the table below:

Average Salary - Trend Analysis

| Program | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|-------------------------|--------|--------|--------|--------|--------|--------|
| BBA | 36,700 | 43,200 | 49,300 | 53,000 | 59,000 | 57,000 |
| % Change from last year | 10% | 18% | 14% | 8% | 11% | 4% |
| MBA | 53,500 | 66,400 | 65,400 | 69,000 | 76,000 | 88,000 |
| % Change from last year | 23% | 24% | -2% | 6% | 10% | 16% |
| BS (CS) | 44,300 | 41,000 | 46,600 | 45,100 | 55,000 | 52,000 |
| % Change from last year | 34% | -7% | 14% | -3% | 22% | -6% |
| BS (A&F) | -- | -- | -- | -- | -- | 52,000 |
| % Change from last year | -- | -- | -- | -- | -- | -- |
| BS (E&M) | -- | -- | -- | -- | -- | 60,000 |
| % Change from last year | -- | -- | -- | -- | -- | -- |
| MS (CS) | -- | -- | -- | -- | -- | 61,000 |
| % Change from last year | -- | -- | -- | -- | -- | -- |





✦ Alumni Affairs

At IBA we aim to engage our Alumni and provide them with valued services, keeping them involved with us and allowing them to take ownership of IBA's Vision.

Alumni Homecoming 2016 & Farewell Dinner to Dr. Ishrat Husain

On March 04, 2016, JS Auditorium at IBA City Campus came to life with smiles, warm hugs, and excited chatter as long-lost friends and colleagues reunited for a night to bid farewell to Dr. Ishrat Husain who was retiring after two terms in office.

In recognition of his services, Dr. Husain was presented with a shield by Shahid Shafiq, Alumni Representative on the IBA Board of Governors, Haris Tohid Siddiqui, Acting Patron, Alumni Society and Hamiz Naqvi. A senior Alumnus, Etrat Hussain Rizvi, as a token of his appreciation, presented a rug to Dr. Husain.

Alumni Election 2015

For the first time ever, IBA conducted an online election of the Alumni Representative on the IBA Board of Governors, in addition to the customary manual elections.

The election was held from October 07 to November 07, 2015, with the votes being cast online on November 05 and 06, and manually in the IBA City Campus (CEE) on November 07. IBA also provided voters the opportunity to vote online using on-campus facilities, available on both day of the online voting.

While many prominent alumni participated in the election from all across the globe, His Excellency, Mamnoon Hussain, President of the Islamic Republic of Pakistan was amongst the first ones to cast his vote online. Former Prime Minister of Pakistan, Shaukat Aziz, although separated by distance but obviously not by heart, also participated in the election by voting through the online portal. It was indeed a heartening sight to see graduates as far back as 1959 coming over to IBA to exercise their right to vote on the polling day as well.



IBA GRADUATES ELECTIONS 2015

Results

| Candidate's Name | Votes Cast Online | Votes Cast Manually | Total Votes Cast |
|------------------------|-------------------|---------------------|------------------|
| Aitzaz Khalid | 17 | 0 | 17 |
| M. Munawar Jamal | 8 | 0 | 8 |
| Muhammad Saadi Mansuri | 46 | 0 | 46 |
| Rao Nisar Ahmed | 97 | 4 | 101 |
| Shahid Shafiq | 474 | 76 | 550 |
| Yasmin Zafar | 121 | 7 | 128 |
| Zaki Ahmed Sharif | 30 | 0 | 30 |
| GRAND TOTAL | 793 | 87 | 880 |

Experiential Learning Program (ELP)

Alumni Department, in collaboration with Career Development Centre & BBA Program Office, has successfully completed its second year of ELP for final semester BBA graduates. More than 90 projects from various companies were received, out of which 58 projects were undertaken by a batch of 285 students. From charting framework for ELP to introduction of ELP to companies; from selection of projects to assigning projects to faculty; from registration of students to addressing grievances/queries of faculty, students and clients. The Alumni Department looks forward to continuing this program.

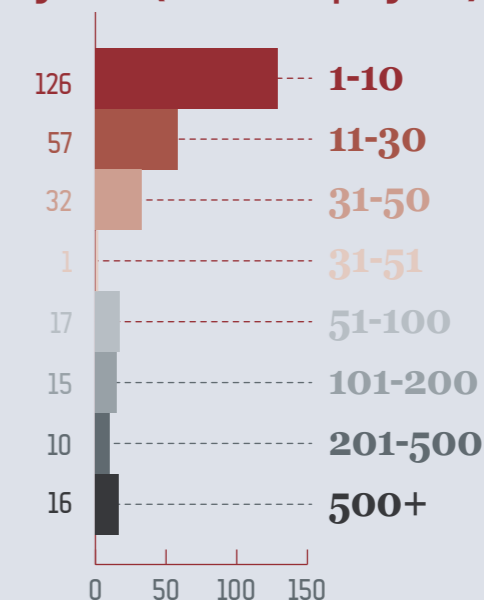
| | |
|------------------|-----|
| No. of Students | 285 |
| No. of Projects | 58 |
| No. of Faculty | 17 |
| No. of Companies | 43 |

The results of the election were announced on the same day as the manual voting, at 3.30 PM. Shahid Shafiq secured 62.5% of the votes, and was re-elected Alumni Representative on the Board of Governors.

Entrepreneurs' Directory

Alumni Entrepreneurial Directory was launched on the Alumni website on September 10, 2014. Currently, we have details for almost 274 business ventures owned by our alumni spread across 4 continents and reaching over 45 cities. 16 Alumni run businesses have 500+ employees and 18%-20% of all the ventures are engaged in other services and professional and business services, respectively.

Number of Organisations by size (no. of Employees)



Alumni Funding

IBA Alumni have contributed generously over the years in cash and kind. To date, an amount of Rs. 163.703 million has been committed, out of which Rs. 117.228 million has been disbursed in funding students, development and other aspects of IBA.

✧ Financial Performance 2015-2016

While ensuring financial sustainability and sustainable growth, IBA tries its best to fulfill its vision and maintain its high standards of education in the most cost-effective manner.



Highlights

- Total revenue increased (22%) by Rs.197 million year on year (YoY) basis and achieved the budget target for the year. The increase was mainly due to components such as:
 - Increase in students' strength (3521 students in June 2016 as compared to 3385 in June 2015),
 - Annual fee increase (10% average),
 - Increase in funding for financial assistance programs and
 - Additional / supplementary grants from Government.
- Financial aid programs expanded by 40% - mainly due to the fresh Talent Hunt Program funded by OGDCL. For details please see the Financial Assistance and Outreach section.
- Endowment funds rose by 7% to reach a level of Rs. 1.1 billion.



Financial Resources and Utilisation for the Year Ended June 30, 2016

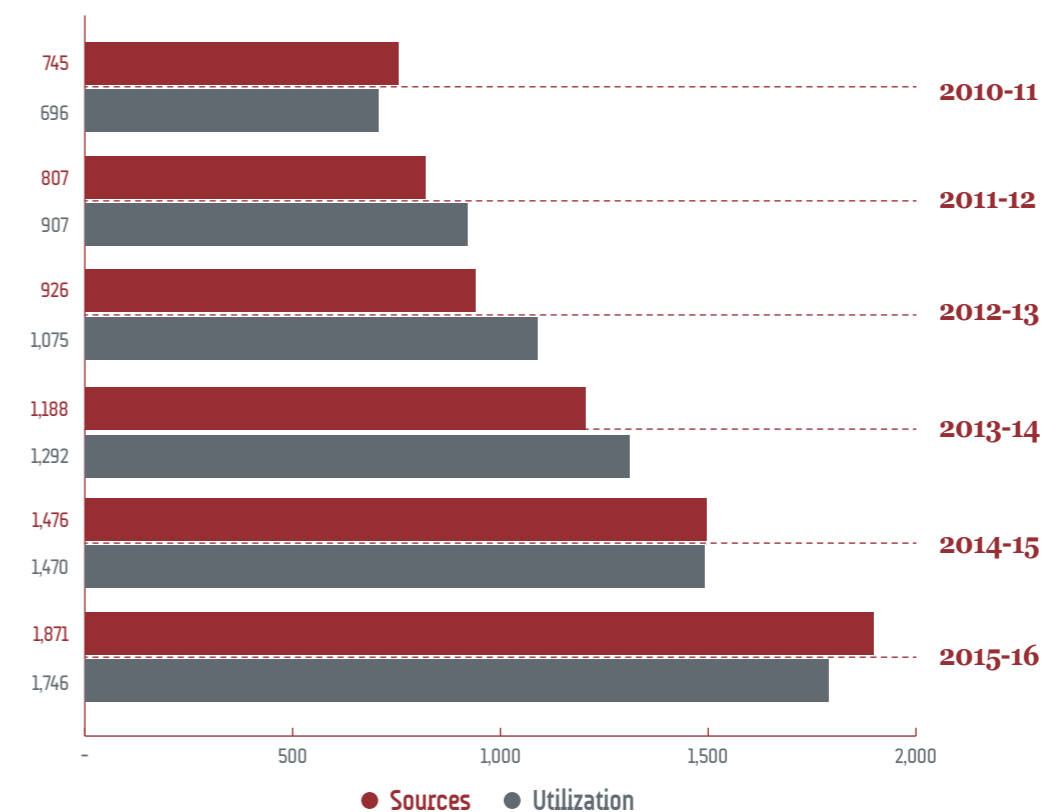
| | (Rs. in '000) | | | |
|---|------------------|-------------|------------------|-------------|
| | FY 2015-16 | % | FY 2014-15 | % |
| Revenues | | | | |
| Students' Revenue | 1,086,071 | 58% | 888,986 | 60% |
| Financial Assistance Programs | 133,733 | 7% | 104,833 | 7% |
| Interest Income | 101,535 | 5% | 113,753 | 8% |
| Income from IBA Facilities | 17,594 | 1% | 3,248 | 0% |
| Other Income | 10,423 | 1% | 17,767 | 1% |
| Amortization of Deferred Income | 192,962 | 10% | 146,764 | 10% |
| Govt. Grants | 328,934 | 18% | 200,294 | 14% |
| Total Revenues | 1,871,252 | 100% | 1,475,645 | 100% |
| Expenses | | | | |
| Employment Cost | 734,667 | 42% | 654,554 | 45% |
| Depreciation & Amortization Expense | 387,922 | 22% | 294,994 | 20% |
| Financial Assistance Programs | 167,490 | 9% | 129,142 | 9% |
| Utilities | 144,596 | 8% | 107,170 | 7% |
| ICT Services | 73,843 | 4% | 63,850 | 4% |
| Repair & Maintenance | 101,074 | 6% | 62,629 | 4% |
| Training & Development | 34,261 | 2% | 35,261 | 2% |
| Fuel & Diesel & Students' Transportation | 20,383 | 1% | 29,322 | 2% |
| Other Operational / Administrative Expenses | 100,259 | 6% | 93,521 | 6% |
| Total Expenses | 1,764,495 | 100% | 1,470,445 | 100% |
| Surplus / (Deficit) from IBA Operations | 106,757 | | 5,200 | |
| Surplus / (Deficit) from Revenue Centers | 13,549 | | 11,885 | |
| Net Surplus / (Deficit) | 120,306 | | 17,085 | |

Capital Expenditure for the Year 2015-16

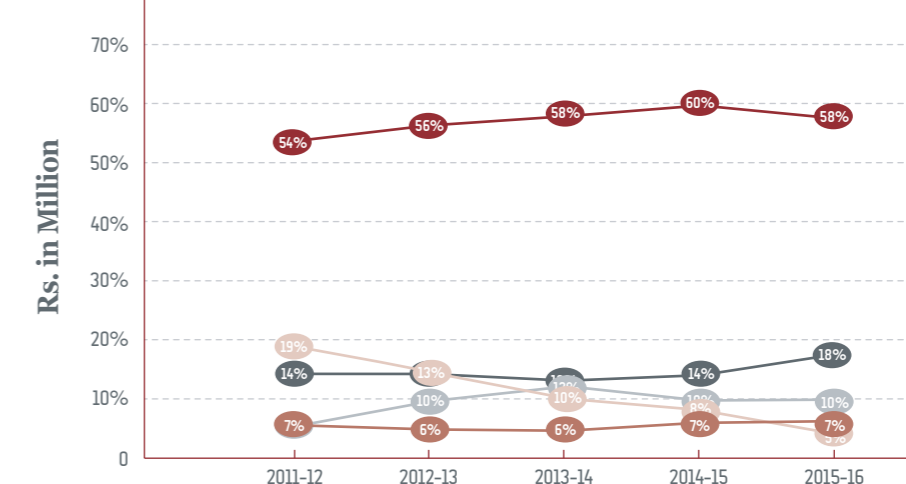
| | (Rs. In '000) | |
|---|------------------|------------------|
| Capital Expenditure | 2015-2016 | 2014-2015 |
| Building & Improvements | 119,589 | 701,223 |
| Computer and Peripherals | 39,557 | 67,244 |
| Office Equipment | 125,931 | 34,754 |
| Furniture and Fixture | 53,512 | 34,684 |
| Intangible Assets | 3,263 | 5,468 |
| Library Books | 6,333 | 3,621 |
| Vehicles | 7,723 | 531 |
| Sports Goods | 694 | 228 |
| Total Capital Expenditures | 356,602 | 847,753 |
| Donations & Grants: | | |
| Aman Foundation | 78,810 | 323,703 |
| Abdullah Foundation (Sapphire) | 29,500 | 12,000 |
| Mega Conglomerate Pvt Group - VFR | 20,000 | 40,000 |
| Government of Sindh - B & C - New Boys Hostel | 16,250 | 80,000 |
| Martin Dow Limited | 5,000 | 10,000 |
| Hubco Power Company Limited - General Building Fund | 5,000 | 5,000 |
| Efu General Insurance Limited | 3,333 | 3,333 |
| TPL Holdings (Pvt.) Limited | 2,000 | 4,500 |
| Al-Hukamma Prayer Hall Main Campus | 2,000 | - |
| Alumni Funds | 60 | 321 |
| Engro Foundation - Student Centre - Alumni Fund | 32 | - |
| Interest Income on Developments Funds | 5,033 | 3,475 |
| Higher Education Commission | - | 133,756 |
| HBL Foundation | - | 67,000 |
| Bestway Foundation | - | 30,000 |
| United Bank Limited | - | 20,000 |
| Standard Shipping Pakistan (Pvt.) Limited | - | 1,000 |
| Total Donations & Grants | 167,019 | 2,125,475 |
| Funding Deficit was met through Operational Surplus / IBA Reserves | (189,583) | 1,277,722 |

Financial Trends 2010-2016

SOURCES AND UTILISATION
(Including depreciation and amortisation) (Rs. In Million)



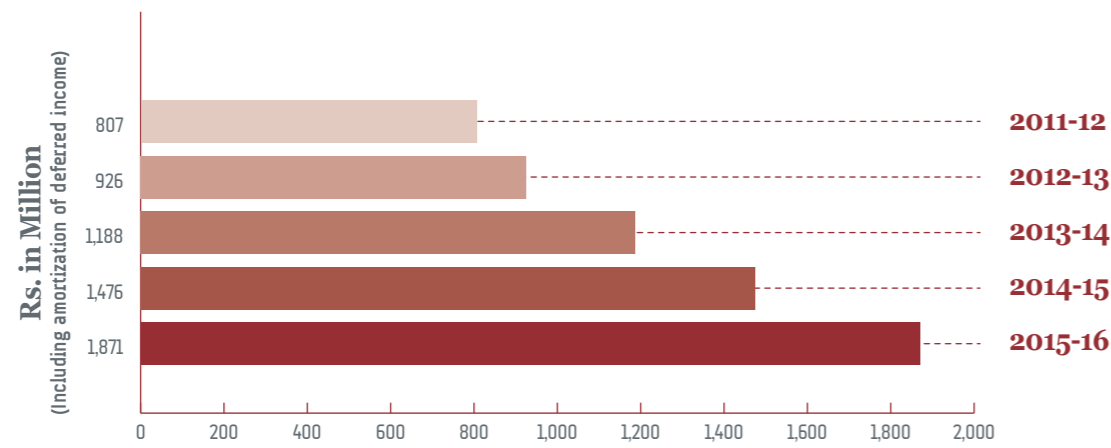
Trends in share of revenues



| | | | | | |
|-----------------------------------|-----|-----|-----|-----|-----|
| ● Students' Revenue | 54% | 56% | 58% | 60% | 58% |
| ● Financial Assistance Programs | 7% | 6% | 6% | 7% | 7% |
| ● Interest Income | 19% | 13% | 10% | 8% | 5% |
| ● Amortization of Deferred Income | 6% | 10% | 12% | 10% | 10% |
| ● Govt. Grants | 14% | 14% | 13% | 14% | 18% |

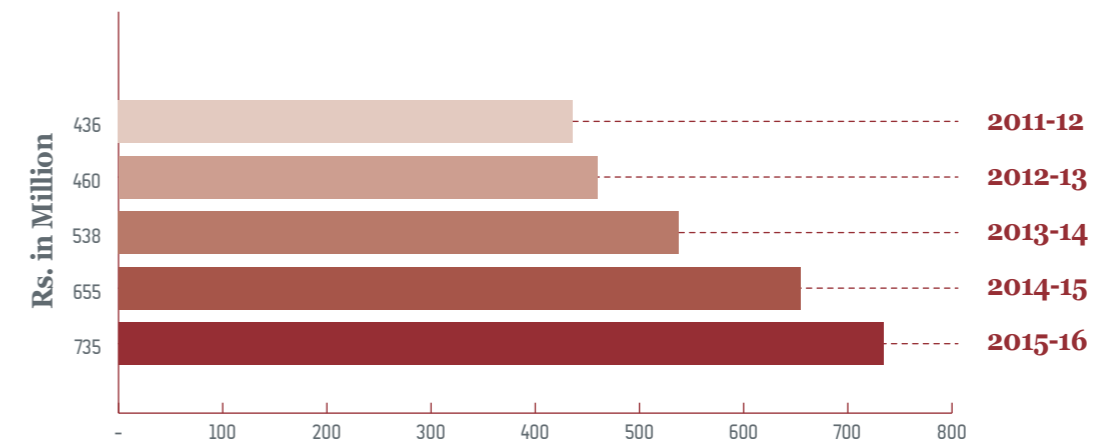
TREND IN REVENUES

Compound Average Growth Rate 2011/12 - 2015/16 = 18%

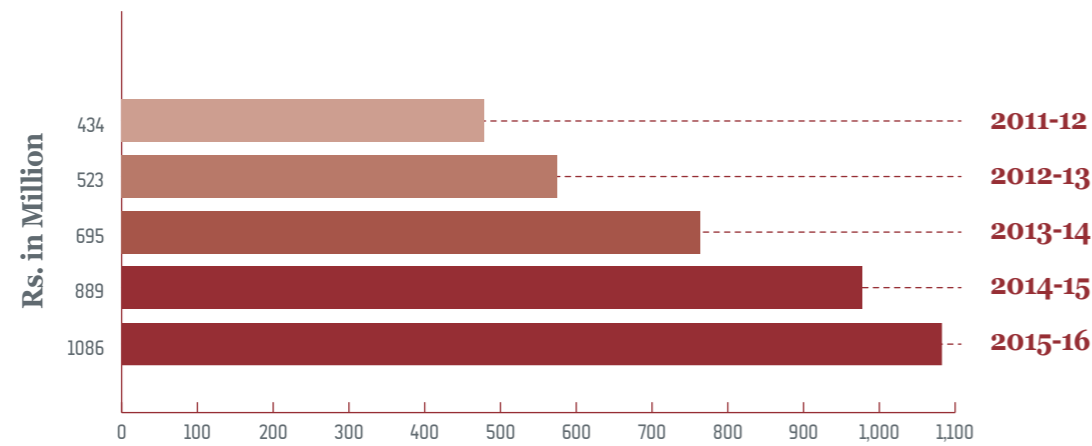


TREND IN EMPLOYMENT COST

Compound Average Growth Rate 2011/12 - 2015/16 = 11%

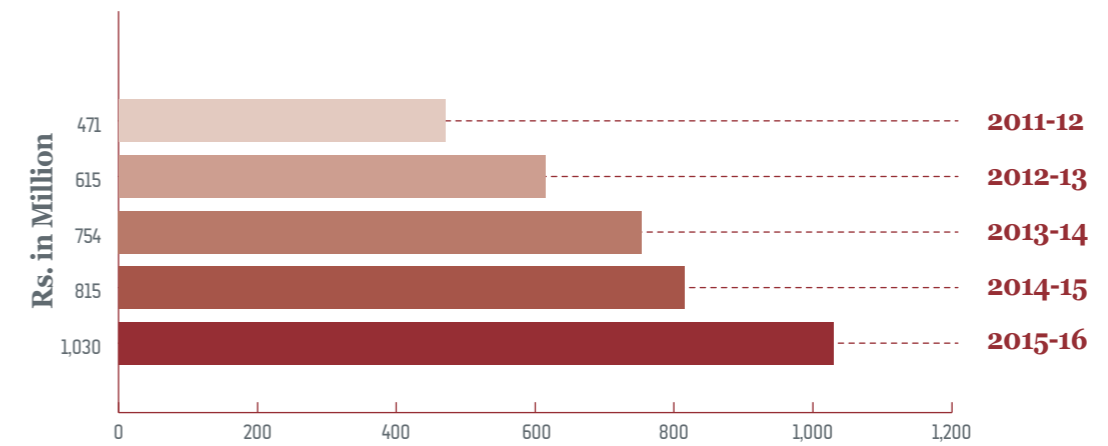


TREND IN STUDENTS' REVENUE



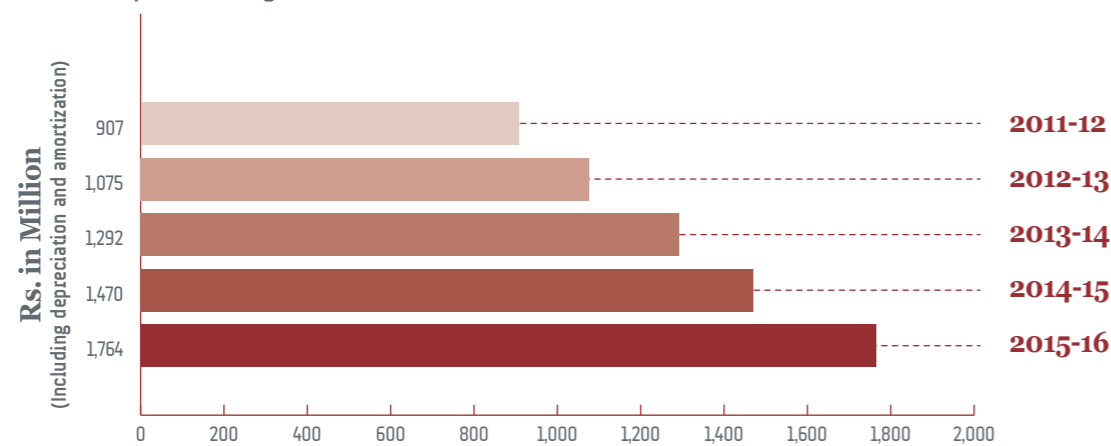
TREND IN NON-EMPLOYMENT COST

Compound Average Growth Rate 2011/12 - 2015/16 = 17%

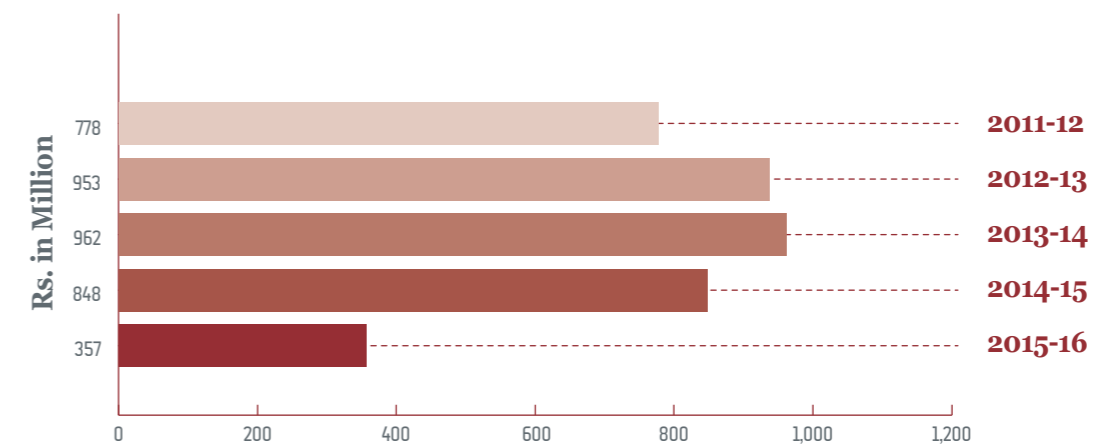


TREND IN OPERATIONAL EXPENSES

Compound Average Growth Rate 2011/12 - 2015/16 = 14%



TREND IN CAPITAL EXPENDITURE





✧ IBA Activities, Events and Visitors 2015-16

Whether it's about athletics, lectures, performing arts or cultural events, IBA campuses are routinely bustling with fun engaging and educational activities.



July 2015

- A delegation from Hainan, China led by the State Secretary of Education signed an MoU for collaboration between IBA and the Hainan Universities.
- John Kriegsman, US Treasury Department Attaché with the US Embassy in Islamabad visited on June 16, 2015.

August 2015

- Naeem Zamindar, Country Director, Acumen Pakistan visited IBA.
- Sabir Sami, Regional CEO YUM visited IBA.
- Hasan Javid, Pakistan's Ambassador to Germany visited IBA.
- The 68th Independence Day was celebrated with the spirit of patriotism and brotherhood on Friday, 14th August 2015, at the IBA main campus. A large number of IBA faculty, IBA Alumni and staff gathered for the happy occasion.
- Naeem Zamindar, Country Director, Acumen Pakistan visited IBA.
- Sabir Sami, Regional CEO YUM for the Middle East and Pakistan based in Istanbul visited IBA.
- Hasan Javid, Pakistan's Ambassador to Germany visited IBA.
- Go Yamada, a Japanese journalist representing NIKKEI group of newspapers visited IBA.

September 2015

- Riffat Masood, Pakistan's Ambassador to Norway discussed the possible cooperation with Norwegian Institutions of higher learning.
- Dr. Pascal Boniface from French Institute for International and Strategic Alliance (IRIS) addressed the students on "The Changing World Order and the International Crisis" in September 2016.
- Dr. Christophe Jaffrelot, Director of Research at Centre Nationale de Recherche Scientifique (CNRS) and Director at Centro de Recherche Internationales (CERI), Paris delivered a lecture on "Instability and Resilience in Pakistan" on September 22, 2015.
- Aamer Hussein, novelist and short story writer visited IBA and spoke to Social Sciences students on his literary journey.
- Asad Rafi, author of Steel Wheels visited IBA and shared his experience about overcoming disabilities and achieving one's dreams.

October 2015

- Dr. Yaqoob Bangash, Chairman, History Department of IT University, Washington spoke about his recently published book, "A Princely Affair: Accession and Integration of Princely States in Pakistan".
- Aamer Ahmed Khan, News Director at Aaj TV, former head of BBC Urdu, and former editor of Herald gave a talk titled "The Khaki, the Mufti and the Media: The New Media and Civil-Military Relations in Pakistan".
- The Media and Communications Society screened Jami's film, "Moor" on October 31, 2015. Jami introduced the film, and took questions from students later.
- Dr. Gerhard Pfister, a German mathematician who specialises in Algebraic Geometry conducted a seminar on singularities on October 05, 2015 under the auspices of Mathematics and Astronomy Club.
- IBA Public Speaking Society hosted the IBA Debate Championship 2015 which was one of the most competitive parliamentary debate competitions that have been organised in the recent history.
- Shuja Nawaz, a political and strategic analyst and formerly Director South Asia Program, Atlantic Council held a focus-group on campus on October 02, 2015 with Social Sciences students to discuss their impressions of local and global responses to terrorism.
- Dr. Asma Ibrahim, Director, SBP Museum and Gallery addressed the students in History of Science class on October 09, 2015 about historical artifacts and scientific procedures for dating and preservation.
- Sehr Ansari, a renowned Urdu poet of Pakistan spoke on the topic "From Ghalib to Bollywood" on October 21, 2015.
- Dr. Kaleemullah Lashari former Director Archaeology discussed Science and Archaeology on October 26, 2015 with the students of History of Science Class.
- Dr. Hamit Borzaslan, Director of Studies for CERI at EHESS in Paris gave a talk titled "Regionalism, Secularism and Nation in Turkey" on October 28, 2015.
- IBA Public Speaking Society hosted IBA Debating Championship, for the first time in four years from October 16 to 18, 2015 at the Aman Towers, IBA City Campus in collaboration with The Debating Circuit (TDC).
- The IBA Community Welfare Society (CWS) launched its donation drive in collaboration with Pakistan Navy for the earthquake victims on October 31, 2015.
- The first session of "Director's Cut", a series of interactive and informative movie screenings organized by the IBA Media and Communications Society took place on October 31, 2015 and included an exclusive, one-of-its-kind cinematic Exhibition of the Box-Office hit film "Moor".

November 2015

- Mahoor Shahzad, an IBA student, won the Women's Single title in the All Pakistan Badminton tournament. She represented Pakistan in tournaments held in Turkey, Egypt and Bahrain.
- Dr. Laurent Bonnefoy, CNRS research fellow at the Centre de Recherches Internationales (CERI / Sciences PO), and deputy principal investigator of the WAWA/ERC (When Authoritarianism Fails in the Arab World / European Research Council) project, gave a talk titled "Yemen at War: A Political and Strategic Assessment" on November 26, 2015.
- IBA Literary society organized IBA Literature Festival for the very first time in November 2015.
- Mathematics & Astronomy Club organized a seminar on Big Data.
- IBA Students' Council hosted the 6th Annual Seminar on Imam Hussain Ibne Ali.
- Sports Society hosted the world's greatest football free-stylist, Sean Garnier.
- On November 11, 2015, IBA hosted the latest installment of the Distinguished Lecture Series in which Dr. Asad Q. Ahmed explored the issue of the decline in Islamic Science and rationalist disciplines since 1200 CE to the early modern era.
- Dr. Asad Q. Ahmed, Associate Professor and Director of Graduate Studies in the Department of Near Eastern Studies at the University of California – Berkeley, gave a talk titled 'Islam's invented Golden Age and the Golden age of Islamic Studies' on November 11, 2015.
- Maria Beimborn, a PhD candidate in the Department of Social and Cultural Anthropology at Ludwig-Maximilians-Universität in Munich, Germany conducted an interactive session on November 25, 2015 with students of Introduction to Social and Cultural Anthropology. The session focused on Ms. Beimborn's fieldwork on the linkages among welfare, citizenship, and the state.
- A YPO / WPO delegation comprising of ten members, led by their Regional Head based in Beirut visited IBA on November 17, 2015 and was briefed about the academic activities of IBA.
- A group of students at The Washington Center (TWC) represented Pakistan at the Global Festival in Washington. Students from 30 countries participated in three different competitions - Country Presentations, Talent Show and Cultural Booth. IBA team won the Cultural Booth competition.
- IMF President Representative for Pakistan, Tokhir Mirzoev visited the IBA City Campus on November 13, 2015 and made a presentation on IMF - Pakistan relationship. The session was arranged jointly by the CBER and Finance and Economics clubs.
- In order to highlight the importance of individual responsibility and motivate the people to keep the city clean, IBA Go Green Society organized the Beach Cleanup event on November 22, 2015. There were around 100 volunteers from IBA.

December 2015

- Komal Mahindra led a World Bank delegation for Women X.
- Brian Asmus of the US Consulate visited IBA.
- IBA's 60th anniversary celebrations reached their culmination point on December 31, 2015 with the launching of the book "Chronicling Excellence: History of IBA".
- The 6th International Conference on Information and Communication Technologies (ICICT), sponsored by HEC Pakistan and IEEE, Inc. USA was held to promote academic and organisational research activities in the discipline of Computer Science and Information System in Pakistan.
- IBA Music Society organized IBA Idol in December.
- Nestle Group visited IBA in December.
- The first Women's Banking Program in Pakistan was launched by HBL in collaboration with the Marketing Club.
- The first publication of "MBA Chronicle", MBA Club's pioneering newsletter, was released in December. The theme selected for the inaugural issues was "Work-life Balance".
- Community Welfare Society collaborated with Pakistan Army in the Earthquake Relief Operations. Non-Monetary Donations were collected from IBA students and sent to PNS Karsaz.
- IBA Idol was conducted at the main campus featuring singing competition among students.
- A Welcome Party was arranged for the new students at Radisson Banquet. The theme of the party was "Royalty Rolling". 1200 students attended the event.

January 2016

- IBA Leadership club organized the 7th edition of "International Leadership Conference" from January 03 to 06, 2016. The conference attracted 70 participants from different universities of Pakistan.
- IBA Public Speaking Society, keeping up the past traditions, was able to successfully organize MUNIK VII from January 07, to January 10, 2016. 1200 delegates from different universities and educational institutions registered. The social event of MUNIK VII was a concert by Atif Aslam and Noori which was attended by more than 4000 people.
- Social Sciences Club organized Politik from January 28 to January 31, 2016 with 100 participants.
- IBA Arts Society organized ENIGMA from January 14 to 17, 2016 with 1300 participants.
- The IBA Adventure Club organized its annual winter trip to the northern areas of Pakistan.

February 2016

- Reiner Schmiedchen, Consul General, Germany visited IBA.
- The ISC hosted the President of the World Bank Dr. Jim Yong Kim on February 2016 at JS Auditorium at the city campus. A panel discussion was held followed by Questions and Answers session. The panelists were the President of the World Bank Dr. Jim Yong Kim, President of Descon Group, Abdul Razzak Dawood and Founder of Kashf Foundation Sadaf Abid.
- The U. S. Ambassador, David Hale inaugurated the Centre for Excellence in Journalism on February 27, 2016. Representatives of IBA's partner institutions, the Medill School of Journalism, Northwestern University and the International Center for Journalists (ICFJ), Washington D.C. were present on this occasion.
- Prof. Craig Calhoun, President and Director, London School of Economics (LSE) visited IBA. He addressed the students of M.S. Economics and MBA on the Future of Capitalism. Prof. Calhoun was accompanied by Dr. Mukulika Banerjee, Director of South Asia Centre at LSE, Dr. Nilanjan Sarkar, Deputy Director, Fayeeza Naqvi of Aman Foundation.
- Syed Murad Ali Shah, Minister of Finance, Government of Sindh inaugurated the Center for Business and Economic Research (CBER) located in the Aman Tower.
- Dr. Larry Pintak, Dean School of Journalism, Washington State University discussed the Master's program of Journalism commencing in 2017.
- Mathematics & Astronomy Club organized the second version of Mathematika in February 2016.
- The first edition of IBA Sport Olympiad organized by the Sports Societies took place from February 09 to 14, 2016.
- Ennovate, a Youth Entrepreneurship conference was held from February 18 to 21, 2016 at the Main campus to showcase the innovation and creativity of the young entrepreneurs.
- Dr. Asad Zaman, Vice Chancellor, Pakistan Institute of Development Economics (PIDE) delivered a lecture on February 20, 2016 and also signed an MoU for collaboration between IBA and PIDE.
- A conversation with Kamila Shamsie on 'How do you eat roots' was held at the Main Campus on February 11, 2016.

March 2016

- Dr. Miles Davis, Dean, Shenandoah University, USA visited IBA.
- Dr. Amanda Bullough, President, University of Delaware visited IBA.
- Dr. Xavier Cirera, Economist, World Bank Group visited IBA.
- Dr. Asad Zaman, Vice Chancellor, Pakistan Institute of Development Economics visited IBA.
- Mr. Bruno, Managing Director Nestle visited IBA Centre for Entrepreneurship & Development.
- Dr. Mohamad Akram Laldin, Executive Director ISRAZ visited IBA.
- Aman Tower inaugurated. The building hosts a library, 32 residence rooms, 8 classrooms, 2 lecture theatres, and 8 seminar halls.
- MoU signed on March 08, 2016 with DHA Karachi for the establishment of a 10 acre IBA Campus at the DHA City site alongside the Karachi-Hyderabad Superhighway.



- Farewells held for the retiring Dean & Director IBA, Dr. Ishrat Husain.
- Sharmeen Obaid Chinoy's movie "A Girl in the River" was screened at IBA by the Media and Communications Society.
- OGDCL Khyber Pakhtunkhwa Talent Hunt Program was launched on 20th March 2016 with the help of OGDCL Pakistan, Project Management Unit (HED) Govt. of Khyber Pakhtunkhwa and Meezan Bank Limited as a part of IBA's outreach activities.
- IBA Music Society organized IBA Music Olympiad in March 2016.
- A guest speaker session on 'Social Media Marketing – Viral Campaigns' was conducted by a team from Kueball Digital.
- On March 02, 2016, representatives of the United States Educational Foundation in Pakistan (USEFP) conducted a workshop in IBA on GRE procedures and techniques.
- IBA Branding and Advertising Conference (IBAC), hosted by the IBA Marketing Club at the Beach Luxury, proved to be bigger and better than its first edition.
- On March 20, 2016, the Human Resource Club concluded a two-day event, Insight, which was the first of its kind. Insight aimed at creating the ultimate cross-functional business experience.

April 2016

- The IBA Literary Society organized the 3rd edition of YALE in April.
- Computer Science Society organized its mega event: ProBattle from April 15 to 16, 2016.
- IBA's Social Sciences & Liberal Arts (SSLA) Department invited Dr. Marcia Hermansen, Director of the Islamic World Studies Program and a Professor at the Theology Department in Loyola University, Chicago, to give her insights on Pakistan Sufism in the light of trends in the Global system in a talk titled "Beyond Bareilviism."

- IBA CED welcomed Dr. Mehreen Faruqi – a Greens MP (of Pakistani Origin) in the New South Wales Upper House of the Australian Government. She was accompanied by the High Commissioner to Pakistan HE Margaret Adamson on a visit to IBA CED, to attend a panel discussion on "Challenges and Opportunities for Youth in Pakistan and Gender Equality for Women".
- HEC scholar Dr. Abdur Rehman Cheema presented an informative session on "Reducing Poverty through Community Driven Development Approach: An Introduction to SUCCESS Programme."
- Dr. Nida Kirmani gave a talk on 'Negotiating a Fraught City: Stories of Marginalization & Resistance from Lyari'
- A seminar in Market Research was conducted by the IBA Marketing Club in collaboration with Marketing Research Society of Pakistan (MRSP).

May 2016

- IBA hosted a panel discussion on 'Climate Change'.

June 2016

- AdWar, an ad-making competition organized by the IBA Marketing Club, held its 2016 competition in partnership with Elmore Skin Care. The grand finale was held at Gani Tayab Auditorium, IBA Main Campus on June 04, 2016.
- A Workshop entitled "Entrepreneurship and Entrepreneurial Vision" was organized for the students of IBA National Talent Hunt Program, OGDCL Balochistan Talent Hunt Program and OGDCL Khyber Pakhtunkhwa Talent Hunt Program at IBA CED.

✧ ANNEXURES

✧ Annex A. Alliances and Partnerships



- 1. Babson College, USA
- 2. Chartered Institute of Management Accountancy
- 3. Global Entrepreneurship Monitor (GEM)
- 4. Grenoble Ecole de Management (GEM), France
- 5. IAE Aix Marseille University, France
- 6. IE Business School, Spain
- 7. Koc University, Turkey
- 8. Madinah Institute of Leadership and Entrepreneurship, Saudi Arabia
- 9. Project Management Institute, USA
- 10. Robert H. Smith Business School, University of Maryland
- 11. Sabanci University, Turkey
- 12. The Washington Center (TWC)
- 13. University of Southampton (UoS), UK
- 14. The World Bank
- 15. Association of Chartered Certified Accountants (ACCA)
- 16. UNCTAD Virtual Institute

- 17. CFA Pakistan
- 18. Hainan College of Economics and Business, China
- 19. Hainan College of Software Technology (HNCST), China
- 20. Hainan Normal University, China
- 21. Hainan University, P.R. China
- 22. Indian School of Business (ISB), India
- 23. Institute of Business Administration (IBA), University of Dhaka, Bangladesh
- 24. Institute of Management Technology, Ghaziabad, India
- 25. Massey University, New Zealand
- 26. Multimedia University, Malaysia
- 27. Qiongzhou University, China
- 28. Pakistan Institute of Development Economics (PIDE)
- 29. Qiongtai Teachers College, China
- 30. School of Economics and Management (SEM), Tsinghua University, Beijing, China
- 31. Tertiary Education Support Program – Higher Education Commission, Pakistan

- 32. The Institute of Bankers Pakistan (IBP)
- 33. British Council Pakistan
- 34. United States Educational Foundation in Pakistan (USEFP)
- 35. University of Malaya, Malaysia
- 36. Lahore University of Management Sciences (LUMS)
- 37. Federal Board of Revenue (FBR)



✧ Annex B. Boards and Committees

Members of IBA Board of Governors

| | |
|--|-------------|
| Dr. Farrukh Iqbal Dean & Director, IBA | Chairman |
| Justice Munib Akhtar Judge High Court of Sindh | Member |
| Prof. Dr. Mohammad Qaiser Vice Chancellor, University of Karachi | Member |
| Prof. Dr. Mohammad Siddique Kalhoro Vice Chancellor, University of Sindh | Member |
| Dr. Fazlullah Pechuho Additional Chief Secretary Education & Literacy Department, Government of Sindh | Member |
| Prof. Dr. A.Q. Mughal Research Professor, Greenwich University | HEC Nominee |
| Younus Muhammad Bashir President, Karachi Chamber of Commerce & Industry | Member |
| Abdul Rauf Alam President, Federation of Pakistan Chambers of Commerce & Industry | Member |
| Waqar Hassan Siddique Partner, The Abraaj Group | Member |
| Shuaib Ahmed Vice Chairman, Pakistan Gum and Chemicals Ltd. | Member |
| Wazir Ali Khoja Ex-MD, National Investment Trust | Member |
| Senator Saleem H. Mandviwalla National Finance Commission | Member |
| Zahid Bashir Chairman, The Premier Insurance Co. Pakistan Ltd. | Member |
| Justice (R) Hamid Ali Mirza Former Chief Election Commissioner of Pakistan & Ex-Judge Supreme Court of Pakistan | Member |
| Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd. | Member |

Members of the Academic Board

| | |
|--|----------|
| Dr. Farrukh Iqbal Dean & Director, IBA | Chairman |
| Dr. Ishrat Husain Professor Emeritus, IBA | Member |
| Dr. Zeenat Ismail Professor, IBA | Member |
| Dr. Mohammad Nishat Professor & Associate Dean, IBA | Member |
| Dr. Mahnaz Fatima Professor, IBA | Member |
| Dr. Nasir Touheed Professor, IBA | Member |
| Dr. Qazi Masood Ahmed Professor, IBA | Member |
| Dr. Shakeel A. Khoja Professor, IBA | Member |
| Dr. Noman-ul-Haq Professor, IBA | Member |
| Dr. Sayeed Ghani Associate Professor & Associate Dean, IBA | Member |
| Dr. Sajjad Haider Associate Professor, IBA | Member |
| Dr. Javed Iqbal Associate Professor, IBA | Member |
| Dr. Amber Gul Rashid Assistant Professor, IBA | Member |
| Jawwad Ahmed Farid CEO, Alchemy Technologies (Pvt.) Limited | Member |
| Mir Muhammad Ali, CFA Ex-Chief Executive Officer, UBL Fund Managers Limited | Member |

Members of the Board of Advanced Studies and Research

| | |
|---|----------|
| Dr. Farrukh Iqbal Dean & Director | Chairman |
| Dr. Mohammad Nishat Associate Dean FBA | Member |
| Dr. Mahnaz Fatima Professor | Member |
| Dr. Sayeed Ghani Associate Dean, FCS | Member |
| Dr. Qazi Masood Ahmed Professor | Member |
| Dr. Shakeel A. Khoja Professor | Member |
| Dr. Nasir Touheed Professor | Member |
| Dr. Asma Hyder Associate Professor | Member |
| Dr. Imran Rauf Assistant Professor | Member |
| Dr. Junaid Alam Khan Assistant Professor | Member |

Members of the Selection Board

| | |
|---|----------|
| Dr. Farrukh Iqbal Dean & Director, IBA | Chairman |
| Muhammad Saleem Bhourr Chairman, Sindh Public Service Commission | Member |
| Tariq Kirmani Ex-MD, PIA | Member |
| Najmus Saquib Hameed Chairman, The Layton Rahmatullah Benevolent Trust | Member |
| Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd. | Member |
| Fazlullah Qureshi Member, Board of Directors National Rural Support Programme (NRSP) | Member |

Members of the Academic Leadership Team

| | |
|--|----------|
| Dr. Farrukh Iqbal Dean & Director, IBA | Chairman |
| Dr. Muhammad Nishat Associate Dean, FBA | Member |
| Dr. Sayeed Ghani Associate Dean, FCS | Member |
| Dr. Huma Amir Chairperson, Marketing Department | Member |
| Dr. Khadija Bari Chairperson, Economics Department | Member |
| Dr. Shahid Qureshi Chairperson, Mathematical Department | Member |
| Dr. Shahid Mir Program Director, QEC and Chairperson, Management Department | Member |
| Dr. Faiza Mushtaq Chairperson, Social Sciences Department | Member |
| Asad Ilyas Chairperson, Accounting & Law Department | Member |
| Dr. Shakeel Khoja Chairperson, Computer Science Department | Member |
| Dr. Nasir Afghan Program Director, MBA | Member |
| Sharjeel Hasnie Program Director, BBA | Member |
| Dr. Faisal Iradat Program Director, BS, MS and PhD (Computer Science) | Member |
| Saleem Umer Program Director, EMBA | Member |
| Haroon Tabraze Program Coordinator, BS (Accounting) | Member |
| Dr. Adnan Haider Program Coordinator, BS, MS and PhD (Economics) | Member |
| Abdul Wajed Khan Controller of Examinations | Member |

✧ Annex C. Faculty Members Welcomed in 2015-16

Professor Emeritus

Dr. Ishrat Husain obtained the status of Professor Emeritus after his service of 8 years as the Dean & Director of IBA.

| Name | Designation | Date of Joining | Department | Education Details |
|-------------------|------------------------------------|-----------------|---------------------|--|
| Dr. Ishrat Husain | Professor Emeritus & Chairman CEIF | March 10, 2016 | Economics & Finance | PhD , Boston University, USA – 1978 PGD , Harvard University - Stanford University - INSEAD, USA – 1997 MA , Williams College, USA – 1972 |

Full Time

A total of seventeen full time faculty members were inducted during the year 2015-16. Five full time faculty members were inducted into the department of Mathematical Sciences, four in Economics & Finance, four in Social Sciences, three in Management and one in Marketing.

| Name | Designation | Date of Joining | Department | Education Details |
|--------------------------|--|--------------------|--------------------------------------|---|
| Dr. Hilal Anwar Butt | Assistant Professor and Research Fellow - CBER | July 01, 2015 | Economics & Finance | PhD , Hanken School of Economics – 2013 MSc , Hanken School of Economics – 2006 MPA , Quaid-i-Azam University, Islamabad – 2000 |
| Dr. Naveen Zehra Minai | Assistant Professor | August 01, 2015 | Social Sciences & Liberal Arts | PhD , University of California Los Angeles – 2014 BA (Hons) , Loughborough University – 2006 |
| Dr. Wajid H. Rizvi | Assistant Professor | August 20, 2015 | Marketing | PhD , Swansea University, UK – 2014 MBA , IBA (Sukkur Campus) – 2000 |
| Dr. Amana Raquib | Assistant Professor | August 21, 2015 | Social Sciences & Liberal Arts | PhD , University of Queensland – 2014 MA , University of Karachi – 2004 BA (Hons) , University of Karachi – 2003 |
| Dr. Tiago Ferreira Lopes | Assistant Professor | August 31, 2015 | Social Sciences & Liberal Arts | PhD , Lisbon University Lisbon – 2013 BA , Polytechnic Institute of Tomar Abrantes – 2008 |
| Dr. Najam Akber Anjum | Assistant Professor | September 07, 2015 | Management and Adjunct Faculty - CED | PhD , Loughborough University – 2011 MSc , University of Warwick Coventry – 2007 BE , NED Karachi – 2001 |
| Dr. Ashar Saleem | Assistant Professor | January 01, 2016 | Management | PhD , Lahore University of Management Sciences – 2015 MBA , University of Wah – 2006 BE , University of Engineering and Technology Lahore – 1994 |
| Dr. Muhammad Ayaz | Assistant Professor | January 01, 2016 | Management | PhD , Lahore University of Management Sciences – 2015 ME , NED Karachi – 2007 BE , NED Karachi – 2001 |

Members of the Audit & Finance Committee

| | |
|---|----------|
| Zahid Bashir Chairman, The Premier Insurance Co. Pakistan Ltd. | Chairman |
| Dr. Farrukh Iqbal Dean & Director, IBA | Member |
| Wazir Ali Khoja Ex-MD, National Investment Trust | Member |
| Younus Muhammad Bashir President, Karachi Chamber of Commerce & Industry | Member |
| Shahid Shafiq Director, Shahid Shafiq (Pvt.) Ltd. | Member |



Members of the Executive Committee of IBA

| | |
|--|----------|
| Dr. Farrukh Iqbal Dean & Director | Chairman |
| Dr. Sayeed Ghani Associate Dean, FCS | Member |
| Dr. Muhammad Nishat Associate Dean, FBA | Member |
| Dr. Shahid Mir Assistant Professor/Director QEC | Member |
| Capt. (Retd.) Ahmed Zaheer P.N. Registrar | Member |
| Moeid Sultan Director Finance | Member |
| Abdul Wajed Khan Controller of Examinations | Member |
| Imran Batada Director ICT | Member |
| Adnan Hamid Head of HR Department | Member |

These lists are as of June 30, 2016.

| Name | Designation | Date of Joining | Department | Education Details |
|----------------------------|----------------------------|-------------------|---|---|
| Palvashay Sethi | Lecturer | January 15, 2016 | Social Sciences & Liberal Arts | MSc , University of Edinburgh Scotland – 2014 BA (Hons) , University of Essex Colchester – 2013 BA (Hons) , Beaconhouse National University Lahore – 2011 |
| Dr. Asma Hyder | Associate Professor | January 18, 2016 | Economics & Finance | Post Doc , University of Pennsylvania – 2011 PhD , National University of Sciences and Technology, Pakistan & Sussex University – 2007 MPhil , Quaid-i-Azam University Islamabad – 1999 |
| Irum Saba | Assistant Professor - CEIF | February 09, 2016 | Economics & Finance | PhD , INCEIF, Malaysia – In Progress MCom , Islamia University, Bahawalpur – 2004 BA , Allama Iqbal Open University, Islamabad – 2003 BA , Islamia University of Bahawalpur – 2001 |
| Kamal Haq Siddiqi | Director CEJ | March 01, 2016 | Centre for Excellence in Journalism (CEJF) and Social Sciences & Liberal Arts | MSc , London School of Economics – 1995 MA , University of Karachi – 1992 |
| Dr. Danish Ali | Assistant Professor | August 06, 2015 | Mathematical Sciences | PhD , Govt. College University Lahore – 2014 MSc , University of Sargodha – 2008 BSc , University of Sargodha – 2005 |
| Maqsood Alam | Lecturer | August 20, 2015 | Mathematical Sciences | PhD , University of Karachi – In Progress MPhil , University of Karachi – 2005 MSc , University of Karachi – 2002 BSc (Hons) , University of Karachi – 2001 |
| Dr. Mohammad Shoaib Jamall | Assistant Professor | December 01, 2015 | Mathematical Sciences | PhD , University of California, San Diego – 2011 MSc , University of Illinois, Urbana - Champaign Urbana - Champaign – 2006 BE , McGill University, QC – 1998 |
| Dr. Muhammad Sheraz | Assistant Professor | January 16, 2016 | Mathematical Sciences | PhD , University of Bucharest Romania – 2014 Masters , University of Bucharest, Bucharest – 2009 MSc , University of Karachi – 2006 BSc (Hons) , University of Karachi – 2005 |
| Dr. Naveed Ahmad | Assistant Professor | February 04, 2016 | Mathematical Sciences | PhD , Abdus Salam School of Mathematical Sciences, GC University – 2012 MSc , Bahaduudin Zakariya University – 2005 BSc , Islamia University, Bahawalpur – 2002 |

Visiting

A total of thirty-three visiting faculty members were hired during the year 2015-16. Nine visiting faculty members were inducted into the department of Social Sciences and seven in Marketing.

| Name | Date of Joining | Department | Education Details |
|-----------------------|-----------------|--------------------------------|--|
| Muhammad Azfer Naseem | August 21, 2015 | Economics & Finance | EMBA , IBA, Karachi – 2016 CFA , CFA Institute, USA – 2012 BBA , IBA, Karachi – 2008 |
| Zeeshan Atiq | August 21, 2015 | Economics & Finance | PhD , The University of Manchester, UK – 2014 MSc , The University of Manchester, UK – 2011 MAS , University of Karachi – 2001 MA , University of Karachi – 1999 |
| Shumaila Badar | August 21, 2015 | Economics & Finance | BBA , IBA Karachi – 2010 Masters , Tulane University USA – 2013 |
| Alia Hasan | August 21, 2015 | Marketing | MBA , Institute of Business Administration, Karachi – 1998 MSc , University of Karachi – 1980 BSc (Hons) , University of Karachi – 1979 |
| Faisal Jalal | August 21, 2015 | Marketing | PhD , NED University of Engineering and Technology Karachi – In Progress MEM , NED University of Engineering and Technology Karachi BE , NED University of Engineering and Technology Karachi |
| Wajeeha Asim Khan | August 21, 2015 | Marketing | MBA , Lahore University of Management Sciences – 1999 BA , DHA Degree College for Women, Pakistan – 1997 |
| Adnan Ahmed | August 21, 2015 | Marketing | MBA , Institute of Business Administration, Karachi – 1991 BBA (Hons) , Institute of Business Administration, Karachi – 1989 |
| Syed Saeedul Hoda | August 21, 2015 | Marketing | MBA , Institute of Business Administration, Karachi – 2005 MBBS , Sindh Medical College, University of Karachi, Pakistan – 1995 |
| Aliya Iqbal Naqvi | August 21, 2015 | Social Sciences & Liberal Arts | PhD , Harvard University – In Progress MA , Harvard University – 2001 BA (Near Eastern Languages & Civilizations, F.A.S.) – 2000 |
| Kishwer Khan | August 21, 2015 | Social Sciences & Liberal Arts | PhD , University of Karachi – In Progress MA , University of Karachi – 2006 MA , University of Karachi – 1999 BA (Hons) , University of Karachi – 1998 |
| Maria Kamal | August 21, 2015 | Social Sciences & Liberal Arts | MA , Boston University – 2010 MA , University of Karachi – 2007 BA (Hons) , (English), University of Karachi – 2006 |
| Muntasir Sattar | August 21, 2015 | Social Sciences & Liberal Arts | PhD , Teachers College, Columbia University, New York – May 2016 MA , Teachers College, Columbia University, New York – 2006 BA , Reed College, Portland, Oregon – 2002 |
| Farzana Ali | August 21, 2015 | Social Sciences & Liberal Arts | MA , Karachi University, Pakistan – 1974 BA , Kinnaird College, Lahore, Pakistan – 1970 |

| Name | Date of Joining | Department | Education Details |
|------------------------------|------------------|--------------------------------|---|
| Faraz Ahmed Quddusi | January 18, 2016 | Accounting & Law | ACCA – 2008 BSc (Hons) , Oxford Brookes University – 2008 |
| Sayem Ali | January 18, 2016 | Economics & Finance | MSc , University of London – 2000 BS (Hons) , University of London – 1997 |
| Muhammad Anas | January 18, 2016 | Economics & Finance | MBA , IBA, Karachi – 2001 BE , NWFP University of Engineering & Technology – 1993 |
| Dr. Syed Kalim Hyder Bukhari | January 18, 2016 | Economics & Finance | PhD , University of Leicester, UK – 2015 MA , University of Calgary, Canada – 2003 M. Phil , Applied Economics Research Centre, University of Karachi – 2002 MA , The University of Punjab, Lahore – 1996 BA , The University of Punjab, Lahore – 1993 |
| Mirza Sardar Hussain | January 18, 2016 | Management | MES , Yale University, USA – 1991 MBA , IBA, Karachi – 1985 BE , NED, Karachi – 1979 |
| Yasmin Zafar | January 18, 2016 | Marketing | MBA , University of San Francisco, San Francisco, USA – 1990 MBA , IBA, Karachi – 1979 BSc , University of Karachi – 1976 |
| Sabeen Kazi | January 18, 2016 | Marketing | MBA , IBA, Karachi – 2005 BBA , IBA, Karachi – 2004 |
| Sabyn Javeri | January 18, 2016 | Social Sciences & Liberal Arts | PhD , University of Leicester, UK – 2015 Masters , University of Oxford, UK – 2010 BA , St. Joseph's College, Karachi – 1998 |
| Adeem Suhail | January 18, 2016 | Social Sciences & Liberal Arts | PhD , Emory University – In Progress MA , Emory University – 2014 MA , University of Texas at Austin – 2011 BA , University of Texas at Austin – 2009 BS , University of Texas at Austin – 2009 |
| Samina Wahid Perozani | January 18, 2016 | Social Sciences & Liberal Arts | MA , University of Karachi – 2003 BA (Hons) , University of Karachi – 2003 |
| Ayesha Mulla | January 18, 2016 | Social Sciences & Liberal Arts | PhD , The University of Chicago, Chicago, USA – In Progress MA , The University of Chicago, Chicago, USA – 2013 BSc (Hons) , Lahore University of Management Sciences, Lahore, Pakistan – 2008 |
| Altaf Qureshi | June 13, 2016 | Accounting & Law | Master of Laws , Columbia University Law School, USA – 2003 Bachelor of Laws , School of Oriental & African Studies, University of London, UK – 1999 |
| Shabbir Ahsen | June 13, 2016 | Management | PhD , University of Karachi – 1999 |
| Aman U. Saiyed | June 16, 2016 | Accounting & Law | MBA , Georgia State University, USA – 1978 BBA , Georgia State University, Atlanta – 1976 |



| Name | Date of Joining | Department | Education Details |
|--------------------------|-----------------|-----------------------|---|
| Zareen Sharf | August 21, 2015 | Computer Science | PhD (Computer Science), SZABIST – In Progress MS (Computer Science), National University of Computer & Emerging Sciences – 2009 MCS , University of Karachi – 1999 BSc (Hons) , (Physics), University of Karachi – 1997 |
| Dr. Imran Ahmad Siddiqui | August 21, 2015 | Mathematical Sciences | Postdoc , Graz University of Technology – 2012 PhD (Laser Spectroscopy), Graz University of Technology – 2010 MSc (Physics), University of Karachi – 1993 BSc (Physics, Mathematics and Statistics) – 1990 |
| Dr. Zaheeruddin | August 21, 2015 | Mathematical Sciences | PhD (Laser spectroscopy), Technical University Graz, Austria – 2006 MSc (Physics), University of Karachi – 1989 BSc (Hons) (Physics, Statistics & Mathematics), University of Karachi – 1987 |
| Muhammad Najam Uddin | August 21, 2015 | Mathematical Sciences | PhD , University of Karachi – In Progress MPhil , University of Karachi – 2013 MSc (Statistics), University of Karachi – 2008 BSc (Statistics, Mathematics and Physics), Federal Urdu University of Arts, Sciences & Technology – 2005 |
| Nuweda Qamar | August 21, 2015 | Mathematical Sciences | MPhil (Mathematics), University of Karachi – 1989 MSc (Applied Mathematics), University of Karachi – 1975 BSc (Hons) , (Mathematics), University of Karachi – 1974 |

✧ Annex D. Faculty Publications

Impact Factor (ISI) Journals

Faculty of Business Administration:

1. **Dr. Hilal Anwar Butt**, Nader Shahzad Virk, "Liquidity and Asset Pricing: An Empirical Investigation of the Nordic Stock Markets", *European Financial Management*, **Vol: 21, Issue: 4, Page(s): 672-705, Published by: WILEY, United Kingdom, September 17, 2015.**
2. Syed Hasanat Shah, Mohsin Hasnain Ahmed, **Dr. Qazi Masood Ahmed**, "The Nexus between sectoral FDI and Institutional Quality: Empirical Evidence from Pakistan.", *Applied Economics*, **Published by: Routledge Taylor & Francis Online, October 28, 2015.**
3. **Dr. Wali- Ullah**, "Affine Term Structure Model with Macroeconomic Factors: Do No-Arbitrage Restriction and Macroeconomic Factors imply Better Out-of-Sample Forecasts?""", *Journal of Forecasting*, **Published by: John Wiley & Sons, Inc., November 11, 2015.**
4. Khan, Rana Ejaz Ali, **Muhammad Ali Raza**, "Determinants of Malnutrition in Indian Children: New Evidence from IDHS through CIAF", *Quality & Quantity*, **Vol: 50, Issue: 1, Page(s): 299-316, January 01, 2016.**
5. **Dr. Wali- Ullah**, "Evolving Corporate Governance and Firms Performance: Evidence from Japanese Firm", *Economics of Governance*, **Published by: Springer Berlin Heidelberg, March 18, 2016.**
6. Matthew M.C. Allen, Jiajia Liu, Maria L Allen, **Syed Imran Saqib**, "Establishments' Use of Temporary Agency Workers: The Influence of Institutions and Establishments' Employment Strategies", *International Journal of Human Resource Management*, **Vol: 27, Issue: 8, Page(s): 1-24, Published by: Taylor and Francis, United Kingdom, April 25, 2016.**
7. Mina Zamand, **Dr. Asma Hyder**, "Impact of Climatic Shocks on Child Human Capital: Evidence from Young Lives Data", *Environmental Hazards-Human and Policy Dimensions*, **Vol: 15, Issue: 3, Page(s): 246-268, Published by: Taylor & Francis, May 12, 2016.**
8. **Dr. Nausheen Hafeeza Anwar**, "Asian Mobilities and State Governance at the Geographic Margins: Geopolitics and Oil Tales from Karachi to Taftan", *Environment and Planning A*, **Vol: 48, Issue: 6, Page(s): 1047-1063, Published by: Sage Publications, England, May 25, 2016.**
9. Richard M. Friend, **Dr. Nausheen Hafeeza Anwar**, Ajaya Dixit et al. (7 more authors), "Re-Imagining Inclusive Urban Futures for Transformation", *Current Opinion in Environmental Sustainability*, **Vol:20, Page(s): 67-72, Published by: Elsevier, June 01, 2016.**

Faculty of Computer Science:

1. **Shama Siddiqui, Dr. Sayeed Ghani, Khan, Anwar Ahmed**, "A Study on Channel Polling Mechanisms for the MAC Protocols in Wireless Sensor Networks", *International Journal of Distributed Sensor Networks*, **Vol: 2015, Published by: Hindawi, Cairo, Egypt, November 24, 2015.**
2. Ambreen Insaf, **Dr. Zaheer Uddin**, Mirza Salman Baig, Taufeeque Rauf, Muhammad Shahzad, Salman Ahmed Khan, "Estimation of Various Tidal Parameters and Possibility for Harnessing Tidal Energy along the Southeast Coastal Area of Karachi, Pakistan", *Science International - Lahore*, **Vol: 28, Issue: 1, Page(s): 187-193, Published by: Publications International, Lahore, Pakistan, January 01, 2016.**
3. Muhammad Ahsan Binyamin, Hasan Mahmood, **Dr. Junaid Alam Khan**, Rabia, Khawar Mehmood, "Characterization of Uni-Modal Parametric Plane Curve Singularities", *Journal of Algebra and Its Applications*, **Published by: World Scientific, March 28, 2016.**
4. Saleha Raza, **Dr. Sajjad Haider**, "Using Imitation to Build Collaborative Agents", *ACM Transactions on Autonomous and Adaptive Systems*, **Vol: 11, Issue: 1, Page(s): 1-21, Published by: ACM, United States, April 01, 2016.**
5. Laurentius Windholz, Bronislaw Arcimowicz, **Dr. Zaheer Uddin**, "Revised energy levels and hyperfine structure constants of Ta II", *Journal of Quantitative Spectroscopy & Radiative Transfer*, **Vol: 176, Page(s): 97-121, Published by: ScienceDirect, June 30, 2016.**

Journal - ERA

Faculty of Business Administration:

1. Tahir Mumtaz Malik, **Dr. Rameez Khalid**, Ali Zulqarnain, Syed Amir Iqbal, "Cost of Quality: Findings of a Wood Products' Manufacturer", *The TQM Journal*, **Vol: 28, Issue: 1, Page(s): 2-20, Published by: Emerald, January 01, 2016.**
2. **Usman Nazir**, Davis, Hugh, Harris, Lisa, "First Day Stands Out as Most Popular Among MOOC Leavers", *International Journal of e-Education, e-Business, e-Management and e-Learning*, **Vol: 5, Issue: 3, Page(s): 173-179, Published by: IJEEEE, Singapore, Singapore, September 25, 2015.**

Faculty of Computer Science:

1. Sara Azhar, **Dr. Javed Iqbal**, "Pricing of Foreign Exchange Risk and Market Segmentation: Evidence from Pakistan's Equity Market", *Journal of Asian Economics*, **Vol: 43, Page(s): 37-48, Published by: Elsevier, Amsterdam, Netherlands, March 28, 2016.**
2. **Hamida Ali, Dr. Sayeed Ghani**, "A Comparative Analysis of Protocols for Integrating IP and Wireless Sensor Networks", *Journal of Networks*, **Vol: 11, Issue: 1, Page(s): 1-10, Published by: Academy Publisher, Finland, January 01, 2016.**

Journal - Other International

Faculty of Business Administration:

1. **Dr. Nadya Qamar Chishty Mujahid**, "One Woman has Completely Changed Education in Pakistan", Muftah, **Published by: Muftah, December 04, 2015.**
2. Nader Shahzad Virk, **Dr. Hilal Anwar Butt**, "Specification Errors of Asset-Pricing Models for a Market Characterized by Few Large Capitalization Firms", *Journal of Economics and Finance*, **Vol: 40, Issue: 1, Page(s): 68-84, Published by: SpringerLink, United States, January 01, 2016.**
3. **Dr. M. Shahid Qureshi**, Saadat Saeed, Syed Waleed Mehmood Wasti, "The Impact of Various Entrepreneurial Interventions During the Business Plan Competition on the Entrepreneur Identity Aspirations of Participants", *Journal of Global Entrepreneurship Research*, **Published by: Springer Open, March 30, 2016.**
4. **Dr. Zeenat Ismail**, Ismat Basheer, Jehanzeb Hassan Khan, "To Study the Teachers Attitude Towards Inclusion of Special Needs Children into Primary-Level Mainstream Schools in Karachi", *European Journal of Social & Behavioural Sciences (EJSBS)*, **Vol: XVII (195), Issue: Aug 2016, Page(s): 2177-2196, Published by: Future Academy -2016, Istanbul, Turkey, May 01, 2016.**

Faculty of Computer Science:

1. Rizwan Raheem Ahmed, Mehmood Hanif, **Yaseen Ahmed Meenai**, "Relationship b/w Demographic and Internet Usage", *Journal of Information Engineering and Applications*, **Vol: 5, Issue: 10, Page(s): 32-38, Published by: ISSN 2224-5782 (print) ISSN 2225-0506, November 01, 2015.**

Case - Numbered

Faculty of Business Administration:

1. **Lalarukh Ejaz, Dr. Amber Gul Rashid, Dr. Khadija Malik Bari**, "The Express Tribune: Touching the Tricky Price Point", *Emerald Emerging Markets Case Studies Collections*, **Vol: 5, Issue: 3, Page(s): 1-12, Published by: Emerald Insight, August 12, 2015.**
2. **Farah Naz Baig, Dr. Amber Gul Rashid**, "Baker Street", *Emerald Emerging Markets Case Studies*, **Vol: 6, Issue: 1, Page(s): 1-22, Published by: Emerald, January 31, 2016.**
3. **Nyla Aleem Ansari**, "Downsize or Rightsize? Changing KESC to K-ELECTRIC--Case A", *Emerald Emerging Markets Case Studies*, **Vol: 6, Issue: 1, Page(s): 1-26, Published by: Emerald Group Publishing Limited, Bingley, England, May 02, 2016.**

Journal - National

Faculty of Business Administration:

1. **Dr. M. Shahid Qureshi**, "Framework for the Assessment of an Entrepreneurial Orientation of the University", Science International, **Issue: 3, Page(s): 2481-2487, Published by:** Publications International, Lahore, Pakistan, July 16, 2015.
2. **Dr. Asma Hyder**, Zafar Mahmood, "Women at Frontline during the Flood Catastrophe: A Case Study from Pakistan", Pakistan Journal of Women Studies, **Vol: 22, Issue: 2, September 01, 2015.**
3. Muhammad Nadeem Khan, **Dr. Saqib Sharif**, "Capital Structure Theories and Leverage Behaviour of Pakistani Firms", Journal of Independent Studies and Research-Management, Social Sciences and Economics (JISR-MSSE), **Vol: 14, Issue: 2, Published by:** SZABIST, Karachi, Karachi, Pakistan, October 27, 2015.
4. Rana Ejaz Ali Khan, **Dr. Khadija Malik Bari**, Sultan Mehmood, "Women Education and Empowerment: The Implications of Child Vaccination in Pakistan", Journal of Educational Research, **Vol: 19, Issue: 1, Page(s): 10-23, Published by:** Dept. of Education, Islamia University, Bahawalpur, Pakistan, October 31, 2015.
5. Munazza Khoso, Syed Muhammad Zeeshan Haider Zaidi, Syed Hasan Danish, **Dr. Minhaj A. Qidwai**, Farah Ahmad, "Awareness of Donors Regarding Blood Borne Diseases", Medical Channel, **Vol: 21, Issue: 4, Page(s): 51-54, Pakistan, October 31, 2015.**
6. **Dr. Nadya Qamar Chishty Mujahid**, "Invited Book Review of Donna Tartt's 'The Secret History'", IBA Business Review, **Vol: 10, Issue: 2, Published by:** Institute of Business Administration, Karachi, Pakistan, December 31, 2015.
7. **Sana Tauseef**, "Unexpected Quarterly Earnings Announcements, Firm Size and Stock Price Reaction", Pakistan Business Review, **Vol: 17, Issue: 4, Published by:** IOBM, Karachi, Pakistan, January 01, 2016.
8. Muhammad Waseem Shaikh, Farah Ahmad, Gulnaz Shaikh, Syed Hasan Danish, Kirpal Das Makheja, **Dr. Minhaj A. Qidwai**, "Frequency of Depressive and Anxiety Symptoms among Patients on Interferon and PEGylated Interferon", Pakistan Journal of Medicine and Dentistry, **Vol: 5, Issue: 1, Page(s): 3-10, Published by:** Ziauddin University, Karachi, Pakistan, January 31, 2016.
9. **Dr. M. Shahid Qureshi**, Dr. Farooq-e-Azam Cheema, Sana Fawad, "An Exploratory Study of Entrepreneurial Centers in Pakistan: An Untapped Market Opportunity", Papers accepted for publication at IBT-Journal of Business Studies volume 11.2. An HEC Y Category Journal of IBT, Institute of Business & Technology, Karachi, Pakistan, **Vol: 11, Issue: 2, Page(s): 16-28, Published by:** IBT JBS, Karachi, Pakistan, February 16, 2016.
10. Amanullah Aman, **Dr. Saqib Sharif**, Imtiaz Arif, "Comparison of Islamic Banks with Conventional Banks: Evidence from an Emerging Market", Journal of Management Sciences, **Vol: 3, Issue: 1, Page(s): 13-22, Published by:** Geist Science, Karachi, Pakistan, March 30, 2016.
11. Muhammad Ahmar Jamal, Anoop Dawani, Syed Hasan Danish, **Dr. Minhaj A. Qidwai**, Farah Ahmad, "Determinants of Employee Satisfaction: A Survey of Healthcare Workers of a Group of Hospitals in Karachi", Pakistan Journal of Medicine and Dentistry, **Vol: 5, Issue: 2, Page(s): 23-28, Published by:** Ziauddin University, Karachi, Pakistan, June 01, 2016.

Faculty of Computer Science:

1. M. Asif Siddiqui, **Dr. Zaheer Uddin**, S. Naseem Shah, "Surface Behavior and Thickness Measurement of Free Standing Thin Film of Liquid Crystal Compound Biphenyl (E7)", Journal of Basic and Applied Science, **Vol: 12, Page(s): 118-121, Published by:** Lifescience Global, Karachi, Pakistan, February 02, 2016.
2. Syed Mansoor Naqvi, **Dr. Zaheer Uddin**, Zafar Sajjad, Imran Ahmed Siddiqui, Amjad Hussan, "Radiation Dose Distribution Measurements of kilo-Voltage Photons using Optically Stimulated Luminescence Detectors (OSLs) in Radiological Procedures", Journal of Basic and Applied Science, Karachi, **Vol: 12, Page(s): 258-268, Published by:** Lifescience Global, Karachi, Pakistan, June 29, 2016.

Conferences

International

Faculty of Business Administration:

1. **Yasmin Zafar**, "Investigation of Consumer Motives for Purchase of Cotton (Lawn) Fabric as a Fashion Statement: Case of Pakistani Female Sentiment", 2015 Cambridge Business & Economics Conference, **Published by:** ABER; Oxford Journal; CCSJ, Cambridge, England, July 01, 2015 – July 02, 2015.
2. **Usman Nazir**, Hugh Davis, Lisa Harris, "Input on MOOC Forums is Dominated by Completers", 7th International Conference on Education and New Learning Technologies, **Vol: 2015, Page(s): 4003-4009, Published by:** The International Association for Technology, Education and Development (IATED), Barcelona, Spain, July 06, 2015 – July 08, 2015.
3. **Dr. M. Shahid Qureshi**, "Show Cases of Entrepreneurial University Ecosystems for Supporting Student Startups", Academy of Management 2015 Annual Meeting, **Published by:** Academy of Management, Vancouver, Canada, August 07, 2015 – August 11, 2015.
4. **Dr. Zeenat Ismail**, "To Study the Teachers Attitude Towards Inclusion of Special Needs Children into Primary-Level Mainstream Schools in Karachi", International Conference on Education and Educational Psychology (ICEEPSY) 2015, **Published by:** ICEEPSY -2015, Istanbul, Turkey, October 13, 2015 – October 17, 2015.
5. **Dr. Huma Amir**, "Impact of User-generated versus Firm-generated Content on Purchase Intention of High versus Low Involvement Products", 2015 INFORMS Annual Meeting, **Published by:** INFORMS, Philadelphia, United States, November 01, 2015 – November 04, 2015.
6. **Syed Imran Saqib**, "Developing a Conceptual Model to Map the Perceptions of HRM Effectiveness in Young Professionals: The Case of the Emerging Economy of Pakistan", Global Strategy and Emerging Markets Conference (GSEM), Published by: University of Miami, Miami, United States, January 06, 2016 – January 08, 2016.
7. **Dr. Zeenat Ismail**, "Judging Products by Their Labels: Effects of Package Labelling on Consumer Perceptions of Quality in Karachi", 5th Asian Management Research and Case Conference, AMRC: Internationalizing Asian Businesses, **Published by:** 5th Asian Management Research and Case Conference, UAE, United Arab Emirates, January 16, 2016 – January 18, 2016.
8. **Nyla Aleem Ansari**, "Creating Healthy Work Places: Understanding Linkages between Implicit and Explicit Sex Stereotypes and Prescriptive Attributes of Female Leaders (A research case study of Pakistani professional women (mothers))", 5th Asian management Research and Case (AMRC) Conference: Internationalizing International Businesses, **Page(s): 86, Published by:** AMRC-- book of abstracts, Dubai, United Arab Emirates, January 16, 2016 – June 18, 2016.
9. **Dr. Wali- Ullah, Dr. Mohammad Nishat**, "Stock and Bond Market Assimilation: A Bivariate GARCH with DCC Approach", Proceedings of 5th Asian Management Research and Case Conference (AMRC), **Published by:** University of Wollongong Dubai (UOWD), Dubai, January 16, 2016 – January 18, 2016.
10. **Mehwish Ghulam Ali**, Anil Saleem Thawar, Siddiqua Alibhai, "Impact of women empowerment on attitudes towards intimate partner violence", Economics and Biology of Contests Conference 2016, **Published by:** Queensland University of Technology Brisbane, Brisbane, Australia, February 27, 2016 – February 28, 2016.
11. **Dr. Muhammad Ayaz**, Junaid Ashraf, "Contesting 'Precariousness': A Study of Changing Employment Relations in Pakistan's Garment Manufacturing Industry", The 33rd International Labour Process Conference, **Published by:** WZB, Berlin, Germany, April 04, 2016 – April 06, 2016.
12. **Lalarukh Ejaz**, Mine Karatas-ozkan, Vadim Grinevich, Dr. Amber Gul Rashid, "Informal Entrepreneurship, Pakistani Women and Extreme Institutional Voids - A Research Agenda", EURAM 2016, **Published by:** EURAM, Paris, France, June 01, 2016 – June 04, 2016.

Faculty of Computer Science:

1. Syed Taqi Abbas, Zainab Ahmed, Ali Inam, **Dr. S.M. Faisal Iradat**, "Study on Localization of Moving Objects using Wireless Sensor Networks", International Conference on Information and Communication Technology Convergence (ICTC), **Published by:** IEEE, Jeju, Korea, Republic of, October 28, 2015 – October 30, 2015.
2. Rizwan Raheem Ahmed, Jolita Vveinhardt, **Yaseen Ahmed Meenai**, "An Empirical Analysis of Casual Relationship b/w Stock Prices and Real Sector of the Pakistan Economy", 26th International Business Information Management Association (IBIMA), **Vol: 8, Page(s): 337, Published by:** Proceedings of 26th IBIMA - 2015 Conference, Madrid, Spain, November 11, 2015 – November 12, 2015.
3. Rizwan Raheem Ahmed, Jolita Vveinhardt, **Yaseen Ahmed Meenai**, Tariq Jalees, "Impact of the Work-Related Stress and Job Burnout in Private Educational Institutions and Universities", 8th annual International Conference of Education, Research and Innovation, ICERI2015 Proceedings, **Page(s): 4718-4727, Published by:** IATED, Seville, Spain, November 16, 2015 – November 18, 2015.
4. **Samita Bai, Sharaf Hussain, Dr. Shakeel Ahmed Khoja**, "A Framework for Focused Linked Data Crawler using Context Graphs", International Conference on Information and Communication Technologies (ICICT), **Page(s): 1-6, Published by:** IEEE XPLORE, Karachi, Pakistan, December 12, 2015 – December 13, 2015.
5. **Sharaf Hussain, Samita Bai, Dr. Shakeel Ahmed Khoja**, "Efficient Applications for Mathematical Resources on Web", Proceedings of the 10th INDIACOM, **Published by:** IEEE, New Delhi, India, March 16, 2016 – March 18, 2016.
6. **Samita Bai, Sharaf Hussain, Dr. Shakeel Ahmed Khoja**, "A Hybrid Linked Data Query Execution Approach using Backlinks", Proceedings of the 10th INDIACOM, **Published by:** IEEE, New Delhi, India, March 16, 2016 – May 18, 2016.
7. **Shama Siddiqui, Dr. Sayeed Ghani**, "A Study on Channel Polling Mechanisms for Wireless Sensor Networks", 13th International Conference on Frontiers of Information Technology, FIT 2015, **Published by:** Comsats, Islamabad, Pakistan, December 14, 2015 – December 16, 2015.

National

Faculty of Business Administration:

1. **Mehwish Ghulam Ali**, Anil Saleem Thawar, Siddiqua Alibhai, "Impact of Women Empowerment on Attitudes towards Intimate Partner Violence", International Conference on Women in Development, Karachi, Pakistan, November 11, 2015 – December 11, 2015.
2. Muhammad Farhan, **Dr. Saqib Sharif**, "Impact of Firm Size on Stock Returns at Karachi Stock Exchange", National Symposium on Business, Management and Education 2015 - NSBME 2015, **Published by:** Iqra University, Karachi, Pakistan, November 21, 2015 – November 22, 2015.
3. Shafaque Fatima, **Dr. Saqib Sharif**, "Higher Education and Unemployment: Rural Urban Dichotomy", National Symposium on Business, Management and Education 2015 - NSBME 2015, **Published by:** Iqra University, Karachi, Pakistan, November 21, 2015 – November 21, 2015.
4. **Dr. Huma Naz Siddiqui Baqai**, "Think Tanks in China and Pakistan- A Collaborative Approach", Fourth session of International Conference on the "Role of Think Tanks in Promoting Regional Peace and Development", **Published by:** Institute of Strategic Studies Islamabad, Islamabad, Pakistan, November 28, 2015 – November 29, 2015.
5. Azad Ahmad, **Dr. M. Shahid Qureshi**, Mohammad Talha, "Investment Opportunities in Livestock and Meat in Pakistan", National Research Conference on Management and Business, **Published by:** SZABIST, Karachi, Pakistan, December 15, 2015 – December 15, 2015.
6. Asma Chang, **Dr. M. Shahid Qureshi**, "Women Entrepreneurs in Pakistan: A Qualitative Study Using Multiple Case Design Method to Study the Application of Effectuation Model.", National Research Conference on Management and Business, **Published by:** SZABIST, Karachi, Pakistan, December 15, 2015 – December 16, 2015.
7. Saba Saleem, **Dr. Wali- Ullah**, "Risk Assessment of Islamic Stock Portfolios with CAPM and Multifactor Asset Pricing Model", Islamic Finance Banking & Business Ethics Global Conference (IFBBE 2016), **Published by:** LUMS, Lahore, Pakistan, March 26, 2016 – March 27, 2016.
8. **Dr. Wali- Ullah**, Saba Saleem, "Idiosyncratic Volatility and Asset Pricing in Emerging Markets: Case of Karachi Stock Market", 5th International Applied Business Research Conference (IABRC), **Published by:** International Islamic University, Islamabad, Pakistan, May 15, 2016 – May 18, 2016.

Faculty of Computer Science:

1. **Dr. Javed Iqbal**, "Does Gold Hedge Stock Market, Inflation and Exchange Rate Risk: An Econometric Investigation", 7th South Asian International Conference, **Published by:** Comsats Institute Dept. of Management Sciences, Islamabad, Pakistan, August 19, 2015 – August 21, 2015.
2. Arbab Wajid Khan, **Anwar Ahmed Khan**, Abdul Basit, Shama Siddiqui, Abdus Salam, "Achieving Energy Efficiency in Body Area Networks (BAN's) through Avoiding Spatially Correlated Contention", International Conference on Information and Communication Technologies (ICICT), **Published by:** IEEE, Karachi, Pakistan, December 12, 2015 – December 13, 2015.
3. **Nida Sadaf Khan**, Maira Ata, **Dr. Quratulain Nizamuddin Rajput**, "Identification of Opinion Leaders in Social Networks", 2015 International Conference on Information and Communication Technologies (ICICT), **Published by:** IEEE, Karachi, Pakistan, December 12, 2015 – December 13, 2015.
4. **Nida Sadaf Khan**, Maira Ata, **Dr. Quratulain Nizamuddin Rajput**, "Identification of Opinion Leaders in Social Network", The 6th International Conference on Information and Communication Technologies in the proceeding of ICICT 2015, Karachi, Pakistan, December 12, 2015 – December 13, 2015.

Book Chapters

Faculty of Business Administration:

1. **Dr. Nausheen Hafeeza Anwar**, "The Bengali Can Return to His Dsh but the Burmi Can't Because He Has No Dsh': Dilemmas of Desire and Belonging amongst the Burmese-Rohingya and Bangladeshi Migrants in Pakistan", in Baas M. (Ed.) Transnational Migration and Asia: The Question of Return, **Page(s): 157-178, Published by:** Amsterdam University Press, Netherlands Antilles, July 01, 2015.
2. **Dr. Amana Raquib**, "Maqasid al Shariah: A Traditional Source for Ensuring Design and Development of Modern Technology for Humanity's Benefit", in "Islamic Perspectives on Science and Technology" (eds. M. H. Kamali et al.), **Page(s): 143-167, Published by:** Springer, Singapore, Singapore, April 26, 2016.
3. Aijaz Ahmed Arian, Zahid Hussain, **Dr. Wajid H. Rizvi**, Muhammad Saleem Vighio, "Evaluating Usability of M-Learning Application in the Context of Higher Education Institute", Learning and Collaboration Technologies, **Vol: 9753, Page(s): 259-268, Published by:** SpringerLink, United States, June 21, 2016.

IBA Publications

1. **Dr. Tufail Qureshi**, Editor: IBA Business Review, **Vol: 10, No: 1, Published by:** IBA, Karachi, Pakistan, July 2015.
2. **Dr. Mohammed Nishat**, Editor: IBA Business Review, **Vol: 11, Issue: 1, Published by:** IBA, Karachi, Pakistan, June 2016.



✧ Annex E. Centre for Excellence in Islamic Finance (CEIF) Activities

Summary of Training Programs

| Month | Training Title | Duration | No. of Attendees |
|---------------|---|----------|------------------|
| January 2016 | Introduction to Islamic Finance | 3 | 31 |
| February 2016 | Shariah Audit | 1 | 31 |
| March 2016 | Shariah Corporate Governance for Board of Directors of IFIs | 1 | 59 |
| April 2016 | Shariah Governance Framework for IFI's | 1 | 35 |
| May 2016 | Introduction to Islamic Finance | 3 | 23 |
| May 2016 | Islamic Finance – Mechanisms and Practices | 5 | 54 |
| May 2016 | Global Perspective on Islamic Finance Business | 2 | 29 |
| May 2016 | Understanding Takaful | 1 | 24 |
| June 2016 | Islamic Finance for Women Entrepreneurs | 1 | 48 |
| June 2016 | Anatomy of Sukuk | 1 | 39 |

Public Seminars

- Islamic Finance - Potential and Opportunities – IBA CEIF conducted a seminar for public awareness where a Panel of experts was invited including Dr. Ishrat Husain, Deputy Governor, Saeed Ahmad, Irfan Siddiqui, CEO Meezan Bank and Dr. Muhammad Imran Usmani, Resident Shariah Board Member, Meezan Bank. The session was moderated by Director CEIF.

Forums and Discussions (Industry Linkages)

Product Development and Shariah Compliance Forum

- “Islamic Finance – the Global Perspective” with Badlisyah A. Ghani, EX CEO CIMB Bank, Chairman Yassar Foundation
- Inaugural Product Development and Shariah Compliance Forum with Dr. Akram Laldin, Executive Director, ISRA.

Distinguished Leadership Dialogue

- “Sukuk – Issues and Challenges” with Sheikh Esam M. Ishaq Shariah Board Chairman of various Islamic Banks
- Inaugural session of the Distinguished Leadership Dialogue with Dr. Hamed Merah, Secretary General, AAOIFI
- “A Road Map for the Industry” Round Table with IRTI

Local and Foreign Linkages:

MoUs signed with

- Islamic Research and Training Institute, Malaysia (IRTI)
- International Shariah Research Academy, Malaysia (ISRA)
- Pak Qatar Family & General Takaful Limited, Karachi, Pakistan (PQF & GTL)
- International Centre for Education in Islamic Finance, Malaysia (INCEIF)

✧ Annex F. Centre for Executive Education (CEE) Activities

Summary of Programs Held in CEE During 2015-16

| Program | July to December 2015 | January to June 2016 |
|--|--------------------------|---------------------------|
| Open Enrollment Programs | 18 Workshops | 21 Workshops |
| Client Specific Programs | 5 Clients - 22 Workshops | 11 Clients - 23 Workshops |
| MoUs/Agreements/Memberships | 1 MoU, 3 Memberships | 1 MoU, 1 Membership |
| Brain Storming Sessions/Seminars/Video Conferences | 5 Video Conferences | 5 Video Conferences |
| Orientation of PGD | - | 1 Ceremony |

Open Enrolment Workshops

| Workshop | Duration (days) | No of Participants |
|--|-----------------|--------------------|
| Project Management (Module 1) | 5 | 23 |
| Building Strong Pharma Brands | 3 | 31 |
| Factory Management | 2 | 15 |
| Blue Ocean Strategy for Entrepreneurs and Family Businesses in collaboration with The Madinah Institute of Leadership and Entrepreneurship | 2 | 51 |
| Finance for Non-Finance Executives | 2 | 18 |
| GS1 Academic Certificate Program | 1 | 15 |
| High Performance Leadership Skills in collaboration with Indian school of Business (ISB) | 3 | 7 |
| Presentation Skills: Masterclass | 2 | 11 |
| Cost of Quality | 2 | 9 |
| Writing Techniques: A Strategic Approach | 2 | 15 |
| Financial Modeling (Module 1) | 1.5 | 24 |
| Financial Modeling (Module 2) | 1.5 | 26 |
| Managerial Communication-Strategies for Success | 2 | 23 |
| Financial Modeling (Module 3) | 1.5 | 8 |
| HR as Strategic Business Partner | 3 | 12 |
| Director's Training Program (Module 1) | 2 | 7 |
| Project Management | 5 | 17 |
| Sales Force Management | 2 | 19 |
| Negotiation Conflict & Resolution Skills | 2 | 23 |
| MASTERCLASS Law & Practice for Commercial Lawyers | 2 | 23 |
| MASTERCLASS on Industrial Relations | 2 | 21 |
| Security Risk & Crisis Management | 1 | 29 |
| Finance for Non- Finance Executive | 2 | 11 |

Open Enrolment Workshops – Skill Development Program

| Workshop | Duration (days) | No of Participants |
|---|-----------------|--------------------|
| Writing Techniques | 2 | 9 |
| Factory Management | 2 | 16 |
| Best Practices in Internal Auditing | 2 | 29 |
| Discovering Leadership through Self Analysis | 2 | 16 |
| Financial Modeling – Module I | 1.5 | 22 |
| Financial Modeling – Module II | 1.5 | 17 |
| Financial Modeling – Module III | 1.5 | 8 |
| Compensation & Benefits Management | 2 | 27 |
| Balanced Scorecard | 2 | 14 |
| Building Strong Pharma Brands | 3 | 15 |
| Applicative Six Sigma GREEN BELT LEVEL with Project | 3 | 11 |
| Directors' Training Program – Module 1 | 2 | 21 |
| Project Management – Module 1 | 5 | 13 |
| Directors' Training Program – Module 2 | 2 | 22 |
| Strategic Project Management | 3 | 6 |
| HR as Strategic Business Partner | 3 | 14 |

| Workshop | No. of Hours | | |
|-----------------------------------|--------------|--|----|
| | | Successful Business Communication | 48 |
| | | Pro at MS EXCEL | 48 |
| Computer Graphics Designing | 54 | Power Talking | 10 |
| Analysis of Financial Statements | 12 | Human Capital Management in SAP | 18 |
| Interactive English | 36 | Teachers Training Workshop on Building Emotional Intelligence & Optimism | 11 |
| Power Talking | 09 | Interactive English | 36 |
| Computer Graphics Designing | 24 | Microsoft Excel for Data Analyst | 16 |
| Pro at MS EXCEL | 48 | Interpersonal Skills | 16 |
| Successful Business Communication | 48 | ESL Teachers Capacity Building Program | 24 |
| Skills Development of Teachers | 16 | Basics of Accounting Information system in ERP Environment | 12 |
| SAP ERP Financials | 39 | SAP ERP Financials | 36 |
| Web Designing | 32 | Effective Public Speaking | 10 |
| Interpersonal Skills | 16 | | |

Open Enrolment Workshops – Family Business

| Date | Managing Family Business Series | Workshop No. | Location | Duration (days) | No of Participants |
|------------------------|---|--------------|----------|-----------------|--------------------|
| August 26 & 27, 2015 | Managing Family Businesses: How to manage people? Different people need different treatment | 7th Workshop | Lahore | 1.5 days | 54 |
| August 28 & 29, 2015 | Managing Family Businesses: How to manage people? Different people need different treatment | 7th Workshop | Karachi | 1.5 days | 05 |
| February 02 & 03, 2016 | Managing Family Business – What goes in making a better business? Workshop The role of strategy & the options we have | 8th Workshop | Lahore | 1.5 days | 53 |



Client-Specific Programs

| Description | Client | Duration (days) | No of Participants |
|--|--------------------------------------|-----------------|--------------------|
| Technical Writing | Pakistan Refinery Limited | 2 | 12 |
| Leadership (Batch 1) | Pakistan Refinery Limited | 3 | 15 |
| Winning in Turbulent Times (Batch 1) | Unilever | 4 | 40 |
| Leadership (Batch 2) | Pakistan Refinery Limited | 2 | 10 |
| Project Management | AKU | 3 | 36 |
| Leadership (Batch 3) | Pakistan Refinery Limited | 3 | 10 |
| Winning in Turbulent Times (Batch 2) | Unilever | 60 | 40 |
| Winning in Turbulent Times (Batch 3) | Unilever | 1 | 40 |
| Client-Specific Diploma in Business Administration | Atlas | 1 | 28 |
| A Customer Service Mindset (Batch 1) | IBA | 3 | 38 |
| A Customer Service Mindset (Batch 2) | IBA | 3 | 38 |
| Winning in Turbulent Times (Batch 4) | Unilever | 3 | 40 |
| Winning in Turbulent Times (Batch 5) | Unilever | 2 | 42 |
| Supply Chain & Sales Management (Batch 1) | Engro Fertilizers | 2 | 32 |
| Leadership (Batch 4) | Pakistan Refinery Limited | 3 | 10 |
| Written Communication | NIBAF | 3 | 27 |
| Study Skills Course | Australian Awards Pakistan | 2 | 17 |
| Indigenous on Campus Training Program | HEC | 2 | 106 |
| On the Job Coaching & Sales Management | Highnoon | 2 | 40 |
| On the Job Coaching & Sales Management | Highnoon | 2 | 40 |
| On the Job Coaching & Sales Management | Highnoon | 4 | 36 |
| On the Job Coaching & Sales Management | Highnoon | 3 | 40 |
| Directors' Training Program | TPL | 2 | 13 |
| Sales Management | Engro Fertilizers | 2 | 30 |
| Talent Grooming Workshop | HEC USAID | 2 | 105 |
| Negotiation Conflict & Resolution Skills | NIBAF | 3 | 25 |
| Senior Management Training Course | Pakistan Customs Service | 2 | 23 |
| Directors' Training Program | Meezan Bank Limited | 4 | 15 |
| Negotiation & Conflict Resolution Skills | Pakistan Customs Service | 2 | 20 |
| Directors' Training Program | Habib Bank Limited | 2 | 30 |
| Media Handling | Pakistan Customs Service | 2 | 30 |
| Strategic Leadership & Management | Hira Foundation School (Darul uloom) | 2.5 | 16 |
| Train the Trainer | Hira Foundation School (Darul uloom) | 2.5 | 20 |
| Marketing Excellence Program (Batch 1) | Hilton Pharma Limited | 3 | 25 |
| Marketing Excellence Program (Batch 2) | Hilton Pharma Limited | 3 | 25 |
| First Line Managers Batch 1 | Martin Dow | 2.5 | 40 |
| First Line Managers Batch 2 | Martin Dow | 4.5 | 32 |

| Description | Client | Duration (days) | No of Participants |
|--|-----------------------|-----------------|--------------------|
| Marketing Excellence Program | Hilton Pharma Limited | 3-5 | 24 |
| Leadership and Change Management (HEC-TESP) | HEC – TESP | 3-5 | 125 |
| Human Resource Management & Socialization of HR (HEC-TESP) | HEC – TESP | 3-5 | 90 |
| Project Planning, Implementation & Evaluation (HEC-TESP) | HEC – TESP | 3-5 | 100 |
| Introducing the Concept of Intellectual Property and IP Road Show (HEC-TESP) | HEC – TESP | 2 | 95 |
| Teach Staff/Faculty/ORICs to develop & Assess Research Proposals (HEC-TESP) | HEC – TESP | 3 | 100 |
| Financial Management (HEC-TESP) | HEC – TESP | 4 | 90 |
| IT Management (HEC-TESP) | HEC – TESP | 2 | 111 |

Client Specific Workshops – Skill Development Program

| Workshop | Client | Hours |
|---------------------------------------|---|-------|
| Marketing Excellence Program | Sami Pharmaceuticals | 72 |
| Microsoft Excel | Public Financial Management, Support Program for Pakistan | 96 |
| School Leadership Development Program | Aga Khan Education Services, Pakistan (AKESP) | 120 |
| Successful Business Communication | Sindh Workers Welfare Board (Education Services) | 50 |
| Written Communication | NIBAF, State Bank of Pakistan | 48 |



✱ Annex G. Highlights of Completed Projects 2015-16

During 2015-16, five new projects were completed in Main Campus and one in City Campus.

COMPLETED PROJECTS

| Projects | Location | Cost in PKR Millions | Date of Initiation | Date of Completion |
|---|-------------|--|--------------------|--------------------|
| External Lighting System | Main Campus | 16 | January-2015 | March 2016 |
| Mian Abdullah Library renovation and upgradation | Main Campus | 127 (Financial closure under process) | 2011 | September 2015 |
| NBP Technology Center(MP) Building renovation & upgradation | Main Campus | 10 | September 2014 | December 2015 |
| Aman Tower | City Campus | 1100 | 2011 | December 2015 |
| OBS Courtyard | Main Campus | Donor funded and executed | 2015 | 2015 |
| Women's Prayer Hall renovation and upgradation | Main Campus | Donor funded and executed | 2015 | 2015 |

PROJECTS IN PROGRESS

| Projects | Location | Cost in PKR Millions | Date of Initiation | Date of Completion |
|-------------------------------|-------------|-------------------------------|--------------------|--------------------|
| External Development | Main Campus | 100 (Under Financial closure) | July 2012 | December 2016 |
| IBA Clinic | Main Campus | 15 | 2015 | December 2016 |
| IBA Entrance Gate | Main Campus | 5 | Under procurement | December 2016 |
| Boundary Wall and Watchtowers | Main Campus | 15 | 2016 | December 2017 |
| Transport Facilities Building | Main Campus | 10 | Under procurement | - |
| External Development | City Campus | 20 | Under procurement | - |

Details of Completed Projects 2015-16:

Mian Abdullah Library Renovation and Upgradation

- Covered Area 27,000 sqft
- Collaborative Learning
- Multimedia Learning
- Coffee Area
- Laptop Friendly Space
- Individual Study Space
- Leisure Learning Space
- Book Stack Area
- Training and Instruction Room
- Archive Room
- Staff Learning and Book Processing
- PhD Scholar Space
- Centralized Air-conditioning System

NBP Technology Center (MP Building) Renovation and Upgradation

Ground Floor

- ICT Data Center
- Server Room
- IT Staff Offices
- IBA Consumable Stores

First Floor

- IBA Projects Department Offices
- Maintenance Department Offices

Class Rooms & Breakout Rooms (3rd Floor)

- 4 Classrooms X 32 seats/room = 128
- 8 Breakout room X 8 seats/room = 64 (with folding partitions)

CEE, Class Rooms (4th Floor)

- 6 X 40 seats/room = 240
- Lounge at intermediate floor, registration area, waiting area = 34

Director's Office

- Secretary to Director, waiting area
- Store, IT room, 4 Office rooms for 15 persons

Canteen & Executive Lounge (5th Floor)

- Kitchen /Cafeteria Seating = 166
- Executive Lounge – Sitting = 70 & Dining = 20
- (from sitting/furniture plan) 256

Faculty Office (6th Floor)

- Faculty Rooms – single person rooms = 20
- CEE Offices = 2
- Meeting room for 13 persons
- Meeting room for 06 persons
- 10 Workstations
- Reception Desk
- Store

CBER & Faculty Offices (7th Floor)

- Faculty Office = 12
- CBER Offices = 6
- Meeting room for 24 persons
- Meeting room for 12 persons
- 6 Workstations
- 10 Work Stations in 2 separate rooms with 5 workstations in each room
- Reception Desk
- Electrical Room
- IT Room

Mechanical Equipment Floor (8th Floor)

- **CEE Residences 9th Floor**
8 bedrooms = 8 personnel
4 double rooms' suites = 8 personnel
- **CEE Residences (10th Floor)**
16 bedrooms = 16 personnel
- **Reception Hall (10th Floor)**
Reception
- **Seminar Halls (11th Floor).**
2 Seminar each sitting capacity = 100 people

Aman Tower

Floor Detail

Basement

- Parking for 35 cars, with additional 35 cars in Auditorium Basement
- Generators & Main Power Distribution

Ground Floor

- Entrance & Circulation Lobby
- **Library (1st Floor)**
 1. Seating Capacity of 85
 2. 3 Offices = 7
 3. 10 Discussion rooms
 4. 11 Computer Stalls
 5. 13 Carrel Stall

Class Rooms (2nd Floor)

- 320 8 X 40 seats/rooms
- Lounge for sitting of 38



✧ Annex H. Student Exchange Programs

Student Exchange programs provide international exposure to students in a foreign university. Under these programs, a few students are selected and exchanged with a well-known foreign university for one whole semester. This helps them to achieve the experience of learning in a foreign university environment, interact with people of different cultures and also learn about a different setup and system. This improve students' personal growth and will be helpful once they enter their professional lives.

Summer 2015

| Student Name | University Attended |
|----------------------|--|
| Saniya Sadaqat | Imperial College London |
| Novera Fatima | |
| Munira Ahmed | |
| Munaal Abdali | |
| Fahad J. Siddiqui | Bangkok University School of Entrepreneurship and Management |
| Qamrunnisa Saeed | |
| Priya Bhojwani | |
| Farid Ahmed | |
| Ali Bin Tahir | |
| Osama Bin Tahir | |
| Syed Azfar Hassan | |
| Muneera Sajwani | Association of Commonwealth Universities |
| Aly Jafferani | |
| Muhammad Nasik Zia | Babson College, USA |
| Mohammad Akmal Rakib | |
| Abdul Hannan Rai | |
| Fahad Javed Malik | |
| | BI Norwegian Business School, Norway |

Fall 2015

| Student | Exchange Program | Student | Exchange Program |
|-------------------------|---|--------------------------|---|
| Muhammad Nauman Raza | IAE Aix Marseille University, Aix en Provence, France | Ruhal Shaikh | USA College and Universities (under UGrad Global Program) |
| Sana Mubashira | | Mohammad Maaz Ali Haider | |
| Nazia Khan | Ahmed Ali Raza | | |
| Simran Sachdev | Hafsa Shakoor Memon | | |
| Paras Pitafi | Qurratulain Anjum | | |
| Arif Hussain | Javeria Khalid Petiwala | | |
| Rahema Obaid | Rija Khan | | |
| Mohammad Kashif Bhojani | USA College and Universities (under UGrad Global Program) | Shehza Memon | The Washington Center (TWC) Program |
| Mehvish Naseer | | Sapna Kumari | |
| Zoha Rizwan | | Abdullah Daniyal | |
| | | Muhammad Usman Bin Noman | |



Spring 2016

| Student | Exchange Program | Student | Exchange Program |
|----------------------|---|------------------------|---|
| Haseeb Fakhar Akhund | The Washington Center (TWC) Program | Muhammad Zohaib Anwaar | USA College and Universities (under UGrad Global Program) |
| Abeer Fatima | | Nadeem Ahmed | |
| Agha Abdul Wahab | Narendar Kumar | | |
| Ahmed Mustafa | Owais Aslam | | |
| Aizay Shaheen | Pinkey Lalwani | | |
| Ali Jan | Pooja Novlani | | |
| Ammara Anis | Ramsha Rizvi | | |
| Avinash Kumar | Rija Arslan | | |
| Awais Gul | Rohan | | |
| Farheen Ilyas | Romasa Ali | | |
| Fizza Nadeem | USA College and Universities (under UGrad Global Program) | Sohaira Sarood | |
| Ibtisam Khalid | | Zara Usmani | |
| Irtiza Ali | | Ali Amir Allana | University of Malaya, Kuala Lumpur, Malaysia |
| Komal Mohanlal | | Areeba Mushtaq | |
| Maliha Ali | | Salman Ahmed | |
| Misbah Jamal | | Hifza Saleem | Sabancı University, Istanbul, Turkey |
| Muhammad Adnan | | Faareha Fatimah | |
| Muhammad Junaid | | Syed Hammad Hussain | IAE Aix Marseille University, Aix en Provence, France |

✱ Annex I. Dean's List

Fall 2015

BBA – I

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-------------------|------|-------|--------------------------|------|-------|
| JUNEBHA AHMED | 3.95 | 93.67 | MAIMOORA ALI BHUTTO | 3.83 | 92.00 |
| SIMRAN HARICHAND | 3.89 | 93.17 | MAHZAIB USMAN MEMON | 3.78 | 91.00 |
| MARIUM ZEHRA | 3.89 | 92.67 | DUR E SAMEEN AAMIR | 3.78 | 90.50 |
| MARIUM OWAIS | 3.84 | 92.33 | ASAD ALI | 3.78 | 89.83 |
| SARAH NAYYAR | 3.84 | 90.17 | ABIHA MUJAHID | 3.72 | 90.50 |
| SYEDA HAFSA MARUF | 3.84 | 90.00 | SYED MOHIBULLAH HUSSAINI | 3.72 | 89.17 |
| | | | FARIHA JAHANGIR | 3.67 | 90.17 |

BBA – II

| Name of Student | CGPA | % |
|-----------------|------|-------|
| ANEEQA PASHA | 3.74 | 89.77 |

BBA – III

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|------------------------|------|-------|-----------------------|------|-------|
| MUJTABA AHMED SIDDIQUI | 3.91 | 93.32 | SHARIQ JAVED | 3.82 | 92.05 |
| TOOBA WASEEM | 3.90 | 93.89 | MARZIAH BILWANI | 3.81 | 90.84 |
| RAMSHA AQUEEL SURIA | 3.86 | 92.21 | IMAN SOHAIL | 3.79 | 90.95 |
| MUHAMMAD ANAS SIDDIQUI | 3.86 | 91.63 | TASMIA KHAN | 3.77 | 90.63 |
| RAHEMA ASHRAF | 3.83 | 91.79 | BASIM NAJEEB SIDDIQUI | 3.77 | 89.95 |

BBA – V

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|------------------|------|-------|-----------------|------|-------|
| UMAIMA AMIN | 3.91 | 93.23 | KIRAN ROHRA | 3.84 | 92.35 |
| FATIMAH SAEED | 3.87 | 92.87 | AFAF MUSHTAQ | 3.84 | 92.06 |
| AFNAN IMRAN | 3.87 | 92.42 | SAKINA TAHIR | 3.83 | 91.39 |
| HEMAKSHI SHARDHA | 3.86 | 92.26 | AYESHA FAROOQ | 3.80 | 92.00 |
| HAFSA MOBIN | 3.86 | 92.06 | JAVERIA REHAN | 3.79 | 91.48 |
| INSIYA M. TEJANI | 3.85 | 92.32 | AYESHA FAROOQ | 3.78 | 90.58 |
| | | | FARYAL SHAHZAD | 3.77 | 90.97 |

BBA – VII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|---------------------|------|-------|----------------------|------|-------|
| OWAIS ASLAM PARVAIZ | 3.86 | 92.64 | SAAD MASOOD KHAN | 3.70 | 89.39 |
| MADIHA KHALID | 3.84 | 92.07 | SHAHAR BANO HASHMI | 3.68 | 89.88 |
| SAMRA ASHFAQ PAREKH | 3.83 | 91.95 | MUNAZZA ILYAS BAWANY | 3.68 | 89.67 |
| ROHMA MOHSIN | 3.78 | 90.49 | FINZA BAWANY | 3.68 | 89.31 |
| NOVERA FATIMA SYED | 3.75 | 90.24 | WARDAH AMIR | 3.68 | 89.29 |
| MAIDA AJMAL | 3.74 | 90.19 | MUHAMMAD USAMA | 3.68 | 89.29 |
| DANIYAH HAIDER | 3.71 | 89.60 | MAHA SHARIQ | 3.68 | 89.1 |

BS (E&M) – I

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|------------------------|------|-------|
| ZUBIA RASHID | 3.95 | 94.00 | FAHAD AHMED KHANZADA | 3.84 | 88.50 |
| | | | MOHAMMAD ARSALAN FARID | 3.78 | 91.33 |

BS (E&M) – III

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-------------------------|------|-------|-----------------|------|-------|
| AYMAN SHAKEEL | 3.91 | 93.28 | MUZNA KAMRAN | 3.85 | 90.89 |
| AFZAL AMIR ALI FEERESTA | 3.86 | 91.74 | ALI | 3.80 | 89.78 |

BS (E&M) – V

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| ALI AMIR ALLANA | 3.87 | 93.72 | HUMA ABID | 3.82 | 91.43 |
| KAINAT | 3.87 | 92.30 | SHUMAILA ABBASI | 3.80 | 90.17 |

BS (E&M) – VI

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| RAMSHA KHAN | 3.73 | 90.28 | MANAKSHA MEMON | 3.58 | 87.56 |

BS (E&M) – VII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-------------------|------|-------|--------------------|------|-------|
| FAHAD JAVED MALIK | 3.86 | 91.90 | WANIYA SYED NAJEEB | 3.83 | 91.98 |
| | | | SUMMAN SOHAIL | 3.82 | 91.79 |

BS (E&M) – VIII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| MUNEERA NIZAM | 3.81 | 91.08 | RIDAH KHAN | 3.77 | 89.96 |

BS (A&F) – I

| Name of Student | CGPA | % | | | |
|----------------------|------|-------|----------------|------|-------|
| KIRAN MUHAMMAD IDRIS | 4.00 | 94.80 | ABDUL BASIT | 3.89 | 91.67 |
| ELISHBA IMTIAZ | 3.95 | 92.67 | AYESHA REHMAN | 3.89 | 90.50 |
| FAHAD AZIZ MALIK | 3.95 | 91.67 | BUSHRA MANSOOR | 3.84 | 92.33 |

BS (A&F) – II

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--------------|------|-------|
| SAHAR TARIQ | 3.86 | 91.67 | RIDA SOHAIL | 3.83 | 91.08 |
| | | | TOOBA JAFFAR | 3.81 | 91.33 |

BS (A&F) – III

| Name of Student | CGPA | % | | | |
|----------------------|------|-------|----------------|------|-------|
| MARYAM TARIQ | 3.96 | 95.00 | ALVINA AHMED | 3.87 | 93.28 |
| WAJIHA SHAH | 3.93 | 94.17 | HIBA IFTIKHAR | 3.87 | 93.00 |
| AMBER AYAZ PANDHIANI | 3.89 | 93.06 | RAMISH SHAHID | 3.83 | 92.72 |
| | | | MOHAMMAD HASAN | 3.82 | 92.56 |

BS (A&F) – IV

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--|--|--|
| MARIA AKRAM | 3.75 | 89.83 | | | |

BS (A&F) – V

| Name of Student | CGPA | % | | | |
|-----------------------|------|-------|--------------------------|------|-------|
| AREEBA IRFAN | 3.86 | 93.00 | ALI ABBAS NOORUDDIN SONI | 3.76 | 90.59 |
| SYED QAMBER ALI | 3.80 | 88.61 | MUHAMMAD BIN ANIS | 3.74 | 90.45 |
| AROOB MEMON | 3.79 | 92.12 | SYEDA FAREEHA IMAM RIZVI | 3.73 | 90.38 |
| MOHAMMAD SAAD SHAHZAD | 3.76 | 90.79 | ISRA AHMED | 3.72 | 90.41 |
| | | | ANGELA IFTIKHAR SHAH | 3.69 | 89.37 |

BS (A&F) – VII

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|-------------------|------|-------|
| FARHEEN GHAFAR | 3.79 | 91.79 | ANAM FATIMA WAJID | 3.71 | 89.65 |

BS (SS&LA) – I

| Name of Student | CGPA | % | | | |
|-------------------|------|-------|---------------------|------|-------|
| KOMAL ASIM QIDWAI | 3.73 | 89.80 | NOREEN IRFAN SHARIF | 3.56 | 87.67 |
| | | | ROHEENA MADNI | 3.56 | 86.00 |

BS (SS&LA) – II

| Name of Student | CGPA | % | | | |
|-------------------|------|-------|------------|------|-------|
| ILSA ABDUL RAZZAK | 3.92 | 93.33 | ASMA IMRAN | 3.86 | 92.92 |

BS (SS&LA) – III

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|---------------------|------|-------|
| HASAN HAMEED | 3.93 | 93.95 | RAVIYA MYSOREWALA * | 3.87 | 92.11 |

BS (SS&LA) – IV

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|---------------|------|-------|
| SUMBUL SYED | 3.81 | 92.30 | AAISHA SALMAN | 3.73 | 90.70 |

BS (SS&LA) – V

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--------------|------|-------|
| MARIA HAQQANI | 3.79 | 91.93 | REJA YOUNIS | 3.67 | 89.54 |
| | | | NAYAB TUFAIL | 3.63 | 89.17 |

MBA – I

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|----------------|------|-------|
| AREEBA MUSHTAQ | 3.93 | 91.71 | KOMAL SHAMNAMI | 3.93 | 90.43 |

MBA – II

| Name of Student | CGPA | % | | | |
|-------------------|------|-------|--|--|--|
| SYED HAMD HUSSAIN | 3.85 | 90.00 | | | |

MBA – III

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|----------------|------|-------|
| ALA ZIA | 3.73 | 88.76 | SANIYA SADAQAT | 3.70 | 88.26 |

MBA – IV

| Name of Student | CGPA | % | | | |
|-------------------------|------|-------|--|--|--|
| MUHAMMAD ARSALAN SHAIKH | 3.52 | 86.91 | | | |

BS (CS) – I

| Name of Student | CGPA | % | | | |
|-----------------|------|------|----------------------|------|------|
| SAAD MUGHAL | 3.88 | 93.2 | REHAN AHMED | 3.73 | 89.4 |
| AZKA FAROOQUI | 3.86 | 92.2 | MUHAMMAD WASI NASEER | 3.69 | 90.8 |
| MUHAMMAD HAMZA | 3.73 | 89 | OMER FAROOQ AHMED | 3.67 | 89.4 |

BS (CS) – II

| Name of Student | CGPA | % | | | |
|--------------------------|------|-------|-------------------|------|-------|
| TALHA ABDUL QADIR KHATRI | 3.83 | 90.91 | MAHA KHAN | 3.65 | 88.64 |
| MUHAMMAD KHIZAR | 3.66 | 89.18 | NAQI HASSAN NAQVI | 3.7 | 88.5 |

BS (CS) – III

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|----------------------|------|-------|
| ZAHRA HUSSAINI | 3.91 | 95.12 | SHEHR BANU KARIM | 3.69 | 89.76 |
| ABAQ ASIF | 3.82 | 91.35 | ALI JAWWAD | 3.69 | 89.12 |
| | | | HANZALLAH BIN ASHAAR | 3.69 | 88.18 |

BS (CS) – IV

| Name of Student | CGPA | % |
|------------------|------|-------|
| RIDA ABDUL WAHID | 3.91 | 92.65 |

BS (CS) – V

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|---------------------|------|-------|-----------------------|------|-------|
| YUSRA HAIDER | 3.95 | 95.24 | MOHAMMAD ADEEL HASSAN | 3.8 | 92.21 |
| TAHIRA JABEEN GHANI | 3.84 | 92.86 | SUMAIRA ERUM ZAIB | 3.66 | 88.62 |

BS (CS) – VI

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|------|---------------------|------|-------|
| AREEJ ILYAS | 3.61 | 87.5 | MUHAMMAD SALAR KHAN | 3.58 | 85.79 |

BS (CS) – VII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|---------------------|------|-------|-----------------|------|-------|
| SYED MUHAMMAD DAWER | 3.78 | 90.87 | HASEEB HUSSAIN | 3.7 | 89.28 |
| | | | HUFSA RIZWAN | 3.68 | 88.45 |

BS (CS) – VIII

| Name of Student | CGPA | % |
|-----------------|------|-------|
| AYESHA ASIF | 3.62 | 88.37 |

EMBA

| Class | Admit Term | Name of Student | CGPA | % |
|-------|-------------|-------------------------------|------|-------|
| EMBA | Fall 2015 | Khurram Fuad Khatlani | 3.89 | 83.33 |
| EMBA | Summer 2015 | Arsalan Ahmed | 3.56 | 86.67 |
| EMBA | Summer 2015 | Muhammad Hassan Rafique | 3.56 | 86.5 |
| EMBA | Spring 2015 | Umair Ullah Khan | 3.7 | 90.67 |
| EMBA | Spring 2015 | Summayah Waheed | 3.67 | 88.78 |
| EMBA | Fall 2014 | Adil Mushtaq | 3.7 | 88.56 |
| EMBA | Fall 2014 | Muhammad Adeel Iqbal | 3.61 | 88.92 |
| EMBA | Summer 2014 | Muhammad Jafer Sadiq Karbalai | 3.73 | 91.07 |
| EMBA | Spring 2014 | Ambreen Kokab Shah | 3.69 | 89.28 |
| EMBA | Fall 2013 | Naveed Hasan | 3.77 | 91.22 |

Spring 2016

BBA – II

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|---------------------|------|-------|--------------------|------|-------|
| MARIUM ZEHRA | 3.95 | 94.31 | AMEER MOAVIA | 3.77 | 89.54 |
| JUNEBA AHMED | 3.92 | 93.15 | DUR E SAMEEN AAMIR | 3.77 | 89.38 |
| SIMRAN HARICHAND | 3.90 | 93.85 | MARIUM IKHLAS | 3.75 | 90.25 |
| MAIMOORA ALI BHUTTO | 3.90 | 92.69 | RAMSHA AHMED | 3.75 | 89.77 |
| MARIUM OWAIS | 3.87 | 92.54 | ANEEQA PASHA | 3.75 | 89.74 |
| MAHZAIB USMAN MEMON | 3.82 | 91.08 | NABIL REHMAN | 3.74 | 90.38 |
| ABIHA MUJAHID | 3.77 | 91.38 | SYEDA ARISHA AHMED | 3.74 | 89.46 |

BBA – IV

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|------------------------|------|-------|-------------------|------|-------|
| TOOBA WASEEM | 3.89 | 93.68 | TASMIA KHAN | 3.81 | 91.23 |
| RAMSHA AQUEEL SURIA | 3.89 | 93.00 | RAHEMA ASHRAF | 3.8 | 91.52 |
| MUJTABA AHMED SIDDIQUI | 3.87 | 92.76 | MARZIA BILWANI | 3.77 | 90.12 |
| SHARIQ JAWED | 3.85 | 92.21 | IMAN SOHAIL | 3.77 | 90.00 |
| MUHAMMAD ANAS SIDDIQUI | 3.83 | 91.64 | MUSFIRAH ABDULLAH | 3.75 | 90.44 |
| | | | HAFSA UMAIR | 3.73 | 90.32 |

BBA – VI

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|------------------|------|-------|-----------------|------|-------|
| UMAIMA AMIN | 3.89 | 92.92 | AYESHA FAROOQ | 3.81 | 92.16 |
| AFNAN IMRAN | 3.88 | 92.65 | NAZIA KHAN | 3.8 | 91.1 |
| FATIMAH SAEED | 3.87 | 92.57 | AYESHA FAROOQ | 3.79 | 90.73 |
| HAFSA MOBIN | 3.86 | 92.22 | KIRAN ROHRA | 3.78 | 91.46 |
| HEMAKSHI SHARDHA | 3.85 | 92.32 | AFAF MUSHTAQ | 3.78 | 91.19 |
| INSIYA M. TEJANI | 3.84 | 92.14 | SAKINA TAHIR | 3.77 | 90.49 |
| | | | FARYAL SHAHZAD | 3.76 | 90.83 |



BBA – VIII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|---------------------|------|-------|----------------------|------|-------|
| SAMRA ASHFAQ PAREKH | 3.88 | 92.60 | DANIYAH HAIDER | 3.69 | 89.08 |
| MADIHA KHALID | 3.86 | 92.60 | FINZA BAWANY | 3.69 | 89.48 |
| ROHMA MOHSIN | 3.80 | 90.90 | MUNAZZA ILYAS BAWANY | 3.69 | 89.23 |
| NOVERA FATIMA SYED | 3.75 | 90.15 | SAAD MASOOD KHAN | 3.68 | 89.02 |
| MAIDA AJMAL | 3.74 | 90.25 | MAHA SHARIQ | 3.67 | 89.08 |
| WARDAH AMIR | 3.71 | 89.50 | ZAHRA SOHAIL | 3.66 | 88.58 |
| SHAHAR BANO HASHMI | 3.71 | 90.25 | HASEEB TARIQ | 3.65 | 88.88 |
| HANEEAH JAWED | 3.70 | 89.98 | MUHAMMAD USAMA | 3.65 | 88.71 |
| | | | ANUM AMIN KANJANI | 3.64 | 88.27 |

BS (E&M) – II

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|------------------------|------|-------|
| ZUBIA RASHID | 3.89 | 93.42 | MOHAMMAD ARSALAN FARID | 3.83 | 92.5 |
| | | | MERWA TARIQ | 3.67 | 89.58 |

BS (E&M) – IV

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-------------------------|------|-------|
| AYMAN SHAKEEL | 3.92 | 93.38 | AFZAL AMIR ALI FEERESTA | 3.85 | 91.5 |
| MUZNA KAMRAN | 3.89 | 91.75 | SHEIKH FARAZ AHMED | 3.83 | 92.17 |

BS (E&M) – V

| Name of Student | CGPA | % |
|------------------|------|-------|
| SHAHEER BIN ARIF | 3.5 | 85.41 |

BS (E&M) – VI

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| KAINAT | 3.88 | 92.64 | HUMA ABID | 3.77 | 90.75 |
| ALI AMIR ALLANA | 3.88 | 90.07 | SHUMAILA ABBASI | 3.75 | 89.5 |

BS (E&M) – VII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| RAMSHA KHAN | 3.69 | 89.21 | SANIA KHAN | 3.6 | 88.05 |

BS (E&M) – VIII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|--------------------|------|-------|-------------------|------|-------|
| WANIYA SYED NAJEEB | 3.85 | 92.06 | FAHAD JAVED MALIK | 3.85 | 91.31 |
| | | | SUMMAN | 3.83 | 91.78 |

BS (E&M) – VIII

| Name of Student | CGPA | % |
|-----------------|------|-------|
| MUNEERA NAZIM | 3.81 | 91.08 |

BS (A&F) – II

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|----------------------|------|-------|------------------|------|-------|
| KIRAN MUHAMMAD IDRIS | 3.97 | 94.73 | DAIM ASHRAF | 3.86 | 91.25 |
| ELISHBA IMTIAZ | 3.89 | 92.67 | FAHAD AZIZ MALIK | 3.86 | 91.58 |
| BUSHRA MANSOOR | 3.86 | 92.92 | MOHAMMED ZOHAIR | 3.83 | 92.08 |

BS (A&F) – III

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| RIDA SOHAIL | 3.8 | 90.33 | SAHAR TARIQ | 3.78 | 90.33 |
| | | | TOOBA JAFFAR | 3.76 | 90.56 |

BS (A&F) – IV

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|----------------------|------|-------|
| MARYAM TARIQ | 3.97 | 95.17 | AMBER AYAZ PANDHIANI | 3.90 | 93.42 |
| WAJIHA SHAH | 3.93 | 94.71 | MOHAMMAD HASAN | 3.86 | 93.46 |
| ALVINA AHMED | 3.90 | 94.04 | HIBA IFTIKHAR | 3.86 | 93.04 |
| | | | RAMISH SHAHID | 3.85 | 93.08 |

BS (A&F) – V

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-----------------|------|-------|
| ZAIN AHMED | 3.66 | 88.23 | MARIA AKRAM | 3.62 | 87.73 |

BS (A&F) – VI

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|--------------------------|------|-------|----------------------------|------|-------|
| AREEBA IRFAN | 3.88 | 93.26 | ISRA AHMED | 3.72 | 90.00 |
| AROOB MEMON | 3.80 | 92.13 | MUHAMMAD BIN ANIS | 3.70 | 89.83 |
| SYED QAMBER ALI | 3.80 | 91.66 | MOHAMMAD SAAD SHAHZAD | 3.70 | 89.67 |
| ALI ABBAS NORUDDIN SONI | 3.78 | 90.85 | HUNAIN TANVEER ALLAHWALA | 3.69 | 89.83 |
| SYEDA FAREEHA IMAM RIZVI | 3.73 | 90.19 | UMAMA MUHAMMAD ARIF DANGRA | 3.69 | 89.17 |

BS (A&F) – VIII

| Name of Student | CGPA | % | Name of Student | CGPA | % |
|-----------------|------|-------|-------------------|------|------|
| FARHEEN GHAFFAR | 3.78 | 91.75 | ANAM FATIMA WAJID | 3.7 | 89.4 |

BS (SS&LA) – II

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--------------|------|-------|
| ROHEENA MADANI | 3.58 | 85.83 | SANIA SOHAIL | 3.58 | 85.91 |

BS (SS&LA) – III

| Name of Student | CGPA | % | | | |
|-------------------|------|-------|-------------------|------|-------|
| ILSA ABDUL RAZZAK | 3.94 | 94.56 | ARMEEN UMER GODIL | 3.70 | 89.44 |

BS (SS&LA) – IV

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|-------------------|------|-------|
| HASAN HAMEED | 3.91 | 93.36 | RAVIYA MYSOREWALA | 3.83 | 91.21 |

BS (SS&LA) - V

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|------------|------|-------|
| SUMBUL SYED | 3.81 | 92.07 | SHABNOOR . | 3.75 | 90.32 |

BS (SS&LA) - VI

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|------------------|------|----|
| MARIA HAQQANI | 3.82 | 92.35 | SABAHAT-E- ZEHRA | 3.52 | 87 |

MBA – I

| Name of Student | CGPA | % | | | |
|-----------------------------|------|-------|--|--|--|
| SYED KHALID SHAFQAT BUKHARI | 3.89 | 90.57 | | | |

MBA – II

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--------------------|------|-------|
| KOMAL SHAMNANI | 3.94 | 91.75 | ASSAD ULLAH ASHRAF | 3.74 | 88.38 |

MBA – III

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|--|--|--|
| SAROSH MUSTAFA | 3.60 | 86.96 | | | |

MBA – IV

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|----------------|------|-------|
| SANIYA SADAQAT | 3.70 | 89.10 | SULEMAN KHALID | 3.68 | 88.13 |

BS (CS) – II

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|----------------------|------|-------|
| AZKA FAROOQUI | 3.88 | 91.45 | MUHAMMAD HAMZA | 3.82 | 90.09 |
| SAAD MUGHAL | 3.86 | 91.73 | REHAN AHMED | 3.81 | 90.55 |
| | | | MUHAMMAD WASI NASEER | 3.80 | 90.55 |

BS (CS) – III

| Name of Student | CGPA | % | | | |
|--------------------------|------|-------|---------------------|------|-------|
| TALHA ABDUL QADIR KHATRI | 3.76 | 88.53 | MUHAMMAD KHIZAR | 3.71 | 89.76 |
| | | | JAWERIA NADEEM KHAN | 3.67 | 89.35 |

BS (CS) – IV

| Name of Student | CGPA | % | | | |
|-----------------|------|-------|----------------------|------|-------|
| ZAHRA HUSSAINI | 3.91 | 94.7 | SHEHR BANU KARIM | 3.69 | 89.09 |
| ABAQ ASIF | 3.82 | 91.09 | ALI JAWWAD | 3.67 | 88.7 |
| | | | HANZALLAH BIN ASHAAR | 3.65 | 87.65 |

BS (CS) – V

| Name of Student | CGPA | % | | | |
|------------------|------|-------|--|--|--|
| RIDA ABDUL WAHID | 3.91 | 92.52 | | | |

BS (CS) – VI

| Name of Student | CGPA | % | | | |
|-----------------------|------|-------|-------------------|------|-------|
| TAHIRA JABEEN GHANI | 3.85 | 92.76 | SUMAIRA ERUM ZAIB | 3.64 | 88.2 |
| MOHAMMAD ADEEL HASSAN | 3.76 | 91.49 | YUMNA ANWAR | 3.57 | 86.54 |

BS (CS) – VII

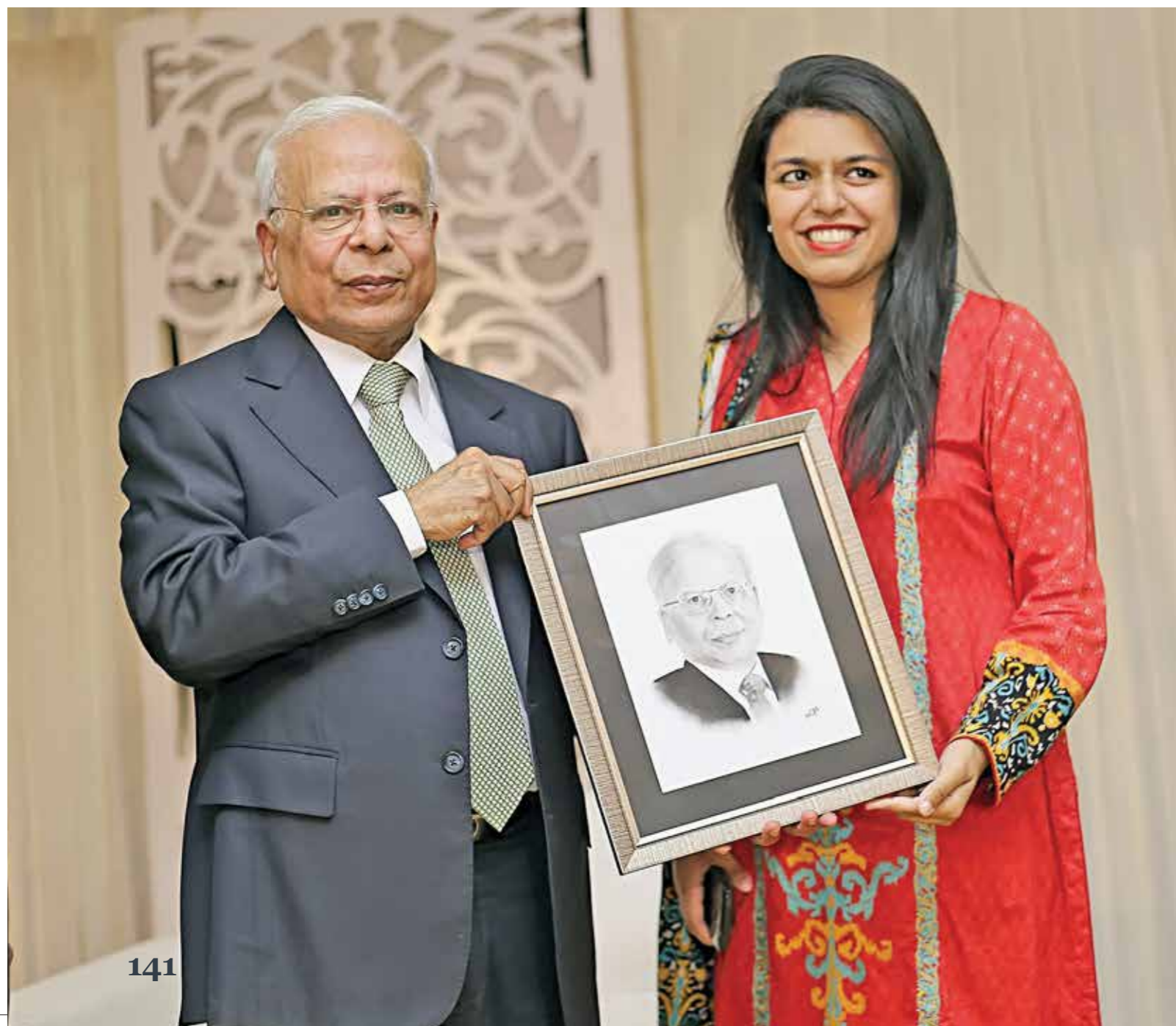
| Name of Student | CGPA | % | | | |
|-----------------|------|-------|---------------------|------|-------|
| AREEJ ILYAS | 3.62 | 87.88 | MUHAMMAD SALAR KHAN | 3.58 | 86.05 |

BS (CS) – VIII

| Name of Student | CGPA | % | | | |
|---------------------|------|-------|----------------|------|-------|
| SYED MUHAMMAD DAWER | 3.76 | 90.56 | HASEEB HUSSAIN | 3.69 | 89.16 |

EMBA

| Class | Admit Term | Name of Student | CGPA | % |
|-------|---------------|-------------------------------|------|-------|
| EMBA | Spring - 2016 | Syed Mohammad Obaid ur Rehman | 3.78 | 88.33 |
| EMBA | Spring - 2016 | Abid Raza Joiya | 3.78 | 87.67 |
| EMBA | Fall - 2015 | Muhammad Jehanzaib Khan | 3.72 | 85.0 |
| EMBA | Summer - 2015 | Muhammad Hassan Rafique | 3.67 | 89.0 |
| EMBA | Summer - 2015 | Muhammad Irfan Iqbal | 3.59 | 87.44 |
| EMBA | Spring - 2015 | Umair Ullah Khan | 3.72 | 90.25 |
| EMBA | Spring - 2015 | Summayah Waheed | 3.72 | 89.54 |
| EMBA | Fall - 2014 | Adil Mushtaq | 3.67 | 88.25 |
| EMBA | Fall - 2014 | Ali Akhai | 3.65 | 88.69 |
| EMBA | Spring - 2014 | Lubna Ismail | 3.69 | 89.0 |



Credits

Azka Farooqui, BS (CS) Class of 2019 and Academic Committee Secretary
Associate Dean Office, Faculty of Computer Science

IBA Main Campus

University Road, Karachi.
Tel: (92-21) 3810-4700 UAN: 111-422-422
Fax: (92-21) 9926-1807 OR 9926-1508
Website: www.iba.edu.pk

IBA City Campus

Garden/Kayani Shaheed Road, Karachi.
Tel: (92-21) 3810-4701
UAN: 111-422-422 Fax: (92-21) 3810-3008
Website: www.iba.edu.pk