

TAP INTO THE CURRENT AT IBA

October 2016 - January 2017

Issue 21

IBA Institute of
Business Administration
Karachi
Leadership and Ideas for Tomorrow



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Dean & Director

Dr. Farrukh Iqbal's Message



I have now completed my first semester at IBA. It has been an immense learning experience as I have become acquainted with a large number of staff, students, faculty and other stakeholders. I have attended numerous committee meetings, including the Executive Committee meetings which take place like clockwork every Monday morning. I have participated in many important events that dot the IBA calendar, such as orientations of new students, certificate ceremonies for departing students and the annual Convocation. I have also made numerous speeches representing IBA at outside events, of both an academic and non-academic nature.

All this to say that I am becoming acquainted with the intricate workings of a large public institution that is a part of the daily life of more than 4000 students, staff and faculty but that must also respond to the hopes and expectations of a bigger set of stakeholders across the country. The experience so far has been both exhilarating and humbling. Exhilarating because the enthusiasm and vitality of young students is contagious. Humbling because there is so much to learn from the complex and evolving environment of IBA.

I am very optimistic about the role of IBA in Pakistan. We attract an ambitious and accomplished set of students from diverse backgrounds. We expose them to both structured and unstructured learning opportunities of a high quality. There is every reason to expect that they will move on from IBA to become capable managers, ethical leaders and responsible citizens. At the same time, we are supported by a responsive Board, loyal alumni and generous philanthropists. So there is every reason to expect that the enterprise we are embarked upon is sustainable.

Farrukh Iqbal, Dean and Director IBA

Message From Huma Baqai



Dear Current Readers,

Greetings and Gong Xi Fa Cai! (Happy Chinese New Year)

This issue is a peep into life at IBA. I will not be exaggerating if I say that IBA is one of the most happening campuses in Karachi, if not in Pakistan. Our excellence in the academic field is a known fact. However what we have now achieved is commendable. Our extra-curricular activities are par excellence, where now our students are excelling in sports, dramas, poetry, music, debate, political discussions, you name it. We have a total of 27 societies and clubs, including leadership, marketing club and Social Sciences club.

We also attract the best brains to IBA for lectures, talks and discussions, exposing our students to a variety of views. In the last four months, IBA has hosted the Lord Mayor of the city of London, Alderman Dr. Andrew Parmley, delegates from Afghanistan, delegates from China, top representatives of social entrepreneurial enterprises, inspirational speakers, and the world renowned scholars. IBA also hosted media shows for Jang and Channel 92, where our students participated actively. And this is not all for IBA also made waves abroad by winning the USASBE award, and hosting an International Marketing Conference at University of Malaya, Malaysia attracting scholars from around the world. Statistics tell us that 70% of CEOs hold at least one office in a club or organization during college. We give our students this head start. It's no coincidence that the President of Pakistan and the Governor of Sindh are from IBA.

Happy Reading!

Huma

From The Editorial Desk

It is with immense enthusiasm, anticipation and pride that we invite you to read the first issue of The Current for year 2017!

It is a cliché but an important one for us: We are a work in progress actively in the quest of new ideas from the IBA community in terms of vision, goals and structure. We stay open to where we are heading and how we will reach our destination.

As we look at The Current, it is essential to keep in mind that it represents the collective thinking of a group of creative individuals with whom we are privileged to work. We continuously strive to make it the premiere newsletter, which brings together events and accomplishments at IBA under a single platform, to build a sense of togetherness within the students and the various departments. We want The Current to make a difference, not just on campus, but also within the IBA community. That is a tall order, but with your help and our dedicated staff, we will make it happen!

The 21st edition of The Current is based on the theme, 'New Horizons'; this issue has been quite exciting for us to work on, with several diverse events being held. From the Lord Mayor of the City of London's visit to an international forum on CPEC by CEIF and a phenomenal International Conference on Marketing at University of Malaya, hosted by IBA are just few of the many scintillating events showcased in this issue.

This issue is also enriched by an exclusive interview of one of IBA's seasoned professors and Associate Dean, Dr. Muhammad Nishat.

We would firstly like to express our profound gratitude to the Dean and Director, Dr. Farrukh Iqbal, for his vision and foresight, which is a constant model for our team. The Current appreciates and acknowledges our partners from the Administration Department, Associate Dean Office, Procurement Department, Marketing Department, NTHP/SFP Program, the Library, Alumni Department, Student Center & Sports Facilities, HR Department and all others for their continued support and provision of updated news of their related departments. We are also thankful for the cooperation from IBA's Centers of Excellence, namely: CEIF, CEE, CED, CDC and CEJ for the information of events happening in their respective departments, which makes this newsletter diverse and vibrant. We also thank and appreciate the Al Rashid Studios and Saifoo Khan Studios for their prompt coverage of IBA events.

We would also like to congratulate the Graduates of the Class of 2016! After all the hard work and dedication, you can now proudly call yourself IBA Graduates. We wish you all the best in your future endeavours! Keep your bond with IBA strong and may you truly be the leaders of tomorrow.

Here's to a new year with a new horizon! We look forward to another eventful quarter with greater activities, accomplishments and a stronger IBA community under the leadership of Dr. Farrukh Iqbal.

We hope that you enjoy this vibrant chronicle of IBA's journey of achievements.

Communications & Public Affairs



Maryam Touheed

Senior Executive



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Senior Executive



Muhammad Ayub Ghouri

Graphics Designer



Heartiest Congratulations to Mr. Muhammad Zubair



IBA Alumnus of 1980

on his appointment as the 32nd

GOVERNOR OF SINDH

IBA Karachi is proud to have Mr. Muhammad Zubair as the 32nd Governor of Sindh. He has also served as Chairman of the Privatization Commission of Pakistan.

Mr. Zubair holds a Master's degree in Business Administration from the Institute of Business Administration, Karachi. During his IBA days, he was elected on the Board of Directors of IBA Karachi as the 'Students' Representative' in 1980. He also taught Financial Management from 1981 to 1986 at the IBA.

Mr. Zubair is another addition to IBA's long list of illustrious alumni. The IBA Karachi community congratulates the newly appointed Governor of Sindh. We look forward to see him serve and elevate Sindh to greater heights.

IBA Hosts 3rd International Conference on Marketing at University of Malaya



Dec 19-20: The Institute of Business Administration (IBA) Karachi held the Academic Track of the 3rd International Conference on Marketing (IBAICM 2016) at the University of Malaya (UM), Kuala Lumpur, Malaysia. Themed 'Bottom of Pyramid: Emerging Markets', the conference was co-hosted by the IBA Karachi and University of Malaya- the oldest university in Malaysia. The IBAICM aims to further develop the marketing landscape in Pakistan, by bridging the gap between research and practice.

Distinguished academics from leading international universities presented their insightful keynote sessions, namely Prof. Dr. Russel Belk, Schulich School of Business, York University, Canada; Prof. Dr. Güliz Ger-Director Center for Research in Transitional Societies, Bilkent University, Turkey; Prof. Dr. Amna Kirmani, Editor-in-Chief of the Journal of Consumer Psychology and Professor of Marketing, University of Maryland; Prof. Dr. Harvinder Singh Institute of Management Technology (IMT), Dubai. Meanwhile the presenters from a myriad of countries including Pakistan, Malaysia, China, Turkey, and Saudi Arabia

presented their research papers on the Bottom of Pyramid (BOP) Market, Marketing Communication, Green Marketing, Marketing Strategy, Brand Management, Consumer Behaviour, Research Methodology and Marketing & Innovation. This diversity allowed the attendants to learn from a range of experiences shared at the conference.

The MoC, Dr. Aijaz A Mian- Marketing Faculty IBA started the proceedings and said it was a delightful collaboration between IBA & UM, which will result in academic exchange and mutual research collaborations in the future. He said that both Pakistan and Malaysia are developing countries, hence they should collaborate for business and marketing research.

Dr. Huma Amir, Chairperson Marketing IBA and the Conference Convener, welcomed the participants and expressed her appreciation for University of Malaya's assistance in making the conference a reality. She extended thanks to Deputy Vice Chancellor Prof. Dr. Awang Bulgiba Bin Awang Mahmud, Dean Faculty of Business and Accountancy, Prof. Dr. Che Ruhana Dean, Associate Deans

Dr. Rosita, Dr. Zakia and Chairperson Marketing Dr. Yusniza and the entire team. Dr. Huma said, 'Conducting research for the BOP target market is itself a challenge, as research doesn't always predict what the consumer's perception of a product is. There is no perfect profile for this audience, their day to day wage varies and they make expenditures accordingly; affordability is the most important factor to them.

Dr. Farrukh Iqbal, Dean & Director IBA thanked UM for co-hosting the event. He also extended his thanks to Prof. Dr. Awang and his team. Dr. Farrukh talked about how the conference aims to minimize assumptions and errors in the increasingly vital arena of marketing, through the integration of standardized marketing research practices within the discipline. While developed economies have been able to turn market research into a dependable and elaborate science, countries belonging to the developing and underdeveloped world are still struggling with the idea. Furthermore, he elaborated upon concepts, such as marketing to the BOP, global income distribution, poverty and the elephant chart.





Chief guest, Deputy Vice Chancellor Dr. Awang Bulgiba Bin Awang Mahmud, welcomed Dr. Farrukh and the participants. He shared a few words of wisdom with the audience regarding the theme and its importance in today's global world. Then he introduced University of Malaya, which became a research institution in 2006 with 30800 papers published; making it a top research university in Malaysia. Dr. Awang said, 'We'd like to form further international collaborations, as we already have MoUs & MoAs with 700 institutions and this conference will lead to further mutual research collaborations.'

The first keynote session was by Professor Dr. Russel Belk. A distinguished professor in the world of marketing with significant contributions to the academia, Dr. Belk elaborated on 'Technology Luxury & the Poor'. He discussed that the poor often bypassed necessities for luxuries, like buying a fridge and then being unable to buy food. He also discussed the plights of the poorest of the poor, such as maids and drivers in developing countries like Pakistan, India, Vietnam, parts of Africa etc. His research showed that technology is not as easily available to the poor as it is to the privileged. He elaborated on how luxury is substituted by counterfeit goods (pseudo luxury) because they can't afford the real thing but they still want to be fashionable.

Professor Dr. Harvinder Singh shed light on 'Unlocking the Potential of BOP: The Public Policy Perspective'. He spoke on how the BOP phenomena has transformed since it was coined and said that more people have less income and a few have high income graphs, which is a universal pattern. People at the bottom of the pyramid are divided in to the urban and rural

divide; 46% rural and 54% urban. He said ideally, the pyramid should become a cylinder, meaning less deprived people at the bottom and more people with a uniform income. 'If you want commercial organizations to go for a cause, you have to ensure long term sustainability', Professor Dr. Harvinder.

The second part of the conference resumed with the Parallel Sessions, focused on four tracks: Marketing Communication, Bottom of the Pyramid, Marketing Strategy, and Green Marketing, chaired by Dr. Salman Bashir, Ms. Farah Baig, Dr. Yusniza Kamarul zaman, and Dr. Amrul Asraf respectively.

The second day of the Conference commenced with the first keynote session by Professor Dr. Guliz Ger, a giant figure in consumer behavior on the topic 'Developing Markets? Understanding the Role of Markets and Development at the Intersection of Macromarketing and Transformative Consumer Research (TCR)'. She said that misdistribution of income and wealth are the main barrier that deter development.

Next keynote speaker Professor Dr. Amna Kirmani, elaborated on 'Publishing Top Quality Research' and market place immorality. She shed light on how to go about publishing a good research paper and the do's and don'ts of getting a paper published. She ended her session with the words, 'Competency is what we focus on in the market place and morality is often overlooked'.

Then a panel discussion on 'Addressing flaws in academic research to avoid rejection' ensued. Panelists included: Prof. Dr. Harvinder Singh, Prof. Dr. Amna Kirmani, Prof. Dr. Guliz

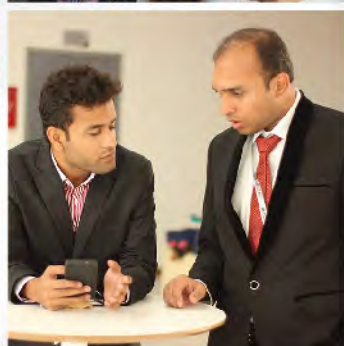
Ger, Prof. Dr. Russel Belk, while Dr. Wajid Rizvi from IBA was the moderator. The panelists gave many deep insights on improving the flaws in academic research to avoid rejection and agreed that purely empirical papers don't have a chance of getting published at present, whereas a purely conceptual paper has more chances of getting published.

The second part of the conference resumed with the Parallel Sessions, these sessions were focused on four tracks: Brand Management, Consumer Behaviour, Research Methodology, and Marketing Innovation, chaired by Dr. Ejaz Mian, Dr. Amira Khattak, Dr. Yusniza Kamarul zaman, and Dr. Amrul Asraf respectively.

A total of 35 high quality research papers on various aspects of Marketing were presented. The 'Best Paper Award' was awarded to 'Moving towards sustainable consumption: a study of reduce, reuse and recycle (3Rs) adoption among Malaysians'; authored by Ms. Regina Yan Ginny and Dr. Yusniza Kamarulzaman.

The IBAICM 2016 featured keynote speakers, plenary sessions and parallel sessions, providing a chance to the participants to network with the scholars and practitioners; to gain a wider and clearer perspective of the changing paradigms within the theme of the conference. The conference culminated on a lighter note with Dr. Huma Amir thanking the faculty, staff and organizers from both the IBA and UM. Together the Deans Dr. Farrukh Iqbal and Dr. Che Ruhana distributed tokens of appreciations amongst keynote speakers, participants, organizers and students from both universities.





The Rt. Honorable Lord Mayor of the City of London

Visits IBA Karachi



January 26: The Lord Mayor of the City of London Alderman Dr. Andrew Parmley visited the IBA City Campus to give a lecture on finance and culture, in the context of recent changes taking place. The Lord Mayor is also closely involved in culture and the creative industries. Currently the 689th Lord Mayor of the City of London, he was educated from Blackpool Grammar School, the Royal Academy of Music, Manchester and London Universities and Jesus College, Cambridge. He is the City Champion for the Prime Minister's Apprenticeship Delivery Board, Fellow of the Royal College of Organists and Trinity College, London and an Honorary Fellow of the Guildhall School of Music & Drama.

The Distinguished Lecture at the JS Auditorium commenced with recitation of verses from the Holy Quran. Dr. Sayeed Ghani, Acting Dean and Director IBA, and Mr. Shahid Shafiq, Member Board of Governors, then invited the esteemed guests Dr. Parmley, Lord Mayor, Ms. Belinda Lewis, British Deputy High Commissioner to Karachi, and Mr. Alderman & Sheriff Peter Estlin on stage.

The Lord Mayor of the City of London expressed his delight on being in Karachi and addressing the students and faculty of one of the leading educational institutes in Pakistan. He stated that IBA has an excellent educational heritage, both for Pakistan and other countries. Being an educator, he also said how the basis of good education is good business. Speaking about how London is a hub of world trade and has remained so for centuries, he mentioned how a lot more than a good product is required to be prosperous; determination, staying ahead of the curve and above all, remaining nimble are equally significant. Since the recent Brexit vote has led to many questions, 'My personal view is that London has been the number one place for international finance transactions and will remain so,' said Dr. Parmley.



In addition, the finance sector employs more than 2 million people in the UK. Dr. Parmley said that nowhere else in Europe can investors find such a concentration of services, underpinned by a globally renowned justice system. Since the Brexit vote, companies like Facebook, Google have announced further investments here; this is a sign that London will not lose its economic importance post-Brexit. He also mentioned that London is one of the most forward looking cities in the world. 'Even if Britain leaves the European Union, we will not turn our back on the EU,' said Dr. Parmley. 'We are a permanent member of the UN Security Council, a major contributor of NATO, and a member of the G7 and G20.'

He also spoke about how Pakistan and the UK collaborate on a variety of sectors. UK's largest bilateral educational program is administered here in Pakistan. This is a £800 million investment, which has reduced the number of children out of school, and introduced public-private partnerships. The British Council center in Karachi is also one of the largest British academic centers in the world. Additionally, 90 British universities participated in the higher education fairs held last year in Karachi, Lahore & Islamabad catering to over 3000 students. This helps in supporting inquisitive, young minds across Pakistan. Dr. Parmley further elaborated, 'Working together we can improve the speed of vocational training programs, we can train future captains to make the most of CPEC and we can increase the appreciation and appetite for high quality education such as that offered by the IBA and UK institutes.' London and the UK itself are willing to work with Pakistan to turn this huge potential into a huge opportunity.

Pertinent questions were asked by the students about the potential of microfinance and the election of Donald Trump and its impact on UK-USA relations. To the latter, Dr.

Parmley stated that it's too early to comment but former President Barack Obama had considered UK in the back of the queue, while President Trump said UK is in the front, suggesting strengthened relations. Talking about CPEC, he mentioned its strategic importance to China and Pakistan. Whilst the UK does not have as much capital as China, the UK is willing to invest in other countries.

In a reply to a question on the financial position of London Post-Brexit; Dr. Parmley replied, 'It's unlikely that the UK will lose a large number of jobs – it's estimated that by 2030, 575,000 people will be commuting to London. The prevention of cyber-crime has the potential to become a huge industry in the future, there are also 20 banks in London dealing with Shariah compliant services, whilst 17 universities are teaching courses in Islamic finance. The final question was about the work visa policy towards Pakistani students. Dr. Parmley said that this policy encourages a waste of talent and that he will bring up this issue with the British Prime Minister Theresa May. Being a Cultural Ambassador for the London Symphony Orchestra, he concluded his lecture by stating that music is very important to the quality of life.

Mr. Shahid Shafiq then presented a Memento to the Lord Mayor, along with a Sindhi cap and an ajrak shawl, which is symbolic of Pakistani culture. Dr. Sayeed Ghani awarded plaques and ajrak shawls to Ms. Belinda Lewis and Sheriff Peter Estlin.

International Forum on Unlocking Islamic Finance Potential in CPEC and Beyond

January 17: The Centre for Excellence in Islamic Finance (CEIF), IBA held an International Forum on 'Unlocking Islamic Finance Potential in CPEC and Beyond' at IBA City Campus. The China-Pakistan Economic Corridor (CPEC), often called a 'game-changer' in this region, primarily consists of \$45 billion worth of domestic infrastructure projects planned by the government of Pakistan. IBA-CEIF, initiated in 2015 has done remarkable work; among all 3 centers in Pakistan, it is the most active.

In this Forum, the effects and impact of CPEC on the Islamic Finance industry in Pakistan were analyzed, since it provides a great opportunity for the industry to channelize excess liquidity into innovative financing instruments. High profile panelists representing the governments of Pakistan and China, Islamic Finance Experts, Academicians and Regulators discussed how this sector can capitalize on growth opportunities stemming from CPEC and related projects.

The conference commenced with recitation from the Holy Quran followed by opening remarks by Mr. Ahmed Ali Siddiqui, Director, CEIF. Welcoming the audience, Mr. Ahmed said that, 'Today's event is a continuation of CEIF's efforts to provide its strategic input and gather all stakeholders at a common platform. Moreover, this forum is a continuation of a round table conference held in December 2016. Since CPEC passes through 27 Muslim countries, it is not right to ignore its potential impact on the field of Islamic finance. We should try to get the maximum benefit from this. Keeping in mind the Pakistani culture and Muslim majority population, the onus is on us that the financing for CPEC is structured in a Sharia compliant manner. All major stakeholders have to act fast to ensure a seamless flow. Thus, it is a critical topic to be discussed.' Mr. Siddiqui also hoped that this forum will provide food for thought on how to further make CPEC a strategic asset for Pakistan.

Dr. Farrukh Iqbal, Dean and Director, IBA, was then called on stage. With more than 30 years of management and research experience in the World Bank - across a range of countries; Dr. Iqbal has considerable experience in the field of development. He commenced his address by welcoming the audience, consisting of various distinguished persons

from the SBP, Islamic banks and guests from China. He said that the work of the World Bank has essentially been related to long term financing - funds are lent for thirty plus years for development purposes. Since CPEC is a development project, Islamic finance is very critical for long term development of finance. The potential is enormous. However, it has not been properly implemented in Pakistan and neither in any other country. An exception is the Islamic Development Bank in Saudi Arabia. He further elaborated that Islamic Finance is a good instrument to use for long term development finance projects. He also congratulated the organizers for taking the initiative to hold this conference since this is an aspect, which has not been talked about.

This was followed by a keynote address by Mr. Irfan Siddiqui, President & CEO Meezan Bank. Fifteen years ago, when the idea of Islamic banking was introduced, Meezan Bank was a small bank. With the initiative of Mr. Irfan Siddiqui, Meezan Bank is now the eight largest bank in Pakistan. The first question which Mr. Siddiqui raised was whether 'CPEC would be a game-changer? In order to answer this, it is significant to understand what the CPEC is exactly. It is a project, which covers 60 countries - more than half of these are Islamic. It will also reduce the distance of Western China to Europe by 5000 km, a distance taking around 45 shipping days. Consequently, working capital requirements also reduce by one quarter. Mr. Irfan further said that China is the largest spender on tourism and if 1% of the tourism money - which the Chinese spend worldwide is invested in Pakistan than that amount will be greater than all the income earned by the tourism industry in Pakistan. It is important to understand that CPEC is not just a need of China but also Pakistan - creating a win-win situation. It is also significant for the young generation to learn Chinese since China is one of our

friendliest neighbors, considering Pakistan's hostile relations with India and Afghanistan, and sanctions on Iran, which have adversely affected its economy.

Mr. Saeed Ahmed, Deputy Governor, State Bank of Pakistan, then addressed the audience. He mentioned how policymakers all over the world are taking a keen interest in Islamic banking especially after the recession of 2007. The size of the global Islamic finance industry is also approximately Rs. 2 trillion now. The right way to finance projects under the CPEC - ports, roads, motorways - is not from commercial banks, but from specifically designed products by Islamic banks such as Ijara. He also discussed the role of the SBP in encouraging Islamic banking, by allowing them to have a liquidity ratio of 14%. He also emphasized that it is also essential to sign a Memorandum of Understanding between Islamic Banks and Chinese representatives. This will bring forward new ideas and strategies, thereby stimulating the growth of the Islamic finance industry.





The last speaker of the first session was Dr. Nadeem Javaid, Chief Economist, Government of Pakistan, Ministry for Planning, Development and Reform. He stated that there are four main components of CPEC: Energy, Infrastructure Development, Economic Incentives and Industrial Cooperation. He said that CPEC will greatly lower the per unit cost of energy, incentives such as exemption from local duties and materials, whereas suspension of trade union activities, will give opportunities to investors. Therefore, designing cost-effective, Shariah compliant finance options is the need of the hour. He predicted that the economic dividends of CPEC will be so high that even India might join this project eventually.

The second session was based on the theme 'CPEC Opportunities for Islamic Finance Industry', with some of the key topics being infrastructure development, trade finance and spillover opportunities in the cement, steel and energy sectors. The panelists were Maj. Gen. (Retd.) Dr. Zahir Shah, Mr. Irfan Siddiqui, Dr. Nasir Afghan, IBA Faculty, and Mr. Li Xiaoxin (David), Deputy CEO of Industrial & Commercial Bank of China Limited. The session was chaired by Dr. Nadeem Javaid. In this session, the historical changes in China under Deng Xiao Ping were discussed along with the contribution of Hong Kong and Taiwan to the Chinese economy. Another perspective was also given which stated that Pakistan is not ready for CPEC since our banks have failed to target the population living in rural areas – only 16% of the population uses banks.



However, the fact that CPEC will lead to 2-3% growth in Pakistan's GDP cannot be overlooked. Dr. Afghan voiced his apprehensions over CPEC and said the initiative focuses more on economy than benefitting the people of Pakistan and hence it should be more about the people and not only about the economy. Mr. Li on the other hand opined that CPEC's emphasis on developing infrastructure will ultimately benefit the Pakistani nation and help Pakistan progress. After this, the house was opened for questions.

The third session was based on the theme 'Financing CPEC Opportunities for Islamic Finance Industry'. The panelists were Mr. Junaid Ahmed, CEO, Dubai Islamic Bank, Mr. Syed Samar Hasnain, Mr. Hasan A. Bilgrami, President & CEO Bank Islami, Mr. Mirza Saleem Baig, Head – Islamic Banking, Habib Bank Limited and Dr. Sulaiman Liu Jiujiang, Senior Partner & Co-founder, Al Sadiq Consulting. The relationship between trade finance and correspondent banking was discussed, along with the vital role of foreign currency in long term financing in today's increasingly globalized world. Dr. Sulaiman said that so far 70 projects were in the pipeline for CPEC and its significance transcended Pakistan & China as through CPEC's strategic location, we are looking to touch a 3 Billion population market, which will make it the most attractive investment hub within the region.

The fourth session based on the theme 'Product Need Assessment'. The speakers consisted of Mr. Amir Ali, SEVP and Group Head, Meezan Bank, Dr. Sulaiman Liu Jiujiang, Mufti Irshad Ahmed Aijaz, Chairman Shariah Supervisory



Board, Bank Islami, Mr. Muhammad Nasir Ali Syed, and Dr. Muhammad Imran Ashraf Usmani, Group Head Product Development and Shariah. Mr. Amir Ali said there is potential in the Islamic banking industry to participate in CPEC projects. However, challenges arise when using Shariah compliant products, since profit cannot be accrued with RMB Sukuk. A bilateral agreement was also signed in 2011 between Pakistan and China consisting of Rs. 110 billion worth of projects. This was further extended in 2013. Pakistan's debt to GDP ratio is also quite high – 65%. Financing for these projects may lead to an increase. Moreover, the GDP growth rate of Pakistan is 4-5%; economic growth, transactions and the GDP growth rate will pick up to 6-7% in the next three or four years. Thus, Islamic banks should get involved actively. Additionally, Mr. Usmani spoke about how Musharakah and Mubarakah are flexible schemes, which allow accruals. Mr. Sulaiman mentioned how 40% of the Pakistan Stock Exchange has been acquired by the Chinese – this is an indicator of stronger Pak-China ties.

The conference was concluded by Mr. Ahmed Ali Siddiqui, who thanked the audience, faculty members, the staff at CEIF and the sponsors. Sponsors for this forum were Bank Islami (Platinum Sponsor), Meezan Bank (Gold Sponsor) and Dubai Islamic Bank (Silver Sponsor). It was an extremely informative and enlightening session since CPEC was discussed from the lens of Islamic financing. One hopes that IBA-CEIF continues to organize such insightful sessions in the future.



Training of 'Clerks of the Parliament'

A collaboration of IBA, Karachi with Senate of Pakistan and Pakistan Institute of Parliamentary Services (PIPS)

November 17: IBA Karachi, is pleased to be a part of first-of-its-kind initiative in Pakistan i.e. 'Induction of Clerks of Parliament', in collaboration with the Senate of Pakistan and Pakistan Institute of Parliamentary Services (PIPS). The training program, was dedicated to imparting knowledge and providing exposure to the way legislation is done and how the House of Federation functions. The training comprised of two major areas including theoretical knowledge and soft skills.

The first phase of this initiative was aimed at inducting, testing and recruiting the Clerks of the Parliament. This process of induction was completed successfully under the supervision of the IBA Testing Department and comprised of MCQs, a written-exam and an interview, which was mutually conducted by IBA and the Senate of Pakistan.

In the second phase, the Center for Executive Education (CEE), IBA, initiated a comprehensive 5-week training program for the 23 Clerks of the Parliament. This program was hosted at Pakistan Institute of Parliamentary Services (PIPS) in Islamabad.

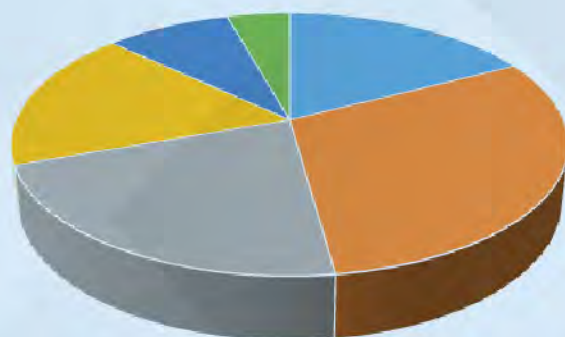
The five-week comprehensive training program covered the following topics:

COURSES	DATES	NAME	DESIGNATIONS
Personal Development: Working in Public Representative and with Government Officials	Oct 3 & 4, 2016	Dr. Shahid Mir	Director, QEC, IBA, Karachi
Constitutional Development: History, Development and Role of Parliament in Safeguarding the Constitution	Oct 5 to 7, 2016	Dr. Syed Jaffar Ahmed Dr. Muhammad Moiz Khan	Director, Pakistan Study Center, University of Karachi Assistant Professor, Department of History, University of Karachi
Legislation in Pakistan	Oct 17 to 19, 2016	Ms. Mahreen Nazar Mr. Muhammad Abdullah Zaidi Ms. Morial Shah	Assistant Professor, Department of Law, IBA, Karachi PILDAT Lecturer, Department of Law, IBA, Karachi
Drafting for Drafters	Oct 20 & 21, 2016	Ms. Morial Shah	Lecturer, Department of Law, IBA, Karachi
Financial Management in the Parliament	Oct 24 to 26, 2016	Dr. Aneel Salman Dr. Faheem Aslam Dr. Iftikhar ul Husnain Brig. Dr. Tahir Kahlon Mr. Adnan Azeem	Associate Professor, COMSATS Associate Professor, COMSATS Associate Professor, COMSATS Director, NDU National Assembly
Conflict Resolution and Negotiation Skills	Oct 27 to 29, 2016	Dr. Huma Naz Baqai	Director, Communications & Public Affairs, IBA
Parliamentary Practices: Comparative Analysis	Nov 7 to 9, 2016	Dr. Tiago Andre Ferreira Lopes Ms. Gulmina Bilal Ahmed	Assistant Professor, Department of Social Sciences, IBA CEO, Individual Land
Federal Government and Functioning of Senate	Nov 10 to 12, 2016	Ms. Gulmina Bilal Ahmed Mr. Afrasiab Khattak Mr. Jami Chandio Naveed Ahmed Shinwari	CEO, Individual Land Senator, Director ED Center for Peace and Civil Society President CAMP
Innovative Research for Sustainability and Growth	Nov 14 to 16, 2016	Dr. Qazi Masood Dr. Adnan Haider Ms. Sidrat Asim	Director, CBER, IBA Associate Professor, Department of Economics, IBA Manager CBER, IBA



The inducted clerks, representing the different provinces of Pakistan, were either MPhil-, MBA- or MS-qualified in subjects as varied as the International Relations, Economics, Political Science, Business Management and others.

Representation of Interns



■ Islamabad ■ Punjab ■ Sindh ■ Balochistan ■ KPK ■ FATA

The participants were from all four provinces, from varying disciplines such as Political Sciences, Economics, Finance, Mass Communication and Public Policy. Participants were from some of the following universities: Quaid-e-Azam University, Islamabad; Formen Christian College, Lahore; National University of Science & Technology (NUST); and University of Karachi.

The inauguration ceremony of the Induction of 'Clerks of the Parliament' was held on Monday, October 03, 2016 at the Pakistan Institute of Parliamentary Services (PIPS), Islamabad. The ceremony was attended by the Chairman Senate, Mian Raza Rabbani, Secretary Senate, Mr. Amjad Khan, Director Quality Enhancement Cell (QEC), IBA, Dr. Shahid Raza Mir, and Executive Director of PIPS Mr. Zafar Ullah Khan. Other prominent senators, joint and additional secretaries of Senate, staff of PIPS and representatives of IBA were also present at the ceremony.

Speaking about 'Clerks of the Parliament', Mr. Amjad Khan, Secretary Senate, highlighted the efforts involved in this program. He mentioned that the journey started from an entirely novel concept eight months ago; the Senate of Pakistan has now been able to materialize and actualize it.

He also shared his thoughts regarding the selected batch, which has been a consequence of the rigorous efforts of IBA and Senate of Pakistan, and his immense trust in it. In addition to this, he emphasized that the Secretariat hopes to bring a paradigm shift in the human resource of Senate of Pakistan. He reminded that a unique initiative, such as this, must utilize the youth and capitalize upon its knowledge, skills and, most importantly, its passion and dynamism. Mr. Khan also referred to other internship programs offered at the Senate of Pakistan:

The first one was with the selected universities of Islamabad, and the second was a micro-internship program for national and international students who approach the Senate of Pakistan for their summer internship. 'Clerks of the Parliament', however, would be a flagship program, in which students have undergone a competitive testing procedure, in which IBA was a principle partner in providing services. He further elaborated that the interns will get an exposure of parliamentary affairs during their internship and the training process through which they will be able to develop a deep understanding of the issues related to the constitution, working of Senate, development issues, etc.



Dr. Shahid Raza Mir, Director QEC, IBA, also spoke to the audience on this auspicious occasion. He extended his gratitude to the Chairman Senate, Senators, Executive Director PIPS and other members from the Senate. He began by highlighting the efforts of Dr. Ishrat Husain, Ex-Dean and Director of IBA, who established different centers in affiliation with the top-ranked institutions of the world. These centers included:

- Center for Excellence in Journalism (CEJ) with the International Center for Journalists (ICFJ) and the Medill School of Journalism at Northwestern University;
- Center for Excellence in Islamic Finance (CEIF) with different international Islamic institutes;
- Center for Entrepreneurship Development (CED) with Babson College, United States of America (US);
- Center for Business and Economic Research (CBER) with the State Bank of Pakistan (SBP). It conducts research for the World Bank (WB) and the Asian Development Bank, and publishes the 'Consumer Confidence Index' annually.

The Center for Executive Education has been acknowledged as one of the largest providers of executive education in Pakistan. It started to operate in 2004 for public sector institutes initially and had since then trained over 10,000 professionals at all levels of management. The CEE is also bringing faculty from the top-ranked business schools of the world, including INSEAD, Paris, London Business School, Haas School of Business, Queen's Business School, Canada, to name a few.

Dr. Mir further commented that IBA has now been focusing more towards research and development with the addition of a very prominent person from the World Bank, Dr. Farrukh Iqbal, our new Dean and Director, following Dr. Ishrat Husain this year. Dr. Iqbal has been involved in policy-making at the WB for and in various countries.

He also emphasized on the objective of providing trainings to the clerks, providing them with the requisite knowledge and skills needed in the Senate. "The content for this training program

has been drafted with due consideration and consultation with Senate and PIPS. The trainings are designed in a way to enable the clerks to understand the working of the federal government and the Senate. The trainings will be covering nine primary areas ranging from soft skills and technical learning," Dr. Mir added.

Chairman Senate, Mian Raza Rabbani, welcomed the team of PIPS, IBA and selected clerks and commented that the most commendable aspect of the whole process of selection and recruitment by IBA was that it was based on merit. He, thus, extended his greetings to the successful candidates who made their place purely on merit and advised them to believe in themselves. The honorable Chairman also greeted IBA and mentioned that it had remained associated with the Senate of Pakistan since the inception of this idea. The founding principle of getting IBA involved in this project was its prestige. Therefore, IBA was involved in the process of recruitment, written-test assessment and interview evaluation, a process that needed a solid academic ground. "The Senate of Pakistan yet again placed its clerks in the hands of one of Pakistan's most illustrious and competent institution, whose hallmark is merit and merit alone. Mr. Rabbani emphasized on the benefit of the training; it would equip the clerks with the requisite knowledge related to the administration of Parliament, Federal Government and the Constitution of Pakistan. After the training, the clerks will be sent back to the Senate where they will receive hands-on training on the working of the Senate of Pakistan, which will add to their exposure.

The ceremony was covered by digital and print media.

Press Release by Senate of Pakistan:

http://www.senate.gov.pk/en/news_content.php?id=2368

For further Details:

Senate of Pakistan: <http://www.senate.gov.pk/>

Pakistan Institute of Parliamentary Services (PIPS): <http://www.pips.gov.pk/>

IBA, Karachi: <https://www.iba.edu.pk/>

Center for Executive Education, IBA, Karachi: cee.iba.edu.pk/



Entrepreneurship as a Force for Positive Change

October 7: Jacqueline Novogratz, an American entrepreneur and Founder & CEO ACUMEN, visited IBA this Friday. Jacqueline Novogratz addressed the students of universities from all over Karachi at the G&T Auditorium. The session started as the host briefed about the dynamics of Entrepreneurial studies at IBA. She explained that The AMAN Center for Entrepreneurial Development (AMAN-CED) is envisioned to play a strategic role in promoting entrepreneurship in Pakistan and to create a new breed of youth and professionals, who believe in opportunity recognition and new venture creation. Its primary emphasis is to enable the new generation of Pakistani entrepreneurs to translate their ideas into enterprises. Accordingly, AMAN-CED aims to support the creation of new companies that add substantial jobs, incomes and revenues to Pakistan's economy. Moreover, along with a four year Bachelor's degree in Entrepreneurship, IBA also offers a number of certified courses to enhance the entrepreneurial education in Pakistan.

Addressing the audience, Dr. Farrukh Iqbal said, "I am really pleased to see the auditorium full of students." He welcomed and introduced the guest speaker to the audience by stating, "Miss Jacqueline Novogratz is one of the 25 smartest people of the decade and we are honored to listen to her today." He went on to say that Jacqueline Novogratz was born in the U.S., a graduate from the University of Virginia, where she studied Economics and International Relations and has an MBA from the Stanford Graduate School of Business. Dr. Farrukh spoke about how the idea behind 'ACUMEN' is to provide capital to low-income enterprises in order to assist sustainability.

Greeting the enthusiastic audience with Assalamualikum, Ms. Jacqueline Novogratz said, "I believe that we have a chance to build a world in which all human beings can live with dignity, freedom and choice. It starts with imagining that world and then working together." She continued by sharing her journey to Pakistan which goes 15 years back. "This country has influenced me very deeply and it has layers and layers that are not possible for a human being to unveil." She then talked about her change of career from Banking to Social Entrepreneurship and how initially her family wasn't very supportive of leaving lucrative opportunities for a difficult career path. She elaborated that ACUMEN believes in investing in entrepreneurs that benefit and sustain the world such as Healthcare, Agriculture, Education etc. Shedding light on some of ACUMEN's initiatives, she mentioned an ambulance service that started in India with initially 5 ambulances but with the help of ACUMEN, today they have 6000 employees running around 3000 ambulances that have served around 4.1 Million people in India.

She also talked about "Ansaar Management Company" being managed by a man who moved from United States to Pakistan after 9/11 to build a low cost Housing communities

for the urban poor. ACUMEN invested 1.2 million in his project to build around 1000 residential plots to cater 6000 people. Lastly, she discussed the off-grid solar game changers acquired by ACUMEN, which began investing in off-grid energy solutions in 2007 and today has the largest portfolio of companies committed to serving the poor. "A story after story is a journey and this is how we have come this far and look forward," she concluded as the floor was opened for questions. Students put their queries forward, regarding hurdles in social entrepreneurship, which were responded in great depth.

Ms. Jacqueline Novogratz also shed light upon her book, "The blue sweater", which was inspired by an encounter she had while in Kigali, Rwanda. During a routine jog in her early 20's, Novogratz spotted a boy who was wearing a distinct blue sweater that upon closer inspection, turned out to be the same blue sweater she had donated to her local Goodwill a decade earlier. That blue sweater, with its decorations of a snow-capped mountain, two zebras and stripes, had her name on it. This encounter led Novogratz to realize the interconnectedness of our world, which influences her work today. She also emphasized that she believed in the philosophy of learning by doing, by taking initiative and tackling issues head on.

Concluding the session, Dr. Shahid Qureshi, Director CED said, 'Sometimes opportunities are created and sometimes they are discovered and such is Social Enterprise'. He said that the IBA AMAN CED had opened a window of entrepreneurship for people with entrepreneurial skills without any discrimination of religion, class or background. 'People with entrepreneurial skills are more than welcome at AMAN CED and we do our best to assist them and hone their skills through our various programs to strengthen and establish their business ventures' said Dr. Shahid. To show our appreciation for Ms. Jacqueline Novogratz enlightening and heartfelt session, the Dean & Director IBA, Dr. Farrukh Iqbal along with entrepreneurial students presented Ms. Jacqueline Novogratz with some souvenirs to remind her of IBA.



IBA Convocation 2016:

Empowering Future Leaders



CONVO



December 3, 2016: IBA Karachi commemorated its annual convocation on the vast grounds of IBA-UBL Sports Complex at IBA, Main Campus. A total of 695 students (the largest cohort of graduates in IBA's history) were conferred degrees for the completion of their undergraduate and post-graduate programs. The audience consisted of proud parents, students, faculty members and distinguished personalities from the corporate, academic and public sectors; Dean and Director IBA Karachi, Dr. Farrukh Iqbal, Honourable Chief Guest – Chief Minister Sindh, Syed Murad Ali Shah and Minister Education and Literacy, Jam Mehtab Hussain Dahar.

The event commenced with recitation from the Holy Quran, followed by an address by Dr. Farrukh Iqbal, Dean and Director IBA. Welcoming the esteemed guests, Dr. Farrukh profusely expressed his gratitude to the Chief Guest, the Honorable Chief Minister of Sindh, Syed Murad Ali Shah. He then addressed the graduating batch and praised their efforts and hard work, during their time at IBA.

'To the Class of 2016: That you are assembled here as "soon-to-be graduates" is a testament to the hard work you have put in over the past few years. Most departments at IBA require students to pass at least 46 courses in four years of

study. And the typical course involves two mid-terms and a final examination, or three examinations per course. This means that the average graduate has taken 138 examinations in his or her passage through IBA. That is hard work indeed! So you have every right to wear your regalia with a sense of pride today and to stand a little taller today. Ladies and gentlemen in the audience, I ask you to join me in a huge round of applause for the Graduating Class of 2016!' Said Dr. Farrukh.

The Dean then elaborated about the physical, intellectual and social transformation at IBA. The physical transformation is before our eyes. The IBA now has buildings and technology that did not exist a few years ago. Dr. Farrukh stated, 'Our facilities are now at par with the best endowed universities in the country!'

The intellectual transformation is just as prevalent. It is reflected in a surge in faculty hiring, initiation of new courses, addition of new departments and the growth in research culture. He said, 'We now deliver more than 500 courses each semester and this is done through the hard work and effort of approximately 100 full time faculty and 120 visiting faculty.' Drawing a comparison to the year 2009, when the IBA had 20 Ph.D. holding faculty members, Dr. Farrukh said

that today there are 63 faculty with Ph.Ds and currently more than 24 faculty members are pursuing their doctoral studies, mostly from foreign universities. This year again, IBA Graduates have performed well in the job market. A large proportion, 80%, have already found jobs, some 15% are at advanced stages of negotiating job offers and some 5% have decided to pursue higher education. The average starting salary for MBAs this year was Rs. 85,000, almost 10% higher than for the class of 2015; that of BBA graduates is Rs. 57,000. Computer Sciences graduates gained 10% as well to reach an average starting salary of Rs. 54,000. This year, there are hopes of good reception for our first batch of BS-Economics & Mathematics and BS-Accounting & Finance entering the market.

Furthermore, Dr. Farrukh said that the intellectual transformation of IBA in recent years is also reflected in the program offerings. Alongside Business Administration, IBA also offers programs in Computer Science, Accounting and Finance, Economics and Mathematics, and Social Sciences & Liberal Arts. Commencing next spring, a Master's degree program in Islamic Finance, by the Centre for Excellence in Islamic Finance, will also be introduced.

IBA Convocation 2016

Discussing the social transformation in IBA's student body, he said, 'Diversity enhances knowledge and promotes tolerance.' IBA has made this possible by providing financial aid to students from different socio-economic backgrounds. '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 a range of outreach programs called the Talent Hunt Programs. These programs are for Sindh, KPK and Baluchistan and there is one for the entire country. In 2016, we enrolled 66 students from such programs, as compared to 23 students in 2009', said Dr. Farrukh.

Talking about how Pakistan needs capable managers, responsible citizens and ethical leaders, Dr. Iqbal stated, 'We have shared our knowledge and experience with you so that you might pass this along and help bring about positive changes in the country'. Dr. Iqbal then addressed the proud parents whose immense hard work had finally paid off. He also thanked the parents for entrusting IBA with the future of their offspring. Concluding his speech, Dr. Iqbal wished the class of 2016 success and happiness, with the hope that they will be the 'leaders of tomorrow'.

Degrees were then conferred to students by the Dean and Director, Dr. Farrukh Iqbal and the Chief Guest Syed Murad Ali Shah, together they presented Medals, Shields and Certificates to the high achievers. The Institute also gave prizes to twenty best performers amongst its dedicated staff that are the part and parcel of IBA.

The honorable Chief Minister of Sindh, Syed Murad Ali Shah, addressed the audience stating that he was honored to attend the Convocation Ceremony. Praising IBA's unprecedented growth, he said, 'IBA is a seat of learning parallel to none in Pakistan. I am glad to learn that IBA has been true to its vision of contributing towards future leadership in its growing array of fields of studies; from Business Administration to Computer Science, Mathematical Sciences and more recently in Accounting & Finance and Social Sciences & Liberal Arts.'

Furthermore, he said that Dr. Farrukh Iqbal will take the institute to new heights, by guiding his colleagues and students to achieve their individual goals. He stated, 'I am pleased to learn that in recent past, IBA has focused on consolidating its intellectual capital and has been working towards the target of having PhD faculty ratio that can be paralleled by no other university in the country.'

He also praised the commendable work done by the IBA Alumni, who have not only proved themselves in their professional endeavors but have also been sensitive to their bond with their alma mater by contributions in the overall infrastructure development of IBA. Discussing diversity, the CM said that programs such as the NTHP are 'remarkable measures not only for the promotion of education but also for the improving social and economic indicators in years to come.' He concluded his speech by praying for the future and betterment of our country. After this, Dr. Farrukh presented a Souvenir to the Chief Guest, Murad Ali Shah.

This year, the award of Best Student Society of the Year was given to the Marketing Club. Recipients of Performance Awards for Best Teacher was given to Ms. Morial Shah and Best Researcher to Dr. Nausheen H. Anwar. Staff Performance Awards were also given to employees from various departments such as ICT, HR, Finance and Administration.



Dean & Director IBA Creating Waves in the Academic Arena

Dr. Farrukh Iqbal

delivered the Ehsan Rashid Memorial Lecture at the Applied Economic Research Centre

Dr. Farrukh Iqbal delivered the Ehsan Rashid Memorial Lecture at the Applied Economic Research Centre at the University of Karachi campus on Thursday, September 8. His topic was: How Inclusive Has Development Been in Pakistan?

He began by saying the concept of inclusive development went beyond income growth to include a broad improvement in living standards, often proxied by indicators relating to health and education. He asked the audience to think of three outcomes. Outcome A was a situation where average incomes and health and education indicators show improvement. Outcome B was a situation where the incomes and health and education indicators among the poor show improvement. Outcome C was a situation where the rate of improvement of income, health and education indicators among the poor was faster than that on average. He noted that most development practitioners, especially those within the international donor community, thought of Outcome C as defining inclusive development. Outcome C captured the inequality of outcomes within society in a clear manner and it was an improvement in such inequality that comprised the essence of inclusive development.

Applying this notion of inclusive development to Pakistan for the last ten years or so, he noted that whereas Outcomes A and B were observed for indicators relating to income, health and education, Outcome C was not observed. Inequality of income had declined but inequality of health and education attainments had increased. By this definition, Pakistan had not achieved inclusive development since the mid-2000s.

He cautioned, however, that it was advisable to collect data for a longer time period to generate firmer conclusions. He also noted that Outcome C was a high bar and many developing countries struggle to reach it. Pakistan's experience was not unique in this regard.



Dr. Farrukh Iqbal's Lecture

at the AERC Conference



November 23: Dr. Farrukh Iqbal, Dean and Director IBA Karachi, presented a lecture on the topic 'Human Development in the Middle East Region: Past and Future'. The conference was organized by the Applied Economics Research Center (AERC), at the University of the Karachi. The theme of the Conference was 'Transforming Economic Development: Policies and Strategies'.

In the first part of his lecture, Dr. Iqbal presented data on the comparative performance of different developing country regions in the areas of child mortality and schooling attainment. He showed that the Middle East region had performed the best among all regions over the past four decades from 1970 to 2010. He said that such stellar performance completely belied the public image of the region as being mired in conflict and conservatism with poor outcomes in health and education. He asked why the public image was at such variance with the empirical record.

In the second part of his lecture, Dr. Iqbal explained that the poor public image was largely a consequence of focusing on levels of child mortality and schooling attainment. In terms of levels, the region was still behind some other developing country regions, such as East Asia and Latin America. However, this was not an appropriate way to judge human development performance. Rather, the correct approach was to focus on changes over time rather than on levels at a given point in time. He provided the results of some simple statistical analyses to show that, when assessed in terms of changes over time, the health and education performance of most countries in the Middle East region exceeded that which could be expected on the basis of their respective income per capita levels. Unfortunately, popular media as well as academic researchers had placed undue emphasis on levels and had generated an adverse image for the region that fit preconceived notions of the link between culture and development outcomes.

In the third part of his lecture, Dr. Iqbal presented econometric results to show that the Middle East region's good performance was due in part to high levels of public spending on education and health and low levels of undernourishment among its population when compared to other developing country regions. As an example, he noted that the Middle East region had spent thirty times more per person on average in education than South Asia. He also noted that the average level of undernourishment was three times lower in the Middle East than in South Asia.

In the final part of his lecture, Dr. Iqbal highlighted the fact that the good performance of the region with regard to education applied only to quantity and not to quality. He provided evidence to show that the region performed poorly in international comparisons of education quality. Similarly, while the region had been successful in lowering child mortality rates substantially, it now faced new health issues arising from lifestyle diseases such as diabetes and hypertension. He concluded by saying that the health and education challenges that now confront the region are very different from those it had faced in the past. For future human development in the region, the past should not be thought of as prologue.

IBA Karachi Wins

USASBE's Coveted Award for Excellence in Entrepreneurship Education 2017

USASBE Names IBA Karachi's Women Entrepreneurship Program as 2017 Outstanding Specialty Entrepreneurship Program Award Winner.

The United States Association for Small Business and Entrepreneurship (USASBE) named IBA Karachi's Women Entrepreneurship Program the recipient of the 2017 Outstanding Specialty Entrepreneurship Program. USASBE is internationally recognized as the premier association for entrepreneurship education and has ranked entrepreneurial programs since 1990.

Dr. Shahid Qureshi, Program Director AMAN CED received the award on behalf of IBA at the ceremony held on 21st January 2017 at Philadelphia, Pennsylvania. The Outstanding Specialty Entrepreneurship Program Award is given to a college or university that has developed and currently still offers a high quality and innovative program, the purpose of which is to educate and train future generations of entrepreneurs in a niche or specialty area. This award is given each year for an exemplary program that reflects innovation, quality, comprehensiveness, sustainability, depth of support, and impact. IBA Karachi representing Pakistan was competing with international universities in the quest for this award. The other two finalists were WIN Lab, Babson College and Meadows School of the Arts, Southern Methodist University. After a tough competition, by the Grace of Allah the laurel has been awarded to IBA Karachi. This is the first time in the history of USASBE awards that a university outside USA has won this particular award.

IBA AMAN CED takes this opportunity to thank Almighty Allah, our patrons Dr. Farrukh Iqbal and Dr Ishrat Husain who played an instrumental role in the initial stages of this program. We would also like to use this opportunity to show gratitude to the World Bank Group for sponsoring the program and Enclude Solutions, our partners in the program for their patronage. Moreover, this could not have been possible without the able leadership of our Program Director, Dr. Shahid Qureshi, IBA AMAN CED's Team and the esteemed Faculty.





IBA Institute of
Business Administration
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Leadership and Ideas for Tomorrow



women^x
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AMAN CENTER FOR ENTREPRENEURIAL DEVELOPMENT

Another milestone unlocked

IBA Karachi's Womenx Entrepreneurship Program declared
2017 Outstanding Specialty Entrepreneurship Program

by



USASBE
United States Association
for Small Business and
Entrepreneurship

AMAN CED Program Certificate Distribution Ceremony 2016



October 19: The Ghani & Tayub Auditorium flocked with numerous people from all walks of life wearing their graduation gowns with a sense of pride on graduating from one of the three AMAN Center for Entrepreneurial Development (CED)'s flagship programs, including Womenx, Entrepreneurship for Engineers (E4E) and the Family Business Program.

The session was attended by a total of 104 graduates of the Womenx program, a World Bank-funded global initiative designed to support women-run businesses through business education, networking and mentoring opportunities. The ceremony marked the completion of the program that successfully targeted 300 women entrepreneurs based in Karachi over a period of 2 years.

The ceremony also marked to be an accomplishment for AMAN CED as the first batch of Executive post graduate diploma in Family business graduated. The participants, hailing from different industries came together for this weekend 12-month program, which was designed to cater to

the growing need of preparing the second generation of entrepreneurs for a leading role in the family businesses. The program introduced them to concepts which were hands-on, combining management education along with family business insights.

A total of 30 participants completed the 4-months E4E program, especially designed for engineers in order to enable them to turn their engineering ideas into successful businesses. The ceremony was also attended by the program sponsors, the participants, their families and the faculty of IBA.

The ceremony's opening speech was given by Dr. Farrukh Iqbal, Dean & Director IBA, he expressed his admiration and encouragement for all the aspiring entrepreneurs, followed by the speech by the Program Director, AMAN CED, Dr. Shahid Qureshi in which he introduced the vision and values behind the formation of CED as well as the various initiatives that CED is currently engaged in. Then one of our chief guests, Mr. Abbas Akberali, Executive

Director & Chief Executive Officer, Amreli Steels was called upon the stage to deliver his message across the program participants that have been newly equipped with the skills to revamp their businesses and pursue their entrepreneurial journey.

All the program participants lined up for the certificate distribution by the valued guests and faculty members of IBA, which was followed by our chief guest, Mr. Farhan Hanif, CEO Crown Motorcycles' speech in which he commended the potential of the Pakistani youth and admired their entrepreneurial spirit.

The ceremony ended with group pictures of the program participants and to conclude the ceremony, Dr. Qureshi profusely thanked his entire team and various IBA staff members for their endless efforts towards ensuring the success of AMAN CED initiatives. He also wished good luck to the future entrepreneurs of tomorrow.



Training of Trainers (ToT) for the Business Incubation Program for Women Home-Based Workers



December 28th: IBA AMAN CED in collaboration with Aurat Foundation under its USAID funded Gender Equity Program (GEP) has launched a certificate in entrepreneurship program for Women Home Based Workers (WHBW's) in Karachi and Quetta. The program is all set to launch in Karachi in the month of January; to kick-start the project the Training of Trainers (ToT) was held on 28th December 2016 at AMAN CED.

The objective of the event was to introduce the program trainers about the participant profile and to present their curriculum in accordance to the requirements of this 4-month entrepreneurial training program.

The session began by the recitation of the Holy Quran by Dr. Imran Khan and was then formally opened by an introductory speech by Dr. Shahid Qureshi, the Program Director. Dr. Qureshi highlighted the vision behind CED, introduced its various entrepreneurial flagship programs and expressed great appreciation for the efforts of Aurat Foundation and the role of the Gender Equity Program in alleviating gender inequality.

Ms. Mahpara Shakil, Deputy Chief of Party, Aurat Foundation introduced the Gender Equity Program (GEP) to the audience. She explained that the program envisions to

enhance equity, increase women's empowerment and combat gender based violence by expanding women's rights and knowledge about their access to resources. She also expressed her best wishes for IBA at the launch of the entrepreneurship skills training program for Women Home-Based Workers through the sub-grant of GEP.

Ms. Soha Zulfiqar, Project Manager, Business Incubation Program for WHBW's then introduced the Women Entrepreneurship projects that have been taken in the past by IBA CED, the program itself, the key activities to be undertaken in the project as well as the participant's profile, which included the area that the participants hail from, their educational background and their varied skill set.

This was followed by a gender sensitization session conducted by Ms. Mahnaz Rehman, Resident Director, Aurat Foundation. She defined the idea of gender and asked the audience regarding some of the major issues that they, as women faces in their daily lives. The key issues that arose from this discussion were mainly sexual harassment, the presence of the glass ceiling and the numerous roles that women need to juggle these days. Ms. Mahnaz discussed that there was a pressing need to introduce and, effectively implement policies that cater to the problem of a rising gender disparity.

With that, Dr. Shahid Qureshi joined the stage to introduce the Effectuation model of entrepreneurship and discussed the significance of developing an entrepreneurial mindset amongst the participants first so that they are well equipped with this model. He invited Ms. Kanza Sohail, the curriculum coordinator for the project to brief the audience about the Training Need Assessment that was undertaken in order to assess participant needs and fulfill their expectations regarding the course modules. Ms. Kanza also described the module breakup and then presented the Accounting course outline. She then called upon stage, the faculty members that included, Dr. Imran Khan, Mr. Kamran Mumtaz, Dr. Najam Anjum, Ms. Faiza Yousuf and Ms. Uzma Aslam to discuss their course outlines for the modules that they will be teaching.

After the curriculum presentations, everybody headed towards a scrumptious lunch and later joined in for the concluding remarks by Dr. Shahid Qureshi who briefly painted a holistic picture of the entrepreneurship model that IBA CED aims to follow during the course of this 4-months program. He thanked everyone for their participation and wished a successful collaboration between Aurat Foundation and IBA CED.

17th Annual Population Research on investing in family planning for sustainable development goals 1 to 6



25 NOVEMBER: Institute Of Business Administration (IBA) in collaboration with Population Association of Pakistan held the inaugural session of the 17th annual population research conference at the Jahangir Siddiqui Auditorium, IBA City Campus, Karachi.

The opening remarks were made by Dr. Ali Muhammad Mir, Associate & Director Programs PAP, who thanked everyone in the audience for being a part of the conference and introduced all the esteemed guests.

The welcome address was given by Ms. Shahnaz Wazir Ali (S.I.), President Population Association of Pakistan, who started by welcoming the keynote speaker Dr. Zeba Sattar, Country Director Population Council. She continued by thanking Dr. Farrukh Iqbal on behalf of the executive members of the executive council of PAP, for giving them the opportunity to hold the conference at the splendid 'state of the art', City campus, IBA. She continued by talking about how the Sustainable Development Goals (SDGs) are critically linked to the population dynamics of our country. She ended by thanking all the partners of the conference for putting in their efforts.

Addressing the audience, cohost Dr. Farrukh Iqbal, Dean and Director, Institute of Business Administration (IBA) said, "Today let me take this opportunity to welcome you all to IBA to what looks like the most promising conference."

Later Dr. Zeba A. Sattar, opened the presentation by talking about "The Centrality of Population Dynamics for Achieving the SDGs. She mentioned how unfortunate it is that the issue of gender inequality hasn't improved in Pakistan and the likelihood of larger household fall into the criteria of poverty rather than the smaller households.

Building on that momentum, Dr. Hassan Mohtashami, representative of UNFPA Pakistan spoke about population dynamics in Pakistan. He talked about how there is insufficient recognition among national leaders of the ways in which rapid growth has held back economic development and in particular human development.

The chief guest, Mir Hazar khan Bijarani, Minister Planning & Development, started off by acknowledging the support of the international partners.

Addressing the audience, Mir Mumtaz Hussain Khan Jakhrani, Minister for Population Welfare Government of Sindh, thanked everyone for making the event a successful one and for their active participation. In the end every guest on the stage was presented with a shield as a token of appreciation.

The theme of the conference is based on investing in family planning as a means to achieve the sustainable development goals. The SDGs are a global agenda that aims at improving the health and well-being of the people and raising the standards of living.

The maternal mortality ratio in Sindh is one of the highest in the world at 314 maternal deaths per 100,000, which means that every year 2,000 women in Sindh die during childbirth and an estimated 46,000 newborns die in their first month of life. Around 20% of pregnant women in Sindh receive no antenatal care during their pregnancies. Four of every ten women in Sindh still deliver at home and more than half of all newborns in Sindh do not receive any health check after birth. Most maternal and newborn deaths can be prevented by timely and appropriate care by skilled providers. This provision is made possible by the relentless efforts of

frontline workers who educate the community and create awareness amongst families about the importance of MNCH and FP services.

Dr. Zeba A Sattar , Country Director, Population Council Islamabad said that we have to reduce the unmet need for family planning to reduce unwanted pregnancies specially amongst the poorer segment, who are having more children than they desire and can afford.

Eminent guests at this remarkable conference were as following:

Chief Guest- Mir Hazar khan Bijarani

Dr. Ali Muhammad Pir – Associate & Director programs, Population council/ Member executive council, PAP.

Dr. Shahnaz wazir Ali (SI), president, population Association of Pakistan

Dr. Farrukh Iqbal, Dean and director IBA

Dr. Zeba A. Sattar- country director of the population council

Dr. Hassan Mohtashami- representative of UNFPA

Mir Mumtaz Hussain Khan Jakhrani- Minister for population welfare Government of Sindh

About PAP: The Population Association of Pakistan (PAP), a non-profit professional, academic and demographic organization, was established in 2000. PAP's mission is to promote and strengthen the discipline of population studies by providing a forum for subject experts to share their scientific knowledge and experience, while facilitating their professional development.

Presentation on UNCTAD

“The Trade and Development Report (TDR) 2016”

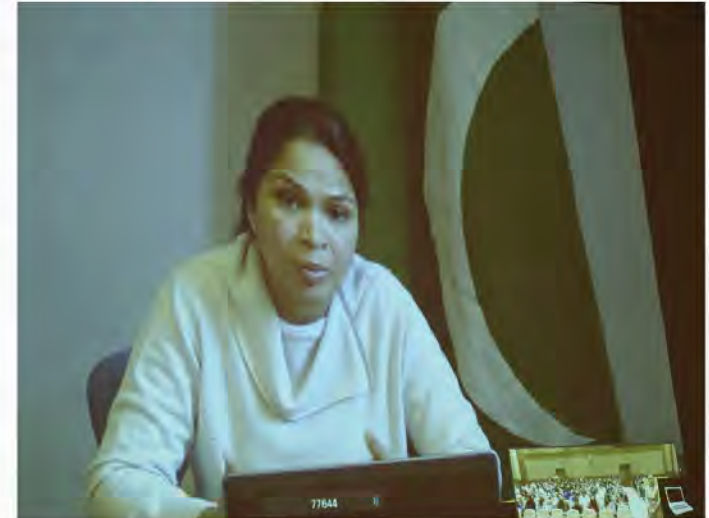
December 2nd, 2016: Institute of Business Administration, Karachi organized a presentation by UNCTAD on ‘The Trade and Development Report (TDR) 2016’ at G&T Auditorium, Main Campus. This presentation was a part of the ongoing discussion on the global economic environment, the opportunities provided by CPEC to Pakistan to integrate into the world economy and the overall impact of global slowdown on the Pakistani economy.

Dr. Aadil Nakhoda, Assistant professor, Department of Economics IBA, organized this video conference session. The trade and development report-(TDR) 2016 discussed in the session focused mainly on Structural transformation for inclusive and sustained growth reviews, recent trends in the global economy and focused on the policies needed to foster structural transformation. The Dean and Director IBA, Dr Farrukh Iqbal also attended this session. The keynote speaker for the session was Dr. Padmashree Gehl Sampath, a well-known international expert on innovation, industrial policy and development issues, currently working at the United Nations Conference on Trade and Development (UNCTAD) in Geneva as part of the team on the Trade and Development Report, UNCTAD's most important flagship report.

Main topics discussed in the session included commodity influence, globalization and convergence, convergence theory, implications to catch-up, industrial policy revived, manufacturing matter, and fallacies of export led industrialization, etc. It was observed that global economic growth remains weak, growing at a rate below 2.5 per cent, and global trade slowed down dramatically to around 1.5 per cent in 2015 and 2016, compared to 7 per cent before the crisis.

Student attendees raised some pertinent issues about Pakistan like “Manufacturing being the main force for growth in any economy” and “Why investments fail in Pakistan, when we are trying so hard and why do we rely mainly on agriculture?” This was addressed by the speaker and was suggested that Pakistan should apply better economic policies to attain industrial and investment opportunities. In this light, it is crucial to analyze the impact of the global slowdown on Pakistan. The exports of Pakistan have been declining for the past couple of years. Though, it is believed that CPEC may add impetus to economic growth as it involves infrastructure development, Pakistan needs to adopt stringent industrial and trade policies in order to benefit from the changing regional and global economic environment.

Overall, the session was quite fruitful and informative, it shed light on how to achieve more success in terms of economics and structural transformation.



Speaker's Profile:

Dr. Padmashree Gehl Sampath is a well-known international expert on innovation, industrial policy and development issues, currently working at the United Nations Conference on Trade and Development (UNCTAD) in Geneva as part of the team on the Trade and Development Report, UNCTAD's most important flagship report. Prior to this, she was Chief of the Technology and Innovation Report Series at UNCTAD. She has worked for several years as a Researcher at the United Nations University-MERIT (2002-2007) and then as an Assistant Professor on International Development and Innovation at the Open University, UK (2007-2008). She has an extensive publications record, including several journal publications, chapters in books and five published books. She is the series editor of Anthem Press on new writings for innovation and development and is an adjunct professor at the University of Aalborg, Denmark. She has also received awards for her accomplishments from the Rockefeller Foundation in 2009 and more recently, the Rotary International in India for ‘Outstanding Achievements’ in 2010.



Seminar on Imam Hussain



October 25th, 2016: A seminar on Imam Hussein ibn Ali was held at the Ghani and Tayyab Auditorium at IBA Main Campus. The theme for the seminar was 'Imam Hussain-ibn-Ali- an Indelible Mark on Human Life'. The sacrifice of Imam Hussain is not restricted or limited to any religion or sect, but rather it is an example for all times to come across borders and religions. The purpose was and still is that there are immense lessons from Imam Hussain ibn e Ali's experience that can be imparted in a university setting in general and in a business management school in particular to hone the leadership, management, and governance skills of all our junior and senior scholars alike so as to be able to make an impact on country's business and socio-economic life at both the micro and macro levels.

It is the parallels between the Divine lessons---theoretical and applied--- and modern management teachings that need to be understood/appreciated so as to apply the same with ownership, commitment, and conviction to eventually effect a transformation for the better in the national landscape. This Seminar series was a small attempt at showing the big picture to our current and future practitioners.

The event started with the recitation of verses from the Holy Quran followed by a speech by Vice President ISC, Fariz Ahmed. The event's esteemed guests were Allama Shahنشah Hussain Naqvi, Allama Mohsin Naqvi, Dr. Rizwan Ahmed Naqshbandi, Mr Atam Prakash Chainani, Mr Vir Jay Mahraj. Mr Atam Prakash was the first speaker. He explained the detailed history of how the Hindu religion connects its ties with Imam Hussain and the event of Karbala. He introduced us to the 'Hussaini Brahmins' who are living across different parts of Pakistan, India and Arabia. They are descendants of the Hussaini Brahmins' who had sent a contingent of troops to fight alongside Imam Hussain in Karbala. Mr Atam also mentioned how his community has helped and works with different organisations in order to bring people together and share their pain.

Mr Vir Jay Mahraj furthered it by emphasising on teachings from the Hindu scripture Geeta and incidents from Guru Nanak's life where he spoke about how truth always overpowers falsehood and despite having fewer people on its

side, always leaves a deeper mark in the hearts of people.

Mr Bilal Azhari recited a Naat. Dr. Rizwan Ahmed Naqshbandi spoke about the tension between good and evil that has raged in all times. For example, of Pharaoh and Hazrat Musa, Nimrood and Hazrat Ibrahim and Yazeed and Imam Hussain.

Qatal-e-Hussain Asal Mein Marg-e-Yazeed Hai,
Islam Zinda Hota Hai, Har Karbala Ke Baad....!

Allama Mohsin Naqvi highlighted the message that the incident of Karbala teaches us. The message is the Message of Islam: humanity, peace and, justice. It is the message that inspired all of humanity with Divinity. Imam Hussain's revolution was aimed at saving the people from corruption, humiliation, and ignorance. The reason behind Imam Hussain's revolution as stated by him was to save the Islamic Sharia (law) and Prophet's Sunnah (tradition). He led the revolution to uphold the rights and dignity of humankind and revitalize the ethical code which was targeted by Yazid.

Ghani and Tayyab Auditorium of IBA Main Campus was then spiritually enlightened by the beautiful verses of the kalaam "Karbala Muntazir e ma'ast" delivered by Shuja Rizvi.

Followed by the break for Namaz e Asr, the event was graced by the arrival of Allama Shahنشah Hussain Naqvi who, despite his ill health, came to deliver his generous knowledge to the students. He spoke about Islam being the religion that focuses on the role of the individual rather than appearance. He mentioned about his continuous interaction amongst different religious communities which in itself is an example that Imam Hussain's message was for humanity as a whole. He emphasised on acquiring knowledge and education by researching and asking scholars so that youth are in a better position to work together as individuals for the betterment of humanity.

Speeches were followed by a spirited Question and Answer session which marked the end of a very successful event. Guest speakers were presented with tokens of appreciation by the Dean & Director of IBA, Dr. Farrukh Iqbal who presided over the Seminar. The audience were given refreshments sponsored by United King.



Visit of Islamabad Based Journalists to IBA-Karachi



December 8th, 2016: A group of 18 journalists covering the Education beat in Islamabad-based newspapers and television channels, accompanied by Director Media, Higher Education Commission (HEC) Mrs. Aayesha Ikram visited IBA Karachi, City Campus. The trip is a part of a series of visits to different universities across the country to provide the journalists an overview of the inner functioning and developments of higher learning institutions/sector over the years and the significance of government's increasing support to higher education sector. And to highlight the proactive role of universities in socio-economic growth of the country.

As one of the leading institutions of higher learning in Pakistan with 61 years of producing quality managers/directors and heads of leading organizations, IBA Karachi's credibility in the academic and professional world speaks volumes.

A thorough tour of the campus was given to the delegates. Newer facilities such as the Aman Tower and Jahangir Siddiqui Auditorium were showcased in their full glory. The journalists were also given a tour of the Center of Excellence in Journalism (CEJ), where they were shown the journalism labs, editing suites etc.

A presentation was given by Christie Marie Lauder, Program Manager CEJ, who welcomed everyone and enlightened everyone about the role of the CEJ department and its proud partners; IBA, International Center for Journalists (ICFJ), US Department of State and Medill School of Journalism Northwestern University. She proudly spoke about how the CEJ started with barely any staff in the beginning and how far they have come from that. The CEJ was inaugurated on February 27, 2016 and she also said that without the efforts

of the former Dean, Dr. Ishrat CEJ would not have been a reality. She briefed the audiences about various courses being offered at the CEJ, such as Advanced Reporting, Health Reporting, Photojournalism, Feature Reporting etc. Ms. Lauder also said that the courses at CEJ were determined through a nationwide survey and include programs such as the "Medill Program" in which journalists were brought in Karachi for 2-3 days from USA. She also emphasized that the CEJ wants to groom journalists from the grass root level to improve the overall journalistic practices in Pakistan and it makes an effort to recruit reporter from all over Pakistan; and an emphasize on including female journalists in its trainings to improve the female representation in mainstream media. The presentation came to an end after a question/answer session in which reporters inquired about the offered programs and the growth of the department. In order to facilitate journalists from other cities and remote areas, the CEJ pays all travel and accommodation expenses for outstation participants.

Building on the Momentum, Dr. Huma Naz Siddiqui Baqai, Associate Professor and Director Communications & PA, IBA introduced the IBA Social Sciences faculty panels; Dr. Nausheen Anwar, Dr. Tiago André Ferreira Lopes and Dr. Sheba Saeed. All the journalists introduced themselves and interacted with the panel. Dr. Nausheen shed light on the immense potential of media and research in Pakistan and said "One of the things that I would really love to see happen in Pakistan as far as the media is concerned is investigative journalism".

Then Dr. Sheba Saeed discussed the importance and impact of a powerful documentary, she also showcased a clip of the documentary made by her, named "Beggars of Lahore". Dr. Tiago André Ferreira Lopes continued the session by

educating the participants about the ethnic diversity, which he has experienced in Pakistan and his journey at IBA.

Dr. Huma Baqai spoke about the different media activities conducted by IBA as the Jung Forum and recording of current affairs news programs at IBA. Several hard hitting questions were asked by the visiting journalists such as CEJ and other institutions play their role in instilling media ethics but at the end of the day the editor and the media owners demanded sensational news from their reporters.

Mrs. Aayesha Ikram thanked the IBA team on behalf of HEC for such an interactive and enlightening session. She also extended an offer that HEC was willing to host the CEJ team at Islamabad, in order to reach out and train the journalists that are based in areas other than Karachi.

Lastly the Dean & Director IBA, Dr. Farrukh Iqbal interacted with the reporters and talked about IBA's partnership with other institutions and faculty development. Dr. Farrukh said that IBA is much more than a good business school and alongside Business Administration, IBA also offers programs in Computer Science, Accounting and Finance, Economics and Mathematics, and Social Sciences & Liberal Arts and a Master's program in Journalism will also begin at CEJ in 2017. All participants received tokens of appreciation from Dr. Farrukh Iqbal at the end of the session.

The session was comprehensive and helped to further establish the IBA image as the leading institution for higher education in Pakistan. IBA is an institution that does not deny a student admission due to lack of finances, every student who clears the IBA test is accommodated through some form of financial assistance as we believe in merit and giving an opportunity to all deserving candidates.

Heartiest Congratulations to **Dr. Nausheen Anwar**



IBA takes great pride in announcing that our faculty member, Dr. Nausheen Anwar, Associate Professor, Department of Social Sciences and Liberal Arts IBA, has won a major research grant from the Partnership for Conflict, Crime and Security Research (PaCCS). Thirteen grants were given out this year for the Interdisciplinary Research Innovation Awards jointly funded by the Arts and Humanities Research Council (AHRC) and Economic and Social Research Council (ESRC) in the United Kingdom. The awards are meant to encourage research on the linkages between conflict and international development, with a total funding of 1,021, 252 pounds sterling.

Dr. Nausheen Anwar and Dr. Amiera Sawas (Grantham Institute – Imperial College London) are Principal Investigators for the research project titled “Climate Adaptation, Land Acquisition and Security: the Gendered Politics of Dispossession in Pakistan”. The research investigates the impacts of land acquisition for climate adaptation related development projects on the security of vulnerable and marginalized citizens and communities. Using a gender lens it uncovers how citizens face differentiated experiences of development, dispossession and access to legal mechanisms of accountability and redress. Dr. Aradhana Sharma (Wesleyan University) is the Project Consultant and the organization Shehri is the civil society partner. The total amount awarded to this multi-year project is 100,000 pounds sterling. More information can be found at:

<http://www.paccsresearch.org.uk/gendered-politics-dispossession-pakistan/>

The IBA family congratulates Dr. Nausheen Anwar on her remarkable achievement and wishes her best of luck for her upcoming endeavor.



OUR STAR



Ayesha Zafar

IBAian Ayesha Selected in the Pakistan Cricket Squad

IBA is proud to announce that our student Ms. Ayesha Zafar of Semester BBA 7 has been selected in the Pakistan cricket squad for the Women's Asia Cup and upcoming tour of New Zealand, which will comprise of five One-Day Internationals and a solitary T20I, beginning on November 9th 2016.



*IBA is proud of its
students and wish
Ayesha the best of luck
for her upcoming
tournaments!*

Convocation 2016 – First batch of PGD Programs - IBA, Karachi



December 10: The Centre of Executive Education (CEE), IBA, Karachi commemorated first annual convocation for its three Post Graduate Diploma Programs in Supply Chain Management, Human Resource Management and Healthcare Management. The audience for this ceremony included families of the PGD students, faculty members, students and other distinguished personalities including Dean and Director of IBA, Dr. Farrukh Iqbal; Director of Centre of Executive Education, Dr. Izhar Hussain; Our esteemed chief guest Founder and CEO of Indus Hospital, Dr. Abdul Bari; Our Guest of Honor, Territory Senior Partner and Chairman of A.C Ferguson, Syed Muhammad Shabbar Zaidi; and Chief Executive Officer of Agha Khan University Hospital Mr. Hans Kedzierski.

The event commenced with the National Anthem and recitation of Holy Quran, followed by an address by Dr. Farrukh Iqbal, Dean and Director IBA. Welcoming the esteemed guests, Dr. Farrukh profusely expressed his gratitude to the Guests, Dr. Abdul Bari and S. Shabbar Zaidi. He then praised the efforts of graduates of Post Graduate Diploma Program, for being the pioneers of this program. Dr. Farrukh stated, "We here at IBA, seek international affiliations to ensure that international standards of education are being followed, that is exactly each one of our program is affiliated with an international institution. Moreover, our teaching methodology consists of a mix of both, permanent faculty and visiting faculty, who are people

belonging to the industry. In fact, our visiting faculty is extremely important and valuable for us, because they have the first-hand knowledge of the industry. Currently we have Post Graduate Diploma program for only 3 fields, but we plan on expanding."

Dr. Farrukh's address was followed by an address by our Guest of Honor Mr. Syed Muhammad Shabbar Zaidi, who appreciated the efforts of IBA, saying that he feels relieved that there are institutions such as IBA, which are continuously striving to provide qualified personnel to the Industry. He further said that all the three fields of Post Graduate Diploma were extremely important. He also appreciated the graduates for having the courage to keep studying even where they were working.

Following his address, diplomas were conferred to students by the Dean and Director, Dr. Farrukh Iqbal and the academic program directors Dr. Minhaj Qidwai, Dr. Rameez Khalid, and Ms. Nyla Ansari for their respective programs, and by the Acting Registrar of IBA, Mr. Jami Moiz for the absentia students. After which they presented Medals and Shields to the high achievers to celebrate outstanding excellence in their respective disciplines. The Valedictorian speeches of the Position Holders, left the audience in tears of joy.

The honorable Chief Guest Dr. Abdul Bari Khan, then addressed the audience emphasizing on the importance honesty, faith and dedication, saying that, "If a task is started

with a foundation of concrete faith in Allah, success is Inevitable." He also congratulated the graduates saying that IBA is known to be producing leaders, for the society."

The ceremony ended with the closing remarks and vote of thanks by the Director Center for Executive Education Dr. Izhar Hussain, who treasured the courage of the graduating students, saying that, "A person may be in one of the three stages in his life, either he is ignorant, a student or a scholar. We definitely are not scholars, nor do we want to be ignorant, so the safe way is being student."

For details on PGD programs: <http://cee.iba.edu.pk/>



Interview

Dr. Muhammad Nishat

With more than 37 years of teaching experience, Dr. Muhammad Nishat is one of the most seasoned professors at IBA Karachi. A Researcher, an Administrator and an Associate Dean, Dr. Nishat is an extraordinary individual; listening to student issues, handling administrative tasks and communicating with people from all walks of life. His honors, awards, devotion and affiliations with National as well as International organizations are a clear evidence of his continuous involvement in the development and dissemination of improved instructional material and methods.

Dr. Nishat attained his PhD in Economics from University of Auckland, New Zealand in 1999, and a Masters in Management Sciences from University of Waterloo, Canada. He was also awarded the Best Teacher award by the Department of Economics at the University of Auckland in 1994. Currently, he is also serving as the Vice-Chairman of National Business Education Accreditation Council of HEC Islamabad. Moreover, he has authored and co-authored more than 60 research articles in Academic Journals in Pakistan and internationally. His research interests broadly fall into the fields of Economics and Finance. At IBA, he teaches Portfolio Management, Behavioral Finance, Financial Economics and Research Methodology and supervises MS and PhD theses. His professionalism and ethics towards his responsibilities are exemplary.

The Current interviewed Dr. Nishat to discover his experiences, the challenges his job entails and his views on the future of IBA. What transpired is an insightful and enlightening discussion about his journey as an academician and a facilitator.



1. Please share your journey from the esteemed foreign institutions to IBA Karachi?

Initially, I was at the University of Karachi and after that studied at the Applied Economic Research Center (AERC). Later on, I did my Masters in Management Sciences from University of Waterloo. The educators there were associated with some of the best universities in the world like Harvard, Columbia etc. One of the interesting turns which happened in my life at that point was the switch from Economics to Administration. In spite of the fact that it was an inconvenient choice, the educators there assisted me immensely. However, due to financial constraints I had to quit my PhD and return to Pakistan.

In those days, I wished to join the corporate world; however, the economic conditions of Pakistan were not conducive and very few jobs were available in Operation Research, so I joined the AERC as an educator. I was heavily involved in contract research and teaching but after 1988 I concentrated on academic research. Then, I pursued my PhD in Economics from University of Auckland, New Zealand.

In 1999, I returned to Pakistan with a Doctorate degree, and continued my work at AERC. After some time, I met Dr. Javed Ashraf (then Dean & Director IBA), he offered me a job and therefore I joined IBA Karachi in February 2001 as Professor of Economics and Finance.

2. What is the greatest contribution you have brought to IBA as the Associate Dean?

During my tenure as Chairperson Economics and Finance department I was given the task to make the program outline of BBA, which should match the international standard of a terminal degree. It was 2001, when none of

the Business Schools in Pakistan had thought of a 4 years BBA program in Pakistan. Leading this team of chairpersons from various departments was one of the great contributions and challenges I've encountered at IBA. We sat down, reviewed international business programs and processed the course outline for a four year BBA at IBA and launched the same during Fall 2002.

3. Tell us what successes you have had working with diverse populations, including students and colleagues?

I have realized that no matter where you go, people have issues and difficulties but I believe that one should be a good listener. Working with a diverse population has taught me to be solution-oriented. Moreover, I do my homework and try to act as a facilitator. With the faculty, I try to be interactive. I believe sharing is growing and always encouraged the idea of joint Research papers and I personally did research papers with faculty here and we learned a lot. Over the years, I have learnt to be a team player and I try to avoid discrimination and violation of rules.

4. Technology plays a huge role in the work life of an Associate Dean. What experiences do you have using the latest technology?

I have noticed that after all these years, my capacity to delve into new technology has slightly decreased, despite using the ERP completely for both my teaching and Associate Dean Responsibilities. Before going to my class (MBA), I read the data of my students provided by the ERP and then create the decorum for the class accordingly. Moreover anonymous student's feedback through ERP makes it is easier to help the faculty to reassess and achieve the main objectives.

5. What is a typical day in the life of an Associate Dean?

I have never left teaching and research even with administrative responsibilities throughout my association with IBA. The major task of an Associate Dean is to be available and accessible for the institution. I always make time to listen to the problems of students, faculty and staff. I take pride in the fact that people think that they can easily talk to me, whenever they want their issues to be resolved. Usually when I come in the morning, I have students waiting outside the office. Also, I have faculty emailing me all the time about their issues. I'm also a member of most of the committees at IBA and I'm also present in most of the recruitment presentations.

6. Given the multitude of responsibilities as an Associate Dean, how do you manage your time and establish priorities?

Before the semester starts, I have to deal with registration issues so I get quite busy despite the fact that there is no teaching. As the semester begins and things settle down, I do my homework regarding teaching at home. Even today, I make my notes meticulously before I enter the classroom. When it comes to administrative work, I always say that the objectives should be clear. We have to make strategies and scrutinize our system and then look for an appropriate solution. As a researcher, I have deadlines for the conferences so I have to give extra time to the papers and I usually do this at my home. Usually, the exam week is a bit light on classes and teaching so I take out time for my research work. Despite being busy with responsibilities all the time, I do try to enjoy my work and all the elements attached to it. When it comes to marking the exam papers, I allocate 3 days to it and I try to not delay the process because I believe that students need feedback to improve within the semester for their next hourly or final.

7. How do you tackle situations where students are dissatisfied from the course material or have differences with the professor?

We have two to three routes through which students make their way to us. When we face such issues, we have different procedures to follow. At times, the Chairperson of the department steps in. He or she talks to the students in confidence and then forwards their concerns to the course Instructor. If the issue remains, the audit committee takes up the case. The members observe and try to judge the dynamics of the class. Our sole objective is to serve the students, so we always try to look for a solution, which suits both the instructor and the students.

8. Five years from now, where do you see IBA?

There are five pillars to measure a university on International Standards: Infrastructure, Faculty (Research & Publishing), Student Body, Executive Education and Job Placement. I believe that we have accomplished more than half of these pillars but now I think that IBA should strengthen its students and faculty vertically. Moreover, I feel the dire need of introducing more MS programs that would cover a lot of fields and enhance research. Also, HEC is prompting us to introduce a PhD in Business Administration as quality PhD programs are highly demanded in Pakistan. We have to bring in and retain strong faculty members to be named as a research institute of the highest order.

9. You've taught at many prestigious universities. What are the differences that you've witnessed in the students of IBA and abroad?

Students here are very hardworking and enthusiastic but with the passage of time, I have felt that the overall attitude has become somewhat casual and relaxed. I feel that students abroad are more committed, mainly because of affording

their education expenses independently. They know their opportunity cost too well. Other than that, I think our students are no less in talent and capabilities. Moreover, students there do not chase grades because the job market is talent oriented so eventually, students focus more on learning. They would rather submit the assignment empty than copy it from someone else. I think we need to learn this form of integrity from them.

10. You were awarded the Best Teaching Award by the Department of Economics, University of Auckland. Please shed some light upon it.

The award was anonymous and the reward was in the form of book vouchers but I was very honoured, and later they also offered me a job. I have always been adaptive and even worked on my language skills, so I became an insider pretty soon. I never planned to be a teacher. To be honest, I actually never liked this profession because I get really scared by the thought of standing in front of the entire class and being the moderator. However, things panned out in a way that I couldn't joined corporate sector and became a professor. So far, I have realized that teaching is an amazing profession and a continuous phase of learning is attached to it. Students' feedback is also essential, as it fuels your passion. I remember the first time I taught at Karachi University and the students' response was what made me continue with this profession.

11. In past few years, IBA has introduced prolific and specialized Centre of Excellences. What are your insights regarding these programs?

These programs are major contributions towards the community and this community includes the corporate world, the journalistic world etc. Another concept behind these centers is continuation of education. It is generally for people who can't afford or manage full-time executive





education, so these centers cater to such people. They provide accessibility towards quality education because we lack quality journalism, executive education etc. so it is a step towards that path. Also, most of these centers are profit generating pockets for IBA.

12. How do you spend your spare time?

I usually spend quality time with my family. I'm quite involved and engaged in their activities. Other than that, I walk alone for an hour after Maghrib. I detach myself and try to have my own time in that one hour. Generally, I'm a family oriented man and spend time with family and relatives.

13. Keeping in mind the wide range of courses that you teach, students of which discipline do you enjoy teaching the most?

I enjoy teaching MBA classes the most as they bring 2 years' of professional experience to the class. Also, I find these students committed towards their education. Research Methodology is the course that I simply love to teach, as I can introduce new techniques and contribute my own research in it. Moreover, I also like teaching introductory level courses as the minds are young and fresh, and a great exchange of new and creative ideas takes place.

14. What are the future challenges for IBA?

The major challenge for IBA is attracting and retaining of good faculty. We're on a relatively good path and now we have

to be dynamic according to the market needs and conditions; the placement of our graduates is very important. It is also vital to produce good researchers and PhD graduates from IBA, so the faculty should focus on research, which will also assist in keeping the course material up to date. Moreover, International accreditations are also a key. Through accreditations, you have SOPs and documentation of every little detail, which is quite helpful and it ensures quality learning.

15. Any advice for the current IBA students?

I would like students to be focused. I won't say the majority but a lot of students get carried away with the socializing environment. So I'd advice students to maintain a balance between studies and curricular activities. The priority should always remain on your education and you should never let an external factor become a hindrance to it.

16. Anything else that you'd like to comment on?

I think on an administrative level, we need to emphasize on "follow-up". We take great initiatives at IBA but they fade away with the passage of time. Being a part of higher authority, we have never stopped any faculty or staff for any kind of activity or initiative but we lag behind in the development procedure. Secondly, I think there should be more interaction amongst the faculty to establish a constructive educational environment.



SECMC Partners with IBA to Train Thari Engineers

January 30: With an aim to produce high quality human resources from an area with the lowest human development indicators; Sindh Engro Coal Mining Company (SECMC) and Institute of Business Administration (IBA) Karachi have signed a Memorandum of Understanding (MoU) to impart high quality training to engineers hailing from Tharparkar.

Under the program, IBA Karachi will teach management related courses to Thari engineers in Thar Block II of District Tharparkar, these engineers have been selected through SECMC's under Thari Trainee Engineers Program (TTEP).

A formal agreement signing ceremony was held here on Monday, signed by Mr. Shamsuddin Ahmed Shaikh, Chief Executive Officer of SECMC and Dean and Director of IBA Karachi Dr. Farrukh Iqbal. The MoU was also co-signed by Mr. Ahsan Zafar Syed, Chief Operating Officer of Engro Powergen Thar Limited (EPTL), Dr. Izhar M. Hussain, Director Center for Executive Education (IBA), Mr. Kashif Ahmed Soomro, Director Human Resources, SECMC & Ms. Sumera Muhammad, Manager Skills Development Program (IBA).

Thar Trainee Engineers Program is a unique initiative, launched by SECMC, Engro Powergen Limited and Engro Powergen Thar Limited for the youth of Thar with the objective of developing the local talent by providing them with the best 2-year-long professional training at Mine and Power Project at SECMC Block II, Tharparkar.

Trainees hired through this program will be provided trainings in managerial, technical and self-development skills. They will also receive on-the-job training and individual mentoring focused on preparing them for successful professional careers.

Speaking on the occasion, SECMC CEO, Mr. Shamsuddin Shaikh said that through this program, we aim to pave the way for future leaders and fill the talent pipeline for Thar Coal and future projects

"Development of quality human resource from Tharparkar is an integral part of objectives set under Engro's Thar Coal project, which would help them to acquire senior managerial positions in future," he added.

Dr. Farrukh Iqbal was of the view that these initiatives continue to be implemented in a way that generates sustained benefits for Thari students, belonging to the underdeveloped area of Tharparkar.

In recent years, he said, the Institute has launched new academic programs, the hiring of many more full-time PhD faculty, and the establishment of new centers and partnerships, which would be utilized to benefit Thari Engineers to build their career and serve Pakistan.



IBA Faculty's Industry Interface



Congratulations to Dr. Huma Baqai, Associate Professor IBA for her appointment as an Independent Director, First Women Bank Limited by the Federal Government. Dr. Baqai has been appointed as an Independent Director on FWBL's Board to comply with the Code of Corporate Governance.

IBA Signs MoU with Confucius Institute, University of Karachi.



September 26: IBA signed an MoU with Confucius Institute at University of Karachi on Monday, 26th September, 2016. This MoU is a step towards popularizing Chinese language for the students of IBA. Through this program IBA students will be able to study Chinese as well as enhance their sociocultural understanding of China.

The MoU was signed by the Dean and Director of IBA, Dr. Farrukh Iqbal; the Coordinator of IBA Foreign Languages Program, Ms. Rabail Qayyum; and the Confucius Institute's Chinese and Pakistani Directors, Prof Li Yong and Mr. Moin Uddin Siddiqui. The Registrar of IBA Mr. Jami Moiz as well as the Chinese language teacher Mr. Du Jie were also present on the occasion.

IBA members were briefed about the Confucius Institute, and IBA's association with them. Furthermore, ideas regarding scholarship opportunities for the students of IBA were discussed, and opportunities such as the recent participation of two of IBA's students in the 2016 summer program to Tsinghua University in China were also highlighted.

NUST PNEC OLYMPIAD 2016

The IBA Badminton Girls team participated in the NUST PNEC OLYMPIAD 2016.

IBA Badminton Girls Team:

1. Mahoor Shahzad (BSAF)
2. Faryal Shahzad (BBA-VII)
3. Wasfiya Seikh (Social Science)
4. Komal Tahir (BBA)
5. Tooba Asif (Eco Math's)
6. Sania Khan (Eco Math's)
7. Fatima Zaidi

The result of Badminton Single Girls categories:

Winner: Mahoor Shahzad (BSAF).

Runner up: Faryal Shahzad (BBA-VII)

The result of Badminton Double Girls categories:

Winner:

Mahoor Shahzad (BSAF) &
Faryal Shahzad (BBA-VII)

Runner up:

Wasfiya Seikh (Social Science) &
Komal Tahir (BBA)

Single Semi Finalist:

Tooba Asif

Double Semi Finalist:

Tooba Asif and Sania Khan

Our girls performed tremendously well throughout the tournament! Our Chief Guest, Mr. Jami Moiz (IBA Registrar) and Mr. Guhar Raza (Manager Student Center & Sports Facilities) later distributed the trophies, certificate and the cash price awards to all the participants.

We appreciate the Badminton Girls team for delivering an outclass performance in the NUST PNEC OLYMPIAD 2016 and hope that they continue making IBA proud with their excellent performance in the events to come.



ITCN Asia 2016

September 27-29: The largest Information Technology exhibition ITCN Asia took place at the Karachi Expo Centre from 27th – 29th Sep, 2016. ITCN Asia has been organized for the 16th consecutive year and has evolved as the biggest IT & Telecom extravaganza of Pakistan.

Approximately 135 companies set up stalls at ITCN Asia. The companies were from Britain, UAE, China, Germany, Taiwan, Singapore etc. Powerful brands of the world showcased their state-of-the-art products and services, which allowed the user community to get exposure to a wide range of technology and solutions under one roof.

IBA Karachi also played a significant role in ITCN Asia 2016 as a Knowledge Partner. Mr. Imran Batada, Director ICT was the Panelist and Keynote speaker for the session ICT 4 Education in the conference. He highlighted the role of ERP in the education sector of Pakistan. Dr. Shakeel Khoja was also one of the Panelist in the Conference.

IBA FCS and our CED incubatees were also a part of the ITCN Asia 2016 and they showcased their impressive startups at the IBA Pavilion. Dr. Imran Khan had selected the startups and mentored the participants to showcase their startups in a professional manner. Dean & Director IBA, Dr. Farrukh Iqbal also visited the conference and exhibition and appreciated young students for their initiatives. Dr. Farrukh Iqbal and Mr. Imran Batada were also the Guest of Honor of ICT 4 Pakistan Conference.

The entrepreneurial set ups which participated at the exhibition from IBA are as following:

1. Digital Egg heads
2. Object Synergy
3. Love for Data
4. Intwish
5. EDVON
6. Techncanvas
7. Shandaarbuy.com
8. Indus Valley Labs
9. Stemers



IMC Launch 2016

IBA Marketing Club (IMC) continues to get bigger and better! October 25, 2016, the day of IMC's Grand Launch, was a clear proof of it!

The day began like any other ordinary Tuesday with students undergoing their regular class schedules. However, as they wrapped up to go home, they were treated with a fun-filled and exciting carnival in the IBA cricket ground. The irresistible free popcorns, the temptingly delicious food and drinks, and everyone's favorite games instantly attracted a huge crowd. The creative stalls of jewellery, accessories, and gift items set up by IBA students, and those of renowned brands further captured the attention of curious souls. While many were lured in by the mere presence of talented and professional photographers, others attended the festivities simply to have a joyous time with their friends.

However, the fun and surprises were not over just yet! Students huddled into the garden to find the best possible place to watch the much awaited Fashion Walk. While final preparations for the event's highlight were underway, the mouth-watering items on the stalls of Karamel, Pizza Point, United King, Hunger's Pack, Kafe Kofa and Wingitt kept everyone busy. Meanwhile, the incredible guest, supermodel Abbas Jafri arrived at the campus and people kept drooling over him.

And then began the Walk itself... Men's collection by Bien Habille, Jack and Jones, AK Fashion and female's wardrobe by Asset clothing, Pleated, and The Sait's Atelier, were showcased brilliantly by the models against the engulging music. Our special thanks also to the make-up partners, Hafsa Bano, Nida Jamal, Ramsha Nadeem and Nadia Hussain Salon.

The distribution of plaques to sponsors as a token of appreciation by Ms. Nida Aslam, marked the end of an amazing show. Our heartiest congratulations to the IMC team 2016-17 for outdoing their predecessors and organizing a truly Grand Launch. We wish them the best of luck and anxiously look forward to their upcoming events!



Newly Appointed USCG Grace Shelton, US Journalists Visit CEJ

KARACHI: Newly appointed US Consul General, Grace Shelton and Public Affairs Officer, John E. Warner visited the CEJ for the first time on Thursday, Sep 29, 2016 and admired the facility. She also spoke with the instructors of our ongoing course on "TV Talk Show Production" – Garry Pierre Pierre and Faisal Sayani- and was briefed on the past and future courses.

Prior to Grace Shelton's visit, a group of US journalists from various media organizations visited the CEJ on Sep 27, 2016. Director CEJ, Kamal Siddiqi briefed the journalists on current journalism scenario in Pakistan and the centre's initiatives. The visitors also got a chance to speak with senior journalist and Dawn News host, Mubashir Zaidi.



IBA-CS Retains Highest Ranking

By **NCEAC**

We feel extremely honored to announce that IBA BS Computer Science has successfully retained the highest rating of "W" category awarded by The National Computing Education Accreditation Council (NCEAC). IBA's BS (Computer Science) program was first honored by this prestigious award in 2008. The rating encompasses a number of factors, which include a thorough assessment of the standard of the overall quality of the program as well as the quality of faculty, students and curriculum facilities that are offered.

The NCEAC is a subdivision of the Higher Education Commission (HEC) of Pakistan that regulates all programs related to Computing. The NCEAC regularly assesses the Universities and Institutes to evaluate their performance and to make sure they follow the guidelines.

IBA is extremely proud of this landmark achievement which places its Computer Science program at par with the best programs in the country.

For further details please visit:

<http://cs.iba.edu.pk/programs.html>



After the success of IBA ProBattle '16 in April 2016, the IBA Computer Science Society (CSS) raised the bar for tech competitions in Karachi as well as nationwide. IBA ProBattle has seen tremendous growth ever since its inception, with an ever increasing number of competitions and participants. Therefore to commemorate the success of ProBattle '16, the CSS arranged a formal dinner for the management team of the event on 10th September 2016. The dinner followed a short prize distribution ceremony, which was given to faculty, students and the administration for their efforts in making ProBattle a huge success.

CCP-Pakistan, Hisaar Foundation

Sign MoUs With CEJ



Center for Communication Programs (CCP) Pakistan signed a memorandum of understanding (MoU) with the Centre for Excellence in Journalism at IBA, Karachi for the launch of an Excellence Awards in Journalism in Pakistan. Under the MoU, CCP will support the holding of a national competition, which in the first year will promote and give recognition to health journalism. In this regard, the best health stories in the print, online or broadcast media in any national or regional language will be identified and given recognition. Details of the award will be announced shortly and the distribution ceremony will be held in December.

Director CCP-Pakistan, Dr. Atif Ikram Butt and Director CEJ, Mr. Kamal Siddiqi signed the MoU on behalf of their respective organizations.

CEJ signed another MoU with The Hisaar Foundation under which both organizations will cooperate with each other for the promotion of activities. Hisaar Foundation will now host many of its events through the CEJ in Karachi and the Centre will provide its expertise to Hisaar Foundation under a long term understanding.

Mr. Zohair Ashir signed on behalf of Hisaar Foundation while Mr. Kamal Siddiqi signed on behalf of CEJ.

CEJ hosts training for TV news reporters

The Centre for Excellence in Journalism (CEJ) organized an intensive 9-day training on "Reporting for Television News" from September 02 to 10, 2016 at the Institute of Business Administration (IBA), Karachi. The course was attended by 27 working broadcast journalists from across Pakistan representing various media organizations.

The course was taught by the award-winning journalist, Ceci Rodgers from Medill School of Journalism, she has worked as a financial journalist for more than two decades. The class was co-taught by Munawar Mirza who is also an award winning TV Journalist and brought with him three decades of broadcast and print experience. His human angle stories which won him three National Awards in reporting.

The course focused on video journalism that included the fundamentals of TV broadcasting, writing, reporting, shooting, editing, and visual ethics and best practices.

With abundant hands-on activities, the course also emphasized the journalism principles of accuracy, fairness, transparency and service to the public. In addition to reporting, the students also learned to check facts, shoot, write and edit their videos in the state-of-the-art CEJ editing suites.

As part of their assignment, the students produced two high-quality packages at the end of the course which demonstrated their newly acquired skills and techniques.

Terming it as a life-time experience, the students said that they were determined to apply those fresh skills into their newsrooms.

To supplement the class lectures, a guest session was conducted by Mr. Iqbal Jamil, former anchor and director at the Institute of Communication and Media Sciences, Ziauddin Enterprises Pvt. Ltd. Mr. Kamal Siddiqi, Director CEJ, also led a session on media ethics and journalists' safety.

At the end of the training, participants received their certificates of completion, while end note speeches were delivered by the instructors- Rogers and Mirza- and CEJ Program Manager, Ms. Christie Lauder.



CEJ IBA

Centre for Excellence in Journalism
Reporting for Television News
September 02-10, 2016



CEJ Organizes Training On TV Talk Show Production

The Centre for Excellence in Journalism (CEJ) organized an intensive two-week training on "TV Talk Show Production" from September 26 to October 7, 2016 at IBA, Karachi. The course was attended by 28 working broadcast journalists from across Pakistan, representing various media organizations.

The course was taught by Garry Pierre-Pierre, a Pulitzer Prize-winning, multi-media and entrepreneurial journalist, who is the co-host of "Independent Sources" on CUNY TV and a senior producer. He is the founder of the City University Graduate School of Journalism's Center for Community and Ethnic Media.

The class was co-taught by Faisal Sayani, a freelance journalist, independent filmmaker and Karachi based producer most recently with Dawn News.

To make it more useful for the students, the course was broken down into two parts, editorial and technical. The editorial component included topics like research, choosing the right topic, guest selection, background briefing notes, and writing the questions/scripts.

On the other hand, the technical component focused on how to use lighting, camera, sound, graphics, and the control room to produce a program as all these elements affect the feel of the show.

In addition to the regular lessons, media trainer and senior journalist, Mr. Ghulam Mustafa from Geo News conducted a guest session on journalists' safety. An interesting interaction took place between the trainer and students during various exercises that were instrumental in providing applied knowledge to the working journalists.

Mr. Kamal Siddiqi, Director CEJ, also led a session on media ethics and conflict of interest.

As part of their final project, the students produced a high-quality 30-minute talk show recorded in CEJ's state-of-the-art broadcast studio which perfectly showcased their newly acquired skills and techniques. The students got detailed feedback from their trainers- Garry and Faisal- at the end of each of show produced by the students who worked in different teams to accomplish the goal.

At the end of the course, students learned to use all the skills available inside a television studio to make their program essential viewing, to set the agenda and how to shape public opinion.

The students termed their experience as extremely productive and helpful and said that they were determined to apply those freshly acquired skills into their TV programs.

After successfully completing the training, participants received their certificates of completion, while end note speeches were delivered by Garry, Faisal and CEJ program manager, Ms. Christie Lauder.



CEJ Hosts Seminars On US Presidential Elections For Students, Journalists

October 14: US Consulate Karachi recently conducted an informative workshop on the history, process and evolution of the US Presidential Elections for the students at CEJ. The workshop was conducted by Joshua Vincent and Tanya Rogers. The workshop aimed at creating better understanding about the entire process of elections.

Joshua Vincent serves as an Assistant Regional Security Officer (ARSO). Josh has also served at Diplomatic Security's Washington Field Office, its Computer Investigations and Forensics Division and the Office of Protective Intelligence Investigations. Josh is also a reserve Marine officer, with a total of 16 years of combined active and reserve service.

Tanya Rogers has worked for the U.S. Department of State since 2010. Her previous assignments include, Washington DC, Bolivia and Kuwait. Currently, she is working as a political officer at the U.S. Consulate, Karachi covering issues ranging from local politics to human rights and security. Prior to joining the State Department Ms. Rogers worked as a secondary and university teacher in London, Tokyo and Texas.

On October 15, US Consulate Spokesperson, Sharlina Hussain-Morgan had an engaging session with journalists on the 2016 American elections at CEJ. During the workshop, the journalists got insightful tips and knowledge on how to cover US presidential elections.

A large number of journalists, anchors and editors from various media organizations attended the insightful workshop and got an opportunity to ask questions for better understanding of the electoral process.

Sharlina Hussain-Morgan is the spokesperson at US Consulate General Karachi.



IBA Hosts Jang Forum on Kashmir Action Plan



September 7: IBA hosted a Jang Forum on the "Kashmir issue." The eminent personalities included in the panel were: Mr. Sardar Ashraf Khan (Political-Economic-Analyst), Mr. Amin Hashwani (President, Pakistan-India CEOs Business Forum) and Dr. Huma Baqai (Associate Professor, Department of Social Sciences, IBA).

Hosted by Mr. Akram Khan (Editor Jang Forum, Karachi), the forum discussed Kashmir issues and its dynamics in great detail. As Mr. Akram welcomed the audience, he said, "I welcome you all to this discourse to analyze the horrendous condition of Kashmir and the worsening atrocities of India." To take the proceedings further, Mr. Amin expressed his views regarding the affair and stated, "India has clearly made this an ego issue and Pakistan only consider Kashmiris as their Muslim brothers. However, the situation here demands a humanitarian approach. Both the states need to push their egos behind and see the Kashmiris as human beings who have right to live peacefully." He articulated his views eloquently and went on to say that despite being in an industrial age, when it comes to foreign policies, the countries become extremely nation-centric. He also clearly declared that UN and other organizations are not considerate regarding this matter because they look for their own benefits hence Pakistan has to be stronger at home.

Endorsing the execrable situation of Kashmiris, Mr. Ashraf said, "The misfortune all lies with the Kashmiris; 1.5 crore and 7 lakh Indian army upon them!!" He continued to highlight the role of academics like Arundhati Roy in such circumstances who are writing about the mayhems by India while she continues to live there bravely. "More than five thousand people are injured, including the youth, women and children. Almost a thousand have lost their vision due to being shot by pellets by the Indian army. First indigenous person to be martyred was Burhan Wani; he wasn't a militant but an activist for the freedom of Kashmir," Mr. Ashraf said as he provided facts and statistics to the audience. He also added that 1.5 Crore people of the valley don't want to be with either Pakistan or India so it becomes a joint responsibility of both the states to resolve the issue in accordance of Kashmiri's wish. This civilization is over 3000 years old and deserves to have their rights. Also, Pakistan cannot afford another war, we need to be stronger at the home front and if we are stable we can help Kashmiris in their cause.

Expressing her views on the Kashmir issue, Dr. Baqai stated that, "For the past 7-8 years it has become an indigenous issue though India denies it. India now has no option but to address this matter. Seven Lakh Indian army men are there in Kashmir and have maintained a curfew for 70 days. Modi's



government tried to settle new people in Kashmir, which caused resistance and has resulted in this conflict," Dr. Baqai also talked about the fact that the international community, USA, UN, the European Union etc. are numb towards this problem. "Despite being viral on the social media, the international mainstream media still hasn't given it due coverage. Kashmir is a land of missed opportunities. We pay lip service but never come up with anything executable for them," she added. Dr. Baqai concluded the discussion by saying that Kashmiris have always been the hostages of the Pakistani and Indian rivalry. Later on, many hard hitting questions were asked, which the speakers addressed in depth.



Memorial Session to Honour

Late Dr. Abdul Wahab (Sitara-e-Imtiaz)

October 7: IBA commemorated the services and memories of Dr. Abdul Wahab (Former Dean & Director IBA) by paying a tribute to him at a memorial session held in G&T Auditorium. The audience comprised of family members, ex colleagues BoG members, Academic Committee, Former Deans & Directors and IBA alumni, who attended the session to show gratitude towards the deceased.

Followed by Tilawat-e-Quran, Dr. Farrukh Iqbal addressed the audience on this somber occasion and said, "We are all gathered here to commemorate the unparalleled services of Dr. Abdul Wahab; former Dean & Director IBA. Dr. Wahab, an institute within himself, was an exemplary Dean who played an instrumental role in IBA's evolution.

Dr. Wahab was known for his determined attitude towards education. Under his leadership, IBA emerged as the leading educational institute of the country. He had a penchant for discipline and set an example by refusing to act submissively in front of the higher authority on many occasions.

Dr. Wahab completed his early education in India, completed his graduation from Sindh Madrassah Arts and Commerce College, Karachi, in 1958 and after completing his Masters of Business Administration (MBA) from IBA, he joined the institute as a faculty member and was later appointed as the Director of IBA from June 1984 to April 1995 and then from November 1996 to July 1999. During his decades-long educational career, Dr. Abdul Wahab served as Vice Chancellor of the Karachi University and as President of the Muhammad Ali Jinnah University (MAJU)."

Shedding light on his many merits, Dr. Farrukh said that Dr. Wahab was a man of his principles and was awarded with Sitara-e-Imtiaz (Star of Excellence) for his educational services. The 'Order of the Rising Sun', Japan's second-highest award, was also conferred upon him by the Emperor and Prime Minister of Japan for his distinguished

contribution to education. Mr. Wahab authored a book titled "Sarkari Idaroun Ki Islah"; a prominent incident highlighted in the book was when he deprived his own son of an admission in IBA for not meeting the merit criteria. Those who knew him, knew how particular he was about following rules and regulations – there were never any exceptions.

On behalf of IBA Karachi, Dr. Farrukh extended his heartfelt condolences to the bereaved family and friends and prayed that the Almighty Allah grant them fortitude to bear this loss and that Dr. Wahab's soul be granted with eternal peace.

A video tribute by the ICT department was showcased to highlight the many achievements of Dr. Wahab.

Reliving old memories, visiting faculty IBA, Mr. Mirza Sardar commented upon the long association that he had with Dr. Wahab, in the capacity of a teacher, mentor, guide and boss. He said that Dr. Wahab always encouraged and appreciated his students and had helped Mr. Mirza promptly in form of guidance and provision of recommendations.

Dr. Syed Irfan Haider, Dean CBM and an IBA alumnus remembered Dr. Wahab with a befitting tribute and said it was an honour to talk about a personality, which as students at IBA, they always looked up to and admired. He said that Dr. Abdul Wahab was a ray of hope and determination for educational institutions in the 1980's, when many educational institutions were heavily politicized. And in those trying times, Dr. Wahab not only held the high standards of IBA but set an example for all the other institutions; how to not back down in the face of adversity. He said Dr. Wahab was amongst those who sincerely believed that IBA was forever and that IBA's integrity, high standards and sovereignty must be maintained under any circumstances. Dr. Wahab inculcated the values of punctuality, attendance and no cheating in the students at a time of political wilderness.

An old associate of Dr. Wahab, Mr. Mohammad Anwar (former IBA employee) talked about his 36 year of association with the deceased. He said that Dr. Wahab never bowed down in front of higher authority and was a courageous person. He narrated many incidents where Dr. Wahab acted bravely in highly perilous situations for upholding IBA's principles and did not even back down when he received numerous death threats. He also credited the commission of Karachi University's boundary wall to Dr. Wahab under his tenure as Vice Chancellor, Karachi University.

Adding a personal note to the memorial, Dr. Wahab's son, Mr. Babar thanked the attendees for their presence and said that his father was a man of public appearance and would have appreciated this memorial by his staff. He said that Dr. Wahab had a 20 year long association with his staff and that his life's ambition was striving for excellence. He said that contrary to the belief, Dr. Wahab was a kind and doting father who had strong work ethics and he strongly believed in the quote, 'Excellence is painful'. He also said that Dr. Wahab believed in leaving a legacy of greatness behind. Furthermore he asked the attendees to forgive his father's soul if they still had any misgivings about him. He said that even those who had a difference of opinion with his father attended his funeral and thus it proved that those differences were on the work front and not personal.

Mr. Sham-us-Zoha, Senior Manager Corporate Affairs also held the deceased in high esteem and narrated many fond memories and said that Dr. Wahab treated all his employees equally and made it a point to attend weddings and funerals of his employees even after leaving IBA.

The somber event came to a conclusion with the attendees extending condolences to Dr. Wahab's family and remembering the many merits of a courageous former IBA Dean.



Perween Rahman: The Rebel Optimist



October 21: The Department of Social Sciences and Liberal Arts hosted a screening of the documentary film "Perween Rahman: The Rebel Optimist" on October 21st. The film captures the life and work of the architect, urban planner, and committed social activist Perween Rahman, who was gunned down in Karachi in March 2013. Rahman's remarkable work on Karachi's informal settlements, water, and other urban development issues was driven by her concern with social justice for the poor and dispossessed population of Karachi.

The documentary meticulously puts together her life through archival footage, director Mahera Omar's own interviews with her, photographs and oral testimonies of more than half a dozen people whose lives she had touched, directly or indirectly, while living and working in Karachi. It brought out the warmth that defined Rahman's personal relationships with her siblings and her long-time associates. It simultaneously also highlights her contribution as the director of the Orangi Pilot Project (OPP) in improving the

lives of the poorest of the poor in Karachi. The documentary, in fact, records everything that her life revolved around — from her love for the sea and the beach to her worries about environmental pollution and climate change, and from her focus on the issue of water theft in Karachi to her efforts for the relief and rehabilitation of flood victims.

Later On, a thought-provoking panel discussion grabbed the attention of the audience. Dr. Nausheen Anwar, Faculty Social Sciences Department, introduced the panelists and initiated the proceedings. The panel included: Anwar Rashid, Friend/Director OPP-OCT; Aquila Ismail, Sister/Chairperson OPP-RTI; Arif Hasan, Mentor/Architect, Town Planner and Tasneem Siddiqi, Mentor/Chairperson SAIBAAN. The panel discussed that Why would someone kill a human being who had dedicated her life to assisting the poor, who believed that there was a solution to all our civic problems and who believed in taking the first step towards finding that solution? Three years after

her death, there is still no answer to this question. Even the identity of her murderers remain unknown. A deep silence — and a sense of frustration — has descended upon her colleagues, friends and family as far as the reasons and the circumstances of her killing are concerned. Moreover, while shedding light over the government's action on this particular issue, Ms. Aquila Ismail said, "The government has basically failed to address this issue. Rather, now their discussion has shifted to Rahman herself — to celebrating her life and to promoting the work that she had devoted her life to." Adding to the similar thought, Mr. Anwar Rashid said, "Many in the non-government sector in Karachi believe Rahman was targeted for her work on land use in and around the city and for her opposition to illegal water hydrants that steal water from the poor. The police claim she was killed by the Taliban, who were reportedly incensed by her work for the economic independence of women." The session concluded as the panelist invited students to come and look at their work and research on the matter under consideration.



Breast Cancer Awareness Session



October 17: IBA Karachi is proud to play a part in the fight against breast cancer. As part of the Breast Cancer Awareness Month, IBA hosted a Breast Cancer Awareness seminar at Students Center, Main Campus. The event was held in collaboration with the team of Chughtai Lab in which different speakers came and shed light on the topic in discussion. The session was organized to give awareness about breast cancer and the ways in which it can be detected before it becomes too dangerous. The hall was filled with a large audience consisting of students and faculty members, who were eagerly looking forward to the seminar.

October is a Breast Cancer Awareness month. This year Chughtai Lab wants everyone to #ThinkPink and talk about breast cancer awareness. If detected early it can be cured. According to the facts, 1 in 8 women in Pakistan will be affected by Breast Cancer in her lifetime.

The session began with an interactive lecture by Dr. Sehba Arij Khan, (Consultant pathologist at Chughtai Lab) that included important facts about breast cancer, its symptoms, risk factors and how one can prevent it. She went on to say, "You are basically at risk if you are obese, have a family history, are above 50 and lead a sedentary lifestyle." She informed the audience that family history can increase the risk of developing breast cancer, but it is also observed that most women with breast cancer have no family history. According to recent statistics, 97% of breast cancer cases occur, where there is no family history. Dr. Sehba also mentioned that if you are taking a nutritious and low fat diet, you can reduce the risk. A diet that contains a high amount of fat can increase the risk because fat triggers estrogen that

fuels tumor growth. While shedding light on the importance and procedure of a self-examination, Dr. Sehba said that a woman should give herself a through breast self-exam at least once in a month. One should look for changes in breast tissues such as change in size, inversion of nipple, redness of the breast skin or any discharge or secretion from the nipple. Moreover, she listed a checklist for breast cancer care which included: Look and feel your breast so that you know what is normal for you, do this regularly to check for changes and tell your doctor as soon as possible if you notice anything.

The stage hummed with positive energy as Ms. Muniba Mazari (Head of Corporate Social Responsibility at Chughtai Lab), a Pakistani artist, writer and motivational speaker, took charge of the stage. She started by discussing her own personal experience briefly, followed by an emphasis on the right of every woman to know about this fatal disease and encouraged the audience to talk about this disease with their friends and families rather than considering the issue a social taboo. She said that, "Breast cancer comes with symptoms but casualties like the one that made me paralyzed do not come with prior notice so don't take this for granted. Examine yourself!!" she said as she grabbed the attention of the audience from the very start. She went on to talk about the taboo attached to Breast cancer and how eastern women feel shy to address this issue due to various reasons. Amongst many explanations she gave about people not comfortable around this discourse of Breast cancer, Ms. Mazari emphasized on women being afraid of ruining their marriages if they get treated and have alterations in their bodies. "It's your soul and spirit that makes you who you are;

not any of your body organs," she concluded her speech.

Before leaving the stage, Ms. Muniba introduced Mrs. Asma Nabeel- Head of Films at Crew Motion Pictures as well as a writer, advertising enthusiast, poet, lyricist, and a cancer survivor. She started by showing a short video of her journey of fighting with the disease that began after diagnosis of third stage Breast cancer back in November 2013. She was kind enough to share her entire experience and the difficulties she faced with a smile on her face. She advised, "Being the younger part of the society and the youth, you can spread the word more than I or Muniba can".

Ms. Asma said, "I have endured hardships in my life but every time I came out of a challenging situation, I only become stronger. The thought that makes me unstoppable is that one should try honestly for whatever he or she wants and even if you don't get it, you should not be discouraged. Always see and seek what's ahead," she said as she shared her outlook on life."

All three speakers at the Breast Cancer Awareness session emphasized the need to promote & spread the knowledge that if detected early breast cancer can be cured and to not make the word 'breast' a stigma or taboo. If there is a problem then get it looked at by a proper physician to assess the best course of action. They also encouraged each attendee to go home and spread the information to the less informed like maids and house help as the more the awareness the better the outcome to combat this disease! With resonating ideas and lessons to take back, the session on Breast Cancer marked its end.

Pak-Afghan Relations: Countering Misperceptions and Negative Narratives



January 11, 2017: A guest talk was held by two members of the Pak-Afghan Joint Committee on Track II bilateral dialogue at IBA Main Campus. The theme of the discussion was 'Pak-Afghan relations: Countering Misperceptions and Negative Narratives'. The Speaker from the Pakistan side was former Ambassador, Mian Sanaullah, and from the Afghan side, Mr. Khalid Pashtoon. Mr. Imtiaz Gul, Executive Director, Center for Research and Security Studies, and Mr. Qazi Humayun, former Pakistan ambassador to Pakistan were also present. Dr. Bilal Munshi, Assistant Professor, Social Sciences and Liberal Arts, IBA was the moderator for the discussion.

Mr. Mian Sanaullah began the discussion by highlighting that Pakistan and Afghanistan do not have strong political relations. The Afghan leadership believes that Pakistan is not a sincere friend. However, what is the truth? Nobody knows. Moreover, the future is uncertain with President-elect Donald Trump. The idea of peace returning to the region is difficult, according to Mr. Sanaullah. According to him, each one of us has a responsibility to remove mistrust to understand each other's aspirations.

Following, this Mr. Pashtoon, a Member of the Afghan Parliament, started on a positive note by discussing the similarities between Afghans and Pakistanis. He talked about his time in Karachi in 1981, since Pakistan had become a safe haven for Afghans fleeing the Soviet invasion. However, with the creation of the Taliban, the Afghan government turned cold towards Pakistan. Mr. Khalid highlighted that Afghanistan expects more from Pakistan. The role of India in Pak-Afghan relations was also discussed. It has helped Afghanistan economically, socially and militarily and this was perhaps the main reason why ties between Afghanistan and India have become stronger.

Mr. Qazi Humayun, continued on this note by talking about the international situation – how the world is no longer unipolar but rather multipolar. Moreover, India's part in this region has been enhanced, due to the hegemonic aspirations of the present government. He also clarified Pakistan's ethos towards the Taliban – that we are actively opposing them.



The floor was then opened for discussion whereby questions were raised by students and faculty members. Mr. Imtiaz Gul again clarified that Pakistan's ambivalent stance towards the Taliban ended in March 2007 particularly due to the killing of Pakistani military generals and soldiers in Waziristan by the Taliban. According to him, India is also involved in the dirty politics of the region.

Questions regarding the Durand Line, which was created by the British, and the status of Afghan refugees were also raised. To the latter, Mr. Khalid Pashtoon replied that he tries to ignore this problem and advises his colleagues to do the same. At this point, the discussion got quite heated, as Mr. Pashtoon was defensive of Afghan policies, while Mr. Imtiaz Gul was criticizing the Afghan government's actions. Mr. Sanaullah tried to cool down the talk by stating how the blame game always results in negativity and misunderstanding. In the end, Mr. Pashtoon expressed hope that ties between the two countries would improve and there should be more projects like TAPI (Turkmenistan-Afghanistan-Pakistan-India Pipeline) which will benefit this region.

The students then awarded shields to Mr. Khalid Pashtoon, Mr. Qazi Humayun and Mr. Sanaullah. A group photograph was taken in the Aman-CED foyer, followed by refreshments for all the attendees.



IBA Alumni

Graduation Dinner

December 2: The IBA Alumni and Placement Society organized a dinner to celebrate the graduation of the Class of 2016 at the City Campus. The event commenced with a dinner at the Aman Tower Foyer. It was a great occasion for the graduating students to meet especially after the start of their careers.

Following the dinner, the Manager of the Alumni and Placement Society, Maham Saqib gave a welcome address to the audience. Dean and Director, Dr. Farrukh Iqbal, Acting Registrar, Jami Moiz and Shahid Shafiq, Alumni Representative on the Board of Governors were also present at the event. In his address to the graduating class, Dr. Farrukh Iqbal praised the efforts of the students and wished them luck in their future endeavours. Mr. Shahid Shafiq also made a key announcement – the cancellation of the two-year work requirement for Graduate programs for IBA students. This was greeted to much applause.

The concert then started with a magical performance by Sara Haider, who recently made her Coke Studio début with Ali Zafar in 'Ae Dil' and was also the recipient of the Lux Style Awards for 'Best Emerging Talent'. After this, Asrar Shah, best known for the hit song, 'Shaker Wanda Rey', gave a mesmerising performance which captivated the whole audience.

The hosts for the evening were Khawaja Taha Abbas, Assistant Manager, and Marzia Bilwani, Treasurer of the IBA Alumni and Placement Society.



"I don't have Sifarish!

Why Educated Men Are Unemployed in Urban Pakistan"

Muntassir Sattar Talk



On 22nd September 2016, Dr. Muntassir Sattar delivered a talk titled "I don't have Sifarish! Or Why Educated Men Are Unemployed in Urban Pakistan" as he shared his experience of research in Lahore. The session commenced as Dr. Faiza Mushtaq, Chairperson Social Sciences, introduced the speaker to the audience at the jam-packed Seminar room.

Muntassir Sattar is a Pakistani-American researcher, who recently earned a PhD in Anthropology from the Teachers College of Columbia University. He has taught at IBA, SZABIST, and Forman Christian College and currently serves as a consultant in market research. He occasionally writes for Dawn and volunteers with Behbud, a Pakistani NGO. His research focuses on youth, migration, education, and urban life.

He initiated the proceedings by shedding light upon the research methodology. He posed the question "How do you make sense of all the data you collect?" and then explained how identifying patterns, looking for themes and organizing statistics help you make sense of the data. He then talked about his specific research in Lahore and said, "One of the running themes I pointed out from the interviews was fresh graduates continuously saying that I don't have a SIFARISH, which gives us a signal that nobody hooked me up and I don't have power or the connections with the people who have power." Dr. Sattar highlighted the importance of Sifarish and Rishwat (Bribe) by sharing certain anecdotes from the people he got acquainted with during his research.

The talk soon shifted towards the significance of CSS and why people are still hung up on being an officer. While pondering more on the topic, Dr. Sattar said, "I don't look into a secular education. I looked into the formal education." He continually quoted the famous Sociologist Marcel Mauss to authenticate his work and bridge the gap between Anthropology and Sociology in the context of his research. After acknowledging the contrasting context between the different provinces and its effects, Dr. Sattar brought an end to his talk by saying, "All I've heard during my research is that there is no merit in Pakistan and it saddens me." While intriguing questions were asked by the audience, the session concluded as Dr. Faiza presented a token of appreciation to the speaker.

Current Affairs Talk Show

92 @8

November 23: The Current Affairs talk show 92 @8, hosted by Saadia Afzaal at 92 News was recorded at IBA Karachi, G&T Auditorium with zealous participation from the IBA students. The show addressed the challenges that Pakistan faces globally and also the progress of Pakistan, which revolves around Karachi.

The host Saadia Afzaal introduced Karachi as the city, which has endured a lot of law and order unrest. From the Karachi Operation (Rangers' involvement) to complete blackouts and strikes, from being the most educated city to a deprived and destroyed generation and from the only metropolis of Pakistan to an orphaned city.

Esteemed Guests of the show were as following:

- Faisal Edhi (Head of Edhi Foundation)
- Shabbar Zaidi (Economist & Analyst)
- Atiq Mir (Trader Representative)
- Dr. Huma Baqai (Associate Professor, Director Communications & Public Affairs, IBA)

Mr. Faisal Edhi addressed the basic issues faced by the citizens of Karachi on a daily basis, such as sewerage, transportation, capacity utilization and unemployment due to illiteracy. Additionally he suggested remedies to counter these problems, which included following the example of Bombay city, in terms of management skills and proper governance to reduce problems like increasing traffic issues, diminishing health facilities and proper utilization of space to accommodate educational institutes & hospitals. Moreover he said that the biggest issue faced by Karachi is of Mafias, which is sub-divided into water, electricity, gas, etc. According to him Mafias have protection from various political parties.

Our guest Mr. Atiq Mir highlighted that, due to political wars in Karachi if one party tries to work for the betterment of the city, another stops it, therefore power wars between political parties have majorly harmed the progress of the city.

"Karachi isn't owned by anyone", was one of the main issues discussed by the guests. Other than this Dr. Huma Baqai talked about the grass root level issues of citizens of Karachi, which includes lack of health facilities, education, law & order situation etc. and how the locals raise these issues through graffiti on the walls. She also mentioned that citizens should be fully aware of their rights along with their duties to attain a prosperous city.

One of the most awakening thoughts about Karachi was introduced by Mr. Shabbar Zaidi mentioned that "Karachi is the only city of Pakistan, which lacks ownership and everyone seeks to take out profits from it rather than investing and owning it. Its resources are violated rather than utilized and nourished and it is an orphan city of Pakistan."

The surgical operation being conducted in Karachi was also discussed and was considered a temporary solution and not the absolute solution to the problems of the city.

Students asked many hard-hitting questions, such as, "How to eradicate these problems?", "What's the future of Karachi after the resignation of General Raheel Shareef?", "Is the role of rangers better than the police or not?" etc.

It was a comprehensive talk show that raised many open ended questions on the challenges faced by Karachi, the only metropolis of the country.



News & Events - PGD-SCM

PGD-SCM
now Listed by ISM



**institute for
supply management**

Fall 2016

GS1 Workshop

As last fall, the lead trainer Mr. Terry Papadis, Manager (Education and training) GS1 Australia, again visited the PGD-SCM program of CEE, IBA Karachi for 3-days (2-4 Sept. 2016) for delivering a workshop on GS1 for PGD-SCM Participants, the most widely used supply chain standard in the world, where he discussed about barcodes and RFIDs, and their applicability in managing supply chains.

GS1 Standard, a best practice of supply chain management (SCM), enables businesses to achieve excellence in SCM, product traceability and operational effectiveness & efficiency using Barcodes, RFIDs and EDI etc.

This workshop helped participants to comprehend the complex correlation of GS1 and Integration, as it guarantees that barcodes and unique numbers can be acknowledged at local and international level as well as by the major retailers and distributors.

This GS1 Academic Certification was an interactive workshop that provided insights into the best practices of supply chain management by the strategic application of the GS1 standards.

It was based on role-play, and simulation of typical business scenarios that require practical and realistic solutions.

At the end of this course participants also presented different cases which enhanced their cognitive levels and boosted their adaptability and business thinking.



Guest Speaker Session

President SCAP & Aaramshop, BoD Al-Shaheer & GS1, and the President Supply Chain Association of Pakistan (SCAP), Consultant and a renowned Speaker/Trainer; Mr. Qaysar Alam, having a work experience of 29 years at Unilever Pakistan, conducted a Guest Speaker session on: "Challenges & Solutions in Managing FMCG Supply Chains in Pakistan". Organized by PGD-SCM Program Office, CEE-IBA on 23rd September, it catered to more than 100 individuals from various renowned companies at various levels such as: Directors, CEOs, HoDs and Managers. PGD-SCM Students were also present at this important event. M. Qaysar Alam shared his immense knowledge & experience in achieving efficiencies in speed, service and cost. He molded the perspective and understanding of managing the FMCG Supply Chains under current challenges, he also laid a deep intuition to their solutions. This session expanded the horizon of each participant and constructed a sound ground to understand the future needs of Supply Chain in Pakistan.

To watch the Coverage of the whole session you may visit the following link:

<https://www.youtube.com/watch?v=CsdQYt3Z3qY>



3rd Advisory Committee Meeting

For achieving the objectives of the PGD-SCM Program, the third Advisory Committee Meeting was called on October 2nd, 2016. The discussion panel consisted of high profile supply chain specialists both from industry and academia. A healthy debate took place around: Administration policies of the Program; PGD-SCM Capstone Project Handbook and selected TORs; and Course Contents. Furthermore, faculty members' experiences and participants' feedback was also discussed to maintain the quality of this program. Individuals who participated as experts were: Qaysar Alam (President SCAP & Aaramshop, BoD Al-Shaheer), Hanif Ajari (Director Strategic Development, Getz Pharma), Ali Imam Qadri (Procurement Specialist RSU, Govt. of Sindh), Saif Uddin Bandukwala (CEO, GS1 Pakistan), Naeem Ilyas Khanani (Director Operations, Shield Corp. Ltd.), Ali Zulqarnain (Director Industrial Liaison, NED), Faisal Jalal (CEO, Sinofeng), Syed Ghazanfar Ali Shah (HOD Supply Chain, IIL), Asad Nizamani (Senior Manager Imports, Abbott Labs.), M. Salman (Supply Chain dept., ICI), Shaheryar Najeeb (Procurement Officer, PPL), S. Nasir Ali (Procurement dept., PPL), Dr. Izhar Hussain (Director CEE, IBA) and Dr. Rameez Khalid (Academic Director PGD-SCM, IBA).



Summer 2016

Guest Speaker Session

Mr. Kashif Rahim Safety & Environment Manager of Indus Motor Company delivered a Guest Speaker Session on 29th October, 2016. The session was about 5S Simulation which he led with hands-on activities. He explained to the participants all the aspects of 5S Activity at IMC, 5S mechanism in Indus Motors, 5S Plan, Management Board, Check sheet, Observation Ranking criteria and much more. He also rekindled the skills of participants to execute 5S both at the higher and operational level.

The session exposed the participants to the important methodology of Lean and TQM.



Guest Speaker Session

A guest speaker session was conducted by Mr. Iqbal Sheikh, Sr. Manager Supply Chain (HoD) at PNSC, on July 17, as a part of the course "Globalization & Import-Export Policy". In this session, he highlighted various factors which brought a turnaround in the performance of Pakistan National Shipping Corporation (PNSC). This session broadened the horizon of PGD-SCM participants about the impact of local context, international trade, Government initiatives regarding Pakistan Merchant Navy and PNSC Fleet, on specifically the national shipping industry and generally the whole shipping business.

Industrial Visit

On June 3rd, 2016 PGD SCM participants took a study trip to "Lucky Cement Ltd.'s plant at Nooriabad". The participants witnessed the complete end to end process, i.e. production of cement from Mining of Limestone to final Packaging. The trip also included an on-site session on the existing SCM flows and future global and local expansion plans of Lucky Cement. Mr. Yaseen Ahmed Meenai (IBA's faculty member) and Mr. Kamran Aftab (of PGD-SCM Program Office) accompanied the participants on the trip.



Open Enrollment News

1. Presentation Skills: Masterclass



The Center of Executive Education (CEE) at IBA hosted a two days' workshop on 'Presentation Skills' held from 20 to 21 July, 2016 at CEE, IBA City Campus. The workshop was conducted by Ms. Nadia Sayeed who is an expert in Oral Communication, Soft Skill Development, Presentation, Interviewing and Communication Skills.

The purpose of this workshop was to aid participants in building and delivering a powerful message to both internal and external clients. The workshop enhanced participant skills in selling, informing and motivating their audience. It was a highly interactive workshop that focused on presenters' styles, structuring the message, delivering the contents, using the visual aids and handling audience questions. It has proved to be of great value for those who deliver executive level presentations, sales presentations and technical presentations.

3. Certificate program on GS1 Global Barcode Standard



The Center for Executive Education, IBA in joint collaboration with GS1 Pakistan conducted Global Barcode GS1 certificate program on September 4, 2016. The program was conducted by Mr. Terry Papadis Manager (Education and Training), GS1 Australia.

The GS1 Academic Certificate is a single day interactive course that is based on role-play, simulating typical business scenarios that require practical and realistic solution which gives insights into best practice supply chain management by the strategic application of the GS1 standards. It enables international businesses to achieve excellence in supply chain management, product traceability and overall operational efficiency and effectiveness.

4. Finance for Non Finance Executives



The Center of Executive Education (CEE) at IBA hosted a two days' workshop on 'Finance for Non Finance Executives' held from 19 to 20, October, 2016 at CEE, IBA City Campus. The workshop was conducted by Mr. Abdul Rahim Suriya who is a Visiting Faculty at the IBA Karachi and has over 29 years' experience in Accounting, Auditing, Corporate Finance and Operational Management. Mr. Suriya is a certified Director from PICG and he is also a trainer for ICAP & ICMA Pakistan on the subject of "Corporate Reporting & Corporate Governance" under Directors Training Program.

This workshop provided requisite basic concepts of finance & accounting, including terminology and assumptions, valuation, financial statements, identify trends, and study competitors, and thus become strategic users of accounting and financial data. The workshop encouraged participants to do analysis of financial data themselves and know how to drift financial data from corporate reports.

2. Directors' Training Program



From October 24 to 25, 2016, the Center for Executive Education hosted a Directors' Training Program which is approved by the Securities & Exchange Commission of Pakistan (SECP). The program consists of two modules covering the essential regulatory knowledge requirements and broad subject matter awareness expected of Directors of listed companies with local and global best practices.

The dawn of the 21st century coincided with the Enron scandal, and produced far reaching ripples in the commercial arena. Subsequent surfacing of Worldcom and Omnimedia scandals further shook the belief in compliance robustness of capitalistic institutions of the developed economies. New efforts evolved globally to strengthen the "Governance Processes" in the post Enron commercial world. Pakistan was among the nations to introduce formal corporate governance compliances at an early stage. The listed companies and public sector companies are subject to Corporate Governance oversight; and not-for-profit institutions will soon follow. Directors of listed companies and public sector companies are required to secure formal certification in the form of Directors' Training Program (DTP).

The following were the faculty of the program:

- Mr. Abdul Rahim Suriya, Visiting Faculty, IBA
- Mr. Amar Naseer, Visiting Faculty IBA, Karachi & the Director & Company Secretary, Unilever Pakistan Limited
- Ms. Nausheen Ahmed Company Secretary and General Counsel, Habib Bank Ltd
- Ms. Mehreen Nazar, Assistant Professor in Accounting & Law Department, IBA, Karachi
- Mr. Syed Fahim ul Hasan, Assurance Partner in A. F. Ferguson & Co., Karachi
- Dr. Huma Baqai, Associate Professor, Director Public Affairs and Communication and former Chairperson, Department of Social Sciences, IBA Karachi.

Future Leaders' Program

– Century Paper & Board Mills (Lakson Group)

From October 4 to 8, 2016, the Center for Executive Education at IBA, Karachi hosted a five days' customized Future Leaders' Program for the General Managers of Century Paper & Board Mills (Lakson Group), Lahore. This program was focused at improving leadership skills and enhancing strategic decision making abilities. The program was designed in detail with Diagnostics study of the program, pre- program survey and training needs analysis meeting with faculty. The steps of the program are depicted in the diagram below:



The program focused on financial management, communication, negotiations, managerial strategy and leadership skills. The first module focused on developing the financial management to help them take better business and financial decisions. Participants were able to look at business decisions from multiple viewpoints and arrive at the best-fit decisions. The program also helped participants to understand their own leadership strengths and build on them and at the same time make them aware of the key areas of improvement.

To understand business innovation and best practices, the participants were also taken to the field trip of Indus Motor Company Manufacturing Facility at Port Qasim, Karachi.

The program covered the following contents:



At the end the participants were given Action Learning Projects (ALPs) which are a practical and high-impact way to develop their ability to think and lead across Century by applying what they have learned in the classroom and the field trip. The participants have identified the projects on Supplier Development, New Business Development & Efficiency Improvement Project. The projects will be completed in the next three months with the in-house presentations.

The following faculty delivered the program

- Dr. Khurram J. Sharif, Qatar University.
- Moiz Ahmad, Visiting Faculty, IBA, Karachi
- Nadia Sayeed, Visiting Faculty, IBA, Karachi
- Dr. Rameez Khalid, Assistant Professor and Academic Director PGD SCM Program, IBA, Karachi
- Shah M. Saad Hussain, Chief Human Resource Officer & Head Corporate Planning, HASCOL & Visiting Faculty, IBA, Karachi

Program Feedback:

- It is great to get knowledge and to understand finance and accounting. – Nadeem Daniel Manager (Maintenance)
- Plan some follow up study based on e learning approach. – Irfan Farooqui
- Overall a very good and informative session. – Javed Raza Manager (Pulp Mill)
- Wonderful experience, learning some concepts from renowned leader. – Javed Iqbal Janjua Manager (Power Plant)
- Really added value to our knowledge. – Abdul Ghaffar Senior Manager (PM 1-6)
- There was complete subject command with very relevant corporate examples. – M. Abdul Ghafar (Senior Manager Production Unit)

Workshop for Talent Hunt Program Students on “Personal Grooming & Management - Strategies for self-Development”

A workshop on “Personal Grooming & Management- Strategies for self-Development” is a series of eight distinguished lectures for the students of Talent Hunt Programs- Batch 2016 consisting of the following programs:

1. IBA National Talent Hunt Program
2. OGDCL Khyber Pakhtunkhwa Talent Hunt Program
3. OGDCL Balochistan Talent Hunt Program

It is being conducted weekly by esteemed faculty member and Training Specialist of IBA Karachi, Ms. Nadia Sayed. The purpose of training is to develop and polish the skills of students that will help them to be organized, perform proactively with confidence and enhance their communication skills.



PPL Donation

October 4: The Talent Hunt Program department has received a scholarship fund of Rs. 2 million from Syed Wamiq Bukhari –MD Pakistan Petroleum Limited (PPL).



CONGRATULATIONS

TALENT HUNT PROGRAM SCHOLARS Global Undergraduate Exchange Program for Pakistan 2016, FALL 2016

We proudly announce that two students of the Sindh Foundation Program – Batch of 2013 have successfully gone to USA in Fall Semester 2016 for the Global Undergraduate Exchange Program for Pakistan (Global UGRAD Pakistan) 2016, USA. Lajwanti, hailing from Mirpurkhas, went to the Utica College, in Utica, New York, whilst Muhammad Ali from Umerkot, went to the California State University.

In 2010, the Global Undergraduate Exchange Program - Pakistan (Global UGRAD-Pakistan) was launched by the Bureau of Educational and Cultural Affairs (ECA) of the United States Department of State. The program in Pakistan is administered by the United States Educational Foundation in Pakistan (USEFP) and in the United States by the International Research & Exchanges Board (IREX). The Global UGRAD program is designed to award undergraduate Pakistani students enrolled at a university in Pakistan. The Global UGRAD-Pakistan program offers a cultural and academic exchange through a non-degree program for a semester at a university in the U.S. It aims to promote mutual understanding between the people of the United States (U.S.) and the people of Pakistan.

IBA Karachi congratulates the above students and wishes them all the success in their future endeavours!



TSINGHUA UNIVERSITY

“FINANCIAL LEADERS OF TOMORROW” SUMMER PROGRAMME 2016



Ahmed Raza Munaf, student of BS (AF), Scholar of IHSAN TRUST attended the Summer Programme on Financial Leaders of Tomorrow which was held in Tsinghua University, China from July 3-15, 2016.

“It was a great honor to attend the two-week summer school which was attended by 60 students from the leading institutes of 27 countries. The program offered me valuable academic insights with lectures covering the Chinese culture and economy. This gave me the much needed exposure which will definitely help me in my career. I would like to thank IBA, the Talent Hunt Program and the external linkages department for the moral and financial support in providing me this opportunity.”

We at Talent Hunt Program, IBA & IHSAN TRUST congratulate Ahmed Raza and wish him all success in his future endeavors.

For further details, please see the Program Brochure:

<http://summer.pbcscf.tsinghua.edu.cn/download/PBCSFbrochure.pdf>

Program Details are also available on this link:

<http://www.icmacentre.ac.uk/tsinghua-university-financial-leaders-tomorrow-summer-programme-2016/>



CONGRATULATIONS

Hamza Tahir Secured 1st Position In The 3rd IBA Olympics -2016 Under The Category of Fastest Man (Athletics)

Hamza Tahir student of BS Accounting and Finance, studying on a fully funded scholarship under the OGDCL Khyber Pakhtunkhwa Talent Hunt Program – Batch 2016 has been declared the fastest man in the 3rd IBA Olympic Games -2016, held at the IBA Main Campus. It's a matter of great pride for IBA Karachi and OGDCL Pakistan that a student belonging from the district Abbottabad not only proved his competency in academics, but in sports as well.

* This news has been published in Daily Dawn Newspaper dated: October 15, 2016.

http://epaper.dawn.com/DetailNews.php?StoryText=15_10_2016_022_010

DAWN



IBA Ihsan Trust NTHP information & career counseling session

September 7: IBA Talent Hunt Program team started its outreach activity for National Talent Hunt Program Batch 2017 and conducted the information and career counseling session at the Korangi Academy. Korangi Academy is being managed by INFAQ Foundation through generous donations and efforts with the aim to provide quality education free of cost to the children in the villages of Karachi.

This session was attended by 80 students (Male & Female) of Matric, HSSC part-I and HSSC Part-II studying at Korangi Academy along with their faculty members and representative of INFAQ foundation. The IBA Talent Hunt Program team provided a brief introduction about IBA, its history, the present status of Undergraduate programs and detailed information about the National Talent Hunt Program (NTHP). The eligibility criteria, and the overall procedure from the submission of application to the final selection for the orientation session was clearly discussed. The program statistics and the motivational success stories of the existing students of NTHP who belonged from the far flung areas of Pakistan was shared by the THP team. The session ended with an interactive Q & A session.

The Talent Hunt program team were happy to see the motivation of students for higher studies. The session ended with the vote of Thanks by Captain (R) Muhammad Zahoor –General Manager (Operations & Projects -CDSS) and Mr. Sohail Ayub –Program Manager (INFAQ Foundations).



OUTREACH ACTIVITIES

ORGANIZED BY IBA KARACHI IN DIFFERENT DISTRICTS OF KHYBER PAKHTUNKHWA and FATA
From October 24, 2016 to November 12, 2016

IBA Karachi organized outreach activities with the help of OGDCL Pakistan. The IBA team has conducted information, awareness and career counseling sessions with the aim of encouraging talented and deserving students of HSSC Level-I and HSSC Level-II for higher studies and to brief them about scholarship opportunities provided by OGDCL Pakistan and IBA Karachi in the form of OGDCL Khyber Pakhtunkhwa Talent Hunt Program.

We are pleased to share that we have successfully organized information and awareness sessions in the colleges of Khyber Pakhtunkhwa from October 24, 2016 to November 12, 2016. During these outreach activities, we have targeted 12 districts of Khyber Pakhtunkhwa and 3 Agencies of FATA and 4735 students have attended our sessions in all the following districts: Kohat, Karak, Dera Ismail Khan, Tank, Lakki Marwat, Bannu, Hangu, Nowshera, Peshawar, Abbottabad, Mansehra and Swat.

FATA regions: Kurram Agency, Orakzai Agency and Khyber Agency.

The main objective of these outreach activities was to create awareness about the opportunities available to talented and deserving students of Matric, HSSC Level-I and HSSC Level-II, who are facing financial constraints. IBA team representative Umesh Kumar (Executive- Talent Hunt Programs) has conducted information & awareness sessions in different colleges and gave a brief introduction about IBA Karachi and OGDCL- Khyber Pakhtunkhwa Talent Hunt Program for students through the OGDCL KPK Talent Hunt Program –Batch 2017 focusing on:

- Application Process,
- Selection Process,
- Facilities available and
- Career growth & Opportunities

We have also shared success stories of our existing students who are currently enrolled in different programs at IBA Karachi to motivate the participants.

We are thankful to: Mr. Mushfiq Paracha – Regional Coordinator- Khyber Pakhtunkhwa- OGDCL Pakistan who

has helped us in making this marketing trip successful and FATA development Authority for helping us in the FATA region to travel safely and for coordination with educational institutes of FATA and Mr. Muhammad Roz - Director Colleges - Khyber Pakhtunkhwa for giving us permission to visit govt. colleges and sending letter to colleges to facilitate IBA Karachi team.

We appreciate the efforts of principals, teachers and other administrative staff of the colleges for giving us an opportunity to conduct sessions in their respective colleges and to meet the deserving and talented students of HSSC Level-I and HSSC Level-II. We hope that these institutes will take the initiative and become a part of the community outreach program launched by the leading business university, Institute of Business Administration (IBA) Karachi, to revolutionize education, without any form of discrimination. We thank you for your kind support and time.

For more updates, information and photos visit:

<http://kpktph.iba.edu.pk/> and
<https://www.facebook.com/IBA.KPKTHP>



The Knowledge Academy, Orakzai Agency



Cadet College, Kohat



Government College, Peshawar



IQRA girls College- Kohat

OUTREACH ACTIVITIES

ORGANIZED BY IBA KARACHI IN DIFFERENT DISTRICTS OF PUNJAB

From September 19, 2016 to October 05, 2016

IBA Karachi organized outreach activities with the help of Punjab Education Endowment Fund (PEEF). It is joint activity whereby PEEF Team briefly share their scholarship opportunities and introduce IBA team and then IBA team conducts information, awareness and career counseling sessions with the aim to encourage talented & deserving students of HSSC Level-I and HSSC Level-II for higher studies and to brief them about scholarships provided by PEEF, Ihsan Trust – Meezan Bank and IBA Karachi in the form of IBA Ihsan Trust National Talent Hunt Program.

We are pleased to share that we have successfully organized information, awareness & career counselling sessions in the 60 colleges located in 30 tehsils of 15 districts of Punjab from September 19, 2016 to October 05, 2016. During these outreach activities, 8194 students of various colleges attended our information and career counselling sessions in the below mentioned districts;

1. Kasur, 2. Sheikupura, 3. Gujranwala, 4. Sialkot, 5. Gujrat, 6. Jhelum, 7. Chakwal, 8. Mianwali, 9. Okara
10. Khushab, 11. Sargodha, 12. Faisalabad, 13. Toba Tek Singh, 14. Sahiwal, 15. Pakpattan,

The main objective of outreach activities were to create awareness about the opportunity available to talented and deserving students of Matric, HSSC Level-I and HSSC Level-II, who are facing financial constraints. IBA team representatives Zahoor Ahmed and Umesh Kumar (Executive- Talent Hunt Programs) have conducted information & awareness sessions in different colleges and gave them a brief introduction about the IBA Karachi and Ihsan Trust-Meezan Bank with the focus on;

- Application Process,
- Selection Process,
- Facilities available and
- Career growth & Opportunities

For the students through the National Talent Hunt Program –Batch 2017. We have also shared success stories of our existing students who are currently enrolled in different programs at IBA Karachi to encourage and motivate the participants.

For more updates, information & photos visit
<http://nthp.iba.edu.pk/> and
<https://www.facebook.com/IBA.NTHP>





Obituary



With profound sorrow we announce the sad demise of

Mr. Wazir Ali Khoja,
Member IBA Board of Governors

Our condolences go out to the bereaved family and we pray that the Almighty Allah grants them the fortitude to bear this loss.

May the Almighty Allah grant eternal peace to the departed soul.

Mr. Wazir was a dedicated member of IBA Board of Governors and his unparalleled services for IBA Karachi will always be held in great esteem.

IBA International Conference on Marketing (IBAICM) Corporate Meet-up

December 8, 2016: The IBA International Conference on Marketing (IBAICM), after its past successful renditions, set the stage for this year's conference with a Corporate Meet-up, held at the G & T Auditorium, IBA Main Campus. The event sought to shed light on the topic of 'Marketing to the bottom of the Pyramid (BOP)' by calling various marketers and researchers with diverse marketing experiences on the floor.

The IBAICM-Corporate Meet-up owes a tremendous debt of gratitude to its esteemed event partners, comprising Habib Bank Limited (HBL) as its Platinum Partner and Greenstar Social Marketing as its Gold Partner. Alongside them, Surf Excel, Shan Foods, and Habib Metro Bank also played a pivotal role in the event as the Silver Partners. The event was further elevated by the support of Pakistan International Airlines (PIA), Bank Alfalah, and Indus Pencils; the event's travel, support and stationary partners, respectively.

The conference began with recitation from the Holy Quran. This was followed by a moment of silence, observed in memory of the victims of the PIA plane crash on 7th December. The event commenced with a note of welcome by Dr. Huma Amir, the Conference Convener of IBA-ICM and Chairperson of the IBA Marketing Department. She addressed the audience by reflecting on how the conference has evolved over the years, 'This conference was initiated by the IBA Marketing Club in 2010-2011. IBA-ICM then became an international event in May 2012 with speakers from UK, USA, Germany and Thailand. The Second conference was held in May 2014.' She proudly went on to express how both the conferences had been a success. Moreover, she praised Mrs. Yasmin Zafar, Convener of the last two Conferences, for her significant role. The audience was then addressed by Dr. Farrukh Iqbal, the Dean and

Director of IBA, upon the global perspective of the 'Bottom of The Pyramid'. Once the event was up and running, Dr. Syed Aziz ur Rab, CEO of Greenstar Social Marketing brought to light his insightful point of view on the role of BOP Marketing as a means of bringing social change. His focus revolved around marketing that doesn't just limit itself to profit but seeks a greater purpose of providing value to self and the society. The means that Greenstar has chosen to create this value is innovative and relevant healthcare to the BOP market.

The floor was then held by Mr. Naveed Asghar, Chief Marketing Officer of HBL, who stressed upon the opportunities that exist around the massive BOP market of 4 billion people. In his view, the need of the hour is to develop a viable route towards this market which creates accessibility by prioritizing market development over the expansion of market share. He explained the innovations of HBL with regard to rural banking and catering to the vast BOP market under the motto of 'More Users, More Usage and Better Usage'.



The second session themed, “Adapting to Changing Trends” began with a panel discussion led by Sidra Iqbal, renowned Broadcast Journalist and Development Activist, who gathered valuable insights from panelists; Tughrul Turab Ali, a Financial Inclusion Expert, Sarfaraz Ahmed Rehman, Former CEO, Engro Foods and PepsiCo., and Batool Mehdi, Publisher and Editor in Chief, FYI magazine on the topic of “Opportunities and Challenges at the Bottom of the Pyramid for Businesses”. The discussion highlighted the positive and negative impacts of globalization on BOP markets.

The Corporate Meet-up reached its next discourse under the title “Speaking their Language” with Mr. Amir Paracha, Vice President Consumer Development at Unilever Pakistan, sharing his views upon creating a customer base where there is none to begin with. He discussed the idea of building a relationship with one’s customers before diving into introducing a product to them and thus, presenting oneself to the target audience not as a money-making machine but rather as a human being that speaks and understands the same language they do. The idea of being relevant to the audience was further elaborated upon in the second panel discussion, “Communicating and Mass Marketing to the Bottom of the Pyramid” again led by Sidra Iqbal and delved in to by panelists; Umair Saeed, CEO, Blitz Advertising, Shafia Naseer Agha, Manager Corporate Affairs, BASF, Salman Ali, GM Marketing tea whitener, beverages and media, Engro Foods and Samar Hasan, Head of Communications, Karandaaz Pakistan. The discussion lay emphasis on creating social impact as a by-product of conducting business.

The final keynote speech was delivered by Fahad Ashraf, Marketing Director Reckitt Benckiser (RB). He centered his speech around RB’s core message of providing “Health, Hygiene and Home” to its consumers and how, in accordance with its Corporate Social Responsibility, RB has directed its efforts towards making these facilities accessible for the BOP market.

The concluding speech was presented by Dr. Wajid, Assistant Professor, after which, plaques, shields and certificates were awarded to the honorable guests and the hard-working management team by Dean & Director Dr. Farrukh and Dr. Huma Amir.



ڈاکٹر فرخ اقبال کا پیغام

ڈین اور ڈائریکٹر آئی بی اے

مجھے آئی بی اے سے منسلک ہوئے ایک سیمسٹر کا عرصہ بیت چکا ہے۔ اس دوران میری واقفیت طلباء، اساتذہ اور انتظامیہ کی بڑی تعداد سے ہوئی اور میں نے کئی اجلاس میں شرکت کی، بشمول ایگزیکٹو کمیٹی میٹنگز کے جو ہر پیر کی صبح منعقد کی جاتی ہیں۔ اس کے علاوہ میں نے آئی بی اے کی کئی سالانہ تقریبات، بشمول تقریب تقسیم اسناد، میں شرکت کی اور آئی بی اے سے باہر مختلف مواقع پر ادارے کی نمائندگی کرتے ہوئے اظہار خیال کیا۔

غرض یہ کہ اس ادارے، جس سے تقریباً 4,000 سے زائد طلباء، اساتذہ اور انتظامیہ اراکین کی زندگیاں اور لاتعداد خیر خواہوں کی توقعات وابستہ ہیں، اور اس کے اطوار سے میری واقفیت مسلسل بڑھتی جا رہی ہے۔

میں پاکستان کے مستقبل کے حوالے سے آئی بی اے کے کردار کو لیکر نہایت پر امید ہوں۔ یہاں ملک بھر سے آئے ہوئے بہترین طلباء زیر تعلیم ہیں جنہیں یہ ادارہ اپنی صلاحیتوں کو مزید بہتر بنانے کے بے شمار مواقع فراہم کرتا ہے۔ مجھے پورا یقین ہے کہ یہ طلباء آئی بی اے سے نکل کر معاشرے کی بہتری میں اپنا کردار ادا کریں گے۔ دوسری جانب آئی بی اے کے بورڈ اراکین، فارغ التحصیل طلباء اور مخیر حضرات اور اداروں کا تعاون دیکھ کر یہ کہنا درست ہوگا کہ آئی بی اے صحیح راہ پر گامزن ہے اور اس کا مستقبل نہایت خوش آئند ہے۔

