

A WORD ABOUT THE IBA



Our logo reflects “our resolve to meet the future challenges with *integrated and multi - disciplinary knowledge and its creative application in a changing global environment.*”

INTRODUCTION

The IBA is the oldest business school outside North America. It was established in 1955 as a USAID financed project. Initially, the Wharton School of Finance, University of Pennsylvania, provided the technical support; later the University of Southern California got the contract to set up various facilities at the institute and several prominent American professors were assigned to IBA. A large number of Pakistani faculty members received advanced degrees from Wharton and University of California. In 1994, the Sindh Assembly elevated the Institute’s status to that of a degree awarding institution.

Despite of a rapid increase in the number of business schools, the IBA has maintained its position as the premiere institution of higher learning in the field of management and business administration. The IBA sets the standards of educational and professional excellence. It seeks to advance and encourage new ideas and promote enduring values to guide the practice of management. Over the years, the IBA has built a reputation for producing graduates of unmatched professionalism and sound ethical and moral values. The IBA has an academic environment in which talented and outstanding young men and women are inspired to reach out to the farthest limits of their vision and capacities.

The IBA is proud of its 7,500+ accomplished alumni who are engaged in highly specialized and professional undertaking all over the world. Many of them hold demanding positions of administrative responsibilities in various fields of governance in Pakistan and abroad. We proudly celebrate their association with the IBA.

CORE VALUES

We uphold:

- Merit
- Creativity
- Humility
- Truth
- Discipline
- Integrity
- Tolerance

as the creative dimensions of the “highest good” – *summum bonum* – of an ethically motivated academic life based on moral foundations.

MISSION

After completing its 50 glorious years of excellence, the IBA is geared up to achieve more milestones in the field of education, hence providing its commitment to continuous improvement.

At the IBA, our mission is to provide education and training for management leadership in business and public sector in Pakistan. We aspire to be the best business school in Asia and amongst the best in the world.

It is our cherished mission to establish links with renowned business schools in the world and with business and public sector organizations in Pakistan in order to introduce the current and contemporary business education, culture and work ethics for making Pakistan amongst the most competitive countries in the world.

PHILOSOPHY

The recurrent theme of the 53 years of IBA’s existence is that business education should be relevant and looking to the future.

Our philosophy is rooted in the creative urge to strive continuously to improve upon all components of our system; culture, people and infrastructure; and to turn bright students with leadership potential into outstanding human beings and business professionals and leaders for tomorrow.

MEETING THE CHALLENGES

The IBA provides an enabling environment, conducive to scholarship and research. The faculty, staff, students and members of the industry work together to achieve learning goals. Students acquire knowledge and skills through constructive and distinctive processes that encourage them to develop understanding of business concepts and issues, think independently and to make rational choices. They are encouraged to take responsibility for their own learning, to become active participants and leaders and to apply their knowledge in real-world context.

A fine blend of our academic environment, research culture and the highly qualified and devoted faculty at the IBA, moulds bright and intelligent students with leadership potential into high performing entrepreneurs and professional managers.

THE GOALS AHEAD

The IBA is set on a path of constant improvement, introducing changes in all critical fields of its undertaking. Its partnership with MICROSOFT has given a new dimension to the Center for Computer Studies, enabling students and faculty to remain abreast with the most advance technologies in software as well as hardware. It has entered into agreements with CBR to impart not only the quality education to its probationers but also to its senior members in the field of management in order to realize the government's policy to change the culture and the managerial practices of this sensitive department and to bring them to the accomplished level of modern-day needs and expectations.

PROGRAMS OF STUDY AT THE IBA

The IBA programs are designed to provide world-class professional training to managers and entrepreneurs for the business and industry in Pakistan. Students take part in a broad variety of activities ranging from volunteering for charity work and participating in athletic events to organizing conferences on a variety of business issues. A spirit of involvement is important because teamwork, leadership and being a responsible citizen are the foundations of the IBA experience.

Our programs have been growing steadily in keeping with the needs of the society and the competence of the Institute of Business Administration.

We offer courses in the fields of:

- Doctor of Philosophy – Ph.D. (MIS/ Information & Communication Technologies (ICT)/ Computer Science & Engineering (CSE)
- Master of Business Administration – MBA (Morning Program)
- Master of Business Administration – Management Information System MBA- MIS (Morning Program)
- MS (Economics)
- MS (Finance)
- Master of Business Administration – MBA (Evening Program)
- Master of Business Administration – Management Information Systems MBA- MIS (Evening Program)
- Postgraduate Diploma in Business Administration – PGD (Evening Program)
- Certificate Courses (Evening Program)

- Visiting Students Program (Evening Program)
- Master of Business Administration – Tax Management (Morning Program)
- Bachelor of Business Administration – BBA (Morning Program)
- Bachelor of Business Administration – Management Information Systems BBA- MIS (Morning Program)
- Bachelor of Computer Studies – BCS (Morning Program)
- Preparatory Program for Rural Students (Talent Hunt)
- Business English Program

CAREER OPPORTUNITIES

In view of the increasing professionalism in management and growing competition in Pakistan, job opportunities for qualified and trained business administration graduate will continue to grow. Multinational firms and professionally managed Pakistani companies hire IBA graduates with confidence because of the high level of professionalism instilled in them during their course of study.

The Institute offers a flexible curriculum, a highly motivated student body and committed faculty that are willing to embrace and encourage new ideas and thought patterns. This provides the students with tools, values and confidence to be leaders in the corporate world of today and tomorrow.

The interaction of researchers, business and industry is necessary for new ideas to develop and be implemented. The Research Wing undertakes projects and assignments specific to a particular industry or an organization. A broad classification of these research projects pertains to areas related to Strategy, Growth, Economics, Organizational /HR Development, Marketing and Production Management.

CENTER FOR EXECUTIVE EDUCATION

The Center for Executive Education is a state-of-the-art learning and training resource center. It focuses on developing managers and providing opportunities for refining the skills needed to succeed in today's business environment.

The Center aims at helping organizations gain competitive advantage by developing their most important resource - their people. It is a nucleus for activities designed to enhance organizational effectiveness through training and developing working professionals in various disciplines and equipping them with the tools and knowledge to improve their managerial skills. The programs offered are designed to strengthen the participants' leadership skills with a focus on personal development, productivity improvement and strategic thinking. The Center specializes in executive education and

management development activities through “open-enrolment courses, client-specific programs, consultancy and applied research.

FEDERAL BOARD OF REVENUE (FBR) – CAPACITY BUILDING PROGRAM

The IBA is providing training to the Tax and Customs officers of FBR in Karachi, Lahore and Islamabad. Up till now, 325 officers of grade 17 – 21 have been trained at the Center for Executive Education, Institute of Business Administration, Karachi. While under the FBR Capacity Building Program (Lahore) 2007, conducted at the Directorate of Training (Income Tax), Lahore from July 02-December 08, 2007, nearly 275 officers were trained

All the courses are designed by the faculty at IBA in consultation with FBR, which include Computer Skills, Communication and Presentation Skills, Management Skills, Leadership and Teambuilding Skills.

MBA TAX MANAGEMENT PROGRAM FOR FBR

This program is started in January 2005 at the Institute of Business Administration. Currently fourth batch of 35 students is enrolled under this program.

Around 149 FBR students have been trained under the said program up till now.

The MBA Tax Management Courses include Business & Banking Laws, Financial Accounting, Human Resource Management, International Trade, Public Economics, Statistics & Math for Business, Analysis of Financial Statements, Auditing, Business Policy, Change Management & Business Process Reengineering, Financial Management, International Accounting Standard Financial Reporting in Pakistan, Management Accounting & Control System

CENTER FOR ENTREPRENEURIAL EXCELLENCE IN PAKISTAN

United States of America has chosen the IBA for establishing a Center for Entrepreneurial Excellence in Pakistan under its broader Middle East and North African initiative. There will be a distinguished advisory panel titled as ‘Blue Ribbon Panel’, consisting of the Directors of Entrepreneurship Institutes at MIT, Babson, Harvard and Stanford. This panel will not only advise but also assist and support the new Pakistani Center. Dr. Peter Bearse, who is an international consulting economist and an expert in developing entrepreneurial center, is supervising the project. This Centre is important for boosting economic activity, employment and trade within the country and across the international markets. The centre will conduct research to identify training needs, to document how entrepreneurship is developed and run in the country, what are the opportunities and obstacles, rules and regulations for business and give proposal for policy and procedural improvements.

RESEARCH CENTER

The IBA has established a Research Center at the City Campus. The purpose of the initiative is to play a key role in the development of industrial and financial sectors of Pakistan by providing useful research and evaluation guidance. The activities of the IBA's Research Center consist of both core and collaborative research to provide help to the federal and provincial governments, non-governmental organizations and the private sector.

The Center is a repository of the core research done by the IBA faculty, scholars and students. The research papers written are documented, archived and made available to other researchers and industry. The IBA faculty and students can access these research papers via the IBA internet.

HIGH PROFILE FACULTY

The IBA faculty comprises of teachers with high academic achievements as well as successful, practical business management experience. Most have advanced degrees in their field of specialization from foreign institutes of repute. The faculty members are well regarded for their insight and command over current issues facing business and industry. The faculty ensures that the system of education at the IBA is a unique blend of the best in classroom instruction, case studies, role-playing, business games, research and practical training in business organizations.

HIGH ACHIEVING STUDENTS

Our students win distinctions and praises from foreign and local dignitaries for their confident, reasoned discourse, organized team work and knowledge. The IBA student groups arrange dozens of seminars and conferences every year. As individual contestants our students have been successful in national and international competitions. Two of our students; Muniva Mahmood and Asim Ali Raza were chosen to go to Geneva in an international seminar. They joined 30 other business students from around the world. The IBA was the only school in the world which had the distinction of having two students accepted for the seminar. Last year Asnia Asim topped contestants from 109 countries to win the World Bank Essay Contest. The IBA team won Pakistan round of Microsoft India's Imagine Cup 2006.

The IBA students are continuously giving evidence of being world class. During the past years, four students of IBA participated in the "Battle of Minds" organized by Pakistan Tobacco Company (PTC) wherein highly talented students of top Pakistani Universities competed against one another. The IBA students obtained the second

position for presenting a live research project in the Grand Slam. They were awarded trophies along with a cheque of Rs 200,000/-. In another competition namely “Novartis Biocamp”, a team of two IBA students, competing with those of leading institutions of Pakistan, was sent to Tokyo, Japan in October.

PASSION FOR EXCELLENCE

The passion for excellence defines the creative and dynamic orientation of the IBA research culture and its belief in the principle of growth and development. They who live in knowledge societies, for them the most critical idea is their belief in the creative principle of movement towards a higher and still higher stage of development inherent in their culture. They believe that they can disentangle themselves from the petrifying weight of necessity becoming or wanting to become larger than who they are. We are not what we could have become; we are the possibility of what we are capable of becoming. By living the kind of life we decide to live, we assume a fate, a destiny and a character. They who live with that knowledge are, according to the Quran, “without excuses”.

**Quoted from BUSINESS REVIEW
The Research Journal of IBA**

The nineteenth-century German philosopher Friedrich Nietzsche once wrote, “I believe it is precisely through the presence of opposites and the feelings they occasion that the great man – the bow with great tension – develops.” Defining moments bring those “opposites” and “feelings” together into vivid focus. They force us to find a balance between our hearts in all their idealism and our jobs in all their messy reality. Defining moments then are not merely intellectual exercises; they are opportunities for inspired action and personal growth.

Joseph L. Badaracco, Jr
The Discipline of Building Character, p. 124
Harvard Business Review, March-April 1998



BUSINESS REVIEW

Research Journal

of

The Institute of Business Administration
Karachi, Pakistan

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Faisal Manzoor Arain holds a Ph.D. in project management from School of Design and Environment, National University of Singapore. He secured a Bachelor of Architecture degree and a Master of Science degree in Construction Project Management. Dr. Arain has consulted, researched and published widely in the discipline of Project Management and Design and Construction Management and has delivered invited lectures in various countries i.e., Canada, Singapore, Australia, Malaysia, Bahrain, Saudi Arabia and Pakistan.

Dr. Arain enjoys a good research track record and have numerous papers published or accepted for publication in both international refereed journals as well as conferences. Based on his achievements in the field of research and academia, Dr. Arain is listed in *Who's Who in Science and Engineering* (9th Edition), *Who's Who in Asia*, *Who's Who in the World* (25th Anniversary Edition) and *Outstanding Scientists of the 21st Century*. Dr. Arain is currently working as Chair, Construction Project Management with Southern Alberta Institute of Technology (SAIT), Calgary, Canada.

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Ali Muhammad Rizvi has a Ph.D in Philosophy from La Trobe University, Australia and an M.A in Continental Philosophy from the University of Warwick, England. He has taught Philosophy and the related subjects at the University of Karachi, La Trobe University and the Institute of Business Management Karachi. He is presently a lecturer in critical and creative thinking at the University of Brunei Darussalam, Brunei. His current research is focused on contemporary European Philosophy and Social theory, Moral and Political Philosophy, Modern Capitalism and Contemporary Social Movements.



BUSINESS REVIEW

Research Journal

of

The Institute of Business Administration
Karachi, Pakistan

Note for Contributors

This Journal is biannual publication of the Institute of Business Administration, Karachi, Pakistan. It is a multidisciplinary Journal covering wide range of issues in the area of business, social and management sciences, administration and governance, mathematics and computer studies, finance, economics, psychology, business ethics, logic, history of ideas, and philosophy of comparative religion.

GUIDELINES FOR AUTHORS

1. Manuscript should be submitted to the Editor, Business Review, Institute of Business Administration, University Road, Karachi, Pakistan.
2. Three copies of the manuscript should be submitted.
3. The text should be double spaced, on one side of the quarto paper allowing wide margins for referee's comments.
4. All illustrations, tables, etc., should be placed on separate sheets, included with each copy. Their placement should be indicated in the text.
5. Footnotes should be numbered consecutively throughout the text.
6. The first page of the manuscript should contain the following information: (i) title of the paper; (ii) the name(s) and institutional affiliation(s) of the

authors(s); (iii) a footnote should give the name, postal address, telephone and fax number, and an email address of the authors.

7. The second page must contain the title, an abstract not exceeding 300 words, a maximum of 5 key words or phrases and the appropriate JEL codes to be used for indexing purposes. The text will start on page number 3.
8. Acknowledgements of all sorts should be included on the first page.
9. All mathematical derivations should be presented on a separate sheet (note to be published) to help the referees.
10. Manuscript should include only those references that are cited in the text. Authors are advised to follow American Psychological Association (APA) style of referencing.
11. All literary material, including books, journals and manuscript for review should be submitted in triplicate to the Editor, Business Review, Institute of Business Administration, University Road, Karachi, Pakistan.
12. It is assumed that the paper submitted is an original unpublished work and it has not already been published or submitted for publication elsewhere.
13. The opinion, ideas and evaluations expressed in the articles printed in the *Business Review* do not necessarily represent the views or policies of The Institute of Business Administration or the Editorial Board. They should be considered as representative examples of opinions and analysis now current in the academic field on various subjects of intellectual, educational and cultural interest.
14. After internal evaluation, the Editor will send the selected articles to the external referees or the consulting foreign editors for their evaluation. Selection of the referees will be the discretion of the Editor.

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