Help the needy IBA students this Ramadan

Remembering
Dr. Matin A. Khan

# IBA Alumni e-Magazine

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## Alumni Homecoming
at "New" IBA

IBA Alumnus wins
French Pulitzer

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# Message from Alumni Department

Dear Alumni

Ramadan Mubarak. May Allah Almighty shower his blessings upon you and your family. Ameen. We hope that this Ramadan you will step forward and help the needy students of IBA through your Zakat donations. One way is to sponsor a student from our National Talent Hunt Program. These meritorious students belonging to underprivileged families from all over Pakistan are prepared for IBA entrance test. Successful candidates are guaranteed all expenses paid scholarship throughout their studies. You can view the details of this program and how to make donations in this issue.

One question that might arise in your mind is whether IBA students are eligible for Zakat? The answer is yes. Ihsan Trust –a subsidiary of Meezan Bank is our partner and finances the NTHP scholars. Dr. Imran Usmani is the Chairman of the Trust. We have been advised that zakat can be used for this purpose and many individuals have done so. It is now your turn to make a change!

Before the start of Ramadan, our former Dean and Director and Professor Emeritus Dr. Matin A. Khan passed away. In honor of his memory, we have decided to dedicate this issue to this great academician and inspiring leader.

Happy reading!

Haris Tohid Siddiqui
Manager
Alumni Affairs & Resource Mobilization

# In memory of Dr. Matin A Khan

Professor Emeritus and Former Dean and Director IBA

With profound sorrow and grief we announce the demise of Prof. Dr. Matin Ahmed Khan on June 22, 2014. He served as Dean and Director of IBA from 1972 to 1977 and contributed greatly to the development of academic standards throughout the country.

In recognition of his services, Dr. Matin A Khan was bestowed upon the status of Professor Emeritus by the Institute of Business Administration (IBA). He also served as Dean of Faculty of Management Sciences and Life Professor Research at Hamdard University.

Dr. Khan did his MA from Wharton School of Finance and Commerce, University of Pennsylvania and Doctor of Business Administration (DBA) from University of Southern California, USA.

According to Dr. Matin A. Khan's son, Mr. Babar Naeem, his last words were: "Remember that asking questions is easy, but providing a good answer is very difficult."

This is how Mr. Babar Naeem pays tribute to his father:
"Throughout his life, Dr. Matin applied his intelligence, hard work and a thirst for knowledge to answer difficult questions in the fields of business and marketing. His lifelong efforts resulted in nationwide recognition for his contributions as a teacher and research and publications. Over the years, he inspired countless students and colleagues, many of whom became leaders in business and politics. His legacy will continue to inspire generations to come. Please remember him in your prayers."

**Condolences from Alumni:**

'Dua-e-maghfarat for my Marketing Professor at IBA Karachi: May Allah SWT grant him Maghferat and Jannatul Firdaus. He was a sincere and honest person who loved his students as if they were his own children. I also had the honour of serving as a junior colleague and living in IBA staff Town as his immediate neighbour.'
*- Khursheed Omer – Alumnus 1964*

'He was a great person. In our times, he was regarded as a FATHER OF MARKETING. May ALLAH bless his soul and enter him into paradise. Ameen.'
*- Ayaz Ahmad Jaskani – Alumnus 1983*

'This is a tragic loss for all of us. I had the honour to meet Matin Sahab earlier this year and he recounted some of his memories as part of a recorded interview. He looked weak but retained a sense of humour and this news has come as a shock. I will be sure to pass on my condolences to his dear ones. I mourn with the rest of IBA's fraternity at the passing of a stalwart of our great institution.'
*- Sibtain Naqvi – Alumnus 2007*

'Dr. Matin was a well-loved Professor. Many memories poured into my mind when I read about his passing on. He made an impact on my life, and on many hundreds of thousands through his teaching and writing. I am sure he will be welcomed most lovingly into that wondrous place called heaven.'
*- Shahnaz Kapadia Rahat – Alumnus 1982*

'I received this message with great shock & sorrow. I knew that he was not in good health, but did not realize that the end was so close.
Dr. Matin A. Khan was my direct teacher in all four semesters, and we came very close to each other. I also had the opportunity to take part in a base-line research under his able guidance.
May Allah keep him in eternal peace and give the family the strength & the courage to bear this irreparable loss.'
*- Shaikh Abdul Aziz – Alumnus 1965*

' Dr. Matin, as a teacher at IBA and in Nigeria (I believe), imparted knowledge and wisdom to hundreds of people including myself, seriously and sincerely. That virtue, alone, earns him a place in jannah, Inshallah. May Allah bless him and give courage to his family to bear this parting.'
*- Akram Sheikh – Alumnus 1976*

'My love for him as my teacher and a beloved colleague; He took me under his wings giving me encouragement when I needed it the most. I had joined the faculty right after graduation and he was there to bolster my confidence and help me attune myself to the new environment facing a class of my peers hardly a year or so younger than me. Thanks to him I have achieved all that one could achieve.'
*- Mohammad Abdullah Iqbal - Alumnus 1965*

# Remembering Dr. Matin A Khan

Professor Emeritus and Former Dean and Director IBA

A condolence meeting was held in memory of Late Dr. Matin A. Khan, Former Dean & Director IBA, Karachi and Professor Emeritus at the Center for Executive Education, IBA City Campus on Saturday 28 June, 2014. The meeting was attended by relatives, IBA staff, faculty and Alumni.

The meeting commenced with a small prayer made for the departed soul. Dr. Matin passed away on Sunday June 22, 2014 leaving behind wealth of accomplishments and grieving family, friends and students. A copy of his last interview conducted for the History of IBA project this February was also distributed amongst the attendees. Few video clippings of the interview were also shown to the audience where Dr. Matin, although visibly ill, was explaining to the interviewer how IBA started churning out the finest product in a few years' time.

Some of his students and colleagues also spoke on the occasion and eulogized the unrelenting efforts put in by Dr. Matin during the formative years of IBA. Dr. Abdul Wahab, Former Dean & Director IBA and a colleague reminisced the times of Dr. Matin with great awe. According to Dr. Wahab, the greatest personality trait of Dr. Matin was his humility and modesty which he maintained throughout his life.

Dr. Irfan Hyder, Dean CBM & CES and a student of Dr. Matin fondly remembered his orientation day at IBA more than 30 years ago when Dr. Matin addressed the incoming students as the acting Director of IBA. "His words and personality left an indelible mark on my mind. He was a fatherly figure who was accessible at all times.

Mr. Inayat Din, Former Registrar IBA and a student narrated his first encounter with Dr. Matin in 1964 and echoed the sentiments of the previous speakers about the accommodative nature and prescience of this great academician.

According to Mr. Jalees Ahmed Faruqui, IBA Alumnus 1962, he was taught Management course by Dr. Matin in 1959 and the real-life examples coupled with great teaching method made it a worthwhile subject.

Dean & Director IBA Karachi, Dr. Ishrat Husain also spoke on the occasion. He narrated his first meeting with Dr. Matin back in the 70's when he was invited by Dr. Matin for dinner, cooked by him, during his stay in the US. The two gentlemen then met after almost 40 years when Dr. Ishrat was appointed as the Dean of IBA.

According to Dr. Ishrat, during this meeting, he was assured by Dr. Matin that he would continue to assist him as member Academic Board IBA. "Unfortunately, Dr. Matin fell terminally ill and I could not benefit from his experience. The History of IBA project was initiated so that accomplishments and obstacles faced by people like Dr. Matin in shaping IBA could be encapsulated in the form of a book where coming generations could gain from experiential learning."

The memorial service culminated with a networking session where students of Dr. Matin from different eras shared their anecdotes and remembered the inspiring leadership of a great man.

# Orientation of New Students and Dr Matin A. Khan

Dr Syed Irfan Hyder reminisces his orientation day at IBA

Prof. Dr Hyder, IBA Alumnus 1987 has a wide experience in academic leadership, consultancy, entrepreneurial ventures, trainings, research and in the design and implementation of innovative programs and as a motivational speaker.
He is currently Dean CBM and CES of IoBM.

As my experience of dealing with students continues to accumulate, and as I closely observe how priorities of students change from what they are during their university studies to what they are in their later careers, I appreciate more and more the criticality and the importance of the two advices given by Dr Matin A Khan in our orientation session at IBA Karachi in 1985. So much so that over the last ten years I have made it customary to emphasize these points in every orientation session for the new intake of students that I am now privileged to address as Dean.

This was the turbulent month of March 1985. Bushra Zaidi's death (as she was trampled upon by a bus while waiting at a bus-stop), had ignited the powder keg of violence in Karachi that is still continuing to explode unabated, thirty years later. In spite of the widespread torching of buses and vehicles that took place during the protests, IBA went ahead with its admission test process, staunchly adhering to its tradition of not closing down or delaying its schedule for any reason. At that time, it used to be a great deal getting selected for IBA's MBA program. The intake used to be around 25 and there were no other options for MBA that I knew of; the craze of institutes offering MBA in every nook and corner had not yet started.

Our orientation program was held at the main campus and was addressed by Professor Dr Matin A Khan. In his gentle but direct style he mentioned the following two things that I did not register the way I should have at that time, but later their import became clearer with experience.

The first one was what Dr Matin referred to as the basis of Hanafi School of Marketing. He mentioned the prevalence of the ills of our society such as corruption, lying, fraud, violence, double-dealing, duplicity, treachery, and embezzlement and connected them with the theory of marketing.

In marketing we are taught that to succeed your product or service must fulfil some need. Greater the need, greater would be the success of your offering. If our society is full of cheating and corruption, then this is not a problem to complain about it. It is actually a challenge and an opportunity. If corruption is the problem that people are worried about, then providing a service that stands for righteousness and integrity is the solution which would be in great demand and would lead you to success. If duplicity and double dealing are the major problems afflicting our transactions then providing straight, simple and direct interaction with no hidden costs and hidden angles and being true to the word, is the solution which would be in great demand and would ensure you of success.

The challenge is how to design the features and attributes of the solution, how to define the perceptions, and how to package it so that people can understand, associate and adopt it providing an opportunity for your success. A leader, business or otherwise, articulates the solution in a manner that people can associate with and can feel with. A leader must exude the credibility from his character and personality. The challenge for the universities is to adopt the Hanafi approach to marketing and to develop the necessary credibility and character in students who can assume leadership by going through all the phases from identifying a social or societal problem, designing an appropriate solution, packaging it, disseminating it, and facilitating the people in its adoption.

The other thing that Dr Matin talked about that day was the importance of utilizing the opportunity that students should avail at university by networking with other students and learning about the lifestyles and thinking styles of a large cross section of people. He asked us to use this time at IBA to have a network of friends who are your colleagues and class fellows, who are your seniors and who are your juniors. What I now understand from this is that you need to establish friendship and linkages with your juniors, seniors and your peers. Not only establish these linkages but also maintain them over time if you want to be successful. I often tell my students that when you graduate you should have at least 400-500 contacts in your phone book of students of your university whom you can call your friends or close acquaintances. Maintaining these contacts that you have established in your life is one of the most important determinants of your success in life.

I often recount the story of a student of our days who probably graduated at the border line of the GPA requirement, but managed to cultivate an extensive network of friends and contacts. He was active in various societies and student activities and used to be arranging all sorts of events, trips and outings. If one had done a survey of the population of IBA which was around 400 students at that time, nearly everyone would have regarded him as a friend or a close acquaintance. Last time I heard, he was heading a bank in Pakistan and earning a salary with benefits of as high as one can get in banking sector in Pakistan.

Although I never had the privilege to study a course from him, I gained a lot through the brief interactions with him while I was teaching at IBA from 1995 to end of 2000 in some academic meetings, and also a few times I met him while he was at Hamdard. How can one leave such long lasting impressions from such short interactions! May Allah grant him the best of abodes in Jannah.

# Alumni Diary

# A Tribute to Great Academician

## Last recorded Interview of Dr. Matin A. Khan

**By Sibtain Naqvi, IBA Alumnus 2007**

The apartment block was much like any other in Karachi. A narrow street with cars parked on either led us to a compound with some children playing in the open space. One of them waved at me, a friendly gesture but one lost on me so engrossed I was in my thoughts. I was about to meet a doyen of the IBA and was preparing myself for what was to be a portentous meeting.

"I have setup an interview with Dr. Matin", Prof. Mirza Sardar had told me over the telephone. I wanted to record his thoughts for the IBA history project and Dr. Matin A. Khan, who had joined the faculty in IBA's earliest days and served as Dean & Director of the institution from 1972 to 1977 to contribute greatly to the development of academic standards of IBA, was among the first people I wanted to speak to. He had received his MBA from the Wharton School of Finance and Commerce, University of Pennsylvania and DBA from the University of Southern California, USA and was a member of IBA's academic board.

I had been interviewing graduates of the IBA, especially those from the 80s and 70s and they spoke about the people who had had impacted them in their formative years. Invariably the talk led to Dr. Matin Khan. His name was taken with respect, bordering on awe. The words "brilliant", "fair", and "difficult to get an A" came up frequently. Regarding the last one Dr. Matin himself told me the same, that he had very high standards for his students as that was the only way they would learn the value of hard work and he wanted them to truly excel in life. And excel they did. His students graduated to join world-class organizations and succeeded in the areas of industry, government, academia and entrepreneurship. Today they are CEOs and Directors, professors and researchers, high ranking government officials and familiar names in the world of commerce. One of them is an office bearer in a major political party and even after more than two decades he could recall the lessons given by Dr. Matin.

Dr. Matin's grandson led Prof Mirza Sardar and me to his room where he was lying on the bed. I had been told that he has suffered from poor health but even in a horizontal position he exuded authority. He was bedridden but his voice was strong and his voice filled the space with the same sonority it possessed when he was a young faculty member more than five decades back. His dark eyes were slightly dulled but still twinkled with humor and the handshake was firm.

As Prof Sardar did the introductions I was setting up the camera equipment and thinking about the changes he must have witnessed. It was winter and the room was completely silent the way it gets in the cold months when suddenly his voice cut across the hushed atmosphere, "Barha umda suit pehna hai aap nay"("That's a very nice suit you are wearing". I glanced up to see who he was addressing and he was looking straight at me with a benevolent smile on his face. "Nazar hai aap ki Matin Sahab" (It is only how you are appraising it Matin Sahab) was my response. That remark broke the ice and we started the interview. "Please tell about the IBA of your day", I requested. The question was deliberately open ended so ask to elicit a holistic response. He was silent and his eyes got a faraway look in them. Perhaps he was thinking back to the days when he had joined IBA after getting his MBA from the world's oldest and arguably finest business school in the world, the Wharton Business School at University of Pennsylvania. "I did as well as any foreign student" he said with a broad smile. IBA had been setup a short while back and was collaborating with Wharton Business School on several aspects including curriculum and faculty development. Dr. Matin brought with him a firm and profound understanding of business education and his teaching methodology and pedagogy was aligned to mould students into not just industry captains, but also critical thinkers and visionaries who would go on to shape the economic and social landscape of the country.

Dr. Matin was a firm believer in the case study method and field research and would take his students around the commercial district of Saddar for first hand research. Along the way he would discuss areas of management, strategy, marketing and much more, all which made for informative lessons and an immersive learning experience. Students who were unprepared for the case discussion could be asked to leave but according to him, "Such was the rigor of the students that it only happened a couple of times". He also said, "Admission in IBA was very competitive and students who did not do well were soon out of the institution. Of course this meant that the graduates were supremely trained and got picked for jobs by the leading organizations of the country". Dr. Matin's developmental impact was not limited to the students. As Dean he was also responsible for faculty training and played a major role in sending IBA faculty for doctorates and certifications to leading international institutions. These faculty members then returned to IBA to serve the institution with distinction and nurture the next generation of students. His impact was not just limited to IBA and he was associated as Project Director for almost a decade with JRP-IV, a research project on improvement of slums while he was a visiting Professor at Ahmad Bello University, Nigeria. Besides all this he was a prolific writer and between all his academic responsibilities he took out time to author a large number of books and articles on marketing and research methodology.

We spoke about these matters and much more. On some questions he would pause and but the silent spells wouldn't last and he would plunge on to bring out more memories from his treasure trove. "IBA has seen many changes but good ones. It simply cannot be compared with any other institution, they are completely different entities", he asserted on more than one occasion. However, he was wracked with coughing spells and we could see that he was having difficulty speaking for long periods. It was also getting late but I felt we had barely touched the tip of what would be an iceberg of rare knowledge. We said our goodbyes and he asked us to come again for another long walk down the memory lane. As we were stepping out of the room he said, "Really, that's a very nice suit you have on". I told him that I will gift him a similar one and he can wear it at the launch of the IBA history book. He laughed and said he will definitely be there. I am sure of it too for those who teach are immortal and this ephemeral life but a passing phase. He passed away from the corporeal world on June 23rd, 2014 but Dr. Matin will live on through his students and through the institution he loved and nurtured. Dr. Matin will always be a part of the IBA.

# Alumni Activities

# Alumni Homecoming at "New" IBA

*It was unlike the usual Sunday evenings at IBA. Smartly dressed students and IBA Administration staff were rushing to all corners of the main campus to put finishing touches to the arrangements. For the first time since the massive developmental work culminated, the "new" IBA was being adorned for Alumni homecoming. It was a sight most of the Alumni would never have thought of. Three towering buildings overseeing the magnificent outdoor sports facilities awaited the former graduates which till not so long ago was a barren piece of land inaccessible to all since the inception of IBA.*

More than 200 distinguished alumni from the batches of 6's and 7's, starting from 1957 to 2007 and the graduating batch of 2013, attended the Alumni Reunion Dinner 2014, organized by the IBA Alumni Society in collaboration with the Alumni Department.

The aim of arranging Alumni Dinners is to reunite IBA alumni in order to give them a chance to catch-up with their batch mates, while at the same time familiarizing them with the changes IBA has gone through since their last visits to the campus.

This year's event began with a campus tour for the distinguished guests to show them the infrastructure developments that have taken place at IBA during the last few years. Management Team members, IBA's current students, acted as guides to the alumni, taking them for a visit to the new buildings inside the campus. After the tour, the guests assembled in the IBA football ground, where exquisite seating and entertainment arrangements had been made for them.

The event formally commenced with the short address by the Manager of the IBA Alumni Society, in which he welcomed the guests and appreciated his team's efforts in managing to arrange a successful event.

This was followed by a brief overview by the Patron of the society, Mr Mirza Sardar Hussain, about the current undertaking by IBA in recording the 'History of IBA' through a literary endeavour. Dean and Director of IBA, Dr. Ishrat Husain also graced the event and warmly greeted all the guests present, admiring them for their successes in the corporate world.

In his speech, Dr. Husain shared his thoughts on the Five-Year strategy for IBA and emphasized the need for close collaboration between the current students and alumni for placements and internships. Dr. Husain also reminded the guests of their social responsibilities and encouraged them to join hands with IBA and TCF in the building of a new school campus for underprivileged children.

To provide the guests with elegant, classy entertainment, a musical night was arranged, followed the addresses. Talented artists from National Academy of Performing Arts sang melodious ghazals and songs, sending all those present to a state of peaceful bliss, and the recitation of soul-touching Qawalis formed a perfect end to the harmonious musical program.

A multi-course dinner was served right after the program, which was enjoyed thoroughly by the guests, and added to the contentment of all the attendees. After the dinner, Mr. Zafar A. Siddiqui, Program Director, Alumni Affairs moderated the distribution of free vouchers sponsored by Avari Hotels to a select few Alumni who shared their confessions and priceless anecdotes in front of the amused audience.

Finally, with a bunch load of photographs and a trip down memory lane, the guests departed with the hope of revisiting IBA that had once formed an integral part of their lives and become their second home.

# Alumni and Students go head-to-head in a Football match

12th April 2014 saw the Class of 2015 go head to head with the alumni, Class of 2003. It was a friendly match organized by "The Alumni Society" to encourage the sports enthusiasts to make use of the facilities provided by the I.B.A. The two teams enjoyed a fair game displaying a lot of affection and sportsman spirit. Playing on the new football ground, the class of 2003 remembered their time spent at I.B.A and praised the administration for providing this platform to the current generation of IBA students.
With the Class of 2015 daunting in red jerseys and the Alumni in black, the game went under way and a late goal in the first half saw the former take a 1-0 lead thanks to their captain, Mr. Aurangzaib, netting the ball. Nevertheless, the alumni did not back down and came back stronger in the second half and with Mr. Asadullah leading his team from the midfield and creating chances for the strikers, the alumni almost equalized. It was fierce battle in the midfield, however, another goal from the boys in red put the game past the alumni who had smiles on their faces even after a 2-0 defeat; they were satisfied with their performance.
With the alumni revisiting their youth and enjoying a nice game of football, the teams cheered for each other and the players walked away from the field having a good laugh.

# Guest Speaker Session on Islamic Banking

**By Mohammed Shehmir**
**BBA VI**

Mr. Ahmed Ali Siddiqui, Executive Vice President at Meezan Bank's Product development and Shariah compliance department and an IBA Alumnus of 2001 was invited to IBA City campus (APWA auditorium) to speak on the thriving Islamic Banking Industry on 18th April 2014. The session was attended by students of "Analysis of Pakistani Industries" course taught by Dr. Khadija Bari and Ms. Tahira Mariam Jaffery.

This highly informative session kicked off with Mr. Ahmed highlighting the importance of Islamic finance in an economy and how this system is capable of resisting major financial crises which are primarily caused by the conventional modes of banking. He elucidated on how the Islamic Banking system is different from the conventional banking system and briefed on how this system is also being promoted in other parts of the world due to its capacity to resist the bubbles in economy created by artificial credit creation.

Mr. Ahmed then took the students through a timeline regarding the evolution of Islamic Banking in the world and emphasized on the efforts of Meezan Bank in the promotion of this Industry in Pakistan. He told the students about the rapid growth of this Industry in Pakistan and how many large banks in Pakistan are now converting towards this mode of Banking. Mr. Ahmed, while explaining the potential of the Pakistani Islamic Banks, also told the students about the International bodies working for the promotion of this Industry and how they have contributed in ensuring that the system remains 100% Shariah compliant.
At the end of the speech there was a Q&A session in which students asked different questions to the speaker regarding the products of Islamic banks, their SOPs, Investment areas and etc. All of the questions were answered in great detail by the speaker and many misconceptions regarding Islamic Finance were cleared by him.

# Admissions' Interview Panel MBA Program 2014

IBA's admission process is considered one of its many strengths. This process, famous to have stood the test of time, first filters down thousands of aspirants to mere hundreds through the aptitude test and then subjects the candidates to group discussions and interview. Since 2012, IBA has actively engaged alumni in helping IBA find the right candidates.

This year about 130 candidates cleared the aptitude test for MBA program and were called for the group discussion and interview session for two days starting June 11, 2014. Admissions Interview Panellists consist of faculty and alumni who first gauge the candidates in a group setting and then assess their suitability during one-on-one interview.

Twelve alumni from as far back as 1972 graced us with their presence despite their hectic schedules and short notice. As per the requirement by IBA Testing Department, Alumni with 10 years and more work experience were invited and senior alumni attended the sessions. IBA Alumni Department received overwhelming response from the alumni who wanted to participate and we are indebted to all the alumni whose dedication and interest aids IBA in choosing the best talent in the country every year.

**Fact Sheet**

**Date:** June 11-12, 2014
**Venue:** Aman CED Building & Tabba Block, Main Campus, IBA Karachi
**No. of Interviewees:** More than 130
**Programme:** MBA
**No. of Alumni:** 12
**Alumni Work Experience:** 10 years +
**Panel Structure:** Faculty + Alumni

"Good experience and exposure. I would like to contribute my services in future also."

Murtaza Saify
Alumnus 1996

# Movie Screenings for IBA Alumni

As part of alumni engagement activity, a recent Bollywood block buster movie "Queen" was screened exclusively for the IBA alumni at Nueplex Cinema, Karachi on Sunday, April 6, 2014 on a subsidized rate. The protagonist behind this idea was Mr. Shahid Shafiq, Alumnus of 1974 and Alumni Representative on the IBA Board of Governors who helped arrange sponsors to get the movie tickets for alumni on subsidized rates.
The feedback received from the alumni has been thoroughly encouraging regarding these events. Due to such an overwhelming response received from the alumni, special screenings of popular movies and plays have now become a regular social engagement activity to bring the alumni together.
Even though tickets for this event were sold out within a few hours, we continued to receive requests for the movie tickets up until the next day. Alumni and their friends and families thoroughly enjoyed the movie and commended the efforts put in to involve the alumni through social activities.
Here's what some of them had to say:

"Great movie. Looking forward to more such events in the future. Thumbs up to the organizers!" *Faisal Farooq-Alumnus 2001*

"A wonderful event in all aspects. Me and my friends loved the movie. Excellent family and group get-together." *Anum Khan-Alumnus 2009*

After the overwhelming response received from the previous movie screenings and plays, the premiere show for The Amazing Spider-Man 2 was booked exclusively for the IBA Family on May 01, 2014 at Nueplex Cinema, Karachi. This time, not just alumni, but students and faculty members were also invited to participate in the event making it a truly IBA Family event.
Marc Webb's spring blockbuster is the sequel to the reboot of the movie adaptation of the original Marvel comic-books. The movie stars Andrew Garfield, Emma Stone, Jamie Foxx and other notable celebrities.
The IBA Family were the first to watch the movie in the theatres in Karachi and the tickets were sold out in a matter of few hours. As always, the tickets were available at a subsided rate due to the efforts of Mr. Shahid Shafiq, Alumnus of 1974 and Alumni Representative on the IBA Board of Governors, who played an instrumental role in arranging sponsors.
We are grateful to Mr. Shafiq for organizing such an exclusive event and for continuously working towards bringing our alumni closer to their alma mater.

"Congratulations for organizing wonderful events and providing the best environment & entertainment for the alumni. Hats off to you for providing us best possible entertainment with affordable price."

*Ahmad Raza, Alumnus 2001*

# Chapters Updates

# Blood Donation Drive Organized by Alumni in Islamabad

A blood donation camp was recently established at Bahria University, Islamabad campus under the leadership of IBA Alumnus, Shabbir Halai, who is currently a part-time faculty member at the University as well. The donation drive named "Give Blood Save Life" took place on the 6th and 7th of May, 2014 and was jointly organized by Armed Forces Institute of Transfusion (AFIT) and PNS Hafeez. The event was made possible due to the team of dynamic young volunteers from the university, led by a final year MBA student, who ensured the smooth sailing of the event. The response received was overwhelming indeed and the organizers now plan to scale this event to other institutes as well. According to the organizers, more than 300 donations were received, mostly from youngsters.

Here's what one of the donors had to say:

"On behalf of IBA Alumni Islamabad chapter, I visited the Blood Camp and made blood donation (nearly 280 ML) after almost 5 years. It was simply one of the best events that I attended in Islamabad during my 5 years in the capital. Thank you Mr. Halai and team of Bahria University, Islamabad Campus for making the event a great success!

*- Nasseruddin Humayun, Alumnus 1991*"

# Fourth Annual IBA Alumni Canada Chapter Picnic

**By Muhammad Ali**
VP and Treasurer IACC

The 4th Annual IBA Alumni Canada Chapter (IACC) picnic was held at Sir Casimir Gsowzki Park in Toronto on Saturday, June 14, 2014. This time, a beautiful park with a beach view was chosen to provide a perfect blend of outdoor sunny and breezy weather. The menu comprised of mouth-watering chicken wings, beef burgers, and lamb seekh kebabs, (generously sponsored by Al-Safa), chicken biryani, samosas and jalebis (generously sponsored by Kumail Tayebbi), and fresh watermelon, snacks for children, and finally masalay wali chai from Starbucks.

It was a large group of almost 100 people, and the setting was perfect for an interactive, self-help and fun picnic. Everyone had plenty of quality time to chat with each other, make friends and share their experiences. The best part of the picnic was the over-whelming response that was provided by the attendants in volunteering help for different aspects, i.e., bringing food to the venue, providing rides to seniors and to those without transport, initial set-up, BBQing, serving food, setting up games, and final wrap-up. The amount of ownership displayed by everyone was exemplary to make the event a highly enjoyable one. The event also introduced new Alumni members with great organizing skills, as well as potential leaders for running the IACC in future.

The picnic provided a platform to the Board of Directors to communicate about the efforts undertaken by them for achieving the four pillars (objectives) of IACC, i.e., Lead, Chapter, Give and Social. The Alumni members present were informed of the "Lead" taken by them in attaining equivalency of IBA's MBA degree with Comparative Education Services Canada, as well as with other top Canadian universities. They also mentioned their efforts to market IBA as one of the top leading business schools in the world, and to market the IBA graduate as a "brand of choice" in corporate Canada.

There was also an introduction of Zeeshan Muqaddam as the new director, replacing the out-going director Erfan Sattar through a bye-election. Copies of IACC's Articles of Association and Code of Conduct were also distributed to explain the governance of the Canadian "Chapter" in a transparent manner.

The pillar of "Give" was accomplished by introducing Daniel Lanthier of Family Educational Services Foundation (FESF) to the Alumni. Daniel was given proper opportunity to mingle and introduce himself, distribute the brochures, and give an elevator speech to the attendees on the remarkable work that FESF is doing in providing free education to deaf children in Pakistan, finding employment opportunities for them, and providing training to teachers and parents on sign language.

On the "Social" side, we got an opportunity to communicate the main objectives of IACC of supporting IBA, its students and its workers not only in Pakistan but also in Canada, through resource mobilization and by building a strong/special network and, most of all, to enjoy and have a lot of fun together at the same time. The picnic was very effective in strengthening the network among the Alumni, and there was a lot of communication that took place between the Alumni. The Alumni members present consisted of a wide age group of graduates, ranging from fresh ones to those seniors who graduated in 1964 (in the same class with Mamnoon Hussain, current President of Pakistan).

We would like to extend thanks to our sponsors (Engro Foods Canada Limited and its CFO Munim Shaikh) and Kumail Tyebbi for their generous support. Our special thanks go out to all the volunteers for their whole hearted logistical and moral support for planning and executing this event, without which, this event would not have been a success that it was.

Overall, a great picnic as per the feedback we are continuously receiving. People enjoyed nature, socialized, made contacts, played games, had food, joked, laughed and most importantly, left with a happy feeling.

We look forward to organizing such events in future and strengthening the network/bond among the Alumni through a lot of fun n play.

Alumni
Impressions

# The Lonely CEO

by Raza Mankani, IBA Alumnus 1995

The author is an experienced professional corporate marketer turned entrepreneur, having established and managed several startups in diverse verticals, both domestically and internationally.

Almost every interviewer I've sat across in my corporate life has inevitably looked me in the eye and asked, "Where do you see yourself in 10 years?" And almost always I've had the urge to look him back in the eye and say, "Anywhere but here I hope".

I've never really had the "right answer" to this question. I'm not even sure if there is a right answer. I've made up stuff I thought they'd like to hear but wasn't sure if it sounded convincing enough. Not because I couldn't see the path in front of me but because I wasn't sure I really wanted to tread that path. I never really saw myself working for someone else for too long. Every now and then I flirted with one big idea or another. And too often I would ask myself "what if?" That kind of "free thinking" is detrimental to corporate ambition. And it usually leads to only one logical consequence - entrepreneurship.

When I was asked the same question during an interview at the fag end of my corporate career, I actually told the recruiter I was going to work for myself soon. He paused, looked at me for a moment, leaned forward, smiled and said, "I believe you will".

Not too long after, I quit my successful career at a major multinational CPG and took the plunge. Those were difficult yet very exciting days. I think we created the shared desk concept long before Regus made a multi-million dollar business out of it (now why the heck didn't we think of that?!). What I didn't realize at the time was that I had landed myself the loneliest job in the world.

Being CEO of your own business may look great on a business card, but in a startup venture it doesn't mean much. The transition from an unsure, struggling startup to a focused, steady business is a long and arduous one in most cases. And as the one driving this evolution, the entrepreneur himself goes through a metamorphosis of sorts.

I suppose the biggest challenge for a new entrepreneur is trying to lose the ego-baggage from his past. Corporations have a way of indulging their stars with corner offices and efficient (read expensive) personal secretaries. Sharing a small desk in a dingy office and getting your own coffee, after having lived that life for a while, can be more than a tad disenchanting to begin with. Different people have different ways of dealing with this quantum shift. In the end all unshakable entrepreneurs must let go of their ego.

But ego is only the first thing from the past that you need to let go. Soon to follow are your friends from where you used to work before. You're no longer interested in the corporate grapevine or mundane job and career discussions and soon realize that your old buddies are still living in the shell you just broke out of. There's hardly anything common and being with them doesn't stimulate you anymore. You cannot draw any parallel with them either. While corporate workers compare jobs, titles and paychecks to gauge success, entrepreneurs draw comparison with other businesses. A business or a project may not see any money for months in the beginning, but that's part of the equation, not detriment to the potential of the venture. And the risk of failure is just as much a part of that equation - real and personal. Something most corporate workers don't have the stomach for.

During the growth years entrepreneurs see lots of possibilities and opportunities. It's easy to get excited and be all over the place, often spreading too thin. The big question always is what to do and what not to do. 24 hours in a day just don't seem enough. Weekends can be a drag. You actually look forward to Monday mornings (really, no kidding). The merits of such a lifestyle are debatable. But that's how it is. It is rare to have someone who can relate to all this and be able to emotionally share your wins and losses. Mostly you're on this journey all by yourself.

By now your best friends are probably magazines, books and the internet. An entrepreneur reads anything and everything ranging from politics in China to latest research on shifting consumer purchase patterns to online articles on website makeovers and SEO techniques. It's almost as impulsive as picking up a pack of Ice Breakers at the store checkout. Soon as you get a flash, you want to look it up. The next thing you know, you've spent two hours reading up on creating effective online content for key ethnic market segments.

Along the way the entrepreneur also learns to deal with people. It usually takes a trip or two before you become a better judge of character. You learn to say no to people if you weren't already capable of doing that with ease. And as you grow, you feel more comfortable with the idea that you can't do everything yourself. To free up your time for more strategic engagements, you must delegate responsibility and authority, set SMART objectives and hold managers accountable to those objectives. While you focus on business growth, don't overlook personal growth of your employees. Evaluate them regularly and train and guide them to overcome identified weaknesses.

One of my favourite quotes about human resource development goes like this: A CFO asks his CEO, "What happens if we invest in developing our people and then they leave the company?" The CEO looks at him and asks, 'What happens if we don't, and they stay?" I concur.

With all the evidence in favour of casual style of management (although I'm an advocate of a "hybrid" casual style, not the classic), an entrepreneur realizes he cannot really be his colleagues' friend in the true sense. Unlike the career CEO, he has no friends at his workplace. He is and always will be the lonely supremo.

So why do entrepreneurs do what they do? Because past all the struggle, uncertainty and loneliness, no job can ever give the personal satisfaction of dreaming up an idea and living that dream every day.

# To Hell with Circumstances

by Manzar Naqvi, IBA Alumnus 2007

The writer has over 13 years of professional experience in Global Brand Management, Strategic Planning and 360 Degree Media Management. Currently he is managing the media strategies of various Local and Global brands. The writer could be reached at manzar.naqvi@gmail.com

Why can't we understand that life is tough? Why can't we admit the fact that life is not a bed of roses and it will never be? Why can't we just stop expecting the pat on the back from either our bosses or our clients? Why can't we simply take the responsibility of our own mood and stop blaming our clients, our bosses, our co-workers, our teachers, our families or any other circumstance in general to set up the vicious cycle?

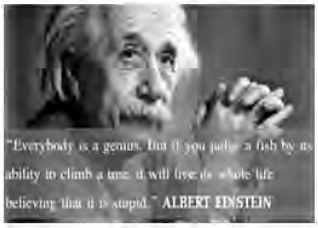
One of the messages that I got out of those words is that no one can make you happy unless you do it your own self. I truly believe that this is the high time; I truly believe that if we really want to outshine others we have to take the responsibility of motivating our own selves rather than expecting it from the people around. Our moods are directly proportional to our productivities so self-motivation becomes an essential key to your successful life.

At the same time I also agree that staying motivated is a fight. We are constantly assaulted by our self-generated negative thoughts and anxieties. By learning how to nurture motivating thoughts, neutralize negative ones, and focus on the task at hand, you can pull yourself out of a slump before it gains momentum. I have been a constant victim of that all and this is how I always push myself to come out of that vicious zone.

FOLLOW THE YELLOW BRICK ROAD: The concept was wonderfully put together by Frank Baum in his classics; The Wonderful Wizard of Oz. You have to have a goal in your life. You have to know the reason for your existence. Your goal should be supported with smaller simpler aims that help you attain or move forward towards the bigger goal. You have to understand that you are fully capable of making mistakes however at the same time you are more than capable of correcting those flaws. You possess the powers to change your direction through the knowledge gained in the process. There will be hardships on the way. You will be tested of your true commitment, but, if you are true at heart, you will move forward to attain anything that you desire. Just follow your yellow brick road.

FEED YOUR AMBITIONS:
So you have discovered your yellow brick road; is it enough? Would it be enough to just look and get amazed by the targets you set in your lives? Be it a certain position professionally or losing some extra fats from your bums. Watching those highly successful individuals with their shiny cars or gasping on the fitness of those top models will only make you feel depressed if nothing at all. What is required from you is to pack your bags and start this journey. In order to pass through the testing times a mere desire is not so powerful to take you through. You should continuously feed your ambitions with smaller goals and smaller achievements as that movement is the one that makes the difference between the best performers and the mediocre ones.

EVERYONE IS UNIQUE:




We are all matchless, irreplaceable and exclusive. This is time and again proved by both our physical selves (finger prints and tongue prints etc) and our mental capabilities. Since you belong to the same race so this goes to you as well and same goes to that person you are comparing yourself with. Self-comparison only demotivates you even if you start with enthusiasm. How others are performing is totally irrelevant. It will be similar of comparing the sweetness of freshly obtained honey with freshly picked chillies. Both are fresh for sure however both will have a complete different experience. Your biggest competition is your own self. Trust me when I say that only one you need to beat is YOU.

BE COURAGEOUS AND KEEP MOVING: There lies a fine line of judgment between the winners and losers. They are both faced with similar situations, similar hardships and difficulties but there is one extremely importance thing that makes them different: the courage to continue. When on the yellow brick road you come across any hurdle, tell yourself that this is a test to your commitment. These obstacles are put together just so that you become clearer in what you really want to achieve or if you are really willing to commit everything in order to be on the road to success. Do not think about how to complete the road at this moment or how many more obstacles are waiting for you. You just have to focus on taking the next step.

PAST IS PAST: Past is what has happened and it will haunt you down to knees and return again if you haven't learned from it. Being lost in your past is the biggest demotivator. It has the brutal powers to drag you down before you realize it. How can you start your journey so fresh while you already have a humongous burden on your shoulders? You definitely don't have to carry that burden so push yourself to leave it. Today is a new day and you have the chance to start again. No matter how bad your past might be, you still have a bright future ahead waiting for you. Just don't let the burden of the past stop you and carry on.

Lastly, Success is not a full stop and so is the failure. It is unreal to pause your life and to take some time off, life simply goes on. If we can't be stuck in any point in time then life itself is a journey and every event is ongoing, happening right now. One event finishes and the next one starts. So would you agree with me if I say that it's a bit silly to worry about petty failures and waste our energies rather to be brave, to accept life, enjoy the moment and look ahead to the future?

# 2012 Teach For Pakistan cohort

By Yumna Halim, IBA Alumnus, 2007

The writer right after her graduation joined Teach for Pakistan and dedicated 2 years to this noble cause.

In his TED talk, journalist Sebastian Junger talks about why it is that soldiers miss war. Our job was no different from a battleground, where the fight was against illiteracy and educational inequity and preconceived notions of right and wrong.

The two years spent as a Teach For Pakistan Fellow leading our own battalions of around 25-50 students each to realizing their full potential were as exhausting and emotionally draining as it can get. There we were with no electricity, no water, no teachers, no clean spaces, no blackboards, no proper buildings. None of that. Yet we had each other and together we would find a way around all our limitations by finding alternatives. With time, the lack of electricity we became used to. We shared our resources. We painted walls, taught in the narrowest of corridors. We put in extra hours in the absence of other staff; and did all this willingly. We did not let any of the lack of resources to pull us down. There were more important matters that needed to be dealt with.

The relationships built with each of the students as a result of the time spent together were so meaningful and strong, the sense of connection without any complicity was beautiful beyond words. The students' stories of elevated joy and of deep-rooted sadness, of unbearable loss and suffering and of miraculous rebounds from the pits of failure were inspiring and humbling. The beauty of putting the safety and well-being of others before your own self is paralleled only by what one might experience in combat. To stand up for our students before their parents, friends, teachers. To sit down and listen to heart-breaking accounts of what life is for our students and then finding the courage to actually do something about it is worthy of a standing ovation yet we did so without much acknowledgement. Here it is that I would like to give a shout-out to all my co-Fellows from IBA who worked relentlessly in a war that we chose to partake in.

Amna Akhter, Ariba Masood, Bareerah Hoorani, Fahad Saeed, Fatima Tufail, Fazil Maniya, Haadiya Ismail, Hira Nomani, Maha Arshad, Marium Zubair, Maryam Haqqui, Nayma Iqbal and Sana Ashraf. Thank you for being the courageous leaders that you are, for putting the well-being of your respective students before yourselves, for being part of a cause worth fighting for. One could not have asked for better squad of soldiers to work together with. Here's wishing you all the very best of luck with all that you do, may you continue being the valiant souls that you are today.

Notice Board
Get your Alumni Card
New facilities at IBA
New Alumni Card Partners added
Alumni homecoming

# Get your Lifetime IBA Alumni Card!

Dear Alumni

The extended access to services and benefits using the old Alumni cards will expire on July 31, 2014 after which only the Lifetime IBA Alumni Cards will be valid. You are requested to please apply for your card before the stipulated date to avoid any inconvenience in the future.

We recommend that you visit our FAQ section to acquaint yourself of the appropriate process and to avoid any delay in the processing of your request.

How to apply for Lifetime Alumni Card:
1. Login at the IBA alumni website: https://alumni.iba.edu.pk/ using your Username and Password.

2. Go to My Profile -> Basic Information.

3. Check the option marked Yes in "Do you want IBA Alumni Card?"

4. The following information is mandatory for receiving the Alumni card:
- Name
- Graduation Year
- CNIC/Passport No.
- Address
- City
- Profile Picture (preferably a CV/GD picture in .jpeg or .png format)

5. Update your profile, providing the required information, which will allow us to update the alumni records as well as allow the processing of the alumni card. Upon updating your profile, the information will be automatically downloaded by the system. Once your profile is updated, your alumni card will be processed in due time and you will be updated accordingly.

How Your Card Processing Could Get Delayed:
1. Photo on the profile is not up to the requirement. (Please see the instructions on our FAQ section)
2. Correspondence Address is incorrect / incomplete.
3. Information on the online profile is incorrect / incomplete.
We sincerely hope that through this venture, you will stay connected to IBA.

Regards,
Alumni Department

# New Card Partners

## California Pizza

- A **20%** discount to all IBA alumni card holders on all menu items and regular deals.
- Discount valid for six months (till December 2014)

* The discount does NOT apply on tactical deals (anniversary, eid etc.)

## Café Downtown

- A **15%** discount to all IBA Alumni card holders.

## Kolhart

- A **20%** discount to all IBA Alumni card holders.
Buying four pairs will entitle them to 1 free pair.

## Lace Up

A **15%** discount to all IBA Alumni card holders.

## JVentures

- **15%** discount on the overall cost on presenting the IBA Alumni Card
- **10%** discount for all the referrals of IBA Alumni

## Ash Lamour

- **15%** discount on all products for IBA Alumni, Faculty & Students.

For more details, visit our website: https://alumni.iba.edu.pk/alumni_card_benefits_details.html

# IBA
## NATIONAL TALENT HUNT PROGRAM 2014

# Help Needy IBA Students This Ramadan

Ramadan Mubarak! Month of forgiveness and sharing is upon us and each one of us will be trying our level best to make the best use of this opportunity bestowed upon by the Almighty. Keeping this in mind, we will like you to consider the needy students of IBA when giving out your Zakat donations.

As you know IBA Karachi has launched a National Talent Hunt Program in 2004. Meritorious students from poor families in backward districts of Pakistan are brought to IBA for a two months intensive orientation course. They then appear at the IBA's entry test and those who qualify are provided full financial support for four years to complete BBA/BS degrees.

Come help us build a responsible community where no one will be denied education because of monetary constraints. Come facilitate us in grooming the future business leaders from all corners of Pakistan. Come make this Ramadan, a month of learning and sharing.

| SCHOLARSHIP FEE FOR BBA/ BBA *(Ent.) (BS Accounting & Finance)* ( 4 YEAR) |
|---|
| SEMESTER FEE |
| HOSTEL FEE |
| MESS EXPENSE |
| STIPEND |
| TRANSPORTATION FEE |
| BOOKS & TRAINING MATERIAL |
| CONTINGENT & UNFORESEEN EXPENSES |
| **TOTAL COST OF SCHOLARSHIP FOR 1 STUDENT** |

2.85 million

| SCHOLARSHIP FEE BS( *CS/E.MATHS/ SOCIAL SCIENCES LIBERAL ARTS)* (4 YEARS) |
|---|
| SEMESTER FEE |
| HOSTEL FEE |
| MESS EXPENSE |
| STIPEND |
| TRANSPORTATION FEE |
| BOOKS & TRAINING MATERIAL |
| CONTINGENT & UNFORESEEN EXPENSES |
| **TOTAL COST OF SCHOLARSHIP FOR 1 STUDENT** |

2.30 million

**Make Your Donation: http://iba.edu.pk/donate_to_iba.php**

# IBA Activities

## IBA & CIMA - Reaching New Heights

Institute of Business Administration (IBA) recently signed a Memorandum of Understanding (MOU) with the Chartered Institute of Management Accountants (CIMA), to enable mutual co-operation between the two institutes. The alliance was signed by Dr. Ishrat Husain, Dean and Director IBA, and Mr. Bradley Emerson, Regional Director (MESANA Region) at the IBA Main Campus, University Road, Karachi on Friday, 20th June, 2014.

## Governance Forum

A Governance Forum was organized by Institute of Business Administration (IBA), Karachi on 17th June, 2014 as a part of its social responsibility initiative. The agenda of the seminar, part of a three part series, was to showcase commendable service delivery initiatives by the Government of Sindh.

## At the threshold of Ghalib

The second lecture from the Poetic Reconstruction series was held on May 21st, 2014 at Ghani Tayyub Auditorium, IBA Karachi. The session, titled, "At the threshold of Ghalib" was led by Dr. Nomanul Haq, while Mr. Zia Mohyeddin honoured the event as a discussant. The subject poet for the talk was the man who has charmed generations with Urdu and Persian poetry, and indeed whose work is to remain eternal: Mirza Asadullah Khan Ghalib. The event observed a jammed chamber witnessing Dr. Haq's insightful discourse, and Mohyeddin sahib's enactments and anecdotes.

## Tajdeed-e-Ehd-e-Wafa

Tajdeed e Ehd e Wafa brought the house down on the 17th of May, 2014 at the Ghani and Tayyub Auditorium at IBA Main Campus. Renowned guests, the likes of Emraan Rajput, Shamoon Abbasi and Ghazala Humayun created an almost tangible hype and the auditorium was electric by the time the curtains rolled back. The plays were executed to near perfection and not a soul went back feeling anything lacking. The singing and poetry recitals were the cherry on top.

## The Politik'14 - Mega event

IBA Social Sciences Club organized a mega event The Politik'14 which took place from 27th to 30th March 2014 at student activity centre, IBA Main Campus. It aimed to impart deep philosophical knowledge on the various aspects of political science. The central objective of this event was to promote the sense of responsibility within the students towards their nation and to make them better citizens.

## IBA grabs 3rd place in RoboCup Iran

'Karachi Chotu' participated in the International RoboCup IranOpen 2014 held in Tehran, Iran from 7th - 11th April 2014. The team qualified in the RoboCup@Home league which aims to develop service and assistive robot technology to promote Social Robotics. Karachi Chotu secured Third Position in the competition. The performance of the team was appreciated by the other teams and Organizing Committee of IranOpen.

## I-MARC 2014

IBA Media Accession & Reinforcement Convention (I-MARC) is a 3-day competition-centric-workshop determined to discover approaches to revolutionize media.

The judges this year included Faisal Qureshi, Aijaz Aslam, Nadia Hussain, Tipu Sharif and Naveed Raza. The judges not only commented on the positive areas of the performances but also offered suggestions and advice for further enhancement of the participants.
The Program Design and the overall event were unanimously appreciated from all the participants as they find dearth of such media conventions in the country.

# Alumni Achievements

## IBA Alumnus, Taha Siddiqui, wins French Pulitzer

The Albert Londres Prize is the highest French journalism award, named in honor of journalist Albert Londres who is credited for having 'invented' investigative journalism. It was first awarded in 1933 and is considered the French equivalent of the Pulitzer Prize.

This year, the award went to 30-year-old Pakistani journalist and IBA Alumnus of 2006, Taha Siddiqui along with his colleagues Julien Fouchet and Sylvain Lepetit for their documentary, La guerre de la polio (The Polio War) for France 24 a television channel based out of Paris. Siddiqui is the first non-French speaking journalist to have won this award.

Equipped with a management degree from IBA Karachi, Taha did not opt for the comfortable and lucrative corporate path but instead chose to tread the less predictable, less paying job as a journalist. He started his career from CNBC after which he moved to Geo. After working for both local and international news agencies, he then joined France24 in 2012. His articles have been published in Dawn, The News, Express Tribune, New York Times, the Christian Science Monitor, Daily Telegraph, etc. to name a few.

On receiving the accolade, Siddiqui expressed his bittersweet feeling to DAWN News in these words "I felt strange because I won the award in the same week that the WHO announced putting restrictions on Pakistanis travelling abroad, making it mandatory for them to get a certification of vaccination,"

To view this prize-winning documentary, visit the following links:
French version (original): http://www.dailymotion.com/video/x184ess_la-guerre-de-la-polio_webcam
English version: http://www.france24.com/en/20121219-more-polio-aid-workers-shot-dead-in-Pakistan/

## IBA Alumnus, Wajahat Hussain, appointed as CEO United Bank Limited (UBL)

We are proud to announce the recent appointment of our very own IBA Alumnus, Mr. Wajahat Hussain as the new president and CEO of United Bank Ltd., Pakistan. Mr Hussain, an IBA alumnus of 1982, has a distinguished 30 year banking career both within and outside Pakistan. He has previously been associated with Union National Bank and Mashreq Bank in the U.A.E.

He joined UBL in 2005 as Head of Middle East and was elevated to the position of Group Executive and Head of International operations of UBL in 2010. He is also President of the Abu Dhabi Cricket Council. Mr. Hussain will assume his new responsibilities from June 1, 2014. We wish him all the best for achieving this feat.

# Alumni Memories

# Alumni Memories

Back Row(L-R): Madiha Javed, Saba,Hannah Mirza, Sidra Taj, Maria Salim, Samar Farooqui, Hassam Miabhoy, Sadaf Farooqui, Zahra Iftikhar, Hamidah wali, Javeria Siddiqui
Centre (LR): Nayyara Rahman, Saniah Syed, Hafsa Salahuddin, Khudeja Salim, Rabah Masood, Madeeha Baig, Manah Siddiqui
Sitting: Fahad Baig, Ayub Ansari
Credits: Khudeja Saleem (Khudeja Hakimjee)

Old Cafeteria. Year 2005
Left to Right: Fatima Naqvi, Sadaf Farooqui, Khudeja Salim, Madiha Javed, Fahad Baig
Credits: Khudeja Saleem (Khudeja Hakimjee)

BBA Batch 2007 – Main campus – Old Library
Left to Right: Kazim Panjwani, Manan Siddiqui, Hassam Miabhoy, Saniah Syed

Credits: Khudeja Saleem (Khudeja Hakimjee)

After successful completion of a seminar with the then Dean & Director Mr. Danishmand and Course Instructor Miss Tahira Jaffery.
Class of 2007
From left to right: Ali Saleem, Hamidah Walli, Tahira Jaffery, Mr Danishmund (Dean), Ali Allawala, Mirza Muhammad Ali, Rabah Masood
Credits: Ali Allawala

Last day of IBA for the class of 2007, section 2.
Credits: Ali Allawala

# Alumni Memories

Anthropology Field Trip to Thatta. The heat was getting to all of us. Class of 2007
Clockwise starting from top left: Mirza Muhammad Ali, Munir Taufiq, Ali Saleem, Ali Allawala
Credits: Ali Allawala

Friends Group. Class of 2007
Top Row from left to right: Mirza Muhammad Ali, Hanah Mirza, Halima Rafiq. Bottom Row from left to right: Rabiya Qadeer, Ali Allawala
Credits: Ali Allawala

MIS 2004-05 Basant Mela
MBA- MIS 2005 Class
From left to right: Sharjeel Mehmood, Fahad Humayun, Farhan Aziz Khan, Javed Arshad, Muhammad Noman Siddiqui
Credits: Muhammad Noman Siddiqui

# Alumni Team

**Zafar Ahmed Siddiqui**
IBA Alumnus, 1978
Program Director
Alumni Affairs &
Resource Mobilization
IBA Karachi
zsiddiqui@iba.edu.pk

**Haris Tohid Siddiqui**
IBA Alumnus, 2006
Manager
Alumni Affairs &
Resource Mobilization
IBA Karachi
hsiddiqui@iba.edu.pk

**S. Komal Jafri**
IBA Alumnus, 2013
Executive
Alumni Affairs &
Resource Mobilization
IBA Karachi
skjafri@iba.edu.pk

**Syed Ali Akber Moosvi**
e-Magazine Designer
Web Graphics Designer
IS-ICT Department
IBA- Karachi
amoosvi@iba.edu.pk

## Photo Credits:

- Mustafa Ilyas Photography
- Thumb Impressions
- Ahad Photography
- IBA Communication Department
- Paradigm Shoot
- Ali Mubashir Photography
- Raza Mankani Alumnus, 1995
- Muhammad Ali Dairywala Alumnus, 1986
- Manzar Naqvi Alumnus, 2007

Disclaimer: Any views or opinions expressed in the Alumni Impressions are solely those of the authors and do not necessarily represent that of IBA