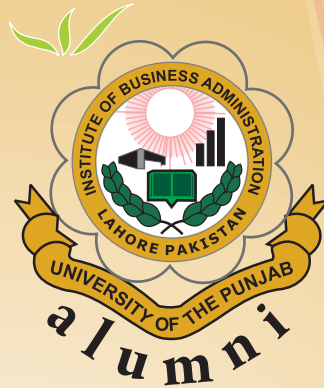


IBA-PU Alumni Association

www.ibapualumni.org



ANNUAL MAGAZINE 2012



Institute of Business Administration

University of the Punjab

Quaid-e-Azam Campus, Lahore

www.ibapu.edu.pk



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IBA-PU Alumni Association

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MESSAGE FROM THE DIRECTOR



Prof. Dr. Muhammad Ehsan Malik

I have the pleasure to know that IBA-PU Alumni is holding its Annual Dinner on 8th Nov 2012. IBA enjoys national as well as international reputation for the excellence of its teaching programs and the strength of the research achievements. Since its establishment in 1972, it has blossomed into an institution of academic excellence not only in Pakistan but also in the world. We can be proud of its accomplishments towards built it into an institution of exemplary quality in business education and research.

As a Director of this prestigious institute, I hold a master degree in Commerce from University of the Punjab and Ph.D. in Marketing from the University of Leicester, Leicester, United Kingdom (UK). I have over 29 years of teaching and research experience. So far, I have participated in more than 105 national and international conferences/workshops. I am author of 20 research papers published in various journals of national as well as international repute. I was President of AMDIP (Association of Management Development Institutions in Pakistan) from 2006 to 2008. I am member of AMDISA (Association of Management Development Institutions for South Asia) since 2005. I received "Innovation Leadership Award" - the Asia's Best B-School Awards 2011 in Singapore in recognition of my excellent services in setting an example of being a role model and exemplary leadership. I worked as Director, Institute of Business Administration (IBA), Punjab University from March 2002 – February 2008 and also have been working in the same capacity from January 2009 to-date. Moreover, I am Dean, Faculty of Economics and Management Sciences, Punjab University since January 2009. I am Acting Dean, Faculty of Law, Punjab University since April 2009, Acting Dean, Faculty of Engineering & Technology, Punjab University since May 2011, Acting Dean, Faculty of Commerce, Punjab University since October 2011 and also Acting Dean, Faculty of Life Sciences, Punjab University since October 2011. I also hold the post of Director General Punjab University Gujranwala Campus since May 2008.

Alumni who have always been ambassadors for the institute all around the world can play a significant role. I hope that this grand reunion of IBA-PU Alumni at its Annual Dinner would provide forum for interaction and exchange of views among them to prepare its faculty and students to come across with the challenges of the 21st century.

I trust and wish that with the current teaching, research and alumni strengths, IBA will keep providing the best business education to its students and will emerge as one of the most renowned business institute in Pakistan.

MESSAGE FROM THE PRESIDENT



Sajjad Kirmani

Dear Fellow Alumni and Friends,

I am honored and excited to serve you as President of the IBA-PU Alumni Association for the 2011-2012 term. The Alumni Association is committed to recognizing and nurturing the rich and proud heritage of IBA, Punjab University. It is the objective and the function of the Association to develop ways and means to involve and communicate with the Alumni and to see that the Alumni are brought together on one platform to strengthen our Alma Mater through various initiatives and programs. With that charge, we will continue to focus much of our future effort on Alumni growth, improvement of communication with our stakeholders and expanding our programs.

During the period under review, we have had our first Alumni election held on 01 January 2012 which were very keenly participated and contested by the respected Alumnus. We maintain an active email group whereby we are making a humble effort to assist the graduating students with internship, counseling and career opportunities. We have also been able to attract some prominent and successful Alumnus to IBA to share their life experiences with the student and fellow Alumnus at "The Entrepreneurship Lecture Series" platform. Last but not the least, we are proud to host our 6th consecutive Annual Dinner bringing our fraternity together on this beautiful evening.

Let me take this opportunity to thank all my friends and colleagues at the Executive Committee of IBA-PU Alumni Association for their self-less efforts to promote the cause of Alumni. Our humble achievements to date would not have been possible without the patronage of Director IBA and the support of our talented and diverse Alumni community.

We all feel a deep sense of obligation to repay our debt of gratitude to IBA-PU for helping us reach our personal growth, career and professional goals. Together we can influence the future of our Alma Mater, build a legacy that will strengthen the name and reputation of IBA and increasing the value of our degrees.

Long Live Pakistan !

Sincerely,

Sajjad Kirmani

IBA-PU ALUMNI ASSOCIATION - EXECUTIVE COMMITTEE



Sajjad Kirmani
President

Sajjad Kirmani is the Founder and CEO of INFOGISTIC (www.infogistic.com), an emerging IT company that focuses on providing information security, enterprise portals and banking solutions to its customer across Pakistan and Middle East. He has over 28 years of IT experience with several years of senior leadership experience in the IT industry. He won the CIO of the Year Award in 2010 for his outstanding work as Director IT & Operations at NetSol Technologies. During his 14 years tenure with NetSol, he was instrumental in carrying out several groundbreaking initiatives, including NetSol's emergence as the leading IT exporter and the first CMMI Level 5 Company.

Sajjad holds a Master's degree in Computer Sciences from University of London along with a Master of Business Administration (MBA) degree from IBA. He is the President of IBA Alumni Association and has been the Vice President of Pakistan Software Houses Association (PASHA). He has a passion for gardening and maintains one of the best spring gardens out there in Lahore.



Athar Ehsan ul Haq
Vice President

Athar Ehsan-ul-Haq graduated from IBA in 2003 with specialization in finance. After his graduation, he completed various computer diplomas and certifications that include E-Commerce and e-ACCP. He is an old Hailian and graduated in B. Com with flying colors after completing his F.Sc. in pre-engineering.

He is a young and energetic businessman who joined his family business after his graduation, expanding the business horizontally as well as vertically. He has a number of CNG and fuel stations throughout Pakistan. He has been traveling frequently to UK and USA for various business meetings and conferences.



Muddassir Latif Rawan
Senior Vice President

Assitant Professor at IBA-PU

Mr. Rawan has two Master Degrees (Commerce and Administrative Sciences) with specialization in Finance from University of the Punjab. He secured Third position in M.Com. He is also a law graduate. He is holder of three professional post graduate diplomas i.e. Diploma in Cost and Management Accounting Diplomas in Labour Law with distinction and Diploma in Taxation Laws. Currently he is pursuing his Ph.D in Business Administration. He has vast teaching experience at post-graduate and undergraduate level. His areas of special interest include Taxation Laws, Mercantile Laws, Corporate Laws, Labour laws Corporate Finance and Corporate Governance.



Muhammad Anas Ganaie
General Secretary

Anas Ganaie graduated with majors in Marketing from IBA-Punjab University (2002-2004). He is currently associated as Assistant Manager Sales with Pegasus (www.pegasus.com.pk), a large B2B International Event Management company. His areas of expertise are Corporate Sales & Relationship Management.



Sheikh Muhammad Umer
Treasurer

Sheikh Omer did Masters in Business Administration from IBA Punjab in 1997. He has been working as Executive Director at Toyota Ravi Motors, an authorized dealership of Toyota and Daihatsu products. He is also Director of Ravi Exchange Company (Pvt.) Ltd, a Category A exchange company licensed by State Bank of Pakistan.

During his professional career, he attended various professional training from Indus Motor Company Limited and Institute of Bankers of Pakistan.

IBA-PU ALUMNI ASSOCIATION - EXECUTIVE COMMITTEE



Asad Ali Minhas
Joint Secretary

After completing MBA in 2003, Asad joined his family business of manufacturing auto parts, particularly the filters. He is in charge of imports and a CNG filling station.

Asad held the position of Secretary Finance of LG&RD, an 800 kanal society adjacent to DHA Phase V. He vigorously pursued the merger with DHA Phase-V, successfully bringing it to completion, to the entire satisfaction of all the members, despite heavy odds and hurdles by vested interest. Today all members stand to gain from it.



Shahid A Mian
Member EC

Shahid Akhter has over 25 years of experience in electronic media, marketing and advertising industry. He is currently working with Pakistan Television Corporation as General Manager Sales. He has introduced many innovative and industrious ideas in the field and has been awarded the title of "The Marketing Man of PTV".

He is also the Vice President of PTV Executives Association. Shahid Mian was the General Secretary of the Students Association and editor of Management Horizons, the student magazine of IBA Punjab University, in the year 1980-81.



Raza Saeed
Member EC

Raza has over twenty-eight years of diversified professional experience at various banks/DFIs mainly in the areas of credit-appraisal, marketing, recovery & monitoring, audit and secretarial services. He did his MBA from IBA, University of the Punjab, in 1982. He is also a fellow member of ICMAP, Associate member of ICSP, Associate member of IBP, and Certified Internal Auditor-(CIA) from The IIA-USA. He holds various positions at The Institute of Internal Auditors (IIA)-Pakistan Chapter, Lahore. Presently, he is Sr. Vice President and Chairperson of CIA of The IIA- Pakistan Chapter, Lahore.

Currently he is working as Senior Vice President/Secretary to the Board, The Bank of Punjab, Head Office, Lahore. He is also holding the position as President BACHS, a residential society at Bedian Road, Lahore Cantt.



Khawaja Muhammad Almas
Member EC

Kh. Almas has a varied experience of over 25 years with ABL at different levels. Presently, he is holding a senior position (Senior Executive Vice President) as Chief CRBG. He also was heading the User Team of the core banking software implementation project. He did his MBA from IBA, University of the Punjab, Lahore in 1983.



Sheikh Azam Nazir
Member EC

Sheikh Azam Nazir did his MBA in 1982-84 majoring in Finance and has over 25 years experience in administration, new developments & marketing. Currently promoting advancements in agriculture, encouraging corporate farming & civil social responsibility (environment & alternate means for our rural population).

IBA-PU ALUMNI ASSOCIATION - EXECUTIVE COMMITTEE



Muhammad Akbar
Member EC

Muhammad Akbar is a young banker serving The Bank of Punjab as Unit Head Consumer Banking Division since 2003. In a short span of time, he successfully surmounted the career challenges and proved himself a competent banker in the area of Product Development, Consumer & SME Financing and Risk Management. He was also awarded the best organizer award by the President of the bank.

He graduated from the Institute of Business Administration (IBA), University of the Punjab in 2003 with specialization in Finance (with 80% OPM) after graduation (B.Com) from Punjab College of Commerce, Canal Campus-Lahore where he got top position. Higher Education Commission (HEC) of Pakistan has awarded him Scholarship for PHD based on his edified & enlightened educational & professional carrier.



Malik M. Mubasher Khan
Member EC

Malik M. Mubasher Khan did his MBA from IBA in 2004-06. He has diversified experience of over 16 years with BOP & ABL at different levels. Presently he is working as Wing Head, Audit & RR Group at ABL.



Fauzi Saleem
Member EC

IBA graduate of 1978-80 session, Fauzi started his career with a Hungarian joint venture and diversity in managerial functions has been a prominent feature in his career. It encompasses operating under varied business environment, sectors, and business lines.

He also served as the Chief Executive of Sara Lee Pakistan, a US based multinational. Currently, he is associated as Chief Operating Officer of Samsol International (Pvt) Ltd, a FMCG.

He was first Chief Editor of the "Management Horizons", the magazine of IBA, founded in 1980. He has been associated with the visiting faculty of IBA for the past several years.

RAISING AND SUSTAINING THE GROWTH RATE

Shahid Kardar

Economist, Ex-Governor State Bank of Pakistan

Pakistan needs to ramp up its growth rate because the country faces a population bulge for almost the next 35 years; 230 million are projected to be in the labour force by the end of that period. This huge number of young men and women will have to be provided productive jobs to avoid social unrest and reduce the recruitment queues for Taliban like forces. To absorb this youth the growth rate will have to be boosted from its present lack luster levels.

How fast must the economy grow to accommodate these annual entrants to the labour force? All estimates suggest a 7% rate per annum. However, to reduce both the previously unemployed and underemployed, a rate of 8% per year may be necessary, as against the average rate of 5% that we have achieved since the mid-seventies-reflecting the existing potential of the economy, ignoring one-off events like an exceptional harvest, a spike in export prices, etc.

How can this shift to a higher growth path on a sustainable basis be achieved? I would preface the discussion to follow by arguing that, for reasons of efficiency, the bulk of this growth must come from the private sector. And achieving such growth rates will:

- a) Require a much higher rate of investment than our average historic rate of less than 19% of GDP. It is not possible to generate a growth rate of around 8% per annum over a 30 year period without an investment ratio of 30% plus - the East Asian Tigers averaged 30% - 35% while India is now averaging just under 40% and China 46%;
- b) Necessarily require a sharp increase in domestic savings (less than 15% of GDP for most of our history compared with India's 35%) to finance the investments needed to attain and then maintain such rates of growth. And this can only be achieved gradually over time and provided adequate incentives and reforms are in place (see discussion below); and
- c) Need continued improvement in the productivity of the resources - capital and labour - employed. Higher growth rates will not only require more capital but, more importantly, higher productivity from all factors of production - necessitating a combination of greater technological progress and more efficient use of these inputs. Between 1970 and 2005 increases in productivity contributed only 20% of the growth in our GDP, while between 1998 and 2008 its contribution fell to a mere 11%, well below that of India, Sri Lanka and Bangladesh. The impediments to productivity increases include availability of reliable energy at reasonable rates, an educated, skilled and healthy labour force and entrepreneurial and managerial skills. In our case entrepreneurial skills have not developed partly because of our history of the State providing different industries protection against competition through policy crutches. The deficiency in managerial skills is a product of our weak educational systems, poor work ethic and the incentive structures that do not create a demand for professional skills - an entrenched culture of SROs to protect different sub-sectors of industry renders irrelevant the need for quality skills to improve industrial competitiveness.

Going forward we will have to look at domestic sources to meet our growing investment requirement, since international capital flows are destined to become more volatile, while the poor country image will only make it more difficult to access such funds at affordable rates. This will require more savings both 'public' and private. How will these be raised?

Private savings can be stimulated through incentives and the right mix of economic policy and financial,

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Shahid Kardar

Economist, Ex-Governor State Bank of Pakistan

regulatory, goods and labour market reforms, institutional reforms (the last in the form of better and more accountable civil service structures), availability of skilled labour, technological readiness, etc. - the “software of growth” that the Planning Commission argues for. These are expected to boost investment rates by reducing the cost of doing business. We presently rank lower than other South Asian countries on ease of doing business, and most of these reforms will not require sizeable volumes of expenditures to implement. This will make businesses profitable, thereby providing an incentive to save and invest - a virtuous circle.

As for ways to support the growth in household savings I would propose a) improvement in financial intermediation by ensuring real and increased returns on financial savings, say on instruments of National Savings Schemes. This will incentivize the acquisition of financial assets and a reduction in currency in circulation, today Rs. 1.7 trillion (close to 35% of deposits!) and also force banks to compete to mobilize deposits; and b) introduce new institutions and instruments, like portable and mandatory savings/pension schemes.

The above referred reforms to facilitate private investment and savings will need to be supported by complementary government investments in physical and social infrastructure. However, the financing of infrastructure, education, health, etc. related investments to improve both quantity and quality, will require significantly large resources. Unfortunately, our track record in terms of generating adequate resources (the public savings referred to above) to fund such spending has been abysmal. On the one hand we have one of the lowest tax-to-GDP ratios and, even considering developing countries we are amongst the bottom ranked nations in terms of the proportion of the population registered as taxpayers-less than 5% of household population. On the other hand, these limited resources are deployed on the basis of skewed priorities (for example on roads whereas the major constraint to growth is availability of energy at affordable prices). And the issue here is not just creation of more assets - schools, hospitals, etc. but ensuring that there are adequate budgetary allocations for doctors, nurses, teachers and medicines, etc. to keep these facilities functional, and providing decent quality services for which they were established. The enhancement in these public savings can only come through a credible time path for bringing the fiscal deficit under control - more tax revenues and less unproductive expenditures as a percentage of GDP - through a combination of policy, procedural and administrative reforms (Tax and expenditure reforms will be subjects of forthcoming articles). The increased fiscal space will enable the financing of social sector expenditures and physical infrastructure, an outcome that will require more than just higher rates of economic growth.

Future economic growth will also face a slowing down of demand in our traditional export markets of Europe and the US, who are struggling with their own recession like conditions. To overcome this demand insufficiency for our products, we will have to look towards the East, especially our neighbours, with young consumers and growing markets, as opposed to aging populations and contracting western markets. Growth in exports has become critical for financing our rising import bill, especially with doubts about the continuing robustness of remittances from sluggish Europe and US.

However, to support export enhancement and the competitiveness of the economy, apart from a competitive exchange rate, one would not recommend any generic support to a sector (to avoid creating distortions) but to

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Shahid Kardar

Economist, Ex-Governor State Bank of Pakistan

factors of production and cross-cutting activities (like skill development, investment in key infrastructure or incentives for exports as a way of incentivizing performance) that are likely to have an impact upon a broad range of sectors and can draw in other complementary investments or technology or knowledge spillovers. What other sectors of the economy would one support to absorb the large annual increments to the labour force and enable them to earn a respectable livelihood? The relevance of this question stems from the fact that our success in achieving better 'inclusiveness' in the "economic growth" that we registered in the first 6-7 years of this century has not been noteworthy. Much of this growth was concentrated in the relatively capital and skill intensive sectors of finance, telecommunications, IT, oil and gas and motor vehicle assembly which favoured those at the upper end of the income scale while the bulk of the population with limited education and skills was unable to participate meaningfully in the growth witnessed in these sectors.

Sectors like housing and construction, information technology (especially in the form of BPO services) and communications, wholesale and retail, our range of merchandise exports and SMEs are essentially labor intensive, with relatively higher employment elasticities. Even sub-sectors of industries like consumer appliances, auto assemblers, engineering, and communications which are relatively capital intensive, generate large employment opportunities through their backward and forward linkages - especially through the development of the vendor industry and related service sector for the sale and after sale maintenance of these products. Their growth will be stimulated by both the software and hardware referred to earlier above and through appropriate amendments in banking regulations and credit schemes, e.g. by restricting Export Refinance to SME exporters.

Furthermore, to facilitate the growth of labour intensive SMEs there is a need for a programme to develop secondary/intermediate cities/towns by adopting a cluster based approach (with the cities/towns to be connected, if necessary, through expressways) on the basis of economic potential (in terms of available markets and commercial centers), returns to the economy and payback period, instead of selecting individual cities in different parts of a province.

Such an approach will lower additional investment costs for both the government and the private sector. For foreign investors in particular the costs of investment or doing business and locating assets will become lower for each new venture as more clusters are developed in other geographical areas of the province. These investments could attract large multinational retail chains like Metro, Makro, Carrefour, etc. to locate in these areas creating opportunities for the development of high quality supply chains and related skills, especially for agro-processed products. There would be a huge multiplier effect associated with the operations of such retailers. The experience and expertise gained by those supplying goods to such franchises, those providing services of warehousing and transportation and by those trained by such branded outlets in managing the entire range of services linked to retailing and timely delivery of goods and services would enable them to improve the standards of their products so that they can market their products and services internationally throughout the global networks of such companies, especially their stores operating in the Middle East.

One sector that will require special attention at the national level, despite being a subject in the provincial domain under the Constitution, is agriculture. Inclusive, robust and sustainable pro-poor growth has to be

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Economist, Ex-Governor State Bank of Pakistan

anchored in agriculture and livestock, from which 44% of the workforce (72% in the case of females) directly earns its livelihood. The sector requires support not only for poverty reduction and more equitable development of regions but also to bring more stability in growth in a manner that ensures that gains accruing from this process are safeguarded. The sharp rise in international prices for food crops and the opportunities arising for Pakistani farmers to trade in other cash crops and enhance their earnings (especially with the gradual removal of subsidies in OECD countries and the resulting increases in prices of such crops) can contribute significantly to the rapid enlargement of the middle class in rural areas.

The yields per acre can be doubled through modern agronomic practices using available technology, without aimless subsidization of outputs like wheat and inputs like fertilizer and irrigation services (see also discussion later below). Furthermore, for achieving higher growth in agriculture earnings we will need to shift effort away from food crops to horticulture, dairy farming and crop varieties that are less dependent on water. Since horticulture produce is perishable, logistics of its transportation, storage, etc. (the value chain) will acquire importance, which will in turn require changes in the legislation relating to Market Committees which restricts the sale of such produce directly to the private sector.

Admittedly, however, to achieve such increases in productivity requires a package of several initiatives, the most important of which will be better management (both quantities and timing) of a key input - water. For the efficient use of water, greater focus will have to be placed on land leveling, zero till cultivation, drip irrigation, greenhouse and tunnel technology (for horticulture, fruits and vegetables) and policies to facilitate development of private cold storage chains etc.

Moreover, since there is a lot of underemployment in agriculture, the challenge would be to increase the productivity of this labour from its movement out of the sector, but not as forced migration out of misery but as a shift to more remunerative non-agricultural employment. Ideally, so as not to aggravate the pressure of rural-urban migration, this would require its absorption in non-agricultural activities in the rural sector.

In view of the impending crisis in the availability of water, the importance of the efficient use of this scarce resource cannot be overemphasized. However, it will not be easy to conserve water use and improve use efficiency through the pricing mechanism. It is difficult to get public understanding, let alone acceptance, for the need to appropriately price the consumption of water by treating it as a scarce resource - the general perception being that it is a natural resource given to man by Allah. The demand for heavily subsidizing electricity or diesel for running tubewells, the under-recovery of cost of canal irrigation services and the subsidy in providing water for drinking, washing and sanitation are examples of what efforts to curb its consumption are up against.

To address both transient and permanent poverty of different groups in society there will be a need to initiate employment guarantee schemes for unemployed able-bodied youth and administer a transparent safety nets system for the disadvantaged, vulnerable and indigent. In this context it is important to note that although the more labour and less skill intensive agricultural sector, from where a greater part of the population derives its earnings, also benefitted from good weather, higher support prices for wheat maintained by the government

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and higher commodity prices internationally which kept domestic prices high as well, etc. it was mainly the province of Punjab, with a relatively less skewed ownership of land holdings, which saw a wider distribution of this prosperity. Punjab also profited from the growth in the sectors referred to earlier above (a) because of a sounder educational and skills base (admittedly Karachi also benefitted from this factor), a more competent bureaucracy, greater ethnic and lingual homogeneity, better access to the bureaucracy in Islamabad, stable single party governments, etc.

This writer fears that as Islamabad's role is reduced in financing/providing services or infrastructure because of resource constraints, the disparity between Balochistan and say Punjab and Sindh will widen even more sharply unless the residents of this province are given total control over their oil, gas and mineral resources - their resource base on which their development can be founded.

Finally, 'poverty' or deficiency when measured in terms of the controversial and much debated access to basic social and economic services (since we lag behind most developing countries similarly placed economically or faring even worse than us) has over time become more severe than the poverty estimate on the basis of nutritional intake. In this context the foremost issue requiring attention is not just poor enrollment and retention levels in schools, but the quality of the schooling available to the poor, the biggest hurdle in the way of their social mobility. Such improvements in schooling will need to be supported through skill development initiatives anchored in public-private partnerships with international certification of those graduating from this system to enable them to achieve mobility, domestically and overseas, thereby enhancing their earning capabilities.



About the author

Shahid Kardar

Economist, Ex-Governor State Bank of Pakistan

Mr. Kardar was the 16th Governor of the State Bank of Pakistan since its inception in 1948. He had served as Minister for Finance, Planning & Development, Excise and Taxation and Industries & Minerals Development, Government of Punjab from November 1999 to January 2001. Mr. Kardar has a Masters in Economics from the University of Oxford and is also a Chartered Accountant. He regularly provides consultancy services to multilateral and bilateral donors like the World Bank, the Asian Development Bank, the Department for International Development (DFID) of the UK, etc.

JEEWAY PAKISTAN JEEWAY TURKEY

Farooq Ali Khan Sherwani

MBA(E) 2004-2006

When I was in school, the name of the country which always fascinated me was Turkey.

We have been reading and hearing “Pakistan Turkey brotherly countries”, Turkish war of independence Khilafat Movement, Cyprus issue and many more. The respect and love for Turkish people was always there from my childhood. The practical exposure of love from Turkish people was seen by me on many occasions as I have traveled 08 times since 1983 to my dream country.

I want to share one experience with you. In 1998, I reached at Ankara airport to fly back home. If you are traveling by THY Turkish Airline via Istanbul then your immigration is done at Ankara. I had only 55 minutes to go through the whole process of boarding/immigration.

To my surprise there was nobody on the airline counter to issue the boarding pass, I immediately started looking for the help because it is very difficult to find someone who understands and speaks English. I approached to a young police officer and said “Merhaba! I want to go to Karachi and need to find airline personnel to issue me boarding pass”. Fortunately he could understand some English, he said “Where”, I said “Karachi” because Karachi was being displayed on the board. Then he said “Karachi is not name of the country”. Ya Allah! now the situation getting difficult for me. I immediately said “PAKISTAN”.

The words that policeman said were the sweetest and will always sweetest for me “JEEWAY PAKISTAN” With my stunned face I said “JEEWAY TURKEY” and within 05 minutes the THY person was found, issued me the boarding pass and I was at the immigration counter.

Then that gentleman again said “JEEWAY PAKISTAN”, I replied “JEEWAY TURKEY” and in Turkish language “COK TESEKKUR EDIRME” mean “Thank you very much”.

I have been traveling around the world since 1983. I found Turkish people whenever and wherever I met them saying these words “PAKISTANI KARDES” means PAKISTANI BROTHER.

I thank you all for bearing me. If anybody needs information about Turkey regarding history, doing business etc may contact me freely.



About the author

Farooq Sherwani is in the steel business comprising of Seamless Pipes and Fittings. He is supplying to the major MNCs in Pakistan and also do imports to cater the local market.

Farooq Ali Khan Sherwani

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RECIPE FOR DELICIOUS DINNER

Sajjad Kirmani

MBA 1979-81

Defining successful entrepreneurship has always been a combination of many words. A few stress on focus and leadership, some preach motivation and aggressiveness, while some sell innovation and planning. We can always argue on the composition and percentage of all attributes discussed but one thing is for sure that successful entrepreneurs know how to cook delicious dinner without bothering too much about the recipe, ingredients and their composition. What makes them special is that, while collecting all the praises for that "delicious dinner", they always relate to the hardships and sufferings they faced in the kitchen and yet they are full of advices in case someone else wants them to share the recipe.

During my career of 28 years in information technology, I had heard a lot of such recipe, at times ingredients were easily available too, yet the decision to actually move in to the kitchen was a difficult one. In later part of 2011, I decided to get into entrepreneurship and finally launched "INFOGISTIC" in Feb, 2012. Since then, it has been an amazing ride, days full of excitement, nights full of thoughts, with the focus to strike that perfect balance to make my delicious dinner. The journey no doubt can be long, definitely tiring but I have learned how to overcome my fears, how to absorb pressures and still able to smile and innovate. Believing in the people, faith in the ideas, I am moving on and in a short time have been able to create the "Appetizer" for my delicious dinner. The company that started with a small footprint in Pakistan is now able to attract good customer base in Middle East competing with best of the best. INFOGISTIC was also recently recognized and declared as the Best Start up Company at the Annual P@SHA ICT Awards.

Besides focus, determination, leadership and innovation, belief has been the key component of our journey. For a start up like us, we had to ensure flexibility yet drawing the line between changing and spinning. With a notion to invest in the people, we have been able to develop a mature and scalable IT services model. With the willingness to invest in technology, we are on our course to develop a cutting edge software product based on cloud paradigm.

Summing up, Technology entrepreneurship has its own flavor that does not require heavy machinery, massive labor, and huge capital. With the advent of technology and business transactions taking place over the cyberspace, there are numerous opportunities for budding entrepreneurs to be a part of the entrepreneurial ecosystem. Even in a developing country like Pakistan, there are platforms that facilitate entrepreneurs to convert their innovative ideas into their delicious dinner.

For me personally, it's been a thoroughly fulfilling journey so far and most certainly one of the best decisions I have taken to setup my own kitchen.



About the author

Sajjad Kirmani is the Founder/CEO of INFOGISTIC, an IT startup based at Lahore. He has over 28 years of proud professional history with giants like Coca-Cola Corporation & NetSol Technologies and was rated as Best CIO of the year 2010. Apart from his MBA from IBA, he holds a Masters degree in Computer Sciences from University of London. He is the current President of IBA-PU Alumni Association and is passionate about making it a truly vibrant institution.

MY MEMOIRS WITH IBA

Muhammad Anas Ganaie

2002-04

That was one fine morning in the year 1999-2000 when my father asked me to think about applying for admissions of MBA at IBA-Punjab University. I did not have the decent track record of studies since my high-school days. I knew I couldn't get admission in the Morning session due to lesser marks in B.Com. Ditto for the Evening batch as the requirement at that very time was minimum 1 year Post Graduation experience. I lacked in both then. On approaching a respectable Faculty Member Prof. Ajmal Bhatti Sb (later on he migrated to Canada) for guidance in this regard, I was asked to go for one year Post Graduate Diploma in Business Administration that eventually will make me eligible to applying for admission in MBA even minus any work experience, as twenty seats were reserved for PGDs. I acted upon his advice & appeared in PGD admission test. Went through the test successfully & cleared the interview afterwards. Never in my wildest of dreams did I ever imagine getting admission in one of the top institutes of Pakistan. It was indeed a dream come true.

My PGD course began in Jan-Feb 2000 in the old small building existed at the same place as where it is today. MIS class used to be held in Hailey College of Commerce due to lack of sufficient number of desktops at IBA. I have had the privilege of being taught by Prof. Naseer Ahmad Ajmal , Prof. Wasiq Mahmood (late), and Prof. Ajmal Bhatti in that one year of PGD. I remember when I was interviewed for MBA admissions after having completed my PGD, I was asked by interview panel what did I learn in PGD. I was very candid telling them proudly that this one year of University life at IBA made me regain by confidence level yet again which I had lacked in past years. I did mean it then, I do mean it even today. My years in IBA (both PGD & MBA) empowered me with exuberant confidence in my personality & minimized the shyness in such fashion that I learnt how to communicate with people, especially with the opposite sex. I am genuinely grateful to IBA in this regard.

And then it was year 2002 when I finally got admission in MBA Evening session. That was indeed one of the happiest time of my life. I have had some really groovy moments spent over there. The then little tuck shop run by Shahzad was indeed the one hell of a place for entertainment. Even smaller room of Photocopier was always full of students wanting him to expedite the copies of their notes. There were as much as four lecture rooms at IBA, and only one of them was fully upgraded.

Prof. Naseer Ajmal was again there for Financial Accounting & Economics. I still remember us students were having chit chat during the Maghrib Prayer break, I could see a sober lady giggling around. On our surprise, she turned out to be our Lecturer for Consumer Behavior. It was Ms. Humaira Asad (Now Dr.). It was her very 1st experience at IBA, and we had a great time with her. Dr. Ehsan Malik was always brilliant. His lectures were always vivacious & full of joy.

I am unable to summarize my golden memoirs of IBA but I have to cut it short. Whatever confidence level that I have today is courtesy IBA. I stoutly believe that you can not payback to your parents no matter what you become. At the same time, I have a firm belief that you cant payback even your institutes. I am a very ordinary

MY MEMOIRS WITH IBA

Muhammad Anas Ganaie

2002-04

person by all means. I certainly am NOT a product that IBA may be proud of so far, as the prides of IBA are MashaAllah well-known in the country or abroad. I however have learnt to make the lives convenient for others. I will InshaAllah keep on doing it, be it sharing jobs for Alumni/others even in this job saturation era. I request the alumni working in different organizations to atleast share the vacant positions in their respective organizations with the alumni/graduating batches. We have our official Yahoo Group ibapu-alumni@yahoogroups.com

In the end, I would request the alumni to volunteer themselves for IBA be it attending the Annual Alumni Dinner once a year, if not more. There are successful examples of Alumni of other institutes of Pakistan. We IBAns are no less than anybody else. We must maximize our strength in events like these that are held on annual basis. Remember this will only highlight & enhance the brand image of IBA-Punjab University. Look forward to see our alumni strengthen in coming years InshaAllah.



About the author

Anas Ganaie graduated with majors in Marketing from IBA-Punjab University (2002-2004). He is currently associated as Assistant Manager Sales with Pegasus (www.pegasus.com.pk), a large B2B International Event Management company. His areas of expertise are Corporate Sales & Relationship Management.

FROM STUDENT TO ALUMNI – A JOURNEY THROUGH TIME

Fauzi Saleem

1978-80

There is a short span between being a student and an alumnus. When he enrolls, he is a student. When he is rolled-out, he soon becomes an eligible alumnus. (The pronoun “she” has been deliberately left out. See footnote.)

One can visibly see the difference between the student and Alumnus. A student has his own empire built around him. He enjoys the freedom of his domain and his dreams. He talks straight; and walks straight, just looking left and right. (Sometimes, more towards left or more towards right, subject to environmental factors). He enjoys what he has, and confidently aspires what he does not have. Despair is far from him. He grabs every opportunity to get what he wants. And if does not get it, remains complacent believing that he has ample time for an opportune moment soon to come. He walks tall even if has a short height, and feels rich even with empty pockets.

One can look at him and tell by his arrogant gait that he is student. He reins the lands of IBA. He has friends waiting for him at every corner, within IBA and in many other departments. They sing with him, they laugh with him, and mark proxies for him whenever he is busy on some bench in the campus. To him the real life is the “student life.”

But the time is a cruel factor. It passes in a few semesters. For a short while, he looks at the lads still climbing the ladder behind him. He feels pity that they still have to play snake and ladder game with the faculty. He proudly holds the degree, but loses the throne of studentship.

He takes pride in getting interview calls, refusing several offers as being not up to his standard; and flying high like a hawk, lands at a firm rock. He shows respect but looks low at other poor creatures called old timers. They appear to him un-smart, confused, and unduly occupied in their thoughts and work.

Then comes the day, his mother used to dream since he was in the crib. The family dresses up elegantly and goes to meet the girl, supposedly created as a masterpiece of nature. He is engaged; waiting anxiously for the day he also dreamt often. That too actually comes subsequently.

The office routine is 9 to 5, and extra hours have no limit. The motorbike on which he did the acrobats sits in the garage on the side of his company car. The friends, who spent day and night together, now meet with long gaps. The ones who sat on the marble bench with him do not meet anymore.

FROM STUDENT TO ALUMNI – A JOURNEY THROUGH TIME

Fauzi Saleem

1978-80

He has a boss to please with a perpetual demand for hardwork and growing excellence. He has a wife, who was once a soft, shy, and delicate student. He has kids to take to school, wife to take to shopping; has to attend all the birthdays, mehndi's, and alike in the out and in-laws side of the family. The expectations from her side are ever growing, and by his side are never fulfilled.

It dawns upon him that he is not a student of IBA anymore. He silently rides his old partner of joy, the motorcycle. Comes to IBA, where no one recognizes him anymore, and joins the Alumni.

Footnote: 1 The pronoun "SHE" was deliberately left out in the story. Because the shy, innocent, and delicate student, transforms into a very different profile as an alumni.
(The alumni body knows well the mighty transformation that "She" gains in the process).



About the author

Fauzi Saleem is the IBA graduate of 1978-80 session. He started career with a Hungarian joint venture and diversity in managerial functions has been a prominent feature in his career. It encompasses operating under varied business environment, sectors, and business lines.

He also served as the Chief Executive of Sara Lee Pakistan, a US based multinational. Currently, he is associated as Chief Operating Officer of Samsol International (Pvt) Ltd, a FMCG

He was first Chief Editor of the "Management Horizons", the magazine of IBA, founded in 1980. He has been associated with the visiting faculty of IBA for the past several years.

Humor Corner

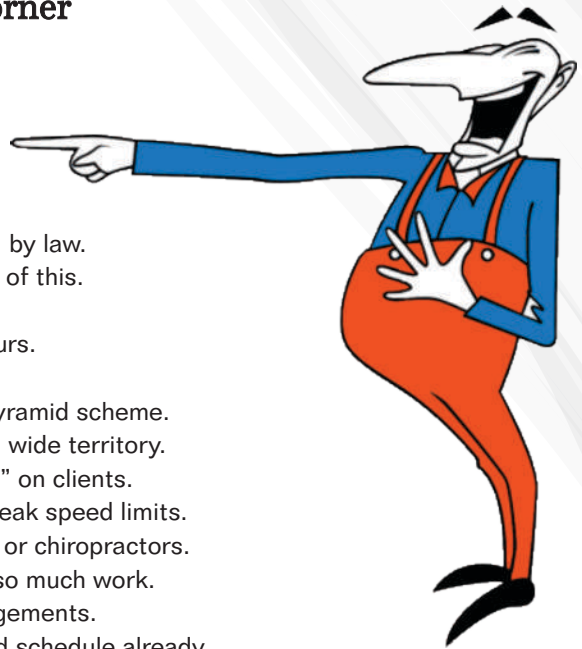
What does your profession say about you?

- 1. MARKETING** - You are ambitious yet stupid. You chose a marketing degree to avoid having to study in college, concentrating instead on drinking and socializing which is pretty much what your job responsibilities are now. Least compatible with Sales.
- 2. SALES** - Laziest of all signs, often referred to as "marketing without a degree." You are also self-centered and paranoid. Unless someone calls you and begs you to take their money, you like to avoid contact with customers so you can "concentrate on the big picture." You seek admiration for your golf game throughout your life.
- 3. TECHNOLOGY** - Unable to control anything in your personal life, you are instead content to completely control everything that happens at your workplace. Often even YOU don't understand what you are saying but who the hell can tell. It is written that Geeks shall inherit the Earth.
- 4. ENGINEERING** - One of only two signs that actually studied in school. It is said that ninety percent of all Personal Ads are placed by engineers. You can be happy with yourself; your office is full of all the latest "ergo dynamic" gadgets. However, we all know what is really causing your "carpal tunnel syndrome."
- 5. ACCOUNTING** - The only other sign that studied in school. You are mostly immune from office politics. You are the most feared person in the organization; combined with your extreme organizational traits, the majority of rumors concerning you say that you are completely insane.
- 6. HUMAN RESOURCES** - Ironically, given your access to confidential information, you tend to be the biggest gossip within the organization. Possibly the only other person that does less work than marketing, you are unable to return any calls today because you have to get a haircut, have lunch AND then mail a letter.
- 7. MANAGEMENT/MIDDLE MANAGEMENT** - Catty, cut-throat, yet completely spineless, you are destined to remain at your current job for the rest of your life. Unable to make a single decision you tend to measure your worth by the number of meetings you can schedule for yourself. Best suited to marry other "Middle Managers" as everyone in your social circle is a "Middle Manager."
- 9. CUSTOMER SERVICE** - Bright, cheery, positive, you are a fifty-cent cab ride from taking your own life. As children very few of you asked your parents for a little cubicle for your room and a headset so you could pretend to play "Customer Service." Continually passed over for promotions, your best bet is to sleep with your manager.
- 10. CONSULTANT** - Lacking any specific knowledge, you use acronyms to avoid revealing your utter lack of experience. You have convinced yourself that your "skills" are in demand and that you could get a higher paying job with any other organization in a heartbeat. You will spend an eternity contemplating these career opportunities without ever taking direct action.
- 11. RECRUITER, "HEADHUNTER"** - As a "person" that profits from the success of others, you are disdained by most people who actually work for a living. Paid on commission and susceptible to alcoholism, your ulcers and frequent heart attacks correspond directly with fluctuations in the stock market.
- 12. PARTNER, PRESIDENT, CEO** - You are brilliant or lucky. Your inability to figure out complex systems such as the fax machine suggest the latter.
- 13. GOVERNMENT WORKER** - Paid to take days off. Government workers are genius inventors, like the invention of new Holidays. They usually suffer from deep depression or anxiety and usually commit serious crimes while on the job... Thus the term "GO POSTAL"

Humor Corner

Employee Want Ad Translations

- Energetic self-starter:** You'll be working on commission.
- Entry level position:** We will pay you the lowest wages allowed by law.
- Experience required:** We do not know the first thing about any of this.
- Fast learner:** You will get no training from us.
- Flexible work hours:** You will frequently work long overtime hours.
- Good organizational skills:** You'll be handling the filing.
- Make an investment in you future:** This is a franchise or a pyramid scheme.
- Management training position:** You'll be a salesperson with a wide territory.
- Much client contact:** You handle the phone or make "cold calls" on clients.
- Must have reliable transportation:** You will be required to break speed limits.
- Must be able to lift 50 pounds:** We offer no health insurance or chiropractors.
- Opportunity of a lifetime:** You will not find a lower salary for so much work.
- Planning and coordination:** You book the bosses travel arrangements.
- Quick problem solver:** You will work on projects months behind schedule already.
- Strong communication skills:** You will write tons of documentation and letters.



A Professional Quiz

The following short quiz consists of 4 questions and will tell you whether you are qualified to be a "professional." Scroll down for each answer. The questions are NOT that difficult.

1. How do you put a giraffe into a refrigerator?

The correct answer is: Open the refrigerator put in the giraffe and close the door. This question tests whether you tend to do simple things in an overly complicated way.

2. How do you put an elephant into a refrigerator?

Open the refrigerator put in the elephant and close the refrigerator. Wrong Answer!

Correct Answer: Open the refrigerator, take out the giraffe, put in the elephant and close the door. This tests your ability to think through the repercussions of your previous actions.

3. The Lion King is hosting an animal conference. All the animals attend except one. Which animal does not attend?

Correct Answer: The Elephant. The elephant is in the refrigerator. This tests your memory.

OK, even if you did not answer the first three questions correctly, you still have one more chance to show your true abilities.

4. There is a river you must cross. But it is inhabited by crocodiles. How do you manage it?

Correct Answer: You swim across. All the crocodiles are attending the Animal Meeting. This tests whether you learn quickly from your mistakes.



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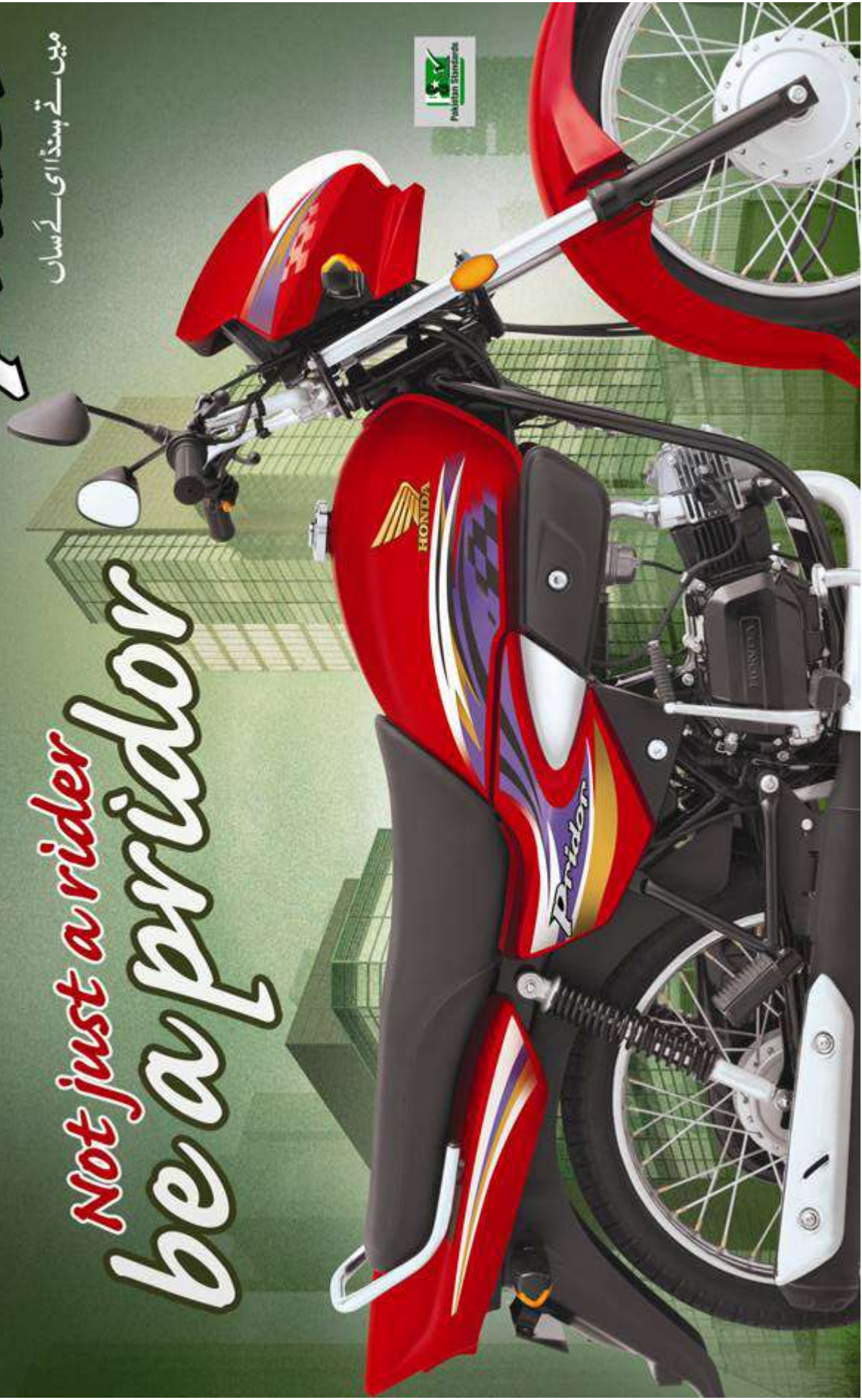
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