

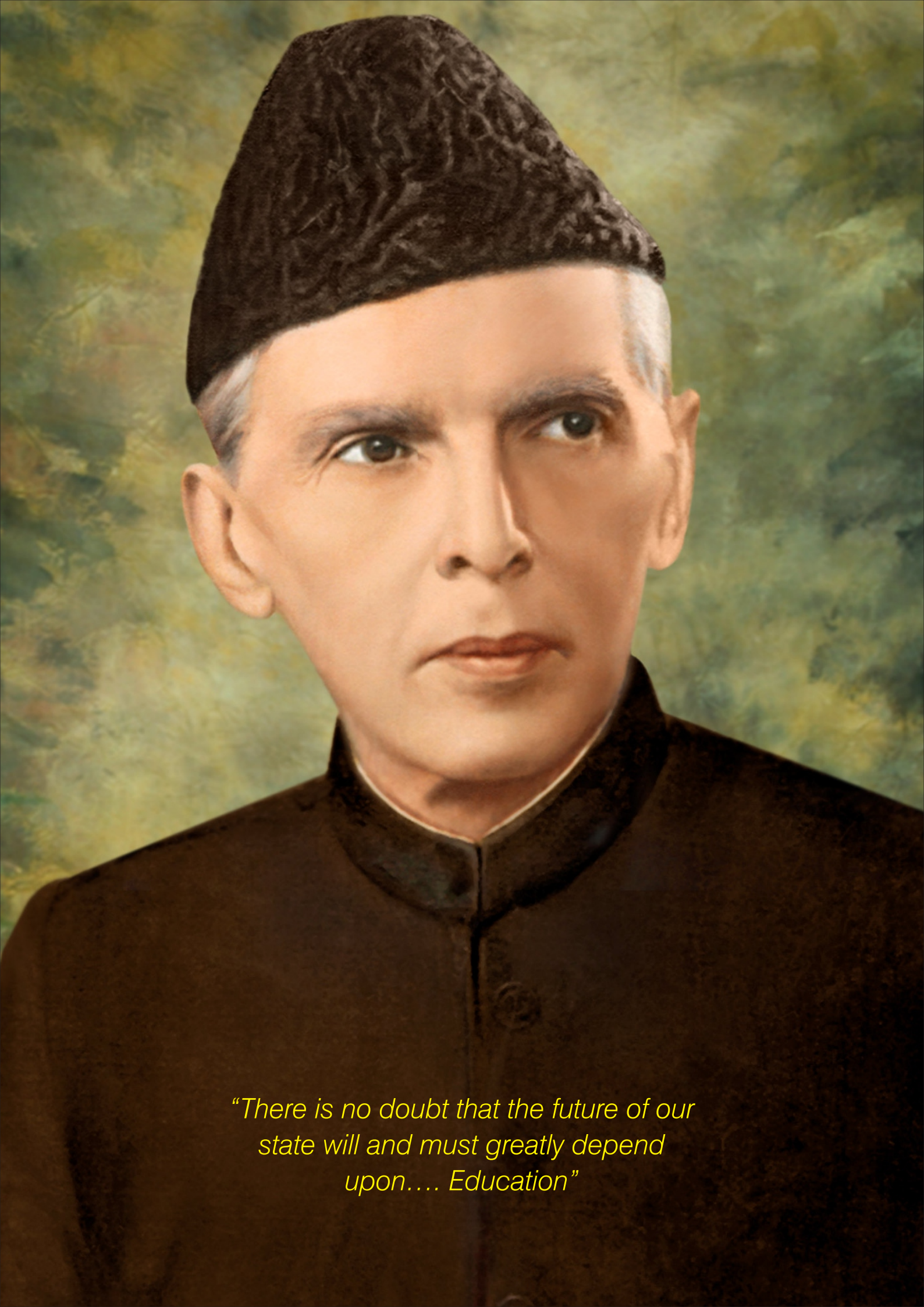
ANNUAL MAGAZINE 2022



IBA-PU Alumni Association

105, 30/M, Civic Center, Model Town, Lahore

www.ibapualumni.org



“There is no doubt that the future of our state will and must greatly depend upon.... Education”

SEARCH

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2022

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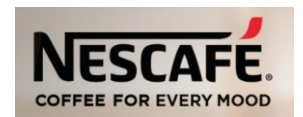


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EDITOR'S **Note**

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As the old students settle themselves in comfortable seats on this serene December 2022 evening, the warmth of their affection for each other is expected to transcend to their younger colleagues. The strength of a community is derived from the new blood that continues to pour into it. Age taking the Youth along makes a perfect sense for the smooth transition of values and tradition of the community. And the Annual Reunion of IBA Alumni affords that possibility to us all. It provides us an opportunity to mingle with each other, not only with those who we know, but also with those who we ought to be knowing being part of the same fraternity. Job of the IBA Alumni Association is just to bring you closer; the rest has to be done by us all, i.e., to reach out to each other in sorrow and in happiness, in adversity and in abundance.

One way to reach out to people bound by their love for Institute of Business Administration, Punjab University is through physical interaction, and the other is to communicate through writing to them and for them. Reunion is the most tested mode of physical interaction whereas the Annual Magazine provides us means to communicate otherwise. I urge all our alumni and students, the alumni in the making, to contribute more not only towards publications of the IBA PU Alumni Association but also to participate in its social media platforms. We need to stay in touch, personally, and professionally. We need to be connected to seek guidance and share our practical experiences. So when you enjoy the articles in this magazine, remember to share something in future so we take the enjoyment to the next level. Stay blessed

Muhammad Ali Asif Gilani
Chief Editor



IBA-PU ALUMNI ASSOCIATION VISION & MISSION

IBA-PU Alumni Association is a registered body under Societies Registration Act 1860. Its purpose is to foster, maintain and support a mutually beneficial relationship between alumni and the IBA, University of the Punjab. The Executive Committee comprised of elected Fellow Members of Alumni and Senior Vice President (A Faculty member nominated by IBA) governs the Association by approved Articles of Association, setting policy, providing guidance for the Association's programs and activities, and represents the interests of alumni to the IBA.

Vision Statement

IBA-PU Alumni Association is a vibrant organization that is recognized as a valuable resource by the IBA- PU Community. A dedicated Executive Committee will partner effectively with Alumni Services to offer programs that foster its traditions and perpetuate a passion for a life-long involvement with the IBA.

Mission Statement

To provide a forum creating a life-long relationship between the IBA and its alumni.



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Patron's Message



Dear Alumni of IBA, University of the Punjab

Assalam o Alaikum

I feel honored to welcome you at the Annual Reunion of the IBA, University of the Punjab Alumni Association. On this auspicious occasion, I would like to give you a brief overview of the achievements IBA has made since I took the charge as the Professor and Director of IBA in September 2020.

IBA completed its 50 years this year. Over the past five decades, IBA has established itself as one of the leading business schools in Pakistan. You will find our graduates doing their best in almost all key sectors of Pakistan, the Middle East, and in different parts of the World.

Since I have joined IBA, I have tried my best to uplift the image of IBA. The PhD program, which was halted in 2015 has been resumed and we have inducted two batches in the last two years. The admissions and examinations of all programs have been streamlined with the University's schedule. We organized IBA's first International Conference, applied for accreditation from National Business Education Accreditation Council (NBEAC). Conducted training workshops and seminars on NVIVO, Project Management, and many other topics. We have organized events for social welfare such as Pink Ribbon Day, Bake Sale to generate funds for the flood affectees.

We are working on developing many programs and specializations according to the needs of the market. We are also working on setting up centers for Entrepreneurship, and Executive Training. After getting accreditation from NBEAC we will start working on getting accreditation from international accreditation bodies like AACSB.

We are also working on constructing a new state-of-the-art auditorium with a capacity of 500. Collecting the required 160 million rupees for auditorium is not an easy task. We have initiated the fund collection drive and as soon as we get sufficient funds, the project will be launched.

The current competitive era has many challenges but it also provides opportunities to share human, financial, and physical resources in higher education sector, government, the corporate sector, and the community. At IBA, we are passionate about improving the quality of our graduates. We cannot achieve this alone, so we need guidance and support from our esteemed alumni. We have established a dedicated space for the alumni in IBA's campus. I hope that with the help of our alumni we can achieve our goals.

Prof. Dr. Muqqadas Rehman
Director IBA

President's Message



I m extremely thankful to Allah Almighty for giving me yet another chance for serving as the president of Alumni Association of institute of Business Administration, Punjab University. As always I am thankful to the honourable director and faculty members of IBA for their support and cooperation in uplifting and development of IBA-PU Alumni Association. My heartfelt thanks to all the members of the executive committee for their devotion, time and commitment in fulfillment of responsibilities. The basic objective of this Association is to provide a platform-a forum for reunion and social interaction for the alumnus. Once a year a Grand dinner is hosted by the executive team that encourages the students to come closer to the alumni body and learn from their work experiences so it works as a role model for the students of IBA and other members in helping them face different challenges of practical life . Institute of Business Administration is about both people and place . Our students, faculty, Alumni, administrators and staff stand out for their commitment to academic excellence, entrepreneurial spirit, diversity, vibrancy and creative innovation. With our ever continuing timeless efforts we can make Alumni IBA an institution that engenders new generation of leaders to shape future with vision , justice and charity with a sense of calling with concern for all of the human family. The Alumni body pursue this challenge because its a worthy goal, a beacon of hope for all. I invite all past pupils to join us in our mission as a prospective student parent or a friend. We welcome you all to participate in the endless opportunities at IBA Punjab University Alumni Association and join talented people and perform, create and study in a place where every one belong .

Sheikh Mohammad Omer
MBA 1994-1996

EXECUTIVE COMMITTEE IBA-PU ALUMNI ASSOCIATION 2022-24



Sheikh Muhammad Omer
President
MBA 1995-97
Executive Director
Toyota Ravi Motors Ltd

Sheikh Muhammad Omer is an experienced and a well educated businessman. He is following the footprints of his father, Sheikh Allauddin (Member Provincial Assembly, Punjab and former Minister for Industry, Commerce and Investment) and intends to have a political career himself. He is one of the directors in a group of companies that includes Toyota Ravi Motors, Toyota Shaheen Motors, Toyota Sahiwal Motors, Isuzu Ravi, Isuzu Gujranwala, Isuzu Lyallpur Motors, Al Rahim Homes, Synergysoft International, Exxon Mobil, Architect World and Ravi Exchange Company (Pvt) Limited. His latest venture is a showroom by the name of "Architects World" which is more than just a Tile emporium, it is an art gallery. He is also running a trust by the name of Omer Citizen Community Board and Zubaida Rafiuddin Trust. He is MBA Finance from IBA PU (1994-96). He has established himself in various fields. He also holds certificate of law and banking from Institute of Bankers of Pakistan. Besides being a corporate member of Lahore and Sahiwal Chamber of commerce, he is also an active member of Marketing Association of Pakistan.



Muhammad Ali Asif Gilani
General Secretary
President 2017-19
MBAE 2001-03
Civil Servant
Government of Pakistan

Muhammad Ali Asif Gilani is a civil servant belonging to Pakistan Audit and Accounts Service and currently serving as DG Audit, Postal & Telecommunication Services, Lahore. He has served in different positions in the Department of the Auditor General of Pakistan. During this period, he has also remained Director General Works Audit, Director General Commercial Audit, Director General Audit (Punjab Government), Senior Executive Federal Support Unit, Chief Accounts Officer of the Collectorate of Sales Tax, Lahore. He has served on the Executive Committee of the Defence Club, Lahore. He holds a Masters degree in Business Administration with specialization in Finance from the IBA-PU from 2001-2003 session. He got a CGPA of 4.00 from IBA-PU. He also holds a Masters in Public Policy from USA. Though a member of the civil service of the country himself, he is a strong proponent of developing entrepreneurial skills among the young professionals.



Zoraiz Lashari
Vice President
MBA 1978-80
Businessman
Luxus Grand Hotels &
Suzo Entertainment

Zoraiz Lashari is a very well reputed businessman. He is well known for introduction of new ventures and great initiatives which has earned him a high position among the business community. A few of his initiatives include Luxus Hunza Attabad Lake Resort, Luxus Grand Hotel, Lahore, Sozo Water Park, Lahore. He is a sportsman as well. He led the Pakistan Swimming team to China in 1975. His love for swimming continues with his being President of Pakistan Swimming Association. He secured Roll of Honor from Government College, Lahore as well as from Hailey College, Lahore. He has travelled 75 countries and counting.



Abid Saeed
Joint Secretary
MBA 1981-83
Civil Servant & Media Consultant
16th CTP

Mr Abid Saeed belongs to 16th Common Training Programme. He developed his reputation in Information Group as a dedicated and hardworking officer after doing his CSS. His important positions remained Press Minister, Washington DC and DG media, BISP. He is currently working as a media consultant. Mr Abid believes in attainment of full potential through hardwork.



Mian Waqas Ahmed
Treasurer
MBAE 2005-07
Manager Fin. & Admin.
ADK Enterprises (Pvt.) Limited

Mian Waqas Ahmed is working with the Association since its inception. For the past few years, he is managing its Treasury in a professional manner. He belongs to an entrepreneur family of Pakistan, who has been engaged in manufacturing of equipment, plant, machinery, counter-flow mechanical wet cooling tower system (HVAC) under the license of a multinational HAMON Group (Europe) since-1981 in PAKISTAN. Besides managing his family business "ADK Enterprises (Pvt.) Ltd", he is also providing operational & financial consultancy to a number of professionals and various organizations like Unity Solutions (an IT Company), Sharaf-e-Raza (travel & tours), SA Enterprise (FMCG distribution), AIM Training (vocational development), under the title of "Mian Waqas Facilitations". He has developed expertise in the fields of Accountancy, Finance, Supply Chain, Administration, Corporate affairs and Taxation.

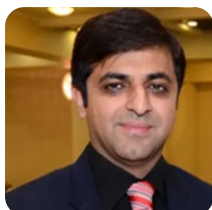
Note: The notification of this Executive Committee is subject to the final outcome of the Writ Petition (#81473/2021) filed in the Lahore High Court, Lahore.

EXECUTIVE COMMITTEE IBA-PU ALUMNI ASSOCIATION 2022-24



Waseem Subhani
Senior Vice President
MBA 2001-03
Assistant Professor
IBA-PU, Lahore

He is an M.Phil and Pursuing his Ph.D. He has two master degrees: M.Com in Finance from Hailey College and MBA in Marketing from IBA University of the Punjab. He is holder of post graduate professional Diploma in Cost and management Accounting. His teaching experience is more than 15 years and having dynamic multifaceted and multifarious educational approach. He is poised and quite able to maintain equilibrium regarding the chalked out course outlines with unswerving aptitude and professional approach. His areas of interest in Research is Corporate Governance.



Athar Ehsan-ul-Haq
President
MBA 2000-02
Biz Entrepreneur
Fueling Industry

Mr. 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. 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 is also the Director of M/s Digital Expressions, a company that deals with all type of graphic & signage solutions. He has been traveling frequently to UK and USA for various business meetings and conferences. Pursuing his educational career, he has now completed his M.Phil in Business Administration from IBA in 2017. He is one of the Founder Member of IBA PU Alumni Association.



Muhammad Anas Ganaie
Member
MBAE 2002-04
Head of Sales
Pegasus

Mr. Ganaie graduated with majors in Marketing from IBA Punjab University (2002-2004). He is currently associated as Senior Manager Sales with Pegasus, a large B2B International Event Management company. His areas of expertise are Corporate Sales & Relationship Management. Mr Anas believes in strong linkage between the IBA PU and its alumni to promote its graduates and their seamless placement.



Raza Saeed
Member (President 2013-14)
MBA 1979-81
CEO
Raza Saeed & Associates

Raza Saeed is fellow member of ICMA-Pakistan (FCMA) and Associate member of Institute of Corporate Secretaries of Pakistan (ACIS). Mr. Raza is Diploma Associate member of the Institute of Bankers in Pakistan. He is certified Internal Auditor (CIA) and Member of Institute of Internal Auditor-USA. He is Certified Director from ICMA-Pakistan. He has 36 years' experience in financial sector in multiple areas working with IDBP, LSE, MCB and Bankers Equity Ltd. His last assignment was as Company Secretary/Head of Corporate Affairs Department in The Bank of Punjab (2008-2019). Presently, he is running Management Consultancy Raza Saeed & Associates.



Hamid Raza Elahi
Member
MBAE 2005-07
Business Unit Head
Unity Solutions (Pvt.) Limited

Hamid is an Executive Director at Unity Solutions (Pvt.) Limited, an IT Solution Designing Company. He has two Master Degrees (Computer & Administrative Sciences) and started his IT profession in 1998. He is a skilled and self-motivated young entrepreneur having excellent communications skills with ability to relate wide range of personals; pursuing progressive, growing and sustainable career to practice strong and successful leadership skills. During his professional career, he attends various professional trainings Programs & complete certification i.e. PMP, ITIL, MCSE, DCP, VCP, IT Services Management, QMS Internal Quality Audits. Hamid is very proud of his association with IBA-Punjab University, he joined IBA in 2005 to pursue MBA program.



Zain Ali Qureshi
Member
BBA (Hons) 2008-12
Prominent Lawyer
Specialization in Corporate Law

Mr. Zain Ali Qureshi has earned excellent reputation as a lawyer in a very short span of time, especially in the fields of Banking and Cyber laws. He has earned his education from various prestigious institutions in Pakistan including University of the Punjab. His contribution in creating awareness on cybercrime in society is really commendable. He deliberates on this topic on TV channels, in different educational and corporate institutions and writing articles on the interpretation of cyber laws in Pakistan. He is growing in stature as the number of successful cases under cyber laws dealt by him in different courts is soaring.

EXECUTIVE COMMITTEE IBA-PU ALUMNI ASSOCIATION 2022-24



Dr Fouzia Hadi Ali
Member
Mphil 2011
Director Regional Integration Centre
University of the Punjab

Dr. Fouzia Hadi Ali, is an alumna of Institute of Business Administration and passed her MPhil in Business Administration in 2011. She is a PhD in Commerce. Currently she works as an Associate Professor at Hailey College of Commerce, University of the Punjab, Lahore. In the past, she has held a number of key administrative posts at the University of the Punjab such as Chairperson, University Club; Director, External Linkages and Director, Alumni, University of the Punjab, Lahore. Currently she is working as a director, at the Regional Integration Centre, University of the Punjab, Lahore. She has a 22 years of research and teaching experience.



Fariha Hussain
Member
MBA 2016-18
CEO
Hooriya Stitch and Style

Fariha Hussain has graduated very recently as an alumna, but her passion for the Alumni Association has been very long and strong. She holds two degrees from IBA i.e., BBA (Hons) and MBA Finance. After graduating in 2018, she was appointed as a Lecturer at National College of Business Administration and Economics, Lahore. Besides teaching, she pursues her family business as well. Having great entrepreneurial skills, she has ventured into opening her own boutique by the name of "HOORIYA Stitch & Style by Fariha Hussain". Furthermore, she has an ambition to work as a civil servant. She has qualified the CSS Exams and currently waiting for allocation by the FPSC.



Bilal Ahmad
Member
MBA 1995-97
Country Manager – Pakistan
Tom Tailor GmbH

Bilal Ahmad is a textile professional having more than 25 years of experience in International Textile Industry for production facilities as well as sourcing offices for renown brands of the E U, USA, UK and AU. Currently, he is working as Country Manager – Pakistan for one of the prominent EU garments brand, Tom Tailor, and taking responsibility of all strategic and operational activities for the brand.



Ch. Abdul Rahman
Member
MBAE 1997-99
Director Corporate IR Admin &
Legal Affairs, US Group

Abdul Rehman is a seasoned HR & IR professional with almost 30 years of work experience with some of the top Textile and Glass Manufacturing businesses of Pakistan; like US Denim Mills, Nishat Textiles, and Tariq Glass. During his decades long career, he has helped these legacy companies build a professional environment that is safe and conducive. Currently he is working with the US Group as Director Admin, IR, and Legal Affairs. Abdul Rehman has been leading the way for organizational development and other Human Resource functions whilst developing policies and empowering committees to implement them. Being a decorated member of Punjab Worker Welfare Board, he has been participating in Tripartite meetings and Social Dialogue organized by ILO and Government.



Muhammad Hasib Aslam
Member
MBAE 2014-2016
Director Projects
ICTBeam Technology Innovators

Muhammad Hasib Aslam is a seasoned IT & Information Security Professional and Technology Advisor. He has diversified experience in local and multinational companies. He has worked on information systems implementations including Telecom Billing, Telecom EDWH, Telecom Fraud Management System, Business Intelligence Systems, Complaint Management Systems (CMS), POS, Advance Sales Analytical Reporting, Web Applications, ERP Consultancy & Audit. He also taught IT courses to M.Sc. students in Punjab University as Visiting Faculty Member. He has an international certification in Information Security domain. He has been involved in creating information security awareness in the society.

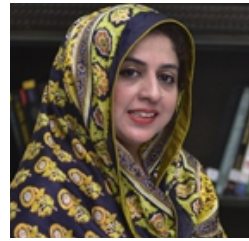
Past EC Members



Prof. Dr. M. Ehsan Malik
Former Patron-In-Chief



Mrs. Sajida Nisar
Former Patron-In-Chief



Dr. Labiba Sheikh
Former Patron in Chief



Muddassir Latif Rawn
Former SVP



Zeshan Ahmar
Former SVP



Mian Nasir Mahmood
1st President



Sajjad H. Kirmani
Former President



Shoaib Ali
Ex Member EC



Madeeha Tahir
Ex Member EC



Shahid A Mian
EX Member EC



Khawaja Muhammad Almas
EX Member EC



Asad Ali Minhas
EX Member EC



Khawaja Hammad Haider
EX Member EC



M Nauman Aslam Butt
EX Member EC



Fauzi Saleem
EX Member EC



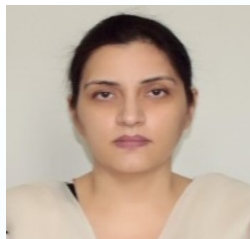
Sheikh Azam Nazir
EX Member EC



Muhammad Akbar
EX Member EC



M. Humayoun Bashir
Joint Secretary



Dr. Ayesha Nauman
Member EC



Hamza Irfan
Member EC



Kh. Waqas Ahmad
Ex Member EC



Malik Usman Waheed
Member EC



M. Saad Khan
Ex Member EC



Malik M. Mubasher Khan
Ex Member EC



Syed Wajahat Hussain
Ex Member EC



Aasim S. Mullick
Ex Member EC



Ammara Athar
Ex Member EC

VIRTUES OF MADINA-TUL-MUNAWWARAH

City of the Prophet Hazrat Muhammad ﷺ

الدَّاءِ وَالسَّلَامِ لِيَا رَسُولَ اللَّهِ
وَعَلَى الْإِصْحَابِ يَا حَبِيبَ اللَّهِ



The virtues of Madina are many and its beauty is magnificent; all this owing to the fact that it honors upon its sacred soil the beloved and most revered grave (*Rawdha*) of the Noble Messenger of Allah .ﷺ

The Beloved Messenger of Allah ,deyarp ﷺ

“O Allah! Bestow on Madina twice the blessings You bestowed on Makkah.”

[*Bukhari, Vol. 3, Book 30, Hadith no. 109*]

The Beloved Messenger of Allah noitacilppus edam netfo ﷺ for the beloved city of Madina, affectionately named *Madina-tul-Munawwarah* or ‘the City of Illumination’.

Our Beloved Messenger :yarp ﷺ

“O Allah! Make us love Madina as much as we love Makkah or even more.”

[*Muwatta of Imam Malik, Hadith no. 4*]

For this reason, the Companions, the *Tabi'een* and the *Tab-e-Tabi'een* have throughout the ages held an immense attachment and love within their hearts for the blessed City of the Prophet .ﷺ

Qadi Iyad adds:

“One must respect the place... whose soil contains the body of the Master of mankind and from which the *deen* of Allah and the *Sunnah* of the Messenger spread out... and the first earth that the skin of the Prophet touched after death. Its fragrance should be inhaled, and its residences and walls should be kissed.”

From this, we can establish the true honour and devotion which is owed to the beloved City of Madina for the connection it holds to our Master, Sayyidina Muhammad ,ﷺ may Allah’s eternal peace and blessings be upon him.

For you (O’ Madina) I have intense, ardent love,
And a yearning which kindles the embers of my heart
Had it not been for obstacles and enemies,
I would always visit Madina, even if I were to be dragged upon my feet.

Fariha Hussain
MBA (2016-18)

Distinguished Alumni of IBA-Punjab University



Durdana Soomro (1972-74) is the first ever enrolled student of IBA. She started his career with Citi Bank in 1974. She pursued her educational passion by attaining MA degree in Near & Middle Eastern Studies from SOAS University of London in 1995. She is a Writer and translator with several publications and a Multilingual: fluent in Urdu and English, proficient in French and Farsi, with basic Bengali, Arabic and Turkish. Ms. Durdana is an avid golfer, has won a number of tournaments and represented Pakistan internationally.

Khaqan Ibrahim (1972-74) started his career with ANZ Standard Chartered Grindlays Bank in 1975. He joined PIA in 1980 and served till 2008 in various positions. He joined First Punjab Modarba & First National Bank Modarba simultaneously as CEO from 2008 till 2017. At present, he is Director Finance at Air Sial Ltd.



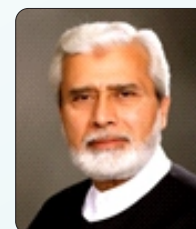
Kamran Shahzad (1973-75) is an Ex-Deputy Governor, State Bank of Pakistan (SBP). His distinguished professional & central/commercial banking career spreads over a period of more than 38 years, earned a vast experience in banking, finance & oil sector during his stay at UBL, IDBP) & PSO. He assumed charge of the Office of the Banking Mohtasib in 2019.

Humaira Shazia (1982-84) has almost four decades of diversified experience in the corporate sector, in areas including marketing, sales, customer service, as well as general management. She started her career with Packages Ltd. and served in multiple capacities in Group companies. She recently got retired from the Group earlier this month as Head New Business Projects for Packages Group and CEO Starch Pack.



Khawar Bari (1984-86) is an accomplished leader with three decades of experience in top management capacities working with world leading organizations like Maaher Food Industries, Tetra Pak, & International Industries Ltd. Currently he is CEO IIL Stainless Steel since 2015.

Khawaja Ahmad Hassan (1984-86) is Aitchisonian and a medal holder in academics. His family owned business Shajarpak dealing with the import & manufacture of textiles established Pasha fabrics in 1991 which is pioneer in world-leading luxury fabrics and apparel. Mr. Hassan is prominent in politics, being the youngest Mayor of Lahore from 1997 to 1999. He is a core member of Pakistan Muslim League (N), former Chairman Lahore Transport Co. & Lahore Waste Management Co.



Tahir Mushtaq Mir (1986-88) is a skilled banker with over three decades integrated experience with the names like NIT, BoP, MCB & ABL. Currently he is working as Group Head-Chief Anti Money Laundering Officer in Allied Bank Ltd. He has extensive background and thorough knowledge of bank operations relating general banking, foreign trade, lending, team building and administration.

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Distinguished Alumni of IBA-Punjab University



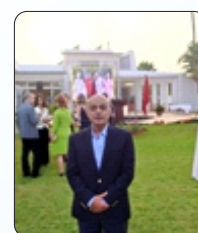
Rashid Qureshi (1987-89) started his career from Nestle Pakistan in 1990 & has been associated with it in Pakistan & abroad at various top level positions for three decades. He remained Chairman & CEO of Nestle Greater China Region from 2016 till 2021. Currently he is working as Regional Advisor/ Consultant Nestle Zone Asia, Ocenia & Africa based in Kuala Lumpur, Malaysia since Aug 2022. Earlier this month, he successfully completed the Board Practise Series of IMD Global Board Centre.

Amir Iqbal (1987-89) is an accomplished and seasoned professional with broad international business experience in leading Global companies. He developed his leadership and commercial acumen while working in different roles in Sales, Marketing, Business Consultancy and General Management in Pakistan, Australia and Africa for the last 27 years & managed Global and Local mega brands. Currently he is CEO Sindh Engro Coal Mining Company (SECMC).



Shahid Mahmood Malik (1987-89) is a professional banker with exuberant experience in the banks like Doha Bank, IFIC, Platinum Commercial Bank, Saudi Pak Commercial, & Silkbank etc. He joined Apna Microfinance Bank in 2015 & worked there at top level positions. Currently he is Head of Business Development in The Punjab Provincial Cooperative Bank since August 2022.

Aasim Butt (1988-90) multi-discipline experience in Business Process Re-engineering in the industries like FMCG, Chemical Fertilizers, Seeds and Pesticides, Personal care, and Cosmetics. He has vast experience of work in countries like Saudi Arabia, the United Arab Emirates, Afghanistan, and Pakistan. Currently he is Chief Operating Officer in Gerry's Group since Aug 2021.



Imran Maqsood (1990-92) has a diverse experience of more than 24 years within banking sector. He started his professional career in 1993 from State Bank of Pakistan. He has been associated with Allied Bank since 2005 and now serving as Chief Banking Services of the Bank.

Muhammad Khalid Ahmad (1993-95) is a Transformational CFO, with vast experience in FMCG, Chemical, Cement, and Food and Beverages Industries in Pakistan. He has two decades of experience at senior Financial Leadership, General Management, and Board level with Unilever Bestfoods, FMC, Lafarge, and Coca-Cola. Currently he is Executive Director Finance in Ravi Urban Development Authority.



Tahir Bhatti (MBAE 1995-97) has almost four decades of exceptionally prolific banking career with leading banks of Pakistan, including but not limited to NBP, Saudi Pak Commercial, Askari Bank, ABL & FBL. Currently he is President/CEO of The Punjab Provincial Cooperative Bank since December 2021.

Distinguished Alumni of IBA-Punjab University



Abadullah (MBAE 1995-97) is a qualified banker with over 35 years of diversified experience in the areas of Compliance, Trade, Operations & Branch Banking. He is also an experienced and dynamic corporate trainer with excellent communication, management and team-building skills.

He has been associated with prestige institutions; Standard Chartered, ANZ Grindlays, UBL and Faysal Bank. He is currently serving as Chief Compliance Officer at Faysal Bank Ltd.

Ghazanfar Azzam (MBAE 1995-97) is President & CEO of Mobilink Microfinance Bank Ltd. since 2012. He bags almost four decades banking experience with the names like HBL, UBL, Prime Bank, Bank Alfalah, & Kashf Microfinance Bank. He did various courses from The World Bank Institute, Washington D.C., Penn State University, & Harvard Business School.



Dr. Azam Roomi (MBAE 1995-97) has been coaching and mentoring entrepreneurs for over two decades and has worked with innumerable entrepreneurs in Europe, Far East, GCC & Africa. He received his PhD from the Royal Holloway – University of London, and a M.Sc from the London School of Economics and Political Science, UK. He is Founding Dean of Prince Mohammed bin Salman College of Business and Entrepreneurship, KSA. He has been the team leader for the KSA - Global Entrepreneurship Monitor Report (GEM).

Hafeez Kalim (1994-96) is a seasoned and highly qualified professional having 25 years of diversified strategic level experience with companies like Packages, LUMS, Punjab Group of Colleges, Ovex Technologies to name a few. Presently he is working in Norinco International, a Chinese State-owned company as DGM taking care of Orange line operations in Lahore.



Humaira Fayyaz (1994-96) is genuinely logistics professional. She started her career with Emery Worldwide as Sales/ Marketing Executive in 1999. She joined Vision Logistics (PVT) Ltd., in the year 2001. Currently she is Director Operations in the same company.

Aamir Ali (1995-97) has been associated with the leading financial institutions of Pakistan like JS Bank, HMB, and Telenor Microfinance Bank Ltd. He joined EXIM Bank of Pakistan as Head of Compliance in Nov 2022.



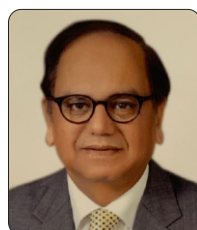
Usman Zaheer Ahmad (1995-97) is a seasoned FMCG marketing professional with exuberant experience with the names like Berger Paints, British American Tobacco, & Engro Foods. He remained CEO of Nishat Sutas Dairies for three years. Currently he is CEO Fauji Foods Ltd. since March 2022.

Distinguished Alumni of IBA-Punjab University



Sheikh Anwar Ali (1995-97) bags extensive geographically diversified and a multidisciplinary experience in Retail and Commercial Banking with two decades experience with exposure of Business, Operations and Risk Management roles with names like Standard Chartered, Atlas Bank & HBL. He joined Faysal Bank Ltd. as Head of GSD in Jan 2022.

Dr. Kamran Shams (MBAE 1996-98) is a qualified MBBS doctor from KEMC, joined the Civil Services in 1991 in the 19th CTP and gained experience working in diverse Public sector organizations. In 2005, he resigned from the Civil Services and joined HBL as Head of HR for Retail Banking Group. He also worked as founder CEO of the Punjab Educational Endowment Fund (PEEF). He is also contributing his services in the social development sector as one of the founding members of the BOD of Akhuwat, since its inception in 2001. Currently, he is CEO of Akhuwat Islamic Microfinance.



Ijaz Farooq (MBAE 1998-2000) has an extensive experience of over 37 years in Pakistan's banking industry and has served at renowned entities such as ABL, Emirates Bank and Bank Alfalah. He joined Meezan Bank in 2013. Reporting to the Deputy CEO, he Heads the Retail Banking, Commercial, SME & Agriculture Segment of Meezan Bank. He was also nominated for Advanced Management Program (AMP) at The Wharton School, University of Pennsylvania, USA.

Dr. Yasir Ashraf (1999-2001) is a PhD in Management Sciences with specialization in Finance and an M.Phil in Management Sciences. He is also a Fellow Member of Institute of Cost and Management Accountants of Pakistan (ICMAP) and a Fellow member of Pakistan Institute of Public Finance Accountants (PIPFA). He is currently working as an Assistant Professor at IBA, University of the Punjab and has more than 20-year teaching experience to his credit. Presently, Dr. Yasir is also working with IRS academy, FBR as a visiting faculty member.



Dr. Shahid Munir (MBAE 2001-03) is a qualified Chemical Engineer with vast experience in the industry & academia. He has 10 years of Industrial experience on his credit. On the basis of his outstanding academic and professional record, he was selected as Assistant Professor in 2003 at the Institute of Chemical Engineering and Technology, University of the Punjab. Currently he is Chairperson, Punjab Higher Education Commission since June 2022.

Prof. Dr. Sania Zahra Malik (2000-02) completed her PhD in Business & Management from University of Glasgow, UK, under FDP scholarship from HEC. Currently she is working as Professor at IBA, and have a teaching experience of more than 18 years to her credit. She is also a part of the Punjab University's administrative setup, currently serving as Director, Business Incubation Centre.



Irfan Zaheer (MBAE 2002-04) is a qualified Mechanical Engineer with a demonstrated history of working in the Government administration. He joined PITAC in 1989 and worked at various levels. Currently he is Director General PITAC since 2018.



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Mian M. Qaisar Yaqoob (MBAE 2002-04) served in the field of Accounts and Finance in leading organisations (Kohinoor Textile Mills), Pak Electron Limited (PEL) of Saigols Group of Industries, WorldCALL Communications, Standard Chartered Bank Limited, and presently working as Chief Admin Officer in Sui Northern Gas Pipelines Limited, largest Gas Utility company in Pakistan

Mehwish Kareem (2004-06) secured the prestigious Chevening Scholarship in 2021 to pursue MSc in Digital Marketing from University of Bristol, UK. She is a marketing, communication, and customer services expert devoted to the advancement of United Nations Sustainable Development Goals (SDGs) and giving back to society. She is a certified Trainer and SDGs Multiplier by Gaia Education (UK) and GEM International (Singapore) with almost fifteen years of progressive experience.



Syed Ameer Abbas (MBAE 2007-09) is a qualified Mechanical Engineer with prior experience in Atlas Copco Pakistan, Descon Engineering Ltd. and Shell Pakistan Ltd. Currently he is Head of Business Development at Fast Cables Ltd.

Waseem Ahmad Masood (MBAE 2002-04) is a Financial Management Consultant & an entrepreneur. He is MD Trance Media Technologies & Haigher Pharma. As a social activist, he is President, Chairman Fund Raising Event, Supporting Environment, Rotary Club of Lahore Crescent-Rotary International -District 3272 Pakistan.



Tariq Sipra (MBAE 2005-07) is associated with Pakistan Railways for the last two decades. He attained his Masters degree in Transport & Logistics Management from University of Sydney Business School, and M.Phil in Engineering for Sustainable Development from University of Cambridge. He was promoted as Chief Commercial Manager (BS-20) in Pakistan Railway Headquarters in Jan 2022.

Tehreem Ilyas (MBA 2010-12) is a Career Diplomat and belongs to 44 CTP, Ministry of Foreign Affairs, Government of Pakistan. She got promoted as 3rd Secretary, Embassy of Pakistan to the State of Kuwait in Jan 2022.



Ch. Faiq Ahmad (MBAE 2010-12) is a qualified professional pilot, started his career as GD Pilot with Pakistan Air Force. He then chose commercial aviation as his career. Currently he is a commercial pilot in Air Blue.

Research credited to
Muhammad Anas Ganaie (MBAE 2002-04)



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IBA PU Alumni Association

Overseas Chapters



Institute of Business Administration, University of the Punjab has produced over 10,000 business graduates to-date. Most of the Chief Executives and top management positions in leading companies, corporations and banks are held by IBA alumni. A large number of IBA PU alumni are working abroad mainly in GCC, Europe, North America & Australia. The importance of alumni is recognized by the institutes worldwide as they are the ambassadors of their alma maters. That is why the Executive Committee of IBA PU Alumni Association decided to search for overseas alumni a couple of years ago particularly through social media as it was much needed to connect the overseas alumni of IBA PU with not only with alumni back home but with alma mater as well. Our objective was to build and strengthen strong relationship with alumni around the globe and to establish networking and socializing amongst themselves. Alhamdulillah we now have as much as 6 international chapters namely Saudi Arabia, UAE, UK, USA, CANADA and Australia NZ. Every chapter is connected on WhatsApp having Executive Committee of IBA PU Alumni Association on same. The detail is as under:

CANADA:

No. of alumni: 93
Convener: Salman Salmi (1981-83)
City: Toronto



Salman is working in OpenText, Canada's largest software company, Salman has extensive experience in technology management, business development and management consulting. He had worked in world's renowned companies such as Black Berry and JDS Uniphase.

AUSTRALIA NZ:

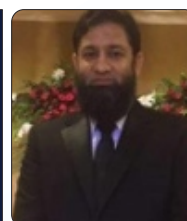
No. of alumni: 58
Syed Wajahat Hussain (2001-03)
City: Melbourne



Syed Wajahat Hussain is associated with one of the leading Australian financial institution "Mortgage Choice" as Financial Analyst. He has been an active member of Executive Committee of Alumni and was the elected member from 2015-2018.

SAUDI ARABIA:

No. of alumni: 51
Convener: M. Arif Shamim (1995-97)
City: Jeddah



Arif is a certified CMA-Finance & Management Accounting from CIMA, and CMA from ICMAP. He also did Supply Chain Management Program from Cranfield University, UK. He has almost a couple of decades long association with Tetra Pak. At present, he is Cluster Planning Manager.

UNITED ARAB EMIRATES:

No. of alumni: 57
Convener: Awais Naseer (2012-14)
City: Dubai



Awais has expertise in the fields of Fraud & Risk, IT & Customer Services. He is working as Fraud Analyst in du. The convener is trying to increase the membership of this chapter keeping in view the large expatriates in UAE.

UNITED STATES OF AMERICA:

No. of alumni: 50
Convener: Malik Sajjad Ashraf Ali (1995-97)
City: New York



He is an experienced sales and marketing leader. He is working as Key Account Manager in Swedish Match. He has contributed a lot in increasing the membership of this chapter.

Overseas Chapters

UNITED KINGDOM:

No. of alumni: 32
 Zahid Hussain (2002-04)
 City: London



Zahid is associated with British Airways for almost two decades. His current role is Aircraft Controller.

Overseas Activities in Pictures



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Digital Risk Taxonomy and Customer Protection



Rapid technical breakthroughs have astounded the world during the last several decades. It has influenced and left an everlasting mark on anything and anything that humans can quantify. The banking sector is one of many examples of technology influencing and changing people's lives and enterprises. The introduction of digital technology into the banking business caused a paradigm shift in the industry, culminating in what is now known as Digital Banking.

Authorities are welcoming entrants (fintech and digital banks) as a much-needed injection of competition and innovation into the banking industry as digital banking becomes more widespread throughout the world. To promote digital banking, several authorities have opted to create specific licensing regimes. A digital bank is a deposit-taking financial institution that uses a digital-first or digital-only business model to supply its goods and services. Customers are attracted to digital banks because they do not require paper documentation, a physical presence (such as branches, ATMs, or agent point of sale), or manual processing. They also seek to provide an excellent user interface and experience.

Digitalization and automation in financial services are major factors that must be addressed. Customers trust banks as a one-stop shop for their requirements because security and client protection are vital to them. However, in this digital banking era, the challenge is how far digital banking can be applied while maintaining the security of consumer transactions and the safety of customers. The governments' principal reason for establishing digital banks is to encourage greater innovation and competition in the banking sector by decreasing entrance barriers and reducing overly burdensome regulatory regulations. This initiative aimed to enhance customer experience and protect customers from risks associated with conventional mode of banking.

However, there are some additional risks and challenges that are associated with digital banks. These risks may lead to financial and non-financial losses to the customers. There are the issues of cyber security and technology risks (digital risks) related to the protection of customers' data, associated with financial services via digital banks. While the digital economy has contributed significantly to productivity growth and the emergence of new forms of banking through digital channels, it has also exposed customers to a variety of risks associated with the use of digital technologies. These risks mainly include data breaches, financial fraud perpetrated using digital technologies, and even cyber-attacks.

Digital banks and digital banking services have evolved and played an important role in the future creation of a digital ecosystem. This can be seen in the significant development of digital banking in various countries around the world, as well as the opportunities that exist. However, such a scenario presents several challenges, particularly in the risk management field.

To provide secure digital banking services to the general public, there must be innovative and secure business processes, prudent and sustainable digital banking business practices, adequate risk management policies and procedures, proper governance and IT capability requirements, and guidelines on consumer data protection and the risk of data leakage. This will result in digital banks making a genuine contribution to the development of the digital financial ecosystem.

Abadullah
MBAE (1995-97)

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HOW WE GET TRAPPED INTO COMPULSIVE BUYING BEHAVIOUR

Compulsive buying behaviour is a response to an uncontrollable desire to buy a product or experience a feeling that leads a person to repetitively engage in a behaviour that will ultimately cause harm to him.

Three variables have been found to have the positive relationship with compulsive buying behaviour:

1. **Materialism:** A person who is materialistic measures his success and happiness in terms of material objects. Here the trap is, a person thinks his happiness and success are directly proportional to his material objects. The more he has, the more he will be happy.

And that's why he buys more and more and gets trapped into compulsive buying behaviour.

2. **Power- Prestige:** A person who thinks objects are the symbol of his power, supremacy, importance, status and worth.

Here the trap is, a person puts himself into an unhealthy competition with the society. He buys updated expensive and luxurious products in order to show his worth and power. Every month or a year, companies and brands launch their new models and products and this individual has to buy it and thus, putting himself into the trap of compulsive buying behaviour.

3. **Public Self-Consciousness:** A person who is too much concerned about his self-presentation in front of the public. Here the trap is, a person wants to be the centre of attention in public gatherings. He is afraid of perceiving himself as an odd one. Therefore, he spends too much on all those products which help him to stand out in public or to cope with the society's benchmarks. Thus, leading him to compulsive buying behaviour.

Such individuals get trapped into the vicious circle of unlimited desires, making themselves wanting more and more and more, thus, never getting satisfied with what they have. Such victims are targeted by the businesses and companies and exploit them by making them feel incomplete without their products.

In the west, some researches have already been done on compulsive buying behaviour which show that those individuals who were trapped into this behaviour ended up with anxiety, depression, severe health issues, bankruptcy or committed suicides.

Komal Shehla
MBA (2017-19)

Social Media: The Changing Landscape



The Millennials have witnessed technological growth and advancement that their predecessors could have hardly imagined. As a result these generations are being considered more progressive and creative. They are witnessing the Information Technology (IT) lead Social Media (SM) revolution taking new turns with every passing day. Millennials are good at accepting rather they appreciate the change as they have witnessed throughout their lifetime an enormous scale technological changes impacting life in every sphere be it social ,economic,business , education or entertainment. They are curious to know what could be even faster path of doing things relating to their day to day chores including education, job interpersonal relations etc. I personally feel that the new generation Millennials or Zillennials, have more clarity in their thought process.

They believe in thinking less and doing more. In fact the new generations have defined the new ways of social interaction with their peers, elders and society at large.

The unparalleled growth of social media, also known as the New Media has massively impacted our lives. This newest addition to the traditional means of communications has changed the very understanding of the concept of Global Village that became the buzz word in the later part of the last century. The new (social) media has been aggressively used to change perceptions, altering facts, creating and spreading fake news and forming opinions. However, the fact remains that at this point in time overwhelming majority of world population is benefiting from the change brought in by the multi dimensional and multifaceted social media. Today all of us know and understand what the social media is as even in the most unattended parts of the world people have access to the major social media platforms like Facebook ,Twitter and WhatsApp.

Smart phone markets are expanding around the globe. This has made it easy to have access to the social media platforms. In most countries social media, particularly Facebook, Twitter and WhatsApp are accessed four times per day by an individual. However, its scale was not like this even 2 decades ago when the access to the Internet was relatively limited and the smart phones had started penetrating among various socio economic-segments of the society.

Albeit the social media platforms keep on coming and going on the basis of their popularity, their use is not diminishing. Sometimes, one of the them reaches new heights and on the other occasions, the other gets more popular. We have seen many going obscure in the short history of SM. However, the prevalent ones are Facebook, LinkedIn, MySpace, Twitter, YouTube, Instagram, WhatsApp, SnapChat, Tiktok and some others localized social media channels. These channels vary in degree as to how and which news and other stuff can be shared through them. There are ways and means on some of them to control the things that can be shared on them through algorithms and filters. The most important concern is however the use of these media for spread of obscene material.

Of late, Zoom has seen new heights of popularity, in the wake of Covid related lockdowns when business world was trying to stay in touch with each other. A number of other social platforms have emerged during the last few years including Spotify and Tumblr catering for music and micro blogging respectively

These days social media icons are seen across social media and it has become almost unusual to see businesses or brands without them. Businesses are also taking advantage of building links using social media. In fact, if the internet has given birth to the e-commerce, its effective and efficient rise to the next level is due to social media. E-commerce and doing business digitally is now a multi billion dollars industry.

Social Media is shaping our attitudes and aptitudes and the younger generation are straight beneficiaries (or otherwise). SM is also being used for educational purposes serving the traditional role of conventional media that is "to Inform, Educate and Entertain". Interestingly SM is being used alike by the toddlers (courtesy their young parents) and the old souls (courtesy their young children and grandchildren). Social media has affected, good or bad, in creating our perceptions regarding various issues problems and challenges. It is also helping us forming opinions. SM has also entertained us beyond imagination. It has made us aware as how to put across our feelings, opinions in real time. Though the SM has enabled us hoping on the New Horizons of knowledge and information but for having all this to our benefit we have been paying heavy price as the very fabric of our society is being at stake of reformation. The very institution of family life is being compromised. Children, hooked on to the dangerously excessive use of SM are fast becoming self centered and self focused. They are becoming hard nuts to crack. They are not volunteers in spreading good rather being partner in redefining the social norms. However, it is a matter of time when the social media and its users will have to find new ways to correct themselves thus minimising its evil effect and undesirable outcomes.

If the phenomenal growth and advancement of social media in the past two decades is of any guide, it is clear that growth of social media will continue to grow at a super fast speed. As we look for new ways to connect with each other, technology will need to find different exciting ways to keep us engaged. Facebook and YouTube have both come up with kids version of their next edition for the next generation which have allowed children to learn about social media in a safe parent controlled environment. Though we can only speculate what social media in the future will look like one thing is clear: it will remain a perpetual part of our lives and for good.

Abid Saeed
MBA (1981-83)



غزل

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بہت دوستوں نے ستایا ہمیں
ارے سادگی! ہم کو بھائی کہا
تو پھر مثلِ یوسف بھلایا ہمیں

The Old Man

The old man picked up the pictures
 All so neatly put, and perfectly framed
 All so caringly placed, and sweetly named
 They were so jolly and close to his heart
 The picture was of him sitting in his cart
 Just him... and his dear wife
 They had great fun before the end of her dear life
 The man's tear fell on the picture
 Directly in the middle
 Where their hands held together tight
 His hand holding onto hers,
 With all his might
 After many quarrels,
 After many fights,
 After many arguments,
 And many sleepless nights,
 He still loves her
 And he will pray for her
 And he waits for that day
 He can meet her and say
 How much he does need her,
 How he can understand and read her,
 How he won't neglect or shove her,
 And how he truly does love her

Maha Asif Gilani

Daughter of Asif Gilani (MBAE 2001-03)

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SNAPSHOTS FROM A GLORIOUS ERA!

Recently some pictures of class fellows & teachers were shared by our group members nostalgically as nostalgia is unappealing yearning to return.

During those times the idea of Semester system was relatively new to most of us as it demanded continuous hard work & pertinence to studies rather than leaving all preparation for eleventh hour of annual exams. Many of us had apprehensions of the strict requirements and obligations as outlined in very flashy printed Prospectus of the MBA program such as term papers, drop tests, group discussions & class presentations etc. which seemed scary & unfamiliar to what we were used to & still always came out with flying colors.

The first term was an easy get through affair and by that time some confidence was restored. The second semester had only one unfamiliar course of study, namely Research Methods & Techniques, also known as RMT.

As luck would have it that on the contrary it turned out to be most enjoyable experience of a lifetime, a privilege to go thru these study sessions with person of such a high caliber & unique personality .

To this day I can recall his stylish entry to the classroom. As soon he entered he would lit first of his 5,6 cigarettes during the lecture and put in the corner of lips & it was never touched till it was more than half burnt-out & then only he would put it in ashtray ,lit another one & would continue with his discourse. The routine opening line would be : in social sciences.....in his mesmerizing voice and we were all ears with a pin drop silence.

I recollect some of the terms or books that were so frequently referred during these lectures such as hypothesis, social segments, questionnaires, empirical data, anthropology, juvenile delinquency, sociological behavior & then two of his favorite books & authors "Common sense of science" & "Sociological imagination" by C. Wright Mills & Talcott Parson respectively.

Frankly many students like me were more attentive & spellbound to his overall accomplished manners & typical style of smoking which he enjoyed & it seemed like a delicate love affair with aroma only as he rarely puffed cigarette deeply inhaling or exhaling a cloud of smoke. It was just part of an immaculate personality.

In our hostel dormitory Rehmat, Mahmood & I tried to imitate his style of smoking without success. During these lectures there was sometimes repetition of ideas but we soon realized that his main purpose was to inculcate in us a deep feeling & habit of analysis and research. It was great that defeating all fears no one had to repeat RMT which also manifested Dr. Sahib's confidence in our academic abilities.

Dr. Sahib remained a symbol of sophistication & inspiration that he emitted was highly contagious. He was full of vitality & frankness. Many would recall his fabulously singing a poem of teenage love in the farewell party to the senior class and it stole the whole 'show'.

In short his was a personality that can never disappear from the horizon of the mind .
Lastly a stanza from a long poem by Henry Longfellow :

My heart goes back to wander there
And among the dreams of the days that were
I find my lost youth again
And the strange & beautiful song
The groves are repeating it still
A boy's will is the wind's will,
And the thoughts of youth are long , long thoughts.

Abdul Hayee
MBA (1972-74)

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اُسے بے نیاز دیکھنے کو دل کرتا ہے

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اُسے دلوں میں اُلفت ڈالتے ہوئے دیکھنے کو دل کرتا ہے۔

کہیں سے ڈھونڈ کے لاؤ غم و فکر
اُسے دلوں میں تسکین ڈالتے ہوئے دیکھنے کو دل کرتا ہے

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اُسے مددگار ہوتے ہوئے دیکھنے کو دل کرتا ہے

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Emotional Intelligence – Treat others the way you want to be treated



Gone are the days when technical or intellectual proficiencies were the main qualities desired by a leader. There is no denying the fact that technical and intellectual proficiency is important, it is now considered just an entry level skill. Many jobs are now so complex that we need to rely on a team of competent people. But if leaders lack the ability to communicate, collaborate with others, or set up a culture that supports staff appreciation and development, their technical skills alone will not get them far. That is why emotional intelligence is critical for leadership. Leaders set the tone for their organization. If they are lacking in emotional intelligence, it will negatively affect employee engagement, satisfaction, turnover, and ultimately the bottom financial line of their organization.

The good news is that emotional intelligence is not static. It can be developed, and leaders can develop theirs, increasing their leadership potential. In the real world, not everyone will automatically give you the respect you deserve as a human being. But there's a simple principle that will almost always help you to earn that respect " Treat others the way you want to be treated "

When discussing a topic on which you disagree with your colleagues or staff, learn to acknowledge their points. Thank them for being open and sharing their perspective. Ask them to clarify, try rephrasing their points in your own words, and ask if you have got it right. Give them the feeling that they got heard. The best gift you can give to others is gift of listening to them.

Use the phrase "Tell me more" quite often to understand the whole perspective. Get the details of a situation before taking any action. Others will appreciate the time you have taken to listen to their story, and that promotes respectful discussion.

If you are calm, chances are that the people will respond in the same way.

Understand their difficulties and acknowledge their challenges and they will be much more willing to listen to you. Be kind and fair when dealing with others. If you have to choose between being right or being kind, choose kindness.

If you are dealing with an arrogant person, chances are high that you may lose respect for others. Also, if you lack conviction and confidence, you will appear weak. Maintain a balance between these two extremes. It is difficult to maintain balance, but you can do so by focusing on strengths not only of yours but of the other party you are dealing with.

Individual values differ, not everyone thinks the same way. Emotional intelligence (EI) takes us back to 1000 years old principle "Treat others the way you want to be treated" or in other words "To earn respect, give respect first"

Saqib Cheema
MBA (1992-94)

Pakistan – A Rich Country being Poorly Governed



"Human beings are the best species in this universe", was my opening sentence when I was attempting one of the questions of Human Resource Development at IBA in 2011 (supervisor was Professor Basharat Naeem). This essay is nothing but a review of major economic indicators presenting mega challenges and opportunities for Pakistan.

As the world population touched the mark of eight-billion on 15th November 2022, many around the world have voiced concerns over an increasing population, unmet demands, and dwindling resources. The impact of these growing numbers especially in developing countries has meant increasing inequalities. There is also an alarming situation with regard to the climate crisis and displacements that people face from factors such as conflicts and constraints on employment opportunities. Inequality, for instance is not a 'natural' problem. In its man-made existence, inequality need not be left unaddressed. And, while population control is advisable in many countries including Pakistan, there is also a need to practically set out plans to feed millions of new mouths every year.

In Pakistan, the situation is more complicated. The population growth rate is still hovering around two per cent here in a country. As the pace of global climate change accelerates, Pakistan will face a water crisis even more acute than it is currently facing. Food scarcity too will become more of an issue as arable land is reduced. Part of the reason we have not been able to check population growth is because of cultural factors.

Pakistan ranks 5th in the ladder, regrettably, as of FY22, the nominal GDP of Pakistan stands at US\$376 billion with a nominal GDP per capita of US\$1,658 (177th worldwide). Compare this with top ranking populations of the world - China, India, US and Indonesia - Pakistan stands nowhere, even Bangladesh has surpassed Pakistan in exports (2014) and GDP (2019).

Looking inwards, it is quite interesting that Pakistan owes over 100 billion USD in foreign debts. It has had over 375 billion USD in the current account deficit since 1947. Pakistan imports around 10 billion USD worth of food items annually. However, it is also a fact that Pakistanis are the second largest investor in properties in Dubai. Around six daily flights to Dubai are all jam packed with first class and business seats occupied by Pakistanis. Lacs of very expensive animals are slaughtered during festivals.

Retrospectively, businessmen and bureaucrats wanted to enjoy their money in London and Dubai. Therefore, the then Government designed systems whereby such rupees are available in USD. Protection of Economic Reform Act, 1992 was promulgated to facilitate the same.

Pakistanis purchased a very large number of four-wheel drive vehicles during 2020-2021 and such vehicles are all booked in advance for two to four years. In all the big cities of Pakistan middle and high-end restaurants require at least an hour waiting time for dinner. Average attendance in a middle-class wedding, which consists of at least two functions, is around 400 people with lavish food and excellent arrangements.


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Whether Good Governance is a type of Governance



Governance refers to all aspects of the ways the government fulfills its job for societal and economic development. According to the World Bank, governance is the manner in which power is exercised in the management of a country economic and social resources for development. According the United Nations (UN), governance refers to the activities of all political and administrative authorities to govern their country. According to IMF, governance is a concept in which a country is managed, including economic, policy and legal aspects.

In the 1990s, the World Bank became the first international institution to adopt the concept of good governance into lending arrangements for developing countries and introduce the idea to the general public. In its 1992 report on Governance and Development, the notion of good governance was written as the way in which power is used to regulate the economic and social resources of a country for development.

There are five principles of Good Governance:

- i. Legitimacy and Voice: Participation and Consensus orientation-
- ii. Direction: Strategic Vision
- iii. Performance: Responsiveness & Efficiency and Effectiveness
- iv. Accountability: Accountability and Transparency
- v. Fairness: Equity & Rule of Law

Although good governance is particularly mentioned in the World Bank constituent documents but good governance may be construed as the outcome of different types of governance ranging from corporate governance, environmental governance, e-governance, global governance, democratic governance. In all these types of governance one can say that there is good environmental governance, good corporate governance etc but the word good is a relative term therefore the practitioners of governance use the word effective or ineffective governance instead of good or bad governance.

The second largest growing economy of the world i.e. China has moved ahead of these rudimental concepts of types of governance and is now hooked with the 'three governance integration' a new trend in China's rural governance.

Moreover world has now shifted to better governance as an outcome of all types of governance. 'Better' in governance falls within two broad areas, better results or better institutional practices. Result focused approaches to better governance are addressing questions of how effectively and efficiently economic and social resources are used for development. There are three results-focused dimensions of better governance:

- i. Capacity in delivering services and regulating
- ii. The achievement of national public policy outcomes or goals
- iii. Governance as the subjective individual, household and firm perception of being-well governed.

An institutional practice approach to "better" governance sets out a preferred set of institutional arrangements and capabilities- public financial management, civil service arrangements etc. There are three dimensions of better governance that focus on institutional practice:

- i. Governance as the structure and functioning of institutions within the executive.
- ii. Governance as the structure and functioning of political and judicial institutions
- iii. Governance as political and public service values.

It can be summarized that the initial researchers might have categorized the good governance as a type of governance but the connotation of good governance has changed over the period of time and warrants that the research may be made that whether good governance can still be tagged as a category or it may be considered as the outcome of any type of governance.

Usman Azam Shahzad
MBAE (1997-99)

Role of Civic Infrastructure in Disasters



In whole Pakistan, unplanned expansion of towns and cities is causing civic infrastructure disasters. Due to lack of proper municipal government and no bylaws or no implementation of the bylaws, there is no control on unregulated construction, as a result each town and city is turning into "Kachi Abadi". They did not develop any storm water management system, so during rainy season, rain water has nowhere to go, either it flows in streets or it goes to sewage drains which get clogged and add up more water into streets.

Encroachments in Karachi, and in every other city or town of Pakistan are out of control, people have encroached any available land including storm water drains and the government has done nothing to prevent it.

In Karachi various political parties allowed their workers to encroach government and other available lands. The current situation of flooding is the result of pure mismanagement and bad governance. My suggestion is to re-create Master Plan for each city and town with the help of town planners or urban planners with proper plan of civic infrastructure facilities, and storm water management system and bylaws to control the unregulated construction and to prevent the encroachments.

I really like the storm management system and storm water ponds in Canada, it is the best way of preventing the flooding and it is very good system to preserve the waterbed.

The storm water management system can be created in Pakistan too as we need to save water and to prevent the flooding during rain.

If we don't address the severe issue of unplanned development of the residential and commercial properties, they will causing the civic infrastructure disaster and it will turn every town and city into "Kachi Abadi".

We need to re-plan every town and city with a suitable "master plan" and bylaws to prevent the civic infrastructure disaster. But the most important thing is the implementation of these regulations.

Zafar Khan Niazi
MBAE (1997-99)

A journey to the end.....



What a beautiful day to begin with, if
only I'd be cheerful enough
to smile, to live every moment passing
by, to breathe
Misery hits you anywhere, anytime and
at anyplace
sometimes in the middle of a beautiful
day, sometimes when surrounded by
peers
Misery is not a just feeling,
for feelings change, for feelings retreat
and for feelings end
But misery stays, till you can't bear it
anymore, like a hole in your heart
till you wish to escape, from all the
fears and agony
But let me tell you my friend, you must
not give in
for you are born a fighter, and they do
not surrender
For surrender is a sin, a sin not
forgiven, a sin not forgotten
so you my friend shall not surrender as
surrender is not an option
You must fight till you succeed,
for success is a cure, a cure to your
despair
The end of this battle is a beginning to
a journey,
a journey with a lovely beginning and a
lovelier end
A journey comprising of pleasures and
distress
but my friend it will pass, slowly yet
steadily
I'll wait for you, in the darkness, in the
rain, and in the conditions that never
change,
for you to find me, our bliss and our
happily ever after

Laiba Amer
BBA (2018-22)

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FBR- Making Tax Digital and Beyond



For the first time in the history FBR is keeping pace with changes taking place on the tax landscape around the world. But the question remains the same: how far the move could be sustainable. My answer is, "I am quite hopeful". I have reasons to believe that the new outfit is all set to accept challenges of transformation and serious enough to experiment.

They have taken the first step in launching POS integration though in a very hurried manner. However, they have overcome the initial hurdles and now it is just a time game when the much-wanted digital tax system is enmeshed in the fragile tax system of the country. They have taken the first step towards fiscalization but in a more methodical and calculated way. Fiscalization when viewed in international perspective is a term used to describe in one word the progressive development of legal regulations for the use of electronic recording systems.

The basic principles of fiscalization are the seamless recording of all sales data, as well as their protected storage to prevent manipulation, fight the grey economy, and report to the Tax Authorities. The first country that introduced the concept of fiscalization that we know today was Italy back in 1983 and the first country experimenting the first e-Invoicing system was Chile in 2001.

Pandemic has provided impetus to the much wanted fiscalization but may be in a different way. The actual need of faceless trade has led to the faceless tax system.

The complexity of maintaining digital compliance is forcing businesses to think through new approaches. E-Commerce can take place anywhere and anytime as people are now buying online more than ever before. They have to overhaul their collection machinery in a completely new way. This gigantic transformation requires the replacement of a traditional tax collector with someone who is well equipped with AI and BI tools.

Digitalization is moving us towards the future. As the markets and businesses mature digitally, tax authorities should also feel the pinch of Digitalization too. Before a full throttle move towards e-Invoicing FBR should seek businesses' cooperation in preparing themselves for the EDI. A phased threshold based approach is one answer to this ticklish problem like India did and UK is doing in MTD- "Making Tax Digital". It is estimated that by year 2035 there is a forecast that around 550 billion e-Invoices will be generated annually.

A rapidly growing number of disruptive next-generation technologies have been shifting the world towards new digital solutions. FBR should remember that driving force behind is the Government Legislation.

Real-time tax data is increasingly important as tax authorities' world over are demanding real-time information from businesses in order to assess and support their tax liabilities. As the blockchain becomes more prevalent, it is important to consider how blockchain might impact VAT, Sales Tax and Income Taxes specifically, including impacts of documentation. The move will be a harbinger of an end to tax fraud and corruption in the system. It will not be surprising that in the near future blockchain will be embedded in day-to-day business processes and being considered for tax applications across the world.

Javed Ahmad
MBAE (2014-16)



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Allah: Some thoughts about the Name

We as Muslims should use the name "Allah" which is the proper name for our creator. The word 'Allah' has been used in Arabic literature long before the advent of Islam. Pre-Islamic Arabs worshipped a supreme deity, Allah, along with lesser deities. Prophet Muhammad (PBUH) used the word Allah to indicate the Islamic concept of God. Different names have been used to describe the super being in control of everything, the Almighty, the ever-present. In Persian literature the name that has been used is 'Khuda'. In Hinduism it is 'Baghwan', although, the Hindus share numerous deities (gods and goddesses) having ability to influence the desired outcome. In English He is known as 'God'. In Judaism, Hebrew word used is 'Elohim' to denote Allah. Both Muslims and non-Muslims including Christian Arab used the word Allah. Similarly, the same word is used by Babists, Baha'is, Mandaeans and Maltese Christian, Sephardi Jews, Christian and Sikhs in Western Malaysia.

Regional variant of the word Allah occurred in both Pagans and Christian pre-Islamic inscription. According to Ibn-e-Kathir, First Commentator of Quran, Arab Pagans considered Allah as unseen God. They further thought this is He who created and controlled the Universe. Pagan Arabs further believed and worshipped humans and animals who had lucky event in their life. This brought them closer to God. Pre-Islamic Makkian worshipped Allah along-side a host of lesser God whom they called the 'daughter of Allah' (Angles/Malika). Some writers have suggested that polytheists Arab used the name of Allah as a reference to a Creator God or a Supreme deity of their pantheon. It is possible that Allah, the supreme deity, has been part of tribal federation around Quraish, over the other gods. There is evidence that Allah and Habal were two distinct deities. Ka'ba was first consecrated to a supreme deity. Some inscriptions seem to indicate, the name of Allah was a name of polytheist deity, centuries earlier. However, nothing precise is known about this use.

God's name is Allah as per Quran. He should be called 'Allah' in all the situations. In Christianity, the concept of super being (God) is explained through 'Trinity', i.e., three godheads. In Judaism there is One God (Allah), but concept of Allah is deluded over the centuries. In Hinduism the godhead is split and not clear at all. In Buddhism there is no God; they look for purification of sole and limitation on desire. Sikhs believe in One God, but there is a confusion about its identity since they do not believe in the Day of Judgement. In contrast, Islam has a true concept of Allah (God) and accepts its Supremacy and Oneness. Whereas the concept of Day of Judgment, Resurrection, and Accountability are at the core of Islam. Another concept is that of meeting our creator in the life hereafter. However, to meet Allah there are two fundamental requirements: we must have a right Faith; believe in the existence of Allah and Prophet Muhammad (PBUH), the Last Messenger of Allah. You must Love Him; Remember Him with Devotion, and Utmost Sincerity. We believe that all *hidayat* comes from Allah through mental inspiration or through 'Quran'. However, this method cannot be confused with 'Wahee' which was a direction from Allah to His Prophets.

Ali Akbar Choudhry
MBA (1972-74)

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Entrepreneurship



As we race into an uncertain future, resetting priorities is of utmost importance. We must talk about entrepreneurs. This is challenging in a society where parents always dream about government jobs. The parents are sceptical about private sector or starting a new business. They think private sectors are always at risk due to multiple reasons.

People usually prefer a steady job and income in the government sector even though they are paid less.

Parents want their child's future to be "bright and secure" through government job but vacancies are not forthcoming in public sector. This is a difficult situation if the government has not learnt any lessons from the perils of over ambition and the virtue of containment. The inherent urge to impose, dictate terms of engagement and demand validation of governance models, as part of allegiance pact, has put the planet and periphery at risk where brinkmanship can cause incalculable damage.

Now the time has changed with some parents encouraging their children to seek professions of their own choice. High inflation has also pushed many families to use their potential to earn maximum wages.

Instead of looking for jobs, the youth must be looking towards start-ups with little investment.

For female business graduates who are jobless, remote work is very beneficial as it is convenient to gain back precious time while juggling the demands of both work and home without compromising on "climbing the ladder".

This is a high time to secure future and a time to let the country heal. Nations have prospered by exploiting the resources of their own countries to augment development gains, enabling them to make a quantum leap into a future driven by technology, innovation and accumulation of wealth.

For a country like Pakistan with increased vulnerability, economy in a state of flux and political polarisation at its worst, the future does not augur well. The cost of destabilisation is too high and runs the risk of pushing the country deeper into poverty. The most important fall out of acute shortage of food, water and energy remains unaddressed. This will result in chaos and anarchy. This is a high time to redefine our priorities, a time to overuse and a time to let the country heal by making a strong economy through promotion of entrepreneurship.

Farah Rizwan
MBAE (2001-03)

ڈر لگتا ہے

دلِ زندہ سے ڈر لگتا ہے
نیک نیت سے ڈر لگتا ہے
گناہوں کی اس بستی میں
فرض پڑھنے سے ڈر لگتا ہے

آزانِ صبح سے ڈر لگتا ہے
حج کرنے سے ڈر لگتا ہے
شیطان میں جسدِ خاکی کے اس
داؤد تیری یاد سے ڈر لگتا ہے

Ghulam Murtaza
MBA (2014-16)

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ساتھ چلنے سے ڈر لگتا ہے
امیدوں کے اس جہاں میں
سانس لینے سے ڈر لگتا ہے

تجھے پانے سے ڈر لگتا ہے
دور جانے سے ڈر لگتا ہے
پیچُ خم کے اس فرقے میں
سچ لکھنے سے ڈر لگتا ہے

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3 Marla	410,000	1,230,000	225,000	8,500	27,000	225,000
5 Marla	360,000	1,800,000	350,000	12,000	43,000	300,000
10 Marla	320,000	3,200,000	625,000	24,000	65,000	485,000
1-Kanal	300,000	6,000,000	1,050,000	45,000	125,000	1,000,000

Residential 3 Years Payment Plan

With Development Charges

Plot Size	Rate Per Marla	Total Price	Down Payment	(36 Monthly) Installation	Half Yearly 6 Installation	On Possession
3 Marla	550,000	16,50,000	412,500	15,000	70,000	277,500
5 Marla	560,000	2,800,000	700,000	25,000	100,000	600,000
10.11 Marla	460,000	4,651,111	1,150,000	45,000	150,000	981,111

Commercial 5 Years Payment Plan

With Development Charges

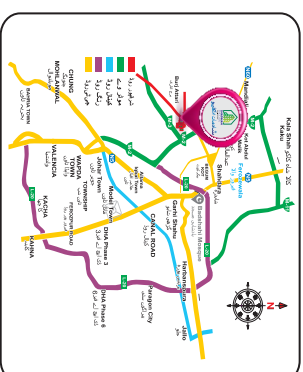
Plot Size	Total Price	Down Payment	(60 Monthly) Installation	Half Yearly 10 Installation	On Ballotting	On Possession
Main Road	10,500,000	1,575,000	75,000	200,000	1,200,000	1,225,000
20x20	5,000,000	750,000	30,000	150,000	500,000	450,000

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