As the UMT community welcomes the New Year, there is much that has been accomplished in the preceding months but much more needs to be done to meet new and emerging challenges. Significant progress has been made at the global front. Dr Hasan Sohaib Murad represented UMT at the 18th IBF Congress in Turkey and took the initiative of launching the Global Muslim Entrepreneurial Leadership Forum (GMELF) to encourage Muslim youth to become job givers rather than job seekers. In a significant development, negotiations with Turkish investors for launching a university with global imprints are already underway.

On top of this, UMT pioneered the South Asian Triple Helix Association (SATHA) chapter in an attempt to bring together societal change through integrated working of government, academia and industry. As long as the three players work in isolation, no real progress is possible. Rector UMT Dr Hasan Sohaib Murad and Director General Abid H K Shirwani have indeed given a new direction to UMT students in particular, and to the policy makers and opinion makers in general to give serious thought to the triple helix concept.

This issue of the newsletter covers all these facets of life at UMT besides giving glimpses of other activities such as the numerous academic and extra-curricular achievements of our faculty members and students. On a final note, this issue also carries an exclusive interview of Irshad B Anjum, GM Operations, Faletti’s Hotel, Lahore, who shared his perspective on the hospitality industry in the country at large and also at the global level. Readers would enjoy going through his views on the culture of change and success at the highest corporate levels.
A good leader takes a little more than his share of the blame, a little less than his share of the credit.

- Arnold H Glasow
Dr Hasan Sohaib Murad, Rector UMT, represented Pakistan in the 18th International Business Forum (IBF) Congress held simultaneously with the 30th COMCEC Summit and the 4th Palestinian Business Forum (PBF) Congress on November 26-30, 2014 in the Istanbul CNR Expo Center. The theme of the 18th IBF Congress was “Paradigm Shift: Neo-Financial Drifts”. It is worth noting that the first IBF Conference was organized by PBF and ILM in 1995 in which 233 businessmen from 33 countries participated. ILM students and faculty played a heroic role in organizing it.

Local and foreign government officials, academicians, practitioners, public-private sector and professional organizations’ representatives, presidents of chambers and business associations, economy editors and press members, decision-makers as managers and politicians came together to pinpoint the issues such as the causes of global financial crisis, use of funds in Islamic countries, new generation financing models, building partnership, corporate reputation, protection of intellectual property rights, how to prevent unfair competition and evaluate concrete recommendations. This global forum was attended by 600 delegates from 90 countries.

UMT has reached another milestone by launching Global Muslim Entrepreneurial Leadership Forum (GMELF), a brainchild of Dr Hasan Sohaib Murad, Rector UMT. The primary purpose of GMELF is to promote entrepreneurship while bringing global Muslim entrepreneurial leaders together at one platform. GMELF is aimed to serve the Muslim nations while encouraging the Muslim youth to work on innovation and creativity.

GMELF is destined to bridge creativity and innovation across Muslim borders as well, encourage self-reliant projects, and promote technical know-how and expertise. The forum was officially launched from the platform of MUSIAD / IBF 2014, Istanbul, Turkey (from 25th November 2014 - 30th November 2014). Syed Rashid Hussain, Assistant Prof SBE, attended the conference for this purpose. Dr Hasan Sohaib Murad serves as Chairman GMELF.
National hero Dr Abdul Qadeer Khan awarded 23 Patron’s Medals and 29 Rector’s Medals to graduates of the 10th UMT Convocation held at the UMT campus, Lahore, on November 22, 2014.

A total of 1100 graduates were awarded degrees in various disciplines. Seven special awards including six awards (100,000 PKR) + 1 award for (50,000 PKR) and 3 Academic Achievement Awards were also presented. Dr A Q Khan Awards for Entrepreneurship and Innovation were presented to three group projects, namely; solar car, power up fuel saving unit (business plan), and robotics.

Addressing the large gathering, Dr A Q Khan congratulated students and their parents for their wonderful academic achievements. He emphasized that students should play an active role in nation building to take the country to the highest levels of development.

Dr Khan took this opportunity to announce that 200 beds A Q Khan Hospital shall serve as teaching hospital for UMT Medical College. Reciprocating this gracious gesture, Rector UMT Dr Hasan Sohaib Murad took this opportunity to announce that 200 beds A Q Khan Hospital shall serve as teaching hospital for UMT Medical College. Reciprocating this gracious gesture, Rector UMT Dr Hasan Sohaib Murad
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Dr Hasan also shared the future development plans of the university in terms of academics and infrastructure. Earlier, Dr A R Kausar, Director, Institute of Applied Sciences (IAS) at UMT, welcomed the distinguished guests, graduating students and their parents. Doctorate degrees in English and Linguistics were awarded to Dr Shaban Rafi and Dr Irshad Tabassum. Moreover, 3 students from the UMT Sialkot campus also received Patron’s Medals while 2 students received Rector’s Medals.

This year 307 participants graduated from the School of Business and Economics (SBE), 153 from the School of Science and Technology (SST), 161 from the School of Social Sciences and Humanities (SSS&H), 87 from the School of Professional Advancement (SPA), 132 from the School of Commerce and Accountancy (SCA), 81 from School of Textile and Design (STD), 172 from School of Engineering (SEN), 3 from School of Law and Policy (SLP), and 4 from Institute of Islamic Banking (IIB).
The historic launch of South Asian Chapter of Triple Helix Association (covering the countries of Pakistan, Afghanistan, India, Sri Lanka, Maldives, Nepal, Bangladesh and Bhutan) held on November 19, 2014 at UMT was attended by more than 150 people from regional universities, industries and representatives from government. The guests included Nabil Hashmi, Chairman Thermosole (Pvt.) Ltd. and Tariq Bhatti, Additional Secretary Education.

Addressing the session, Abid H K Shirwani, DG UMT, and President SATHA, said that earlier in the region, academia, industry and government were working in isolation. The Triple Helix concept suggests that the three actors can better serve society by joining hands. He added that he had convinced the executive body of THA at Tomsk (Russia) to establish the South Asia Chapter of THA in Pakistan by driving home the point that UMT is a true entrepreneurial university in Pakistan which was established without any government funding. He said that UMT has been working on the THA philosophy for several years.

UMT through its subsidiary Institute of Research Promotion (IRP) is promoting applied research in the universities and linking the industries, governmental institutions and universities through policy research.

In his concluding remarks, Rector UMT Dr Hasan Sohaib Murad, Chairman SATHA, showed his gratitude to the audience for taking interest in Triple Helix. He congratulated the UMT family and SATHA team for this great achievement.

Henery Etzkowitz, President THA, joined through Skype. He said that for effective working of the South Asian Chapter of THA in Pakistan, the guidelines are to start research projects of industries with students of academia, involve government to implement these steps, and share and transfer knowledge.

Maria Laura introduced the functionalities and membership mechanism of the association. Earlier, Khalil A Arbi, Executive Vice President SATHA, formally introduced the THA concept.
Turkish officials and investors discuss collaboration for launching a Global Management and Sciences University

Turkish officials and investors from the Black Sea Free Zone made a presentation to UMT Team comprising of Dr Hasan Sohaib Murad, Rector, and Syed Rashid Hussain Shah, Assistant Professor, SBE, to collaborate for launching a Global Management and Sciences University over an area of 30 kms in the Asia-Europe region. They were delighted to attract the attention of UMT leadership to invest their expertise to help promote literacy and education standards in the region.

During the meeting, the principle policies and operations were discussed.

Dr Hasan Sohaib Murad briefed the Turkish delegation about the newly inducted Health Sciences program as well as the establishment of 300-bed teaching medical hospital. The Turkish delegation assured full support to Dr Hasan in terms of provision of technical instruments as well as modern medical equipment. The meeting will be followed by another round of meetings to chalk out future strategies for initiating the project during a weeklong stay of UMT delegation in Turkey.

The Turkish delegation comprised of Eyup Altun, President Consultant for Agriculture and Food Confederation of Turkey, Prof Najip, Istanbul Technical University, Dr Kemal Aydin, Principal Promoter, Turkey Education and Skills Development Board.

MoU signed between SBE-UMT, Pakistan, and HITIT University, Turkey

Dr Hasan Sohaib Murad, Rector UMT and Prof Reha Metin ALKAN, President HITIT University, signed an MoU on behalf of their respective organizations. Under the terms of the MoU, both universities will work towards facilitating students in undergraduate and graduate studies and faculty exchange programs.

HITIT University currently has over 12,000 students, over 550 academic staff and more than 50 international partners. This MoU signifies a concrete step in nurturing the far reaching collaboration between the two schools and provides the framework for the delivery of future key areas to build capacity to cope with the emerging challenges. This agreement will be of special importance for the faculty and students of SBE in terms of research, exchange of students, faculty, and staff, joint development of research projects, joint organization of seminars and cultural events, exchange of information and educational resources and publications, and other agreed academic exchanges and cooperation programs.
Prof Masakatsu Mori, Professor Emeritus and Vice Chairman, International University of Japan (IUJ), held a special session for MBA and BBA students of SBE on December 11, 2014. He was conducting the session on the invitation of Office of Internationalization, SBE. Dr Hasan Sohaib Murad, Rector UMT, Dr Rukhsana Kalim, Dean SBE, and senior faculty members attended the session.

Prof Mori said that business integration and transformation is possible through visionary leadership, strategic goals and IT development. He quoted the example of IUJ which has become a renowned university as a result of strategic business goals set by his team. IUJ caters to students of diverse backgrounds and offers business training in global partnership.

His presentation also dealt with the topics of supply chain management, human resource and various aspects of business.

The session provided an important platform for exchanging business information and exploring educational opportunities between Pakistan and Japan.

Earlier, the session began with recitation of some verses from the Holy Quran followed by a welcome note from Naveda Kitchlew, Chairperson, Department of Management, and Associate Dean Internationalization, SBE. It is worth mentioning that Prof Masakatsu Mori is also Former President, Accenture Japan and Member BoD, Accenture Worldwide.

This is his first visit to Pakistan. He has been associated with the field of internationalization for the last 45 years and has been responsible for shaping the future of leading companies in Japan.
UMT has signed an MoU with Turkish Social Party (AK PARTi) to train their workers on performing better as well as preparing to have an entrepreneurial mindset for the personal as well as party growth perspective. This agreement was made in the presence of Advisor to City Mayor Committee Dr Kemal Ayedin and Turkish Social Party (AK PARTi) representative Nimet Cevik. UMT was represented by Syed Rashid Hussain, Assistant Professor, SBE. As per joint consensus, UMT would start first offering short certificate courses and training programs through distance learning format (including Skype classes, assignments, and exercises) in entrepreneurship for the workers especially females. Moreover, the later focus would be on assisting to develop a Women Entrepreneurial cell in the party center. Furthermore, it was also agreed to replicate the same working model for Ankara and other Turkish cities as well.

MoU for academic cooperation signed between UMT and Istanbul Sabahattin Zaim University

Rector UMT Dr Hasan Sohaib Murad and Prof Dr Mehmet BULUT, President, Istanbul Sabahattin Zaim University, signed an MoU on behalf of their respective organizations at the IZU campus. Under the terms of the MoU, both universities will work towards facilitating students in undergraduate and graduate studies, and work out details of faculty exchange programs.

UMT School of Business and Economics (SBE) signs MoU with Wuhan University of Technology (WUT), China

UMT School of Business and Economics (SBE) has signed MoU with School of International Education, Wuhan University of Technology (WUT), P. R. China, thus creating an opportunity for our faculty and students to explore international horizons and enrich their experience through networking with WUT. This MoU signifies a concrete step in nurturing the far reaching collaboration between the two schools and provides the framework for the delivery of future key areas to build capacity to cope with emerging challenges. This agreement will be of special importance for the faculty and students of SBE in terms of exchange of faculty, staff and researchers in the fields of Management and Economics, exchange of students, joint development of research projects, joint organization of seminars and cultural events, exchange of information and educational resources, joint assistance in research work, and co-supervision of doctoral candidate thesis in respective schools upon successfully completing host university admission criteria.

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Abid H K Shirwani inaugurates UMT FM Radio 98.2 tower

UMT FM Radio 98.2 tower installation and mounting antenna ceremony was held on November 7, 2014. Abid H K Shirwani, Director General UMT, officially inaugurated the first physical step and attached the very first angle of 100 foot antenna on the rooftop of new multi-storey School of Engineering (SEN) building. UMT Heads from different departments were also present in the ceremony. Abid H K Shirwani appreciated the tireless efforts made by Rashid Khan, Head, Center for Broadcast Services (CBS) and his team for the establishment of the project. He prayed for the betterment and success of CBS and UMT. In the end, Rashid Khan thanked the Director General UMT for his presence to inaugurate the unit of CBS.

UMT and Akhuwat sign MoU to provide interest free microfinance to deserving students

UMT has signed an MoU with Akhuwat which is one of the leading resources for providing interest free microfinance to the disadvantaged. Akhuwat will provide scholarship worth Rs 60,000/- per year to 5 deserving students. Moreover, UMT students with special needs will receive interest free loan financing (upto PKR 50,000/-) for requisition of customized electrical and motorized wheelchairs. Loans will be provided according to policy, rules and regulation of Akhuwat. Manual wheelchairs (3) will be provided as a gift to UMT to be placed at a check-in station for UMT visitors.

UMT and NTS sign MoU

An MoU was signed between UMT and National Testing Service (NTS). Under the terms of the agreement, NTS will provide 13 scholarships to UMT - 7 scholarships will be for undergraduate programs while 8 scholarships will be for graduate level programs. The scholarships will include complete waiver of tuition fee and a stipend worth Rs 5,000/- per month for two semesters. NTS was established in 2002. NTS™, being Pakistan's first and only public sector autonomous, self-reliant and self-sustained premier testing organization, conducts tests and assessments for admissions, scholarships, recruitment and promotion purposes.

MoU signed between SBE-UMT and Lions Club International

Department of Information System at SBE presented an opportunity of signing MoU between SBE-UMT and Lions Club International. The agreement opened international doors for UMT family through student and faculty exchange program, youth exchange program, relief funds for UMT projects, scholarships for students (members only), Club member recognition in 210 countries, and multiple training programs around the globe for faculty and students (sponsored by USAID only for members).
Dr Rukhsana Kalim, Dean SBE, selected for Best University Teacher Award

The Higher Education Commission of Pakistan has selected Prof Dr Rukhsana Kalim, Dean, School of Business and Economics for Best University Teacher Award for the Year 2012-13.

Dr Rukhsana Kalim has thirty-two years of teaching and administrative experience in both public and private universities. She earned her PhD degree in Economics from the University of Glasgow, UK. She has also served as Head of MBA and MPA programs at Fatima Jinnah Women University, Rawalpindi during 2000-2001. She has also presented research papers in various national and international conferences. She is an HEC approved supervisor and has supervised a number of MPhil and PhD theses. Her teaching interests include the areas of: Micro Economics, Macro Economics, Development Economics, and International Economics. Her area of expertise in research is capacity utilization in the large scale manufacturing sector of Pakistan, poverty alleviation, productivity, stock market development, foreign direct investment, and social development. She successfully organized three consecutive international conferences on business management at UMT. She is the member of Editorial Board of Global Business and Economic Research Journal. She is associated with Pakistan Society of Development Economics (PSDE), Islamic Society of Statistical Sciences (ISOSSE) and Council of Social Sciences (COSS) as a member. Dr Rukhsana Kalim is also an active member of Selection Committee for advanced studies at Lahore College for Women University.

ACCA-UK awards exemptions to SCA students

Students of School of Commerce and Accountancy (SCA) have been awarded exemptions by the Association of Chartered Certified Accountants (ACCA-UK), ACCA is the global body for professional accountants. It aims to offer business-relevant, first-choice qualifications to people of application, ability and ambition around the world who seek a rewarding career in accountancy, finance and management. Attaining a professional qualification along with an academic degree will serve dual purpose as SCA students can now easily tag themselves as professional accountants by becoming an associate member of ACCA.

- Exemptions of 7 papers
School of Commerce and Accountancy-UMT has been awarded exemptions of 7 papers by ACCA-UK. Now, participants after getting BCom (Hons) qualification will get exemptions in 7 out of total 14 paper series of ACCA-UK.

After getting exemptions in ACCA paper F1, F2, F3, F4, F5, F6 and F7, participants can easily go through the process by completing remaining 7 papers.

- Exemptions of 9 papers for Mcom
School of Commerce and Accountancy (SCA) has also been awarded exemptions of 9 papers for MCom by ACCA-UK. Now, participants after getting MCom qualification will get exemptions in 9 out of total 14 paper series of ACCA-UK.

It is the great honor for UMT as she is the first and only academic institute in Pakistan honored with this highest number of exemptions for MCom in ACCA.
The Office of Career Services (OCS) at UMT organized a Job Festival on November 27, 2014 under the theme “Igniting Passion”. The Job Festival brought 80 desired recruiters under one roof and witnessed over 6,500 plus job seekers from UMT and other universities exploring job opportunities in their areas of interest. A total of 600 vacancies were offered.

The Job Festival was inaugurated by Engr. Jawad Saleem Qureshi, Chairman, 4B Group, Pakistan, Rehmat Ullah Javed, Chairman SME, LCCI, Intiaz Ahmad Khan, Credit Head, HBL Lahore, along with Abid H K Shirwani, DG, UMT, and Ibrahim Hasan Murad, Director, UMT.

On this occasion, Abid H K Shirwani, said, "It’s one of the major responsibilities of any prestigious institute to organize such events, where graduates can interact with their desired employers for jobs, internships and volunteer work. Job festivals can put participants on the fast-track to gaining a job, help companies fill vacancies and solve workforce issues in the community”.

M Khurram Khan, Head of HE & CSR, Firhaj Footwear (Pvt.) Ltd., Hush Puppies, was the chief guest at the closing ceremony. He distributed shields among the participating organizations and ushers. He also congratulated OCS and UMT for arranging a successful event.

At the end, Aqeel Baloch, Manager Career Services and Industrial Linkages, congratulated and thanked all the sponsor organizations, UMT faculty, staff members and ushers for making the event successful.
Former Federal Secretary Tariq Mahmud highlights key features of federalism at UMT

Distinguished former Federal Secretary Tariq Mahmud highlighted key features of federalism before a select gathering at the UMT campus. Tracing the history of the two parts of the undivided country, East and West Pakistan, he observed that this geographical incongruity influenced the leaders of that time to adopt the federal system. Mahmud then analyzed the changing pattern of federalism post-1971. He explained how sub-nationalities became incrementally disillusioned with the centrist approach.

In his opinion, had they been given political space, their forced reversion to their ethnicities, languages, and glorification of their historical-cultural idiom could have been avoided. The centrist model, in his view, was a legacy of the pre-independence thinking that was lacking in projecting the contours of the kind of polity best suited for the new born country.

The event was organized by the UMT School of Governance and Society. The audience included faculty and students from UMT and the Punjab University, civil servants, journalists, and members of civil society.

Dr M S Berger from Leiden University, Germany, teaches course at UMT School of Law and Policy

Dr M S Berger, Professor of Islam, Leiden University; Sultan of Oman Chair for Oriental Studies, Leiden University; Advisor, Government of the Netherlands, was at UMT School of Law and Policy from December 14 – 20, 2014. As part of the ongoing collaboration between Leiden University and UMT School of Law and Policy, Professor Berger taught a certificate course on Islam in the West. The successful participants will be awarded certificates by Leiden University. It must be mentioned that this is the first time that a prestigious European university has offered a certificate course at a Pakistani law school. Leiden University has also not charged any fee for this course.

H.E. Marcel de Vink, Ambassador of the Netherlands, attended the first session of the course on December 15, 2014 at UMT School of Law and Policy. Based on the tremendous success of the course, negotiations will take place between Leiden University and UMT School of Law and Policy in March 2015 to finalize the offering of such courses on a regular basis.

Director SLP Syed Imad-ud-Din Asad and his team have expressed their gratitude to Dr Hasan Sohaib Murad for his generous encouragement and strong support without which none of this would have been possible.
HEC recognizes UMT Silakot Campus as degree awarding institution

Higher Education Commission (HEC) of Pakistan has published UMT Silakot Campus as one of its recognized degree awarding institutions of UMT on its website. This is indeed another milestone achieved in the history of UMT.

UMT sub-campus was established in 2012 to meet the increasing needs of the people of Silakot in terms of higher education. UMT has the distinction of being the 1st university in Silakot. The campus is equipped with excellent facilities and modern technology including advanced multimedia equipment. The campus is spread over 20 kanals of land and covers 85,000 sq. ft. All 5 floors are equipped with modern facilities.

The UMT sub-campus in Silakot is fully equipped with the best learning resources. These include air conditioned classrooms, laboratories and computer labs furnished with state-of-the art computers, and fiber optics internet. There is also campus wide Wi-Fi internet facility. Capsule lifts and emergency exit stairs are part of the infrastructure.

There is an excellent sports complex spread over 56 kanals, cafeteria with seating arrangement, and 24 hour surveillance system for security purposes.

Muhammad Yousaf Jamil delivers lecture on Six Sigma in higher education at HEC, Islamabad

Muhammad Yousaf Jamil, Director, Quality Enhancement Cell of UMT was invited by Dr Muhammad Rafique Baloch, DG, Quality Assurance Agency, to deliver a lecture on “Six Sigma in Higher Education” to the Director QECs forum of 15 private sector universities on December 24, 2014.

During the lecture, Yousaf Jamil enlightened upon the basic concepts and history of six sigma, its process capability, benefits and mission of six sigma in education, 80/20 rule, explanation of project of six sigma during his qualification course on six sigma black belt using DMAIC methodology and a case study.

All the directors of QECs of 15 private sector universities of W4 category attended the lecture which was also appreciated by Director General, Quality Assurance Agency, HEC, Islamabad. He further added that such types of activities can contribute a lot towards quality improvement at institutes implementing such projects. This is a pronounced achievement as far as progress of Quality Enhancement Cell at UMT is concerned.
Microfinance; A poverty reduction tool, Socio-economic prospective

Ada Jaffery
MS Student at University of Management and Technology

Dr Dawood Mamoon
Associate Professor
School of Business and Economics, University of Management and Technology

This paper aims to critically evaluate the microfinance approach in social and economic perspective. Critical analysis reveals that microfinance can be used as an efficient tool to reduce poverty, thus contributing towards economic as well as social development. Moreover, the paper highlights the role of institutional design and indicates that microfinance institutions working on the lines of non-government organizations and following the double bottom line approach performs better than the other institutional frameworks. Joint liability and the role of group leader are eminent in enhancing the performance of these institutions.

Poverty can be pressed down if microfinance institutions are driven in a more systematic manner keeping in mind primarily the well being of society. Economic development is considered as a process by which policy makers perk up the conditions of a developing state. Development economics covers the financial expansion, economic growth and improvements in the general well being of the people, usually referred as social development. So, in general economic development is an amalgamation of socio-economic improvements. Debate on growth and development has been in the limelight especially in the developing countries and research proves that in certain circumstances growth without development leads us towards poor social conditions. It is important to understand that for a country to step forward and do well, all the sectors need equal attention at a national level, Disparities in the sectors takes countries towards coordination failures and poor values of social and economic indicators such as GDP, employment, investment, trade, balance of payments, literacy rate, health facilities, infant mortality, population and access to credit, etc. In developing regions around the globe including Latin America, Asia and Sub-Saharan Africa, it is generally observed that socio-economic state of affairs is pitiable. Many international and national agencies are working on these lines so that they can uplift these conditions.

This paper aims to critically analyze firstly, the performance and efficiency of microfinance institutions by exploring which type of institutional design is better to become most effectual in stamping out poverty; secondly, the role of microfinance institutions in enhancing general well being of the people in context to social development and thirdly; impacts of microfinance on the socio-economic development and growth of developing countries.

This paper was presented in the 4th International Conference on Business Management (ICoBM) 2014 held at Sukkur IBA and published in the conference proceedings. Full paper can be accessed at http://icobm.com.pk/proceedings/4th%20International%20Conference%20on%20Business%20Management%20Proceedings.pdf
How to Be a Good Manager: 

8 Quick Tips by Jen Smith

1. Do Your Job
Managing people isn’t an excuse to let them do the work whilst you look on. Of course, sometimes your job may involve being more strategic but your staff will respect you for doing what needs to be done and being willing to pitch in like everyone else at times. Many of us have had managers who use their role as an excuse to do less or attend more meetings. Get the balance right and earn respect from your staff.

2. Acknowledge the Positive
See the positives in your staff and their work. Don’t be one of those bosses who only sees what’s missing rather than what’s been achieved. It is demoralizing for staff to have someone only see what they have done ’wrong’. Positivity breeds positivity. Genuine and meaningful praise goes a long way.

3. Don’t Be Afraid to Manage
Things don’t always go smoothly in any workplace. You are a manager, so you must be willing to manage. Some people find it hard to set boundaries or give feedback but it is important to get over that hurdle. People appreciate genuine leadership. Practice managing and making the tough decisions. These things get easier with practice but people will appreciate knowing where you stand and any changes they need to make.

4. Be Vulnerable
If you make a mistake, be big about it and apologize. It can be scary and seem like you are making yourself vulnerable, but your staff will appreciate your honesty. No one expects a manager to be super human. Everyone likes someone who takes responsibility for their actions.

5. Be Real With People
Let your staff know what’s going on behind the scenes, as appropriate. If something will affect a member of staff, make sure they are included in the communication. This doesn’t mean you have to let your staff know everything. Sometimes keeping communications back until the correct time can save panic and needless worrying. Communicate appropriately and consistently but be aware of how communication (or lack of it) can affect your staff.

6. Lead by Example
If you want your staff to behave in a certain way (professional, good team players), then lead by example. It is not fair to expect your staff to do something if you are not doing it yourself.

7. Be Self Aware
Be aware of your moods and how you communicate. You may not realise how much of an impact you have on your team as a manager. You may know you are in a bad mood about the dog chewing your shoes this morning but staff may feel that they have done something wrong if they don’t know this! Be aware of how and what you communicate. Your team will pick up on it.

8. Have Fun
Having fun at work can help make the work easier for everyone, forge positive relationships and strengthen your team. There is usually room for more fun in any work environment, but if the nature of your work makes that difficult, be sure to schedule fun activities when you can. If you create a positive work atmosphere, it also becomes easier to deal with challenges as they arise.

9. Trust Yourself
At the end of the day, there is no one right way to be a manager. Trust yourself and learn through your mistakes. Managing others is a great way to develop and enhance your leadership skills and create a positive work experience for yourself and others.

Adapted from: http://workawesome.com/management/how-to-be-a-good-manager-8-quick-tips/
UMT All Pakistan Multilingual Declamation Contest

Khateeb- UMT Debating Club, in collaboration with CRM, organized 2nd All Pakistan Multilingual Declamation 2014. The competition comprised of debates in English, Urdu, Punjabi and Saraiki. Debaters spoke of child rights, the miseries and abuses the future of our motherland, of law that is not implied, of policies made but never acted upon, but not only the grey side.

They spoke of solutions too, such as steps taken by CRM for the application and implementation of child rights in Pakistan. Everyone appreciated the huge step taken by Khateeb, UMT Debating Club towards creating awareness of such issues.

The winners of the 2nd APMD’ 2014 were University College Lahore (UCL) and runners up were Government College University (GCU), Lahore.

After the closing on 2nd day of APMD, Khateeb organized a night with gypsies from Lahore region and named the event “Jagmagatay Taaray”.

Team Khateeb interacted with all the children and goodie bags were distributed amongst them on showing their talent.

UMT Psychology students win inter-university competitions

UMT Department of Psychology students participated in several Inter-University Competitions in the month of October in “Mental Health Week” organized at UCP and COMSATS Institute of Information Technology, Lahore.

The event was organized to create awareness about mental health issues and involve the students in the effort. Students came up with many innovative ideas to showcase various themes selected for the contest. The Mental Health Week at COMSATS spanned two days. On October 18, mime and drama competition was organized and on October 22, poster quiz competition took place.

The theme for the mime and drama competition was cultural psychology and for quiz competition, the theme was social psychology. Our students won first prize in mime competition and second in quiz competition. This story of success does not end here.

On October 23, participating in the Mental Health Week at University of Central Punjab, our highly talented students won the first prize on their performance in mime and drama competition on the theme parent child relationship.
Power UP a fuel saving idea with an impressive prototype was declared 1st at the IBA-Karachi Grand Entrepreneurial DICE-INVENT 2014. The event is conducted every year at IBA-Karachi and is considered as the most versatile and comprehensive entrepreneurial competition. DICE-INVENT differed from other business competitions as it focused on the prototypes and venture creation and not the business plan only. HEC, British Council and SMEDA were major partners of the event. UMT was also one of the partnering universities.

More than 40 universities all across Pakistan participated in this event with a total of more than 210 teams. The screening process took more than 6 months that shows its credibility. Asher Ramish, Director, Center for Entrepreneurship and Innovation (CENTIN) expressed gratitude to Dr Hasan Sohaib Murad for his support. CENTIN at UMT has been making efforts to facilitate/train students to work on new ventures. Ammar’s idea had been in CENTIN’s virtual Incubation for 8 months where the team kept on fine tuning this start up plan.

A team from the School of Engineering (SEN) led by by Col Khan M Nazir, Asst Prof EED, SEN, along with Salman Khalid, Lab Engineer, and Ammar Akhlaq, Lab Engineer, participated in Engineering and Technology Exhibition (ETEX) 2014. In the UMT stall, three projects were displayed, namely; hexapod with 360 degree freedom, solar car submission, and prosthetic arm. The participants of the exhibitions and visitors showed keen interest in the projects displayed at UMT stall. This exhibition provided a platform to showcase full spectrum ranging from engineering goods to household goods, from auto and agri machinery to plastic molding, medical machinery and HVAC. Service providers from different parts of the country participated in this exhibition under a unique platform where they met with prospective customers, CEOs, general managers, decision makers, investors, scientists, quality experts, exporters and academicians.
Kabir Ahmad Khan, Abid H K Shirwani and senior officials at the launching of PTDC Friends Club

Naveda Kitchlew, Chairperson, Department of Management, presenting souvenir to Dr Leonhard Dobchutz

Dr Khalid Mehmood shares his insight on publishing research work

Students browse through the books collection in UMT Book Fair 2014

ILM Colleges (Sillanwali) visit UMT campus
- **Muhammad Feyyaz**, Assistant Professor, School of Governance and Society (SGS), presented a paper on 'Voids, limitations and implications of national counter-narrative for Counter Terrorism – A case of Pakistan', in two-day Terrorism Experts Conference organized by NATO- Centre of Excellence: Defence against Terrorism (COE-DAT) at Ankara on October 15-16, 2014.

- **Manan Aslam**, faculty member from Institute of Applied Sciences (IAS), UMT, presented a research paper titled, "Determinants of Seed Cotton Prices: A Case Study of Small Cotton Growers in District Khanewal, Pakistan" at a conference held in Dhaka, Bangladesh (October 16-19, 2014). He was the only Pakistani presenter from amongst the thirty Asian countries present at the conference.

- A research paper authored by **Fatima Sajjad**, School of Social Sciences and Humanities (SSS&H) titled 'Faith as a Human Security Concern; The Case of Tehrik Taliban Pakistan' has been presented in the 4th Istanbul Human Security Conference organized by United Nations Human Security Unit, UNDP Turkey, Kadir Has University, Istanbul and Coventry University UK. The conference titled '20 Years On: Human Security at Crossroads' was held on Oct 23-24, 2014 in Istanbul, Turkey.

- Research papers authored by **Fatima Sajjad**, School of Social Sciences and Humanities (SSS&H), have been presented in the following international conferences:
  a) 'Faith, Peace, Education; Perspectives of Active Faith based Educators in Pakistan' presented in the 7th International Conference of Education, Research and Innovation, held in Seville (Spain), on November 17-19, 2014.
  b) 'The Madrasa Myth and the Missing Perspective' presented in The 2nd International Conference on Research in Education (ICORE 2014) held on November 18-20, 2014 at Institute of Education and Research, University of the Punjab, Lahore.

- A research paper authored by **Fatima Sajjad**, School of Social Sciences and Humanities (SSS&H), UMT, titled 'Religious Education for Peace in Pakistan' has been presented at the Asian Education for Peace and Interfaith Congress 2014 held in Hiroshima, Japan from Oct 26-28, 2014. This paper co-authored by **Prof Daniel J Christie**, Professor Emeritus at The Ohio State University, Fulbright Specialist in Peace and Conflict Studies and **Dr Laura K Taylor**, Assistant Professor at University of North Carolina, USA, was highlighted as a selected featured presentation under the theme 'Religion and Peace' in the virtual session of this conference.

- A research paper titled "Application of Fractional Control Technique to an Electro-hydraulic Velocity Servomechanism" authored by **Fahad Usman Khan** and co-authored by **Muhammad Atif**, Lecturers in Electrical Engineering Department, School of Engineering (SEN), UMT, has been accepted for publication after double blind review process in International Journal of Arts and Sciences (IJAS), Asian American Conference for Technology and Science, Nanyang Executive Centre on the campus of Nanyang Technology University, Singapore, January 13-16, 2015.

- A research paper titled "Biologically Inspired Self-Reconfigurable Hexapod with Adaptive Locomotion" authored by **Ammar Akhlaq, Ayesha Umber, and Jameel Ahmad** (Department of Electrical Engineering) has been published in 16th International Power Electronics and Motion Control Conference and Exposition, Turkey, September 21-24, 2014.
Q: How did you know this was the career you wanted to pursue?
A: It just happened by chance, I was waiting for my graduation result when I approached my uncle, a chief engineer at the Inter Continental Hotel (PC) for a job and began working as waiter. Another advantage of working in this industry is that you rub shoulders with prominent people that you would otherwise never get a chance to meet.

Q: Did you receive any particular training?
A: I went to FACH Hotel School in Heidelberg, Germany, for management course and then enrolled at Holiday Inn University, Memphis, Tennessee. Later, I spent four years working as Director Food and Beverages at Holiday Inn, California.

Q: You made a major shift in your career by joining Faletti’s Hotel. How did this happen?
A: I made a shift because of my family. My parents have played an important role in my success and I knew in my heart when I left the US for Pakistan in 1988 that now the time has come to take good care of them.

I requested the management of PC Islamabad to let me stay in Lahore because of my parents and family commitments. But things didn’t work out. Finally, I resigned and joined Faletti’s Hotel in Lahore. I never regretted my decision because I already had the honor of serving the largest corporate sector of Pakistan.

Q: Can you share your success story particularly with reference to PC and highlight key factors of changes made in top managements of PC Bhurban and Lahore in three years?
A: I was selected as Executive Assistant Manager, PC Karachi in 1988. Eventually I got promoted as General Manager PC Lahore; the turning point came when I became the GM of PC Bhurban in 1992 and took the challenging task of making it a landmark resort hotel of Pakistan by launching comfortable facilities for staff and affordable packages for customers. Within a year, the efforts proved fruitful as more people from diverse backgrounds came, felt pampered and staff cooperated to create a customer friendly environment with the highest level of services.

The key of maintaining employee retention and best services is to take good care of your staff and bring the best of their abilities.

It was a huge achievement in the hospitality industry because previously four GMs of PC Bhurban were changed in a year. All of them were foreigners and were keen to promote the ‘exclusive
The hotel started paying off fully after two years of sheer hard work. I stayed as GM for over five years and then became GM Karachi PC. Later I was appointed as the first GM Lahore PC. I helped the hotel recover its losses and prosper and become a brand showcasing positive image of hospitality industry. I opted for the policy of building good relations with the staff, encouraging them to 'serve with smile'. I believe in building teams and not firing people.

It took me 14 years to achieve the goal of becoming a GM for which I toiled day and night as a waiter, years ago. The endeavor paid off and I rose distinctly.

**Q:** What service standards have you put in Faletti’s Hotel and how critical is employee retention to maintaining them?

**A:** The key to maintaining employee retention and best services is to take good care of your staff and bring the best of their abilities. We believe in customer feedback and giving them ‘personalized services.’ Also my follow up is very strong, if I ask anything from my staff, I don’t get satisfied unless I get the desired result.

**Q:** What makes The Faletti’s Hotel distinct from the rest?

**A:** We are a hospitable nation and know the art of serving 'the best.' We can enhance our skills and achieve better prospects if we focus on our work and give opportunities to all workers.

I am workaholic, work 14 hours a day, even come on Sundays and spend most of my time meeting people in lobby asking about their needs, making sure that staff is busy, and customers don’t complain.

There is a lot of scope in hospitality world, we have vacancies but still we are looking for professionals with better credentials to come and join the industry. We hope that government will support us by encouraging foreign investors, building hospitality institutions to provide employment opportunities and economic growth to promote the soft image of Pakistan through tourism.

**Q:** What has been your contribution as a member of Pakistan Tourism Development Corporation (PTDC) board?

**A:** The MD of PTDC Ch. Kabir Ahmed Khan is keen to improve the situation and we are giving all hotels and restaurants on lease to private sector. In this way, the standards of hotel industry will improve, government will recover the financial losses and tourism would flourish.

**Q:** Do you have any plans to launch any operational network in Northern areas?

**A:** We are doing a joint venture with PTDC by adding 40 rooms to the Faletti’s Hotel and planning to build a tower of 20-storey building here. We would be launching the Faletti’s Express in the market, a three star budgetary hotel for the common man.

**Q:** How do you view the role of current government with reference to taxation facility?

**A:** The government has removed the bed tax which is a good initiative and customer now has to pay GST only. This has helped the hotel management and tourism industry too.

**Q:** The "Greatest of Personalities" in our history have walked the corridors of the hotel. Can you share some of your memories in this regard?

**A:** I have always been fascinated by Ex PM Zulfiqar Ali Bhutto’s personality. In 1974, when he came to PC, I had the opportunity to meet him and he came to our employee cafeteria to resolve a union issue. He was a peoples’ man.

**Q:** Traditionally the hotel has been home to prominent personalities like Quaid-e-Azam, Justice Cornelius and Ava Gardner. Have you maintained the original furnishings of their suites or completely redesigned it?

**A:** We have maintained the building but added modern touches to the suites of Eva Gardner, Justice Cornelius and Quaid-e-Azam. The rates for these suites are Rs 60,000/- and above. A particular tree planted in our hotel is of historical significance as it was sown by Guru Nanak and our Sufi Saint Mian Meer used to sit and pray there.

**Q:** What does The Faletti’s Hotel mean to you?

**A:** The Faletti’s Hotel is doing very well; the rooms are booked in advance, staff is very cooperative, we serve the best food and ambiance is great. We don’t compromise on quality and offer the finest facilities on most competitive rates. We offer the best Lebanese fine dining experience. Our Shalimar Hall is the largest Banquet Hall of Pakistan.

**Q:** What has been the role of your family in your success?

**A:** My family especially my parents have played an important role in my success. They have made a lot of sacrifice, even my wife and kids have stood by me in every struggle. I am a workaholic and hotel management is not an easy job. I spend my Sundays with them and take them out for lunch to their favorite restaurant.

**Q:** Your message to upcoming entrepreneurs and professionals...

**A:** The hotel industry will experience a boom in the near future. It is a well paid decent job. The government needs to promote local tourism, encourage commercial sector and give their hotels and lands on lease. We want more qualified graduates to join the hospitality industry and universities should teach specialized areas of hospitality industry. Three five star hotels will become operational in Lahore in next two years and we need qualified graduates to take up these positions.

So, there is an ample opportunity awaiting those looking to join hospitality industry as a promising career!
Do not give in too much to feelings. An overly sensitive heart is an unhappy possession on this shaky earth.

- Johann Wolfgang von Goethe
On top of this, UMT pioneered the South Asian Triple Helix Association (SATHA) chapter in an attempt to bring together societal change through integrated working of government, academia and industry. As long as the three players work in isolation, no real progress is possible. Rector UMT Dr Hasan Sohaib Murad and Director General Abid H K Shirwani have indeed given a new direction to UMT students in particular, and to the policy makers and opinion makers in general to give serious thought to the triple helix concept.

This issue of the newsletter covers all these facets of life at UMT besides giving glimpses of other activities such as the numerous academic and extra-curricular achievements of our faculty members and students. On a final note, this issue also carries an exclusive interview of Irshad B Anjum, GM Operations, Faletti’s Hotel, Lahore, who shared his perspective on the hospitality industry in the country at large and also at the global level. Readers would enjoy going through his views on the culture of change and success at the highest corporate levels.