Higher education in the 21st century is already being confronted with calls for transforming its business models, largely in response to globalization, competition and commercialization. Add to this the recent boom in online courses and increased reliance on the web to deliver to the students all that they need and you have a landscape that is constantly evolving.

This poses even more challenges for higher education institutions in developing countries like Pakistan. This is also something that was specifically addressed by Dr. Hasan Sohaib Murad in his convocation address and UMT is making concerted efforts both towards globalization of its courses and in staying abreast of latest trends in higher education.

As UMT welcomes the new year, all of us can reflect with pride over some important achievements over the past year. We made considerable headway towards getting both national and regional accreditations, and the SAQS accreditation is an important manifestation of this. UMT also produced its first PhDs after a vigorous public defense and this was indeed something to be proud of.

Apart from the wide range of activities and events taking place at UMT over the past month, this issue of the newsletter carries special coverage of the 9th UMT Convocation. We have also included an exclusive interview of the LCCI President Sohail Lashari. We hope that our readers will enjoy going through this issue.
In a special Convocation arranged at the Governor House on December 14, 2013, Dr Hasan Sohaib Murad, Rector UMT, and Chaudhry Muhammad Sarwar, Governor Punjab, awarded honorary Doctorate of Laws degree to Dr Sajjad Karim, Member, European Parliament, in recognition of his outstanding services for Pakistan.

This convocation was held on the advice of Governor of Punjab. Rector UMT, upon the advisory of Governor and Patron UMT, delegated the organization of this event to Abid Shirwani, Co-Founder and Member, Board of Governors. Thereafter, since the last degree of the recipient was in Law, henceforth UMT Law was entrusted with the responsibility to admit Dr Karim in their scroll. Syed Imad Ud Din Asad, Founding Director, School of Law and Policy (SLP), relayed the citation to the august gathering in the capacity of custodian of UMT Law.

In a special message to Dr Sajjad Karim, the British Prime Minister congratulated him on receiving the Honorary Doctorate from UMT and acknowledged his services towards promoting relations between UK, EU and Pakistan. Mr Cameron said: “Saj is a hard working MEP who has done much to promote relations between the UK, EU and Pakistan. I congratulate him on being awarded an honorary doctorate from the University of Management and Technology in Lahore, Pakistan.”

Sajjad is the first British Pakistani Muslim elected to the European Parliament. He formed the European Parliament's Friends of Pakistan Group on his election in 2004. He also chairs the group.
Governor Punjab Chaudhry Muhammad Sarwar confers degrees upon 1053 graduates

Governor Punjab Chaudhry Muhammad Sarwar conferred degrees upon 1053 graduates at the 9th UMT Convocation held on November 30, 2013 at the University campus. Rana Mashood Ahmad Khan, Education Minister, Government of the Punjab, was the chief guest on this auspicious occasion. Dr Hasan Sohaib Murad, Rector UMT, Abid H K Shirwani, Director External Affairs and Aneesa Rahat, Registrar, graced the Convocation with their presence. The Convocation was attended by graduating students and their parents, faculty members, educationists, eminent scholars, and representatives of the print and electronic media.

A total of 42 students received various Patron, Rector and sponsor medals on the basis of outstanding academic performance. Tayyibah Naeem, MBA-P graduate, was awarded the Khurram Murad Medal for
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In his welcome address, Dr Hasan Sohaib Murad said that this Convocation is being held at a time when the higher education landscape is changing. The nation as a whole expects higher education to connect the past with the present and meet challenges of the future. Dr Hasan said that UMT will promote higher education in terms of making it relevant to people, society, government and students. Giving an overview of academic progress made by UMT, Dr Hasan said that today 7000 students are being taught by 250 full time faculty members in 150+ disciplines. UMT has set up a campus in Sialkot. Another campus will be opened in Rahim Yar Khan and will be equipped to teach life sciences, biological and medical sciences.

Dr Hasan added that UMT is committed to globalizing its educational programs. He said that we are focused on learning through accreditations and UMT business school has achieved regional SAQS accreditation as well as national accreditation.

In his brief Convocation Address, Chaudhry Muhammad Sarwar, Honorable Governor Punjab and Patron UMT, congratulated all the graduating students on entering a new phase in their lives. He advised the graduates to focus on hard work and effective time management. He said that time is precious and the only way to succeed in life is to make the most of it through sheer hard work.

Rana Mashood Ahmad Khan, Education Minister, Government of the Punjab, acknowledged UMT’s pivotal role in promoting higher education in the private sector. He conveyed his heartiest congratulations to the graduating students on behalf of the Punjab Chief Minister.

This year 354 participants graduated from the School of Business and Economics (SBE), 46 from the School of Science and Technology (SST), 194 from the School of Social Sciences and Humanities (SSS&H), 93 from the School of Professional Advancement (SPA), 88 from the School of Commerce and Accountancy (SCA), 40 from School of Textile and Design (STD), and 238 from School of Engineering (SEN).

Personal Achievement Awards for Alumni

Personal Achievement Awards were presented to UMT alumni who have distinguished themselves with unflinching commitment to excellence and hard work in their professional fields.

Recipients of the awards for excellence in the government sector included Dr Ali Kashif Bashir, Dr Haroon Rasheed, Syed Mohammad Abid Qadri, Haroon Islam, Muhammad Saeed Sarwar, Muhammad Sulman Hassan, Lt Col Khurram Jawad Khawaja and Farhan Yousaf.

For outstanding work in the export sector, awards were presented to Atif Rehman, Khwaja Usman Sarfraz, Tasneem Alam and Muhammad Salman Talib.

Recipients of the awards for community services included Khobaib Ahmad Vahedy, Jamil Ahmed, Dr Ali Kashif Bashir, Syed Muhammad Aqeel Tahir, Mirza Zia Hussain, Muhammad Abdullah and Rashid Latif.
The University of Management and Technology (UMT) held the 1st Doctoral Conference at its campus on December 7, 2013. The conference was organized by the Center for Graduate Research at UMT School of Business and Economics (SBE).

In his insightful address to the gathering of scholars, researchers, senior faculty members and students, Dr Hasan Sohaib Murad said that research contributes to both social and economic development. As such, universities have a large role to play in terms of building strong industry-academia linkages that effectively lead to knowledge economies. This assumes greater significance in a developing country such as Pakistan. Dr Hasan advised the young scholars to focus on their area of expertise and conduct research that has beneficial value for the society at large.

Prof Dr Niaz A Bhutto elaborated on his experiences of research methodologies and processes in the USA. In his concluding address, Dr A R Kausar, world renowned professor of knowledge management and Director, Institute of Applied Sciences at UMT, expressed hope that the conference would pave the way for future efforts in this direction.

Earlier, Dr Sarwar Azhar welcomed all the presenters and said that this conference has been organized solely to give a platform to MPhil/PhD students to showcase their research and prepare them for participating in national and international conferences.

An initiative of School of Business and Economics, UMT, this conference provided the budding scholars a platform where they not only showcased and exchanged their original research work, but also received feedback in a stimulating and supportive environment. The range of topics presented in the conference comprised of economics, banking, corporate governance, human resource management, Islamic banking, Islamic house finance in Pakistan, and much more. The conference brought together over 50 scholars and researchers on unique models and contemporary research ideas.
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Dr. Hasan Sohaib Murad welcomes new students for Fall 2013

Welcoming new students of Fall 2013, Dr. Hasan Sohaib Murad, Rector UMT, said that this is a time to welcome a new future, new successes, a new world of leadership and competitiveness, and a lifelong journey of learning.

He was speaking to hundreds of students and parents who gathered at the University campus to attend the special orientation session on October 23, 2013. The orientation was attended by senior faculty members, deans, directors and members of the senior management of UMT. The graceful ceremony was hosted by Aisha Kanwal, Deputy Registrar.

Dr. Hasan urged the new students to celebrate their past successes; he said that you have arrived in UMT after successfully completing a series of education. Your future depends on you and how you work it out. He said that often I come across young people who are unaware of their own potential. This, he said, is a great loss that must be prevented. He concluded by sharing the 10 point theory of iqra with the students. He said that imagination, intellect, innovation, ideals, power of intent, integrity, focus, commitment, interaction and final impact lead an individual to new heights of success.

Ijlal Jaffrey, President Ilmians Network, who is currently serving as Head of IT in a multinational company, also spoke on the occasion. He said that the corporate sector is a world of cut-throat competition but UMT has well covered the gap between university teaching and corporate requirements. Earlier, the deans and directors of various schools and institutes of UMT welcomed the new students and introduced their respective schools and institutes.
Dr A R Kausar heads NBEAC Inspection Committee for FAST School of Management at Islamabad

The Accreditation Inspection Committee of HEC’s National Business Education Accreditation Council (NBEAC) visited FAST School of Management, Islamabad, for accreditation of BBA and MBA programs. The inspection committee comprised of eminent educationists, quality assurance professionals and industry representatives.

It is worth mentioning that Dr A R Kausar, Director, Institute of Applied Sciences, and Head, Quality Enhancement Cell (QEC) at UMT, was both evaluator and head of the inspection committee team. This is indeed a reflection and recognition of his credentials as a world renowned professor of knowledge management, teacher and trainer par excellence.

Dr Hasan Sohaib Murad, Rector UMT, presided over the first public defense of PhD dissertations held at the University. Dr Zafar Iqbal, Director, Graduate Studies, School of Social Sciences and Humanities (SSS&H), conducted the public defense.

Seema Arif defended her PhD dissertation on “Dynamics of quality in higher education: implications of customer satisfaction on ranking of private universities”. Her thesis was supervised by Dr Abdul Hameed, Dean, SSS&H.

The second dissertation was given by Ghulam Mohyuddin who defended his PhD thesis on “Misconceptions of students in learning mathematics at primary level”. Dr Usman Khalil supervised the thesis. Controller Examinations Imran Zahid, faculty members, students, MS/PhD Scholars and general public attended the proceedings. After a vigorous question and answer session, both candidates’ dissertations were accepted.
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Rector UMT Dr Hasan Sohaib Murad has announced that as a special case, all certified disabled students and those with learning impairment will pay maximum of 50% fees as a standard. In case of further requirements for financial aid, Dean SSS&H will formulate a committee for financial aid of disabled students which can make recommendations to the Registrar. This incentive has been given in view of the commitment of the UMT management towards an inclusive educational environment in its campuses.
Dr Hasan Sohaib Murad presented with Best Rector Award in Private Sector University

Dr Hasan Sohaib Murad, Rector UMT, was presented with excellence award for being the best rector in a private sector university in Pakistan. The graceful award distribution ceremony organized by Daily Nai Baat was held at the Al-Hamra Cultural Complex, Lahore on December 21, 2013. Honorable Governor Punjab Chaudhry Muhammad Sawar was the chief guest on this auspicious occasion.

The Excellence Awards were given to those heroes of society who have made outstanding contributions in their respective fields for progress and development of Pakistan. Dr Hasan was presented with the award on account of his exceptional services in promoting higher education in the country.

20+ leading publishers at UMT Book Fair

More than 20 leading publishers set up their stalls at the UMT campus to participate in the 3-day (November 5-7, 2013) book fair which was inaugurated by Rector UMT Dr Hasan Sohaib Murad. Chief Library Officer Muhammad Rafiq Awan and other high ranking UMT officials were also present on the occasion. Leading publishers including Allied, Multiline, Liberty Books, Dogar Publishers, Readings, Ilm-o-Irfan, Sang-e-Meel Publishers, Pak Books, etc. were represented at the book fair. A wide variety of books ranging from textbooks, engineering books to English Literature, history, current affairs, fiction, Urdu Literature and children’s books were on display.

The book fair was thronged by students, faculty members and visitors who browsed through the collections and purchased books of their interest. It is worth mentioning that the book fair was organized by the UMT Learning Resource Center with Pearson Education as the learning partner.
The Center for Law and Policy (CLP) hosted a talk on December 6, 2013 on Police Order 2002 and its implementation in the country. **Salman Choudhry**, LL.M (Hamburg), LL.M (Rotterdam), EMLE (Rotterdam); Deputy Inspector General, Punjab Police, was invited to provide his expertise on the topic. The participating body mostly comprised of the LL.B. and LL.M. students at UMT School of Law and Policy, law professors and other professionals in the legal field.

The speaker briefly outlined the role of the police force with emphasis on Article 4 of Police Order 2002. He stated the historical background that led up to the eventual passing of the Order and mentioned why this piece of legislation was necessary keeping in mind the existing outdated framework, the mismanagement, the lack of accountability, etc., at police force level. He presented a comparative analysis of the legislation governing the police force in India and Bangladesh with respect to Pakistan. A question and answer session followed the presentation. In the end, **Syed Imad-ud-Din Asad**, LL.M. (Harvard); Advocate, High Court; Founder and Director, Center for Law and Policy, thanked the honorable guest speaker.

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The Center for Law and Policy (CLP) hosted a talk titled "Terrorism and its implications for Pakistan" on December 20, 2013. **Salman Choudhry**, LL.M (Hamburg), LL.M (Rotterdam), EMLE (Rotterdam); Deputy Inspector General, Punjab Police, was the guest speaker. The participants included faculty and students of UMT School of Law and Policy (SLP).

Salman Choudhry explained the internationally accepted definition of terrorism and highlighted the difference between freedom fighters and terrorists. The speaker further stated the historical background of the emergence of terrorism. The speaker also discussed the militancy problem in Punjab. The talk was followed by a question and answer session. In the end, **Syed Imad-ud-Din Asad**, LL.M. (Harvard); Advocate High Court; Founder and Director, Center for Law and Policy, thanked Salman Choudhry for taking out time from his busy schedule to share his views on the topic.
The School of Governance and Society (SGS) organized a CSS seminar on December 16, 2013. Around 50 students from Punjab University, FC College, and Government College participated.

The speakers and presenters included Shahid Hussain Raja, Former Federal Secretary, Sohail Ahmad, Former Federal Secretary, and Director, Partnership and Alliances, UMT, Sarmad Saeed, Additional IG Police, Punjab, and Sameera Yasin, Director General Training, Inland Revenue Department, Government of the Punjab.

All the presenters made comprehensive presentations on how the CSS examination should be approached. Several faculty members from other UMT departments also attended the seminar, including a few external guests.

Dr Anjum Bashir, consultant neuro psychiatrist and Dr Eaisha Tareen, clinical psychologist from England, held a workshop titled “Challenges in Child Mental Health” on November 4, 2013 with the help of Special Education and Training Center, Johar Town, Lahore.

Around 50 participants comprising of special education teachers, clinical psychologists, psychiatrists, pediatricians, play therapists, parents and students contributed to the interactive discussion. Issues that impact children’s mental health such as child sexual abuse, child labor, terrorism, parenting, media’s impact and were highlighted. Solutions to such problems were also discussed. The workshop was chaired by Dr Zahid Mahmood, Chairman, Department of Clinical Psychology, who concluded by saying, “It’s not the child; it’s the childhood that is vulnerable”.

A team of inspectors including Registrar and Deputy Registrar of Pakistan Council of Architects and Town Planners (PCATP) visited UMT. This was the zero visit of the team for the program of Bachelor of Architecture (B. Arch) leading to accreditation of the professional degree.

The team was given a comprehensive briefing on the B. Arch program which was followed by visit of the infrastructure. It is worth mentioning that UMT has crossed an important milestone in the process of accreditation of the degree. This success has been achieved in the shortest time-period.

Ayesha Zafar conducts workshop in 29th SPELT Annual International Conference

A workshop on “Use of Technology in English Language Classrooms” has been conducted by Ayesha Zafar, Lecturer, ICCS in the 29th SPELT Annual International Conference, “Surfing the ELT Wave: New Ways for A New Generation” on 2nd November, 2013 (Islamabad Chapter) COMSATS, Islamabad.

The SPELT International conference is a unique platform which provides exciting and productive opportunities to educators, classroom practitioners, teachers, researchers, trainers and publishers to share their expertise in the realm of education through interactive and innovative sessions.
The School of Governance and Society (SGS) at UMT invited eminent educationists and scholars in a special seminar on multiple education systems in Pakistan on November 26, 2013. The seminar was widely attended by faculty members, researchers, students and enlightened members of the general public. Dr Anjum Altaf, Dean, Humanities and Social Sciences, LUMS, delivered the keynote address while Rahat ul Ain, Director SGS, gave the welcome address.

Dr Rubina Saigol said that the vast differences between the resources, curricula, ideas, values, teaching, learning environment and behavioral attitudes between the government, private, NGO, madrassas and technical/vocational schools sort people from different classes into different trajectories.

Chaudhry Faisal Mushtaq, TI, CEO, Roots Millenium School, explored requirements of critical thinking and critical pedagogy in seeking reasons or social justice. Prof Muhammad Asif Mian analyzed the flaws in education system of Pakistan in the light of educational philosophies. A H Nayyar lamented the apathy of governments in Pakistan regarding public education.

Dr Abdul Hameed, Dean SSS&H, spoke on review of the coverage and relevance of the education system in Pakistan. I A Rehman addressed multiple education systems from a rights perspective. The seminar concluded after an interactive question and answer session.
Department of Education in collaboration with Alif Ailaan, organized a panel discussion on December 12, 2013 on “Inclusive Education: Access to Quality Education of Children with Special Needs and Role of Teachers”. Asif Saeed Manais, Minister of Special Education,

Asif Saeed Manais, Minister of Special Education, Government of the Punjab, consented to be the chief guest.

The panelists included Prof Dr Abdul Hameed, Dean, School of Social Sciences and Humanities (SSS&H), UMT, Naurel Abbas, Founder Inclusive Society UCP, Dr Shahid Farooq, Institute of Education & Research, University of the Punjab, and Jawad Ahmad, Chairman Taaleem For All Trust. The distinguished panelists shared challenges, opportunities, and actions required to improve access and quality of inclusive education.

An awareness session on 2nd International Supply Chain Congress and Supply Chain Excellence Awards was organized by the Center for Supply Chain Research (CSCR) on October 12, 2013. The session was attended by about 40 MS students and PhD scholars, and UMT faculty members.

Ijaz Yusuf, Director CSCR, highlighted the role of UMT and CSCR. Rizwan Ahmad discussed the details about GRFC and categories of awards. The key benefits to UMT students include complimentary workshop at CSCR, and pre-qualification for International Supply Chain Conference 2014 in Rome, Italy, organized by GRFC. The best student would be part of GRFC European professional steering committee on supply chain management. Riccardo Farinelli, GRF representative in Italy, appreciated the team work, synergy, values, and cooperation as key elements of supply chain management in Pakistan. Finally, Ijaz Yusuf honored Riccardo Farinelli and Touqir Khan Lodhi with a UMT souvenir.
A workshop was arranged by Textile Industry Division in collaboration with UMT on December 19, 2013. Dr Nabeel Amin, Director STD, briefed the participants about the current scenario and challenges of textile wet processing industry. Tariq Mahmood, Assistant Director HRD, said that this training and development activity is being held on special instructions of Secretary TIDivs who is concerned about the capacity building of textile industry professionals through training and development.

Dr Mudassar Abbas gave a presentation on textile coatings and wet processing impact on the environment. His presentation focused on the developments and limitations on textile chemical processes engineering, especially the economic aspects, usability, applications and environmental impacts of chemicals and materials applied during the wet processing of textiles. A part of the presentation was also dedicated to recently maintained Bluesign standards for textile industry. The participants included textile professionals from Lahore and Faisalabad, and MPhil and PhD textile scholars. At the end, certificates were distributed to the participants by Dr Nabeel Amin.

School of Textile and Design (STD) invited M Waseem Khaliq, Principal Compliance Agent Managing Partner, as guest speaker in seminar on applicable standard for apparel industry on October 3, 2013. He presented a lecture on applicable standards that are being developed for apparel industry. These included social compliance standards, quality management system, ISO 9001, technical assessment by different EU, US based customers, custom trade partnership against terrorism, product safety certification, OEKO TEX certification, global organic textile standard, REACH and RSTS.
The Institute of Communication and Cultural Studies (ICCS) at UMT held a prize distribution ceremony for the winners of Undergraduate Essay Writing Competition 2013. Dr Hasan Sohaib Murad, Rector UMT, was the chief guest of the ceremony.

Dr Hasan Sohaib Murad appreciated the efforts of the participants and motivated the winners to excel further, creatively and professionally. He further stated that writing is an innate ability which can be enhanced through proper education and training. He also encouraged the students to join hands with ICCS in launching UMT newspaper and participate more in cultural activities.

The honorable guest also distributed cheques worth Rs 10000, Rs 5000 and Rs 3000 among the position holders. In his welcome speech, Arshad Ali Khan, Director ICCS thanked the chief guest for gracing the occasion with his presence and encouraged the winners to continue to write ingeniously.

UMT Character Building Society held a workshop on building students’ ethics under the guidance of Dr Hasan Sohaib Murad, Rector UMT, and Rana Iftikhar Ahmed, Director OPA, on December 30, 2013. They highlighted the ethical responsibilities of students in the light of their personal knowledge and experience.

The first workshop was conducted under the supervision of UMT Character Building Society’s President Sarim Naveed and the Vice President Bilal Siddiqui. They developed a thematic performa of the first workshop which covered self discipline, anger management and drug addiction. Muneeb Kyani moderated the different themes. Maham Waseem also conducted session on anger management whereas Sadia Rafique discussed the extensive usage of drugs in detail.

Dr Hasan Sohaib Murad, Rector UMT, shares his personal experiences of student life
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Third training session titled "Effective Marketing Strategies" was conducted on November 30, 2013 at the School of Business and Economics. The session was facilitated by Assistant Professor and CoD Marketing Mobin-ul-Haque, and Assistant Professor and Director CENTIN Syed Rashid Hussain. The training was attended by executives from Coca-Cola International, Novatis Pharma, King Edward Medical University, Pepsi Cola International, Allied Bank Pakistan, Kolson Lottee, etc. This training was the third in the series of 66 upcoming trainings to be delivered under the umbrella of the 2-year Executive MBA degree program.

Interactive session with Italian businessmen

SBE Department of Management, under the platform of the Executive Forum and UMT Internationalization Initiative in collaboration with Investment Promotion Unit—a joint SMEDA-UNIDO & Italia initiative, conducted an interactive session on "Business Strategy: A Talk with Italian Businessmen" on December 6, 2013. Paolo De Grandis, Managing Director Grafikontrol S.p.A (Italy), and Riccardo Farinelli, Executive Coordinator, Europe GRFC, were the keynote speakers.

The guests were welcomed on behalf of Dr Hasan Sohaib Murad, Rector UMT, by Naveda Kitchlew, Chairperson, Management Department. Paolo De Grandis shared his practical experiences with the students and faculty members in terms of running his firm in Italy and the rest of the world. Riccardo Farinelli talked about the existing business environment of Pakistan and Italy and the importance of change management. The session ended with a vote of thanks by Aly Raza Syed, Director, Executive MBA program, to all participants including students, faculty, Imran Chaudhry and Sami Bajwa from IPU, and the two foreign guests. Dr Rukhsana Kalim, Dean SBE, presented souvenirs and mementos to the foreign guests.

MBA Corporate Strategy (Weekend) Program-3rd Training Session

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The Higher Education Commission (HEC) of Pakistan in collaboration with Fourth Valley Concierge, Japan, organized “Seminar on Study and Work in Japan” on December 5, 2013. Yoshikazu Osada, Overseas Enterprise Division, Fourth Valley Concierge, along with Bashir Muhammad, Deputy Director HEC, graced the seminar with their presence. Abid H K Shirwani, Director External Affairs, and Asad Ur Rehman Khan, Director Institutional Linkages (Foreign), were also present to welcome the guests. UMT Social Media team hosted the event.

Microsoft Innovation Team visits UMT

Computer Science Department of UMT invited Microsoft Innovation Center (MIC), Lahore, to conduct an orientation session with the help of our BS-CS student Muneeb Khan, Microsoft Student Partner. Representatives from MIC Lahore visited UMT for the first time on November 22, 2013. The team included Zaigham Ikram Butt, Business Manager, Awais Khan Niazi, Project Coordinator, and Shahid Aziz, Technical Manager.

The MIC team introduced the students to recent projects and products of Microsoft. Zaigham motivated the students to work hard and smart, and be informed about the opportunities available around. Later, Shahid conducted an app development session on MS-Windows 8.1. MIC offered their full support and internship opportunities to UMT CS/SE/IT students.
Organizational Learning: An Evaluation of Relevant Literature

Syed Shahid Hussain
Dr Naveed Yazdani

This theoretical study is an attempt to provide an overview of literature on organizational learning by covering the concepts of prominent scholars from Cangelosi and Dill (1965) to Fang et al., (2010). In the last two decades, the multifacets of the concept have emerged in academic as well as in corporate world. The field of organizational learning can be considered in several perspectives and dimensions. The aim of the study is to evaluate the salient aspects of the field while exploring the different perspectives and approaches of organizational learning namely individual/cognitive, objective, technical, social, cultural, humanistic and political. This paper also expounds various processes like single-loop, double-loop and experiential through which organizations learn.

The history of learning is as ancient as existence of mankind. The concept of ‘organizational learning’ in the lexicon of organization theory can be traced five decades back by Simon and March, (1958). The concept had been under consideration since long period of time independently without having any connection with organizational theory. Later, Cangelosi and Dill (1965) worked on this topic in organizational context for the first time. Then it became common point of discussion and we came across the ideas of several prominent authors like Argyris and Schon (1978), Daft and Weik (1984), Huber (1991), Ulrich et al., (1994), Mabey and Salman (1995). There is growing literature on the concept of organizational learning in both the volume of publications (Crossan and Guatto, 1996) and acceptance of the concept (Dodgson, 1993). The researchers of 21st century like Hult et al., (2001), Teo and Wang, (2005) and Fang et al., (2010) also explored the different dimensions in the field of organizational learning.

Organizational learning faces two prevalent problems; confusion and over-simplification Easterby-Smith et al., 1998). The confusion in this field is because of the entrance of a number of players from diversified disciplines and backgrounds having different points of view on the concept as represented in the table-1 below. Because of the diversification of ideas, the discussions turn around whether there should be common definitions of central concepts of organizational learning or the diversity of ideas should be encouraged? The aim of the study is to evaluate the relevant literature from different aspects and encapsulate the different ideas, discussions and researches of the prominent scholars.

The notion of organizational learning is now an integral part of both the academic and corporate Organizational Learning spheres. In the sphere of corporate world, several books (Pedler et al., 1989; Senge, 1990) have been written through which the concept has spread among the practitioners and business consultants alike. In the academic world, the concept of organizational learning has been adopted by several disciplines of management and business underpinned by two basic ideas of its improvement capabilities; either incremental or radical changes (Miner and Mezias, 1996).

The paper was presented at the 3rd International Conference on Business Management (ICoBM) held at the UMT campus on February 27-28, 2013. Full paper can be accessed at http://cgr.umt.edu.pk/icobm2013/papers/Papers/IC3-Sept-2012-005.pdf
A Short Trek to Naltar Lake

“Thousands of tired, nerve-shaken, over-civilized people are beginning to find out going to the mountains is going home; that wilderness is a necessity”
- John Muir

Naltar is a beautiful alpine valley located 40km away from Gilgit and is ages away from modern civilization. The valley which is located at a height of 10,500 ft above sea level, is famous for its ski grounds and green landscapes. This valley, due to its remoteness and few facilities, could not attract many tourists but those who managed to be there were mesmerized by the unparalleled beauty of this wonderland where either the steps of a traveler can reach or the imagination of an artist. We decided to be there on our return journey from Hunza Valley.

Getting off from the van on main KKH to cross a suspension bridge over the Gilgit River to reach Nomal was not pleasant at all. It was a hot summer day and a 7km trek on a small path towards Nomal was spelled with all words of struggling. Finally, we did this and landed in an apricot garden to taste directly from the source. It was a nice short stay for delayed lunch. We chose to move ahead and camp on the Naltar road trek along with the river bank. The night was chilly and we slept in the shade of stars after a long time.

The next morning found us on our way to Naltar Valley. It was another hard day under the sun. The barren tops and hellishly hot weather were raising questions to the decision to walk upto this valley. The haversacks were proving a burden far more we would dare to carry but we had no choice but to move on though slowly but certainly and gradually. We have
been offered lifts in a jeep on 3 different occasions but all team members declined these offers and preferred to walk on. Every step became an agony but then suddenly the colors of landscape changed from barren to the green alpine tops.

The first looks of the valley were breathtaking, an absolutely stunning scenery to remember for the rest of our lives. This was the scene of a lifetime and we forgot all signs of fatigue and troubles that we had faced enroute. We were lost in the spell of this unspoiled beauty.

Hotels in Naltar were a rare commodity and we could not book the available rest house but Nature was kind like always and we were provided shelter in another rest house in the backdrop of this fascinating valley. The evening was frosty and we had no choice but to wear our woollies. The gentle breeze was blowing to add colors to this evening. We were jubilant and wandered around to discover this place.

The next day we trekked towards the Naltar Lake located at a further distance of 15km. The altitude of the lake was around 12500 ft above sea level. We decided to camp on the banks of the lake. The trek from Naltar Valley to Naltar Lake was another beauty, mostly leveled and gaining height gradually. This walk was refreshing; we went through the woods and streams, and were always accompanied by a landscape with all colors of green in the shades of pine trees. This was a perfect forest valley. The lake was giving fine views, beautiful in its setting. The Shani Mountain was glittering at a height exceeding 19,000 ft and its snow tops were shining to welcome the travelers. We camped there, cooked our dinner; it was a lamb dinner that we enjoyed in candle lights. The night was quiet cold but this was all we were looking for. The mercury had gone down to change the weather of June into December.

So this brings an end to this brief account. Life is moving so softly and swiftly to reach its climax. Money can be earned at any stage of life but time to move out for these wonderlands is calculated. The older you will be the more difficult it shall be to walk on the paths having flowers of all bright colors, pine trees whispering with the breeze to create a sound you always remember as the best music for the ears. Plan it before it gets too late. I did this trek along with (Asad, Arif, Zaheer, Usman, Munir, Sagheer, Kashif, Zafar and Dr Asif) and their companionship made this tour an everlasting memory. Now the facilities have improved and travel to Naltar is relatively easy. The place is called heaven on earth so consider being part of it.
Dr Sufian Munawar was awarded PhD degree in mathematics from Quaid-i-Azam University, Islamabad, in 2013. He is a scholar, researcher and teacher par excellence. He has authored over 18 peer-reviewed research articles on a wide variety of topics in heat transfer, thermodynamics and fluid flow. Most of his work has been published in ISI indexed journals with impact factors. He is the peer reviewer of more than 15 research journals of international repute. Dr Munawar is fond of reading books, journals and other literature in his field of interest. Currently, he is working on the entropy generation minimization EGM phenomenon in boundary layer flows which is the method for optimization of thermo-dynamical systems. He joined UMT in 2012 as lecturer in the Department of Mathematics, SST. We spoke to him recently regarding the scope of mathematics, its applications and recent trends in mathematical sciences. Excerpts.

**Q:** What are the emerging trends in mathematical sciences both in terms of research and industrial applications?

**A:** Nowadays, I feel mathematics is emerging as a dynamic component for collaborative and inter-discipline research. Various subfields of mathematics, such as, group theory, algebra, graph theory, topology, numerical computing along with differential equations are very helpful tools in solving several difficult problems of industrial and engineering applications. The recent mathematical developments made in computer technology, such as, algorithms, mathematical modeling and scientific computing have resulted in amazing discoveries in the physical sciences and technology.

**Mathematics is emerging as a dynamic component for collaborative and inter-discipline research.**

**Q:** Mathematics plays a vital role in almost all disciplines, especially engineering. But it is said that even the medical profession and social sciences are increasingly under its influence? How is that so?
A: Yes, it is the beauty of mathematics that it finds applications in all the branches of science even medical and social sciences. Actually, researchers working in these fields have come to a point where they seriously need some mathematical tools. For example in biological sciences, researchers are curious to understand the genetic code which is encoded in DNA sequences. For this they use the tools of graph theory and differential equations.

Q: Do you think that mathematics education that is being imparted at university level in Pakistan covers the broad spectrum on latest trends worldwide?

A: Things are going in sound direction gradually, especially, after the good stands of HEC towards higher education in Pakistan. I think when we design a mathematical course we should choose better textbooks with better uses of examples and having well-constructed exercises. I also feel that the class assessment techniques of a mathematics teacher should be improved. A good classroom assessment is that which enables teacher to modify his/her teaching method according to the needs of students. Moreover, we should also encourage kids to develop interest in mathematics from school level.

Q: Do you think that universities in Pakistan and the HEC are doing enough to invest in research and training of the full spectrum of mathematical sciences and what can be done to improve it?

A: Since after the establishment of HEC, the overall research and academic environments of our universities have changed. However, I think, there are some more things to be done in the advancement of mathematical sciences in our institutes. HEC has to make policies that also benefit the researchers who produce good quality research work. Our institutes lack the facilities of computer labs for mathematics students. Since there are no labs, so no lab instructors therefore teachers and students are not well aware of using up-to-date mathematical software. One more thing to be done, and in which Pakistani institutes do not quintessence, is the encouragement of research work in the interdisciplinary sciences.

Q: Getting research papers published in ISI indexed journals is indeed not easy, especially for young scholars. Yet you managed to publish 15 articles during your PhD. What advice would you give to aspiring researchers in getting their research acknowledged and published in such journals?

A: I always advise my juniors and students to keenly concentrate on reading the current literature. Unfortunately, most of our students lack the habits of books reading and literature seeking rather they are in hustle to publish their paper. I think this is a great negligence and should be avoided. The young researchers should deeply focus on the readings initially and develop understanding toward their field of interest. So I recommend giving at least one hour daily to book reading. I believe there is no success key in research except hard work, enthusiasm and persistence. I would like to quote here the views of George Batchelor, a top researcher of fluid mechanics in Cambridge, “For those who have some scientific originality, no activity can compete with research for excitement and pleasure and satisfaction. And there is no such thing as having enough of it.”

Q: Are there any specific research areas that researchers in mathematics should focus upon?

A: Mathematics is a vastly diverse subject having magnificent applications in our everyday lives. Therefore it has always remained a hot topic among researchers over every era of the history of mankind. Though, still there are some demanding areas that need to be explored more, such as, numerical analysis and simulation, nonlinearity, algebra, mathematical biology and medicine, mathematical physics, differential equations, fluid mechanics, mathematical economics, etc.

Q: What advancements or changes would you recommend for ensuring that the UMT Department of Mathematics stays abreast of the latest developments in the field?

A: I feel that our Mathematics department is growing well day by day. We have started BS, MS and PhD programs and fortunately very good response from the students has been observed in both the undergrad and graduate programs. Now, I think, the time has come to take some gallant steps on urgent basis. First thing is the presence of good infrastructure. In this regard, a computer lab with high performance computers and clusters for simulation should be developed at the departmental level. A departmental library having good collection of books and journals is strongly needed. Secondly we need more PhD faculty having strong research backgrounds in different sort of areas and capable of producing more PhDs in their fields of interest.
Peter Drucker was an amazing writer, brilliant management consultant and a self-defined "social ecologist". His works distinguish the organization of the human across business, government and the non-profit sectors of society. Peter is among the best known and most influential thinkers on the matter of management theory and practices.

Peter's writings that envisaged several major developments became true when in the late twentieth century, privatization and decentralization ruled the world. He had also predicted the rise of Japan to economic world power, the importance of marketing and the emergence of the information society with its necessity of lifelong learning. He is the one who had coined the term "knowledge worker" in 1959. In the late years of his life, Drucker believed that the 'knowledge work productivity' would be the next outline of management.

World renowned writer, professor and management consultant, Peter Drucker is often referred to as the man who invented management and influenced a generation of business leaders. Peter was once asked how to become a better manager. He replied: “Learn how to play the violin.”

This was Drucker’s way of saying that the best managers and knowledge workers are excellent critical thinkers, creative and open to learning new things—just a few of the attributes that, according to a recent article in *Time*, seem to be in increasingly short supply among recent college graduates. Employers are facing some hard facts:

- The entry-level candidates who are on top to join the ranks of full-time work are clueless about the fundamentals of office life.

- *Time* magazine cited several surveys showing that large and growing numbers of job applicants lack “communication and interpersonal skills” or are weak when it comes to “communication, critical thinking, creativity and collaboration”.

Drucker’s approach would be to look for people's strengths, not focus on their weaknesses. While counseling an executive on how to deal with a particularly difficult employee, Drucker said, ‘You shouldn’t be blind to this person's inability to get along with people. But you have him on the payroll because he has brains, not because he is supposed to act as a social director. Concentrate on strengths. When you hire for strengths that complement and reinforce each other, then weaknesses don’t mean so much.”

Drucker continued: “If you’re looking for someone to fit a job, it may take you forever, depending on how detailed the description is. To me, the effective executive starts with what a person can do, rather than what a job requires. . . . Don’t think of yourself as ‘having a job to fill.’ You need some more strength in the organization. Look for strength . . . and when you find strength, bring it in, even if you have to change the job requirements.”

As for those newly minted college grads hitting the job market, Drucker would have had some advice for them, too: Know what your strengths are.

*Adapted from The Drucker Institute: http://thedx.druckerinstitute.com/2013/11/soft-skills-hard-questions/*
Peter Drucker was an amazing writer, brilliant management consultant and a self-defined “social ecologist”. His works distinguish the organization of the human across business, government and the non-profit sectors of society. Peter is among the best known and most influential thinkers on the matter of management theory and practices. Peter’s writings that envisaged several major developments became true when in the late twentieth century, privatization and decentralization ruled the world. He had also predicted the rise of Japan to economic world power, the importance of marketing and the emergence of the information society with its necessity of lifelong learning. He is the one who had coined the term “knowledge worker” in 1959. In the late years of his life, Drucker believed that the ‘knowledge work productivity’ would be the next outline of management.

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The Office of Participants Affairs (OPA) in collaboration with AKS Photography and Film Making Club organized a photo walk on December 28, 2013 at Masjid Wazir Khan, one of the oldest and most beautiful mosques in the old walled city of Lahore. The idea was to teach photography and film making techniques to aspiring professional photographers. Students took various shots of the mosque and shared tips with each other.
The Office of Participants Affairs in collaboration with UMT Dramatics Club organized DrUMaTive'13- Interversity Drama & Mimes Competition on December 18-19, 2013 at Al-Hamra Cultural Complex, Lahore. The event was organized absolutely on the basis of self-reliance and a heavy amount was generated with sponsorship from Coca Cola and Farzand Ali Circus (Old Lucky Irani).

Participating teams included University of Engineering and Technology (UET), Lahore, University of Central Punjab (UCP), University of Lahore (UoL), University of South Asia (USA), Foreman Christian College (FC), Shariq Thara Group (STG), UMT Sialkot and UMT Lahore.

The teams exhibited their artistic flair in an exclusive manner in front of the excited audience. University of Central Punjab (UCP) secured first position for drama “Infradi Tabdeeli”. University of Lahore (UoL) secured second position for drama “Neeli Chirya”. University of Engineering and Technology (UET) secured third position for drama “War on Terrorism”. The fourth position was secured by FC College for the drama “Societal Discrimination”.

University of South Asia (USA) secured first position in mime performance. UMT students were awarded souvenir for their incredible mime performance as well.

Tehseen Shabbir, Director GEO Program Hum Sab Umeed Se Hain, and Syed Abuazar Abbas from NCA joined as Guests of Honor during the event. Guests and students were awarded souvenirs on account of their exceptional performance at DrUMaTive'13. Rana Iftikhar Ahmad, Director OPA, thanked all the participating teams. He also appreciated Abdullah Chaudhary, President, Dramatics Club, for his hard work in organizing the event.
Academic Achievements

PhDs awarded to UMT faculty members

– Dr Sufian Munawar completes PhD degree in Mathematics from Quaid-e-Azam University, Islamabad

Dr Sufian Munawar, Lecturer, SST, has successfully completed his PhD degree in the subject of Mathematics on November 6, 2013 from Quaid-e-Azam University, Islamabad. His thesis was titled “Magnetohydrodynamic flows in pipe and boundary-layers with heat transfer”. He is conferred the title “century PhD student” of the Mathematics Department of Quaid-I-Azam University. He is also the reviewer of more than 15 international journals.

– Punjab University awards PhD degree to Associate Prof Qulb-e-Bashir Khawar Butt

The University of the Punjab has awarded PhD degree in the subject of Islamiyat to Dr Qulb-e-Bashir Khawar Butt, Associate Professor, Department of Islamic Thought and Civilization, School of Social Sciences and Humanities at UMT. The topic of his PhD thesis was “Asri Ijtihadi Masail Syed Maududi ka Moakaff-o-Manhaj”. The thesis explores important aspects of Syed Maududi’s thought from a focused perspective.

– Dr Malik Tahir Hussain completes PhD in computer science from LUMS

Dr Malik Tahir Hassan, CoD Computer Science and Assistant Professor, SST, successfully completed his PhD degree in the subject of Computer Science in September 2013 from Lahore University of Management Sciences (LUMS). His dissertation work was on ‘Discriminative Clustering Algorithms for Document Understanding, Tag Recommendation, and Web Surfer Behavior Prediction’.

The Department of Computer Science at UMT participated in ExcITeCup 2013 (Excel in IT) held on December 20, 2013 at Muhammad Ali Jinnah University (MAJU), Islamabad. More than 50 teams from 11 different universities/institutes including UMT, MAJU, QAU, CIIT, Air University, BIIT, etc. participated. Our students got remarkable success in:

– Google Devfest Programming Competition (Team 1: Hamza Jamil, Asim Khan, Team 2: Tabish Manzoor, Abdur Rehman)

– Quiz (Team: Syed Roohan Sajjad, Bilal Khalid, Abdur Rehman)

– Software Project (Team: Athar Mehmood, Ahmad Zafar Khan)

– Gaming (Team: Athar Mehmood, Ameer Hamza, Musharaf Islam, Mudassar Abbas)

– Poster (Ahmad Zafar Khan)

– Photography (Muhammad Ajwad Imtar)

Our students secured an overall 2nd position for UMT. The trip was organized under supervision of Bilal Javed, academic coordinator.

UMT students visit SOS Children's Village

The Social Welfare Society of UMT organized a trip to SOS Children’s Village Lahore on December 9, 2013. SOS Children’s Village is a welfare organization providing orphans and abandoned children a home and a fair chance in life. The children remain in SOS Children’s Village care until they are able to lead independent lives.

UMT students distributed snacks and sports goods among children residing in SOS Children’s Village. They also played games with the children. This visit provided UMT students with insight into the life of children living in SOS Children’s Village and helped students to know more about their surroundings.

Dr Haroon Rasheed selected as HEC approved supervisor for PhD students

Dr Haroon Rasheed, Assistant Professor and Director MBA (P) Program, SBE, has been selected as HEC approved supervisor for a period of three years, for PhD level students funded under various HEC in-country Scholarship Programs. The approved PhD supervisor program was initially started by the University Grant Commission. Eventually, Pakistan Council for Science and Technology (PCST) became principal agency responsible for evaluating and approving faculty and researchers as PhD supervisor. However, PCST’s emphasis was only on the discipline of Science and Technology. In February 2004, the whole program was taken over by Higher Education Commission. The HEC Approved PhD Supervisor is the requirement for those scholars who have been awarded HEC scholarships.
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Lap Lambert publishes book authored by Muhammad Asif

Lap Lambert, a leading academic publisher in Germany, has published a book authored by Muhammad Asif, School of Governance and Society (SGS). The book is titled “Corruption in the Scale of Justice: judges can save Pakistan from moving into anarchy” (ISBN number 978-3-659-41858-7).

The judiciary in Pakistan plays an important role as a guardian of the constitution. The apex courts also legalized four military regimes. The judges used “the Doctrine of Necessity” for this legitimacy. The author observed the role of the army and the superior courts in the politics of this country and developed keen interests in understanding the constitutional position of the judiciary.

IBA Karachi invites Dr Abdul Aziz Bhatti as speaker to ICICT 2013

Dr Abdul Aziz Bhatti, Dean SST, was invited by Institute of Business Administration (IBA), Karachi as a fully sponsored speaker to the 5th International Conference on Information and Communication Technologies (ICICT), December 14-15, 2013, Karachi. This conference captured the new wealth of research initiated by scholars inducted by the Higher Education Commission of Pakistan to enhance the interaction of local and overseas scientists and to foster tangible focus on problems related to the socio-economic uplift of the nation. It also brought together technical and business related issues pertaining to Information and Communication Technologies.

Research papers authored by UMT students published in WEC and IEEE Conference

Research papers authored by UMT students Bilawal Rehman, Usman Inayat, and M Akif under supervision of Dr Abdul Aziz Bhatti, Dean, School of Science and Technology, and University Distinguished Professor, Mashood Nasir, Assistant Professor, SST, Waqas Tariq Toor, Assistant Professor, SST, have been published in 5th World Engineering Congress-2013 organized by HEC and PEC in Islamabad. The research papers are titled:

- Efficient Modeling and Control of Non linear PEMFC
- Efficient Velocity and Yaw Orientation Control Design for Boeing JET
- Effective Guidance of Short Range Surface-to-Air Missile
- Simulink Implementation of the Fuel Cell Models
- Real Time Monitoring of Power Transformer for Smart Grid (A Practical Approach)

Another research paper titled “Evaluation of Fuel Cell Models at Specific Operating Conditions” authored by Bilawal Rehman, Usman Inayat, Mashood Nasir, Dr Abdul Aziz Bhatti, and Waqas Tariq Toor has been published in IEEE International Conference in Islamabad.
A research paper titled "Video Summarization: Sports highlight Generation", co-authored by Syed Farooq Ali, Assistant Professor, SST, and Dr Malik Tahir Hassan, Assistant Professor and CoD Computer Science Department, has been accepted in IEEE INMIC 2013 research conference.

A research paper titled "Human Fall Detection" co-authored by Syed Farooq Ali, Assistant Professor, SST, and Noman Nazar, Assistant Professor, SST, has been accepted in IEEE INMIC 2013 research conference.

A research paper titled "Pakistan’s soft power: Prospects and Limitations" authored by Hadia Rahman, Lecturer, SSS&H, has been accepted for oral presentation at the 9th International Academic Conference organized by International Institute of Social and Economic Sciences, Selçuk University, Konya and University of Economics, Prague, Faculty of Economics.

Research article titled 'Extending Kahn’s Model of Personal Engagement and Disengagement at Work' with reference to existential attributes: a case study of HR managers in Pakistan', authored by Rana Zamin Abbas, Assistant Prof, Head, Research Capacity Building (RCB), to be published in issue 41, 1 International Journal of Social Economics, has been submitted online in its pre-published version via Emerald EarlyCite.

A research paper titled 'Tacit Knowledge as a Source of Competitive Advantage in Cricket', authored by Dr Naveed Yazdani, Director SPA, co-authored by Dr A R Kausar, Director IAS, has been published in International Journal of Knowledge Management & Practices, Vol. 1 (2), September 2013 issue, p. 43-50. The Journal is peer reviewed and indexed.

A research paper titled "What Lies Behind Fiscal Deficit? A Case of Pakistan“ authored by Dr Rukhsana Kalim, Professor and Dean SBE, and co-authored by Muhammad Shahid Hassan, Assistant Professor, SBE, has been published in Transylvanian Review of Administrative Sciences. The current impact factor of the journal is 0.380.

A research paper titled "An Empirical Study of Meat Supply Chain and Prices Pattern in Lahore (Pakistan): A Case Study", co-authored by Syed Shahid Hussain, Assistant Manager Academics, SPA, and Dr Ahmed F Siddiqi, Associate Dean, SBE, has been accepted for publication in "Journal of Supply Chain Management Systems (JSCMS)".

A research paper titled “Comparative analysis on the efficiency and engine properties by using biodiesel and fossil diesel", authored by Dr Ayesha Mohyuddin, Assistant Professor, SST, co-authored by Mehwish Inam, Lecturer, SST, Dr Abdul Aziz Bhatti, Dean SST, and Mashood Nasir, Assistant Professor, SST, has been presented at 12th International and 24th National Chemistry Conference” held at Bahauddin Zakariya University, Multan.

Research paper titled “Time-dependent flow in a composite channel with heat transfer” authored by Dr Sufian Munawar, Lecturer, SST, has been published in Journal of Porous Media. This journal is published by Begell House Inc. USA and has ISI impact factor 0.530.

Research paper titled “Slip effects on entropy generation in MHD flow over a stretching surface in the presence of thermal radiation”, authored by Dr Sufian Munawar, Lecturer, SST, has been published in 13th Volume of International Journal of Exergy, pages 1-20. This journal is published by Inderscience Publishers, UK, and has ISI impact factor 0.921.

The Daily Dawn has published an op-ed authored by Ahmad Raza, Research Fellow, Office of Rector. Titled "The discovery of the self", the op-ed explains that the human self constitutes the fulcrum of human identity. The synthesis of biological, psychological and social attributes differentiates it from other living creatures.
Sohail Lashari, President LCCI, shares his perspective on economic outlook of Pakistan

Among the list of successful entrepreneurs in Pakistan, Sohail Lashari needs no introduction. An engineer by profession, currently he is working as the President of Lahore Chamber of Commerce and Industry (LCCI). He is also the CEO of Sozo Water Park and Sozo Solo World. An accredited mediator and founding head of LCCI Mediation Center, Sohail Lashari received BSc Engineering degree from University of Engineering and Technology, Lahore. He started his career by working on an international project of Khalis K-2 Iraq and also worked as Project Manager for Duhok Irrigation Project.

He served the business community to the best of his abilities on Plastic Asia, Jewel Asia, 2004. Under his flagship and LCCI, the first foreign single country exhibition was held in Dushanbe, Tajikistan.

He has the credit of introducing the first water themed park, Sozo Water Park, the first of its kind in Pakistan.

UMT Moments and Momentum spoke to the President LCCI Sohail Lashari about his vision of making LCCI the finest organization, and enhancing business and international trading opportunities. Excerpts of the interview follow.

Q: To what extent has the power and energy crises affected the business community in Pakistan?

A: Personally, I think that the current crises have dampened the morale of the common man. For me, it is more a matter of living in good spirits than talking about figures. We are a nation which has survived in good and bad times; the presence or absence of electricity doesn’t change anything. The nation has paid more than 17 per cent of taxes in these crises; now it is the responsibility of our leadership to keep people happy and content.

Figuratively speaking, due to the shortage of electricity and
gas; the life of a businessman is at stake as 30 to 40 per cent businesses are running at a very low capacity and nearly 10 per cent are closed down for a while which might open again 'someday' with positives hopes.

Q: What are the prospects of a public and private partnership developing in Pakistan?

A: I think that public-private partnership development is the real essence of development and to enhance this collaboration we need lands because land itself enhances your income. The government has many free land holdings which they should give to industrialists on a certain fee and let them build industry on it. The Punjab Government has already established public power partnership cell but it has no authority.

The government needs to encourage the private sector, deregulate and interfere less. Also, they need to reduce tariff for small and medium enterprises to flourish freely.

Q: How do you view entrepreneurship in this partnership?

A: The role of entrepreneur is extremely important and in countries like China, Japan and Pakistan, small and medium enterprises are the backbones of the economy which needs to be taken care of in terms of economic support.

Q: Since the past eight years, LCCI has been holding achievement awards ceremonies to encourage business entrepreneurs. How has this helped the entrepreneurship culture in Pakistan?

A: We have always tried to encourage the young entrepreneurs, as we believe that they can play an important role in shaping the economy of the country. We have a young entrepreneur committee and a standard committee also which is at post development stage. We not only hold awards but competitions also and young entrepreneurs with innovative ideas are encouraged and provided with good funding opportunities.

Q: How does LCCI view the rising trend of developing business relations with India, keeping in view the recent delegation’s visit?

A: Recently, a meeting was held in this regard and one of our ministers Mustafa Dastagir attended it. I am hopeful that after the Indian elections, things will change for the better.

Then, India will talk about 'most favored nation' status whereas we will discuss entry fee and visa facilities. India has a huge market for Pakistan, I am very hopeful that once India meets the 'most favored nation' status, Pakistan will avail a lot from the non tariff and tariff facilities.
As the Chief Minister said, we are going to generate 1000 mega solar energy at Quaid-e-Azam Underpass or Solar Park, I am not for it. I think if you can use the same 1000 mega watts on hydel or coal energy, you will get cheaper electricity. We are not into solar energy, as it is an expensive option.

Q: How can we make privatization more successful in the country?
A: We need to build a good consensus based business plan to make any industry workable in the private sector.

Q: Under your flagship and LCCI, the first foreign single country exhibition was held in Dushanbe, Tajikistan. How did that happen?
A: It is an interesting story; we chartered an airplane of 120 passengers and took the renowned folk singer Arif Lohar with us. The exhibition went very well. Currently, the environment is not very conducive for investment as the country lacks good trading opportunities and traveling facilities. You can do joint ventures on a limited scale as they are not open to foreigners.

Q: You have the credit of introducing the first water themed park, Sozo Water Park, the first of its kind in Pakistan. Likewise, are there any more projects coming up?
A: Sozo Water Park—the first theme park is a joint venture of me and my brother. Currently, we are holding talks with Punjab Government to allot us land to introduce the first of its kind indoor themed park in Pakistan (Lahore). This park will be designed according to the South Korean (Lotte World) recreational complex which has the world’s largest indoor themed park in the world.

Q: Your future plans.
A: LCCI is planning to launch its first electricity project of eight mega watts which will provide electricity to Multan Road via Ferozpur Road. We are also taking delegations to Europe and want to take an exhibition to Indonesia. Moreover, we are going to install video conference facility for the first time at LCCI.

Among our other projects, we are planning to hold Lahore Shopping Festival, an award ceremony and a project titled Punjab Hath along with some dinner receptions for ambassadors and commercial councilors. We aim to make this Chamber an exemplary green park soon.

Q: Your advice to upcoming entrepreneurs/students.
A: Other than course books, students should read books on different subjects like history, philosophy and geography, etc., to learn more about life. They should keep themselves aware of what is going in the rest of the world.

I am very hopeful that once India meets the MFN status, Pakistan will avail the non tariff and tariff facilities.