



*Day, Date & Time:* Saturday, May 28, 2011 at 1300h  
*Venue:* Conference Hall, IBA City Campus,  
Institute of Business Administration,  
Karachi74400, Pakistan  
*Contact Person:* **Prof. Dr. Talat A. Wizarat**  
*Tel:* +92 21 111 422 422 ext. 220  
*e-mail:* [twizarat@iba.edu.pk](mailto:twizarat@iba.edu.pk)

*Speaker:* **Prof. Dr. Syed Arif Kamal**  
Professor, Department of Mathematics, University of  
Karachi, PO Box 8423, Karachi 75270, Sindh,  
Pakistan • *ORCID:* 000-0002-1711-4827  
*Telephone:* +92 21 9926 1300-15 ext. 2293  
*e-mail:* [profdrakamal@gmail.com](mailto:profdrakamal@gmail.com)  
*Homepage:* <https://www.ngds-ku.org/kamal>

*Intelligent power*<sup>1</sup> (term introduced by speaker on Sep-tember 29, 2010), generalization of *soft power* and *smart power*, uses diplomacy, culture, history, religion, personality analysis of leaders, support of the cause/issue through scientific arguments, molding of public opinion, eliciting human-right violations and (indirect/limited) application of hard power. In the first step one identifies key role players in the decision-making process, with their relative *efficiency* (conflict transformation and conflict management) and *effectiveness* (conflict resolution). In the second step, one analyzes their personalities (Fig. 1). *Doves* becoming less supportive and more controlling may resolve conflicts. On the other hand, if they become more direct, they may manage conflicts. In the third step, conflict is transformed using intelligent power (the *privacy issues* of airport full body scanning were transformed to *health concerns* by the speaker<sup>2</sup>). That being done, the ball should lie in one's own court with a number of options consisting of progressively intensifying actions to pursue an issue, consistent with national grand-strategic objectives. In the fourth step, the conflict is managed (*peace process* employing influence graph). In the fifth and the final step, attempt is made to resolve the conflict (*road-map* employing precedence graph)<sup>3</sup>. Of course, one must realize the complexity of conflicts,

understanding the underlying interactions and influences (complexity science). A realistic approach to conflict transformation, management and resolution is needed in this time of complex economic interdependence, where the first priority should be to keep trade routes open providing continuity in the international trade.

*Keywords:* Conflict resolution, management styles, soft power, intelligent power, complexity

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*About the speaker:* Prof. Dr. Syed Arif Kamal, Ex-Chair, Dept. of Mathematics, Convener, National Curriculum Revision Committee (Mathematics), Higher Education Commission and Convener, Subject Committee (Mathematics), National Testing Service obtained his BSc (Honors) *summa cum laude*, MSc *summa cum laude* and PhD from University of Karachi, MS from Indiana University, United States and MA from the Johns Hopkins University, United States as Quaid-é-Azam Scholar. His awards and honors include throughout First-Class-First Position and 4 gold medals for scholastic achievements. He lead teams in 14 different capacities throughout his 29-year career with progressively-increasing responsibilities<sup>4</sup>. He has 114 papers to his credit, many of them applying mathematical tools to propose marketable products in security technologies, health-care technologies and aerospace technologies<sup>5</sup>. He conducted trainings for Engro and SUPARCO. Notable concepts put forward by him are *the fourth law of thermodynamics*, *the sixth paradigm of physics*, *intelligent power* (international relations), *edge-based moiré* (computer vision), *air-spacecraft of the third millennium* (aeronautics and astronautics) and *anthromathematics* (mathematics of body sizes, forms, proportions and structures). In addition, he is very enthusiastic about teaching and developing pedagogical techniques<sup>6</sup>. He received highest rating for courses/trainings conducted at HEC, SZABIST and HIIT. He takes keen interest in the programs of IBA. In 1999 he taught Physics course to BCS students at the city campus.

<p><b>DOVE</b> <i>Indirect &amp; Supporting (People-Oriented)</i> <i>Seeks Acceptance</i> Int. Motivator: Involvement <b>Consultative Decisions</b> <b>CONFLICT TRANSFORMATION</b></p>	<p><b>PEACOCK</b> <i>Direct &amp; Supporting (Idea-Oriented)</i> <i>Seeks Recognition</i> Int. Motivator: The Chase <b>Spontaneous Decisions</b> <b>CONFLICT MANAGEMENT</b></p>
<p><b>OWL</b> <i>Indirect &amp; Controlling (Procedure-Oriented)</i> <i>Seeks Accuracy</i> Int. Motivator: The Process <b>Deliberate Decisions</b> <b>CONFLICT RESOLUTION</b></p>	<p><b>EAGLE</b> <i>Direct &amp; Controlling (Result-Oriented)</i> <i>Seeks Productivity</i> Int. Motivator: Winning <b>Decisive Decisions</b> <b>CONFLICT GENERATION</b></p>

**Fig. 1. Conflict situation and personality style**

<sup>1</sup><https://www.ngds-ku.org/Presentations/IR04.pdf>

<sup>3</sup><https://www.ngds-ku.org/Presentations/IR05.pdf>

<sup>2</sup><https://www.ngds-ku.org/Presentations/Security.pdf>

<sup>4</sup><https://www.ngds-ku.org/goals/Univleader.pdf>