

IBA



**Institute of
Business
Administration**

Leadership and Ideas for Tomorrow

Programme Announcement

08-09

Welcome to the IBA



Institute of
Business
Administration



The Policy Makers of the IBA

THE IBA PATRON

***Dr. Ishratul Ebad Khan
(Governor of Sindh)***

Board of Governors

Mr. Justice Khalid Ali Z. Qazi	Chairman
Prof. Dr. Pirzada Qasim Raza Siddiqui	Member
Dr. Ishrat Husain (Director IBA)	Member
Mr. Mazharul Haq Siddiqui	Member
Mr. Shafiq Ahmed Khoso	Member
Prof. Dr. Sohail H. Naqvi	Member
Mr. Shamim Ahmed Shamsi	Member
Mr. Tanvir Ahmed Sheikh	Member
Mr. Shaukat Tarin	Member
Dr. Manzoor Ahmad	Member
Mr. S. Ali Raza	Member
Mr. Qasim Rabbani	Member
Mr. Sohail Wajahat H. Siddiqui	Member
Mr. Zahid Bashir	Member
Dr. Nasir Tauheed	Member
Dr. Qazi Masood Ahmed	Member
Mr. Shahid Shafiq	Member

The background of the entire page is a cosmic scene. On the left, a large, reddish-brown planet is partially visible, its curved edge dominating the left side. In the lower right, a bright, glowing star or sun is the source of a strong lens flare, radiating light across the bottom and right portions of the frame. The sky is a deep, dark space filled with numerous small, distant stars.

IBA's Vision

A world-class business
school for leadership
and innovation in management.

The background of the slide is a photograph of an ornate, classical-style interior. A large, intricately carved column is the central focus, with a bright light source from the right creating a dramatic glow and long shadows. The ceiling and surrounding walls are also highly detailed with carvings and architectural elements.

Our Core Values

Merit

Truth

Integrity

Creativity

Discipline

Tolerance

Humility

Contents

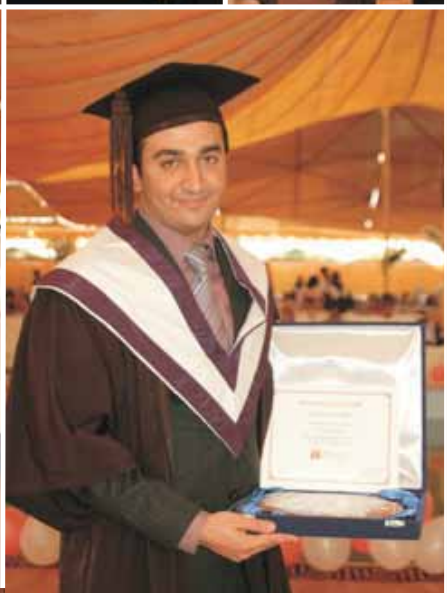
Doctor I.A. Mukhtar Gold Medal	02
Message from the Dean & Director	06
Meet our New Dean & Director	08
First Registrar of IBA	09
Introduction	10
Campus & Facilities	15
Life at the IBA	21
Programs of Study	26
Admission Requirements	30
Curriculum	33
Evaluation & Grading	54
Rules & Regulations	58
Departments	
Accounting & Law	63
Center for Computer Studies	66
Economics & Finance	74
Management	84
Marketing	90
Social Sciences	94
Center for Executive Education	97
The IBA Faculty	103
Academic Calender 2008-09	120
Fee Structure	124

Dr. I. A. Mukhtar Gold Medal



IBA has introduced Dr. I.A. Mukhtar Gold Medal for the student securing overall top position in MBA. Dr. I.A. Mukhtar is Ex-Dean and Director IBA. He received a gold medal for Masters in Economics from Aligarh University in 1939. He got his PhD in Economics from Columbia University. He was conferred Doctor of Laws (Honoris Causa) by the Institute of Business Administration. He was also conferred 'Sitara-e-Imtiaz' by the President of Pakistan. Dr. Mukhtar was a Senior Visiting Specialist at the East- West Center, University of Hawaii. He is author of numerous research papers and case studies. Dr. Mukhtar is a member of the Academic Board of the IBA.

Gems of the IBA



Events at the IBA



Convocation 2007



Dean & Director's Message



A business school is known by the quality of its students, the professionalism of its faculty, the dedication and leadership of its management, the vision and guidance by its Board of Governors and the value of its alumni to the society.

In a globalized world, the business school has to strive to maintain highest standard of excellence, inculcate strong ethical values among graduates and encourage inquisitiveness and life long learning.

The IBA is the oldest business school outside North America. It has produced nearly 7,800 graduates to-date, each one an outstanding professional. The IBA graduates have worked and matched in performance with the graduates of the most renowned business schools of the world; that is why the IBA is the school of choice for most young men and women interested in careers and leadership in business. Last year we did admit more students than at any time in IBA history but still we are aware that we had to let go many talented applicants. Although the number of Ph.D teachers and the overall strength of the faculty have grown by over 100 percent in less than 5 years the expansion in student enrolment cannot take place until the faculty of high calibre and competence is doubled from the present levels. We are constantly advertising for talented faculty and have attracted nine faculty members from Germany, USA, Japan and Sri Lanka. But we still need more.

The IBA students are continuously giving evidence of being world class. During the past year, four students of IBA participated in the "Battle of Minds" organised by Pakistan Tobacco Company (PTC) wherein highly talented students of top Pakistani Universities competed against one another. The IBA students obtained the second position for presenting a live research project in the Grand Slam. They were awarded trophies along with a cheque of Rs. 200,000/-. In another competition namely "Novartis Biocamp", a team of two IBA students, competing with those of leading institutions of Pakistan, was sent to Tokyo, Japan in October. The IBA system of merit, truth, diligence, tolerance and humility has established a culture in which outstanding young men and women and outstanding teachers create a community dedicated to quality, innovation and challenge. The IBA standards demonstratively are the highest in Pakistan. Every graduate truly earns his degree. In order to maintain and strengthen our values of merit, truth and diligence we do not ignore any case of transgression. The evils of plagiarism are being discussed seriously in higher educational institutions around the world. We have a "no tolerance" policy and punish student or faculty who pass off somebody else's work as their own. The IBA continues to discourage cheating by imposing deterrent punishment on students who try to take unfair advantage against other students and against IBA's own standards. The IBA ensures that no student is deprived of education at the IBA because of financial constraints. Specially low fees are offered to nearly half of the best candidates who join the IBA. Besides this, a number of scholarships are available. The IBA also arranges loans which the students can repay in instalments after completion of their degrees. Every student has to meet high demands of work and standards every day. Many of the most attractive employers have

told us that they cannot have enough IBA graduates for their organizations. The plans for establishment of Centre for Entrepreneurial Excellence are underway. The IBA has linkages with outstanding business schools in South Asia as well as Europe and the US. The IBA was the first business school in Pakistan to sign strategic collaboration agreement with Microsoft. The IBA offers courses and programs which are relevant to the needs of the market; its programs are widely adopted by other schools. The IBA's MBA is the best established brand in business education. Now its Computer Science program is also recognized for its creative, functional design and high quality. The IBA has also launched a Ph.D program in MIS, Computer Science & Engineering, and Information & Communication Technologies. The market has received the young BBA graduates with enthusiasm. It has been proved that the 4 year undergraduate degree program can be and will be established as a terminal degree for employment purposes in Pakistan as it is in the United States. Our MBA programs have been reviewed and restructured both in terms of subjects and course contents. Our MBA (Evening Program) curriculum has been brought in line with the day time programs. Not only the standard of education of Evening Program is in line with our Morning Programs but its curriculum and its delivery are also in line with our Morning Programs. We are planning to offer additional languages as options to our students. We have started to publish a six monthly refereed journal; the third issue of our BUSINESS REVIEW is already available. Our faculty and students are doing research and writing professional papers in increasingly larger numbers. In unprecedented number our faculty members are attending professional conferences around the world; such conferences are useful for networking and keeping our faculty informed about the latest developments in the areas of business education. The IBA looks forward to continue to change, adapt, and be among the best business schools in the world, always producing leadership and ideas for tomorrow. We are excited at the opportunity and challenges for business and business education. We are eager to welcome a new batch of the brighter, confident, young men and women who are eager to work in an environment of merit, to think for themselves, to innovate, to change, to lead, work hard and succeed.

Dr. Ishrat Husain
Dean & Director

Meet our New Dean & Director



Dr. Ishrat Husain took over as the Dean and Director of the Institute of Business Administration (IBA), Karachi on March 12, 2008. Since May 2006 he was holding the office of Chairman, National Commission for Government Reforms (NCGR) in the Prime Minister Secretariat at Islamabad with the status of the Federal Minister. In that capacity he completed a comprehensive report on the re-organization of the Government's structure, processes and human resource management policies.

Ishrat Husain was selected by President Musharraf in December 1999 to become

the Governor of Pakistan's Central Bank. During the next six years, he implemented a major program of restructuring of the Central Bank and steered the reforms of the banking sector, which are now recognized by the World Bank and IMF to be among the best in developing countries. The main ingredients of the program were merit-based recruitment, competency-enhancing training, performance-linked promotion, technology-driven business process and induction of high-level skilled human resources. He placed great emphasis on practising values such as integrity, trust, teamwork for the entire work force starting from the top. The State Bank of Pakistan experience has demonstrated that change management is possible in a public organization too.

As a member of the economic management team of the Government, he played a key role in the impressive economic turnaround of Pakistan. In recognition of his meritorious services he was conferred the prestigious award of "Hilal-e-Imtiaz" by the President of Pakistan in 2003. The Banker Magazine of London declared him as the Central Bank Governor of the year for Asia in 2005. He received the Asian Banker Lifetime achievement award in 2006.

For over two decades between 1979-1999 he served in various capacities at the World Bank in Washington DC. Among the positions he occupied at the Bank were Country Director for Central Asian Republics; Director, Poverty and Social Policy Department; Chief Economist, East Asia and Pacific Region; Chief Economist, Africa Region. Division Chief, Debt and International Finance and Resident Representative, Nigeria.

Ishrat Husain was selected to the elite Civil Service of Pakistan in 1964 and served in the field and also held mid-level policy making

positions in Bangladesh (then East Pakistan) and in the Finance, Planning and Developing Departments in the Government of Sind until 1979.

Dr. Husain has maintained an active scholarly interest in development and globalization issues. He is the author of a dozen books, contributor of 15 chapters in edited books and more than 25 referred journal articles. Two of his books "Pakistan: The Economy of an elitist state" and "Economic Management in Pakistan: 1999-2002" published by the Oxford University Press are widely read in and outside Pakistan. He is regularly invited as a speaker, resource person, discussant, panelist or chairperson at International Conferences/ Seminars/ Workshops in different parts of the World held under the auspices of the World Bank, IMF, UN agencies, research institutions, think tanks. He has so far attended 100 such events.

Dr. Husain is Higher Education Commission (HEC) Distinguished National Professor of Economics and Public Policy and Chairman, HEC Social Sciences Council. He is currently serving on the Board of Trustees of the Aga Khan University, the Senate of Pakistan Institute of Development Economics, Board of Governors, National School of Public Policy and Mahbub-ul-Haq Centre for Human Development. He was a member of the Steering Committee on Higher Education appointed by the President of Pakistan in 2003.

Dr. Husain received his M.A. in Development Economics from Williams College and was at the top of his class and Ph. D in Economics from Boston University receiving International Student Award for outstanding academic achievement. He is a graduate of the Executive Development Program jointly sponsored by Harvard, Stanford Universities and INSEAD.

First Registrar of IBA



Prof. Inayat N. Din graduated from the IBA in 1966 with a major in Management. He started his career by joining the corporate world. Soon after joining a banking institution, he was called upon by his Alma Mater as in a month's time, three senior members of the Management Department left the IBA. Teaching as a job became his passion. During his long stay with the IBA, Prof. Din not only taught courses in the Management field but also in Accounting and in Economics besides holding various administrative positions such as Deputy Director, Coordinator of the IBA's Banking Program which started in collaboration with the then ANZ Grindlays Bank. He performed his duties as Chief Coordinator of the US-AID's training program for the Agriculture Officers of the Sindh and Balochistan provinces organized and executed by the IBA. Mr. Din not only represented the IBA at different forums but also attended several national and international workshops and conferences.

Prof. Inayat Din has worked as a strong contributor to the IBA's image by working relentlessly, along with others, even during curfews, strikes, storms etc. to ensure uninterrupted teaching process and also by serving on different important committees as Scholarship Committee, Discipline Committee, Executive Committee, IBA's Academic Board and even as a member of the Board of Governors.

Though Prof. Din retired in 1999, he has had the privilege of staying with the IBA on contract till in August 2007, when in recognition of his dedicated and meritorious services of over 40 years as a professor to the IBA, the Board of Governors chose him to be the first Registrar of this Institute.

Prof. Din is greatly respected by his former students who gratefully acknowledge his support, advice and the model behaviour of fairness, transparency and truthfulness they obtained and observed in him.

Introduction

Beginning of a Promising Journey

The Seeker of Knowledge is a Journeying self and his journeying is marked by perpetual transcendence

Business education is one of the most effective tools that a society acquires to successfully encounter all the future challenges offered by the rapidly advancing world. Being one of the leading business schools in this part of the world, the Institute of Business Administration (IBA) provides a solid foundation to prepare students to meet this challenge. After completing its 50 glorious years of excellence, the IBA is geared up to achieve more milestones in the field of education, hence proving its commitment to continuous improvement.

The IBA was established in 1955 as a USAID financed project. Initially the Wharton School of Finance, University of Pennsylvania, provided the technical support; later, the University of Southern California got the contract to set up various facilities at the Institute and several prominent American professors were assigned to the IBA. A large number of Pakistani faculty members received advanced degrees from Wharton and the University of Southern California. Till 1994, the University of Karachi awarded degrees to the graduates. In that year the Sindh Assembly elevated the Institute's status to that of a degree awarding institution. In spite of a rapid increase in the number of business schools, the IBA has maintained its position as the premier institution of higher learning in the field of management and business administration.

The IBA initially offered programs only for day scholars. In 1957, an Evening Program was started to cater to the needs of the numerous working executives and managers who were interested in furthering their careers through part-time business studies. In 1982, a three-year BBA (Honors) Program was introduced which has now been upgraded into a four-year BBA program.

The Center for Computer Studies was established in 1983 with the collaboration of IBM, Pakistan. It initially offered a diploma in system analysis to overcome a shortage of software professionals in the country. It now offers PhD (MIS/Computer Science & Engineering / Information and Communications Technologies), BBA (MIS), MBA (MIS) and BCS (software engineering) programs.

Distinguishing features of the IBA are the induction of students through a systematic and merit-based admission process, training in a demanding academic environment, and on-time completion of study programs. Admission procedures, curricula, methods of instruction and the system of examinations at the IBA give it a unique position among leading educational institutions in Pakistan.

The IBA Philosophy

The recurrent theme of the 53 years of IBA's existence is that business education should be relevant and looking to the future.

The IBA provides an enabling environment, conducive to scholarship and research. The faculty, staff, students and members of the industry work together to achieve learning goals. Students acquire knowledge and skills through constructive and distinctive processes that encourage them to develop understanding of business concepts and issues, think independently and to make rational choices. They are encouraged to take responsibility for their own learning, to become active participants and leaders, and to apply their knowledge in real-world context.

The IBA programs are designed to provide world-class professional managers and entrepreneurs for the business and industry in Pakistan. Students take part in a broad variety of activities ranging from volunteering for charity work and participating in athletic events to organizing conferences on a variety of business issues. A spirit of involvement is important because teamwork, leadership and being a responsible citizen are the foundations of the IBA experience





High Profile Faculty

The IBA faculty comprises of teachers with high academic achievements as well as successful, practical business management experience. Most have advanced degrees in their fields of specialization from foreign institutions of repute. The faculty members are well regarded for their insight and command over current issues facing business and industry. They are frequently invited to participate in seminars, symposiums, discussions and conferences across the country and overseas.

The faculty ensures that the system of education at the IBA is a unique blend of the best in classroom instruction, case studies, role-playing, business games, class presentations, research and practical training in business organizations

IBA Alumni & Public Affairs

As a top business institute in the country and as the leading management school in the region, the IBA has produced top decision makers, executives, businessmen, strategic planners and opinion leaders over the years.

The tremendous participation of these graduates, our alumni, is part of what makes the IBA a special place to study. Just as the IBA has a lot to offer to the alumni, they also contribute a lot in return. Alumni groups, active nationally and internationally, have made contributions to the IBA Endowment Fund, the library and the scholarship funds. Through volunteering, mentoring, teaching, providing career advice and opportunities, the alumni stay involved with the Institute. They return to the campus for such events as reunions, and as speakers on current business topics, which provide an opportunity for graduating students to get insight on life after the IBA.

The IBA, having continued to flourish and progress, over the years, also requires refurbishment. Initiation of a formal fund raising process can help the institute in becoming one of the top business schools in the world. This has been recognized by the IBA Board of Governors and in pursuance of this, IBA Alumni, Public Affairs and Resource Mobilization (A, PA & RM) department has been setup.

A plan for fund raising has been drawn up. A list of IBA alumni, considered to be prospective donors, is being finalized. Relationship building exercises with them will be commenced shortly. Trans-national corporations, national companies and family concerns are a few examples of the prospective donors.

The Alumni Network

IBA's 7,500+ graduates, one of the largest alumni networks of any business school in Pakistan, have achieved phenomenal success in the corporate world and a large number of them occupy top positions with-in and outside Pakistan.

The IBA maintains an official website consisting of alumni database of more than 7,500 graduates which can be joined or updated by former students through the link . It offers numerous features including an online alumni directory that lists graduates as far back as 1958. As a member of the IBA alumni website, every graduate enjoys the following benefits:

Reunions

The A, PA & RM department stands ready to assist IBA graduates who wish to plan a reunion, within or outside the IBA. Requests for correspondence addresses, email and contact numbers of former classmates and IBA students can also be forwarded to A, PA & RM department.

Career Solutions

Career networking and job-hunting services do not end when the IBA students graduate. In fact, it only begins. As soon as the graduate becomes a member of IBA alumni website he / she can 'Post a Job' and 'Find a Job' by clicking on 'IBA Placement Services'.

Lifetime Email Address

IBA has reserved a permanent email address for its graduates that do not change. This email address provides a unique identity to the name, as it incorporates initials of the former student and name of the IBA.

Organizational Search

An exclusive IBA alumni employer's database has been developed which provides information of about 400 national and multinational organizations that employ IBA graduates. IBA alumni website members can only access this data. Please click on 'IBA Placement Services' link to reach the above database.

Alumni Newsletter

IBA alumni will receive IBA alumni newsletter on their life time email accounts. Complete with events, stories, and photographs, this newsletter will keep them connected with other IBA graduates.



Search a Friend

Search your classmates and friends through IBA alumni directory. This information bank provides name, year of graduation, affiliated program etc., about the desired friend. An email message can directly be sent to other IBA alumni through a special message box, appearing on this site.

Special Commemorative Gifts

First 500 IBA graduates who updated their profiles on IBA alumni directory, have received a special gift, carrying great nostalgic value, from A, PA & RM department.

Advertising on Website

IBA alumni website offers a great opportunity to advertise on this website. A, PA & RM department offers discounts on quarterly, bi-annual and annual bookings.

Career Opportunities

In view of the increasing professionalism in management and growing competition in Pakistan, job opportunities for qualified and trained business administration graduates will continue to grow. Multinational firms and professionally managed Pakistani companies hire IBA graduates with confidence because of the high level of professionalism instilled in them during their course of study. The Institute offers a flexible curriculum, diverse student body and faculty that are willing to embrace and encourage new ideas. This provides the students with tools, values and confidence to be leaders in the organizations of today and tomorrow.

The interaction of researchers, business and industry is necessary and important for new ideas to develop and be implemented. The Research Wing undertakes projects and assignments specific to a particular industry or an organization. A broad classification of these research projects pertains to areas related to Strategy, Growth, Economics, Organizational/HR Development, Marketing and Production Management.

Research Wing

The IBA has established a Research Wing at the City Campus. The purpose of this initiative is to play a key role in the development of industrial and financial sectors of Pakistan by providing useful research and evaluation guidance. The activities of IBA's Research Wing consist of both core and collaborative research to provide help to the federal and provincial governments, non-governmental organizations and

the private sector.

This Wing is the repository of all core research done by the IBA faculty, scholars and students. The research papers written are documented, archived and are available to other researchers and industry. The IBA faculty and students can access these research papers via the IBA Research Portal (IRP) on the IBA intranet. This wing also publishes a Research Journal "Business Review" bi-annually.



Campus & Facilities

Concepts Transformed onto Reality

Translate potentiality into actuality, idealize the matter and materialize the ideal.
Dare to create.

Location

The IBA is located in Karachi, a sprawling and vibrant metropolis having a population of over 15 million. Being the largest financial and industrial center of the country, Karachi is home to most of the nation's largest banks, brokerage houses, industrial complexes, consulting houses and commodity firms. Being in the hub of economic and trading activity, the IBA campuses, due to their prime location, provide a unique opportunity to students to mingle and interact with the leaders and managers of the largest corporations and business houses in the country.

The IBA has two campuses: the Main Campus on the University Road and the City Campus on Garden Road, Karachi.

Facilities

The two campuses are spread over 80 acres. These compare in size and splendor to any campus of a world-class institution of higher learning. The facilities are immaculately maintained in line with the IBA tradition of excellence in all facets of its activities.

The IBA Main Campus is a large complex of buildings spread around lush green sprawling lawns, which serves as backdrop to an extremely conducive environment for academic pursuit. It houses the program offices, faculty offices, a library, an auditorium, two computer labs and eleven classrooms. The Main Campus is now equipped with two generators i.e., 250KvA and 150KvA, supporting all the built facilities at the campus.

The City Campus is in the heart of the business district of the city. Apart from housing 20 classrooms, it has a library, an auditorium, conference and seminar rooms, and four computer labs. The City Campus is also home to the Evening Program, which is attended mainly by professional managers. The classrooms at both the campuses are large and airy, and are fully-equipped with modern audiovisual facilities, to enhance the learning experience and make it more interactive.

The IBA Main campus cafeteria has been constructed as a double story building with a capacity of 120 students. The IBA City Campus cafeteria has also been built with the seating capacity of 60 students. Both the cafeterias are air-conditioned.

The construction of new class rooms at both the campuses is to begin in the current year. The existing classrooms at both campuses are being renovated through renowned architectural consultant. Each air-conditioned classroom is designed for 40 students and is also fully equipped with latest audio-visual facilities to enhance the overall learning experience.

A reception center is being built to provide information and assistance to visitors of Center for Executive Education, CCS and Evening programs at City Campus. A modern Prayer Area is available to offer prayers. A geyser is installed to facilitate ablution with warm water in winter season. Under the recent refurbishment programme, all washrooms and related facilities at both campuses are being upgraded.

The auditorium located at the City Campus has a seating capacity of 330 students. The auditorium is being used for the educational purposes that encompass seminars, workshops, conferences, declamation contests, quiz programs and other education related activities. The up-gradation and renovation is under active consideration. The auditorium of Main Campus is also to be refurbished soon to make it as active as the City Campus auditorium. The construction of students lounge and gymnasium along with other sports facilities at both the campuses is also under consideration.

The boys' hostel accommodating 120 students is under major refurbishment programme. The 100 rooms are recently refurbished and the other facilities are being considered for refurbishment based





on the consultant's design. All facilities at both campuses are accessible to the students, faculty and course participants.

The Libraries

The IBA libraries contain more than thirty thousand books on business management and related subjects. In addition 40,000 online latest books are available through HEC National Digital Library. The libraries subscribe to more than eighty international and forty-two local journals and periodicals.

Libraries at both the campuses are regularly updated with latest books and journals. Access to hundreds of IT related journals and even a larger number of business journals, through online HEC database , provide the students and faculty direct access to the work of the world community of researchers, thinkers, and practitioners. This important link makes it possible for researchers and students to work as members of this growing community.

A computerized modern library management system has been installed, which will enable the users to search for material much more quickly and efficiently.

Refurbishment of libraries at both the campuses is underway.

IT Infrastructure & Services

The IBA's computing facilities are being continuously upgraded to keep them in sync with fast paced advances in computing technologies. The IBA believes that a modern IT environment for students, faculty and administration is absolutely essential for providing quality education. To achieve this objective a major initiative has been launched to create a state-of-the-art Information Technology Infrastructure. This environment will allow easy accessibility to students, faculty, administration, as well as parents and alumni, enabling them to interact with one another.

The IBA's IT department provides computing facilities to staff, faculty, and students. It also develops plans with objectives and actions that help achieve a highly competitive and technology-intensive environment for the institute. Some of the services provided by this department include E-mail and Internet Service, IT Help Desk, Audio Visual Support, and Printing Services. The IT infrastructure includes the following:

- ◆ Over 500 PCs nodes connected through latest networking equipments such as high speed LAN covering the two campuses and the Boys Hostel; CAT 6 Ethernet and fiber optic cabling; HP



pro- curve managed switches; Cisco routers and 11Mbps Radio link connectivity between the two campuses of IBA and the Boys Hostel.

- ◆ All computers have fully licensed Windows XP and Windows 2000 operating systems besides other licensed application softwares such as Microsoft Office, Microsoft Visual Studio .NET, Java, Oracle, NCR Teradata, and OPNET.
- ◆ Xeon based multiprocessor Servers to provide state of the art services. One of the largest wireless LAN networks in the country to provide 100% wireless coverage on both campuses.
- ◆ 3 Mbps high speed Internet access with multi-homing.

On the software end, the projects undertaken include a Campus Management System (CMS), which allows automation of all program offices at IBA; Library Management System (LMS), which allows students and faculty to utilize the library services in an efficient manner; an IBA Research Portal (IRP), where valuable research work done by the IBA faculty, students, and management staff is collected and made accessible for viewing to all users; a new library website, which provides information through an Online Resource Center.

A highly informative and up-to-date alumni website provides alumni information and allows online registration of alumni. Students and faculty also have access to over 17,000 online journals via EBSCO, Blackwell , and CUDOS.

Placement Services

Placement Services at the IBA lends support to both prospective employees and employers. It also provides advice and assistance to the IBA's existing students in terms of their placement in internship programs, 5-Month Projects and jobs, in various organizations. Furthermore, it helps the IBA alumni in their job search / placement procedures. Hence, the networking of placement services ensures that the transition from classroom to career is smooth and successful. A, PA & RM offers 'Employer Seminars', 'Workshops', 'Career Counselling' and 'Career Solutions for Graduates'.

Employer Seminars

CEOs and heads of various functions including Human Resources visit the IBA, interact with the students, conduct on-the-spot interviews and make job offers.

Workshops

Students and alumni at the undergraduate and graduate level take part in workshops on a number of career related topics.

Career Counseling

IBA Placement Services provide feedback to students after they have completed their internships on the basis of appraisal and evaluation provided by their employers. This helps the students to learn about their strengths and areas of improvement.



Career Solutions for Graduates

Career network and job hunting does not end when IBA students graduate. They can find a job or post a job by clicking on the appropriate link on the IBA alumni website (www.iba.edu.pk/alumni).

Student Residences

The IBA provides residential facilities for out- of-town full-time IBA students. The hostel is spread over an area of 1.75 acres with lush green lawns and is a short walk from the Main Campus. The hostel provides single accommodation for its students and has one hundred rooms.

The hostel provides many facilities to its residents: it provides indoor game facilities. Students use the TV Lounge, which is equipped with a big screen television and a satellite decoder, high speed internet service is also available via LAN and radio link connectivity has been provided to the boys' hostel.

A hostel committee run by the students facilitates smooth running of the hostel mess and other affairs. It arranges many extracurricular activities which give the hostel a lively atmosphere.

The City Campus students at the hostel are provided transport to commute between the City Campus and the hostel. Limited garage space is available for students who wish to bring their own cars.

Accommodation is usually in high demand and allotment is done on a first-come-first-serve basis. The construction of new boys' hostel

building is under consideration. This hostel will have enhanced living, recreation and dining facilities.

Transportation

The IBA has its own 2 buses and 4 coasters serving different routes for the convenience of the students. Besides this, private and public transport also serve both the campuses. The City Campus, being located in the downtown area, is accessible from all parts of the city by buses, taxis and rickshaws available at all hours. Spacious parking facilities are available at both campuses for students who wish to bring their own cars / motorbikes. The IBA also runs a convenience point service through private contractors for students pick and drop, covering the entire city.



Department of Communication

Communication Department is the backbone of any institution. Realizing demands of the modern Information age, the Communication Department of the Institute of Business Administration, Karachi is working relentlessly to project IBA's image as the premiere World Class Business School in Asia.

The Communication Department is responsible for Press & Publication at the IBA which includes publication of press releases, advertisements, supplements, research journals & other promotional material. The department updates media representatives regularly about major events, announcements and decisions to develop and sustain effective relations with its various public including faculty, students, parents, researchers, scholars, alumni and civil society at large.

The department also assists the management in their efforts to meet challenges of the dynamic world of business education in order to strengthen IBA's status as one of the most prestigious institutions in Pakistan today.



Erum Hafeez
Manager of Communication



Life at the IBA



If you ask any student about life at the IBA, you will probably hear that it is high-pressure, speedy and relentless. Like any other top institution, the IBA demands a lot from its students – there is a reason why they are the crème de la crème. Students at the IBA find themselves striving to meet high expectations everyday. There are quizzes, reports, assignments, presentations, a lot of teamwork and no room for delays. There are, however, random days of recharging fun thrown in between the pressure-packed schedules. Life here is highly competitive, moves fast, and turns novices into tough, hardcore professionals. But, the IBA isn't just all work and no fun. While IBA students are able to cope with a heavy workload and the stress it causes, they also know when to relax. The best thing about taking a break and having fun at the IBA is that it always involves everybody – there is no concept of isolation. To cater to students' diverse interests, there are separate clubs for every program offered at the IBA and each student of the respective program is a member of that club.

BASC OFFICE BEARERS			
BASC		IBA	
Year	Vice President	General Secretary	Treasurer
2000-01	Adnan Kiseel	Omar Siddiqui	Yasir Shirazee
2001-02	Adeel R. Chaudhry	Khuram Chishti	Talib Haider
2002-03	Haider Ali	Rohan Bahadur Khan	Amir Iqbal
2003-04	Amir Iqbal Dhakan	Shahzad Kharal	Ahmed Asad
2004-05	Wasiq Kamal	Shahzad Razzak	Raees Mahmood
2005-06	S. Saad Kamran		Qasim Tariq
2006-07	M. Asad Khalil	Ayub Ansari	
2007-08	Umair Waheed Shaikh	Syed Arif Javed	Haseeb Ahmad

Student Clubs

The Business Administration Student Club (BASC), Executive Students Forum (ESF) Business and Information Technology Students Forum (BITS) and Business Administration Society of Evening Students (BASES) are student bodies with office-bearers elected by students. Elections to these posts are usually preceded by highly charged pre-election campaigns. The members of these clubs elect a vice-president, general secretary and treasurer for each calendar year. The Director IBA is the president of all the clubs and is assisted by the students' counsellor for managing student affairs.

These student clubs are responsible for conducting various educational and recreational activities for students such as seminars, debates, movie shows, picnics, and other such events. There are a number of student societies working under the banner of the above student clubs. These societies, headed and run by students, arrange various events that provide a welcome relief from the pressure of their daily routine. The faculty and administration also encourage these activities as they provide a healthy platform for students to develop organizational and managerial skills.



Societies

Social Society

The Social Society is responsible for all the social events that take place at the IBA; corporate dinners, annual dinners, prize distribution ceremonies, concerts and melas are some of the events organized by this society





Community Welfare Society:

The Community Welfare Society reaches out to the less privileged segments of the society. It makes community service a colorful exercise by organizing highly entertaining indoor Olympics, bake/flower sales, and its most significant event: The Artifice. This major event is an annual performing arts gala with students showing off their acting skills alongside various performing artists from the city's well-known theatre companies. The last Artifice boasted of a spirited performance from students of the National College of Arts, who especially came for the event from Lahore.

Publications Society:

The Publications Society is another popular committee among students that brings out an annual magazine and a newsletter. The society is a home for all creative souls wanting to vent their imaginative selves, as well as frustrations, through writing.

Sports:

The Sports Committee is divided into councils for girls and boys, and outdoor and indoor sports. The sports committee organizes inter-class tournaments for cricket, hockey, soccer, throwball, etc. and also organizes teams that participate in inter-university competitions.



Drama Club

This club provides input for the Artifice and organizes an annual talent show called Talantopia, which identifies gifted singers, actors and actresses among the IBA students who perform at this annual event and keep audiences entertained.





Alumni Society:

The members of this society maintain records and contacts with IBA alumni, and arrange the alumni dinner, an annual reunion. The event plays a major role in strengthening the ties that the IBA alumni have with their alma mater and help enhance their patronage of the Institute.

Seminar Society:

The Seminar Society organizes symposiums with highly accomplished guests from the corporate world. IBA business conferences organized by this society are events of national importance, managed wholly by the students. In an attempt to cover all of modern business and economy, the Seminar Society forms teams that deal with subjects such as Marketing, Management, Economics, Finance, Human Resource, Advertising, Investment and Information Systems. These teams are responsible for developing proposals for Seminars and conferences that concern an issue that is current and is also of importance to the future of the field they are assigned. These proposals are evaluated on their relevance and the teams with best proposals are allowed to proceed to the seminar organization stage. Apart from these, the students manage an Arts Council, Urdu and English Literary Societies, Iqra Society, Economics Society, and the Management and Marketing Societies that organize debates, grand quiz shows and competitions among the students.



Life at the IBA



Programs of Study

Challenging Talents

The quest for excellence is the will to become what you are capable of becoming, and just a little more.



Academic Programs

The IBA offers full-time business programs both at the Main and City Campus, while the Computer Science programs are only offered at the City Campus. It also offers a variety of part-time programs at the City Campus in the evening. It is not uncommon to find entrepreneurs, practicing managers, government employees and technocrats attending these programs. The diversity in their work backgrounds makes interaction, inside as well as outside the class, a rich and educative experience. Specialized executive education programs are conducted by the newly established Center for Executive Education (IBA-CEE) for professionals from the corporate world. Starting from Fall 2008, the existing BCS program is being re-launched as Bachelor of Science in Computer Science, BS(CS). In addition new degree programs are also being started including BS (Software Engineering), BS (Information Technology), MS (Computer Science), MS (Software Engineering) and MS (Information Technology).

The Master's Program offers specialization in the fields of Management, Human Resource Management, Finance, Banking, Marketing and Management Information Systems.

The programs of the study are as follows:

Doctor of Philosophy – Ph.D.

The Center for Computer Studies (CCS) of the Institute of Business Administration is offering graduate studies leading to PhD degree in the areas of Computer Science and Engineering (CSE), Information and Communication Technology (ICT), Operations Research, Artificial Intelligence, Cryptography, Numerical Analysis and Numerical Computing. Admission to the Ph.D. program has been offered from fall 2005 and is conditional on clearance of an IBA entrance test and interviews. The successful Ph.D. candidates will be offered Research / Teaching assistance for which they shall be offered monthly stipend and tuition waiver. The program is composed of course work credits and dissertation credits.

The IBA also has plans to launch Ph.D. in Management Sciences with specialization in Management, Marketing, Finance, Accounting and Human Resource Management (HRM).

Master of Business Administration – MBA (Morning Program)

The IBA offers full-time two year MBA programs at the Main Campus and the City Campus. These programs consist of 24 courses of 72 credit hours cumulative. Out of these, 20 courses are compulsory and 4 are elective.

Master of Business Administration – Management Information Systems MBA-MIS (Morning Program)

MBA-MIS is a two-year morning program offered at the City Campus. It is aimed at preparing MIS professionals with sound foundation in technology and business fields. The program offers a blend of computer and business-related courses spread over four semesters of classroom teaching and practical sessions on the computer. This program consists of 24 courses of 74 credit hours cumulative. Out of these, 19 courses are compulsory and the rest are elective. Students are required to work and qualify a final project, which is compulsory, after they have completed their coursework.

Executive Education

The Institute combines with its program of formal management education, an elaborate program of management training for executives and professionals. These specialized programs are conducted by the newly established Center for Executive Education (IBA-CEE). The IBA-CEE provides opportunities to executives working at different echelons in organizations to enhance their careers by gaining knowledge and insight into state-of-the-art management techniques and technologies. Executive Education Programs consist of various training courses and workshops that are organized and conducted by the distinguished IBA faculty as well as industry leaders. Besides open enrolment programs, the Center also offers client specific training to organizations on their request, keeping in view their unique and distinct requirements. Organizations that have benefited from the Executive Education Program include private firms, small business corporations, multinationals and transnational corporations, government departments, defence, and public sector organizations.

Through an interactive class environment, live cases, role-playing, and syndicate work these courses engage the participants in a dynamic learning experience that enhances their capabilities and skills.

MS Economics Program

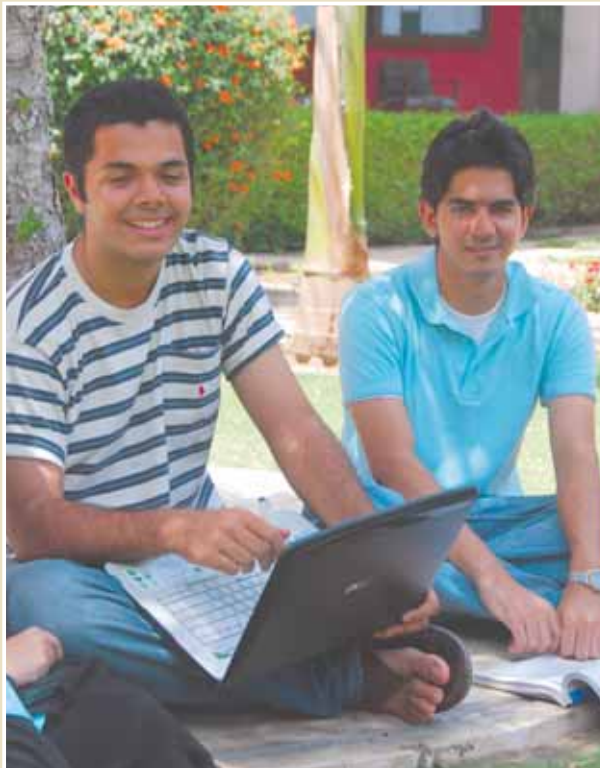
The Graduate Program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in private and public sectors policy planning, analysis, and forecasting. The IBA offers a full-time one and a half to two year MS Economics Program. The program consists of 12 courses of 36 credit hours and a master's thesis of 6 credit hours.



MS Program in Economics emphasizes applied economics and the application of economic analysis to related disciplines. Growth in both the business consulting and financial services has generated a strong demand for economic analysts. One reason is that decision models drawn from applied microeconomic theory are particularly useful in analyzing a firm's business potential and determining the investment value of a firm. Furthermore, individuals with strong analytical skills are in a unique position to contribute to important operational decisions. With advanced instruction in quantitative business methods, students with a good background in mathematics can form an exceptionally strong foundation for a career in business consulting, finance, marketing and other business fields, such as business consultants, business and financial analysts, market and pricing analysts, and economic researchers

MS Finance Program

The IBA offers a full time two- year MS Finance Program. MS Finance Program combines management and finance courses to give students



comprehensive professional education. The program's finance offerings are designed to impart the tools and knowledge needed for analysis, decision-making and management in a wide variety of organizations, including non financial corporations, banks, insurance companies, investment firms and government units. The course is an application of the modern theory of finance and financial modelling techniques to financial decision-making and risk management of all financial institutions.

The MS in Finance Program requires 12 courses (36 credits) and a master's thesis (6 credits). Students who have not completed specified business courses as undergraduates or do not have the equivalent work experience may need additional background courses before beginning the program.

Master of Science (Morning Program) in Computer Science, Software Engineering and Information Technology

The MS Program is offered at the City Campus with the above mentioned three majors. It is a full time one and a half to two years program, preparing students in Computer Science, Software Engineering and Information Technology. This program consists of a minimum of 30 credit hours including 6 credits for a thesis/project. Courses comprise a combination of compulsory and elective courses in core and supporting areas.

Master of Business Administration – MBA (Evening Program)

MBA evening is offered at the City Campus. The prerequisite of this program is a Postgraduate Diploma in Business Administration. The duration of this program may vary depending on the capacity of the student to complete the course load each semester. Students must complete the entire course work within 5 years of completion of Postgraduate Diploma to qualify for the degree. This program consists of 12 courses for cumulative 36 credit hours. Out of these, 8 courses are compulsory and the rest are electives.

Master of Business Administration – Management Information Systems MBA-MIS (Evening Program)

MBA-MIS evening program is offered at the City Campus. The duration of this program may vary from 3-6 years, depending on the capacity of the student to complete the course load each semester. This program consists of 24 courses of 74 credit hours cumulative. Out of these, 19 are compulsory and the rest are elective courses.

Postgraduate Diploma in Business Administration – PGD (Evening Program)

PGD is offered at the City Campus in the evenings. The duration of this program may vary from one and a half to three and a half years, depending on the capacity of the student to complete the course load each semester. The student must complete the coursework in 7 consecutive semesters. The course load for PGD students is three in the regular semester and two in the summer semester. This program consists of 12 courses of 36 credit hours cumulative, all of which are compulsory. This program leads to MBA degree pursued in the evening program.

Certificate Courses (Evening Program)

Candidates interested in attending single courses of PGD and MBA, offered in the evening, are awarded certificates upon successful completion of the course. These certificate courses are available for people with a bachelor's degree or equivalent from a recognized university. Relaxation in this requirement may be allowed for candidates sponsored by their employers. These courses are useful for those who cannot join the full-length degree or diploma programs. Selection of candidates is done through an aptitude test. Students can have their status converted to that of visiting students, upon request, before the first hourly examination of the course.

Visiting Students Program (Evening Program)

The Institute also admits, without any prerequisite, visiting students in single PGD and MBA courses in the evening program, provided seats are available. These students are not allowed to take regular

examinations. The visiting participants are awarded a certificate without any grade for attending the course if they maintain the attendance requirement. Visiting students are not allowed to have their status changed to a regular student during the semester

Bachelor of Business Administration– BBA (Morning Program)

BBA Program at the Main Campus and the City Campus are full-time four-year bachelor programs. These programs consist of 47 courses of 141 credit hours cumulative. Out of these, 43 courses are compulsory and 4 are electives.

Bachelor of Business Administration– Management Information Systems BBA-MIS (Morning Program)

BBA-MIS Program, offered at the City Campus, is a full-time four-year program. This program consists of 47 courses of 148 credit hours cumulative. Out of these, 41 courses are compulsory and 6 (3 MIS & 3 Business Courses) are elective. Students are also required to do a project in their last semester of study.

Bachelor of Science (Morning Program) in Computer Science, Software Engineering and Information Technology

The BS Program is offered at the City Campus with the above mentioned three majors. It is a full time four-year program, preparing students in Computer Science, Software Engineering and Information Technology. This program consists of a minimum of 131 credit hours, comprising of a combination of compulsory and elective courses in



Admission Requirements

Developing Students into Professionals

In a world where the future is constantly evolving to live means to outlive and to grow means to outgrow.



Undergraduate Programs

Applicants to the BBA, BBA (MIS) and BS programs must have completed their

- i) Intermediate with minimum 60% marks
- OR

A Level minimum one B, and two Cs in three principal subjects, subsidiary, General or, Advanced Subsidiary papers are not counted. An American High School Diploma (with a minimum of 70%) or an International Baccalaureate (at least 28 points out of 45).

- ii) For BS: Mathematics must be one of the subjects.

Applicants whose final year results have not been announced at the time of the interview should have no deficiency in the first year of their intermediate/'A' Level (or equivalent) examinations. Such applicants may be granted provisional admission and in case their final exam results are subsequently found not meeting the minimum requirements of the IBA, the provisional admission shall stand cancelled. No chance will be given for the improvement of grades.

Applicants to the BS program must have a background in Mathematics.

Graduate Programs

Applicants to the MBA and MBA-MIS programs must have:

- i) Minimum 16 years of education
- ii) Minimum 60% marks at terminal level
- iii) Minimum 2.50 (on a scale of 4.00) CGPA where applicable.

Applicants whose final year exam results have not been announced at the time of the interview should have no deficiency in their earlier year's of examinations. Such applicants may be granted provisional admission and in case their final exam results are subsequently found not meeting the minimum requirements of the IBA, the provisional admission shall stand cancelled.

Holders of professional degrees (B.E., MBBS, CPA, CA, etc.) are encouraged to apply for these programs.

Students who have qualified for a bachelor's degree with a minimum of 50% marks are eligible to apply for Certificate Courses in the evening program. The Institute also admits, without any prerequisite, visiting students in single PGD and MBA courses depending upon availability of seats.

There is no provision for transfer of credits from any other university/institution. except in certain exceptional cases as mentioned on page 42

MS Programs

Applicants must have BBA, BCS, BBA (MIS), B.E., MA (in a relevant field), or M.Sc. (in a relevant field) or 16 years of education out of which 4 years should have been spent in an HEC recognised university. All equivalent claims shall be evaluated by the HEC.

Foreign Students and Non-Resident Pakistanis

A limited number of seats are available for foreign students and non-resident Pakistanis with SAT scores exceeding 1300 and GMAT scores exceeding 600. Such candidates may be exempted from the IBA undergraduate and graduate admissions test respectively.

Admission Procedure

Admissions to all programs at the IBA are granted on merit and there are no reserved seats of any category. The main criterion for admission is the performance of the applicant in a series of tests conducted by the IBA. Initial screening is done through an aptitude test. The successful candidates then appear in interview. Before the interview candidates are evaluated through group discussion where their communication skills, confidence, maturity and leadership potential are assessed.

Application Submission

The application should be made on a prescribed form. It should be submitted to the IBA admissions office, with the processing fee payment challan (payable in specified bank). For applicants outside Karachi, payment can be made and the application material should be deposited at the specified bank, along with two passport-size photographs. The applicants will be issued an admit card, which must be brought along with a photo ID to be able to appear in the aptitude test.

Aptitude Test

The aptitude test is conducted simultaneously at the Main and the City Campus and all other centers on a specified date. The candidates are assessed for their general knowledge, analytical skills, alertness, language and intelligence. Applicants from outside Karachi will be tested in Lahore, Islamabad, Peshawar and Quetta. Candidates who pass the aptitude test qualify for the next step of the induction process, i.e. group discussion followed by an interview.

Document Check:

Candidates are required to bring the following documents in original on the day of Group Discussion / Interview:

- ◆ Matriculation / 'O' Levels (or equivalent) certificate with marks sheet
- ◆ Intermediate / 'A' Levels (or equivalent) certificate with marks sheet
- ◆ Graduation marks sheet {In case of applicants whose final year result has not been announced, last year's (15th year of education) marks sheet, showing no deficiency in any subject must be provided}
- ◆ Equivalence certificate in case of holders of degrees/certificates issued by non-Pakistani universities/boards
- ◆ Master's degree for MS Program

Group Discussion

The selected candidates are divided into groups. These groups are given a topic to debate and discuss amongst themselves. During this process, communication skills, interpersonal skills, confidence and leadership potential are assessed.

Interview

Interviews are helpful in evaluating the level of maturity, motivation, interpersonal skills and career focus of the applicants.

Registration and Enrolment

Students who have been granted admission to any of the IBA programs (except visiting candidates) must submit the following documents to complete the registration and enrolment process:

- ◆ Matriculation / 'O' Levels certificate with an attested copy
- ◆ Intermediate / 'A' Levels certificate/marks sheet with an attested copy
- ◆ Bachelor's degree or marks sheet (if degree is awaited) signed by the university authorities along with an attested copy
- ◆ Master's degree or marks sheet
- ◆ Migration certificate of the university/board concerned, except in the case of Karachi University/Karachi Board
- ◆ Six copies of a recent passport-size photograph

The student must submit these documents and pay the fee within the time limit specified by the Institute.



Validity of Admission Offer

The offer of admission will NOT remain valid if a candidate does not take admission in the semester for which the offer is made.

5-Month Project at IBA

Business schools around the world, encourage students to undertake co-op programs, specific projects etc. to translate their academic training into real world practice. These students earn credits gain valuable work experience and serve as an important link between academia and industry.

IBA has initiated a '5-Month Project' for those students who complete their 4-Year Bachelor's Program at IBA, and wish to pursue a Master's degree at the institute, in subsequent three consecutive semesters.

Students participating in the above project must fulfill the following requirements:

- ◆ Be enrolled as a student in IBA's Master's degree program while engaging in the 5-Month Project.
- ◆ Have earned 141 credits as a graduate of IBA's 4-Year Bachelor's Program.
- ◆ Have maintained at least a 2.2 CGPA at the end of IBA's Bachelor's Program.

In order to earn eighteen (18) credits, 5-Month Project involves students to work for 900 hours in five months (45 hours per week). These credits have been calculated on the basis of 45 hours that a student has to spend per week, towards academic and extra curricular activities to complete a semester's load. As the duration and work load of 5-Month Project equate well with that of a semester, the credits and the calculation of CGPA is also done on the same lines.

This 5-Month Project is evaluated by IBA faculty and the mentor, and GPA / grade is assigned by the faculty to the individual on the basis of assessment of his / her periodic and final performance.

Curriculum

Broadening Horizons

The goal of an educated man, like his ideal, is an ever receding horizon towards the "Yet-to-be."

Undergraduate Programs COURSE REQUIREMENTS (I-II)

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

BACHELOR OF BUSINESS ADMINISTRATION MANAGEMENT INFORMATION SYSTEMS (BBA-MIS)

	BBA	BBA-MIS
Number of Courses	47	47
Duration	4 Years	4 Years
Credit Hours	141	148

Semester 1

		BBA	BBA-MIS
Principles of Microeconomics	ECO 103	■	■
English Grammar & Composition	SSC 101	■	
Information Management	MGT 111	■	
Foundations of Human Behaviour	SSC 102	■	
College Algebra	MTS 105	■	
Introduction to Computer Applications	MIS 103	■	■
Introduction to Programming *	CSE 141		■
Principles of Management	MGT 201		■
Management Information Systems	MIS 102		■
Business Mathematics	MTS 103		■

Semester 2

		BBA	BBA-MIS
Principles of Accounting I	ACC 111	■	■
Principles of Macroeconomics	ECO 113	■	
International Relations	SSC 111	■	
Social Psychology and Self Development	SSC 103	■	
Introduction to Statistics	MTS 102	■	
One Course from Group I		■	■
Introduction to System Administration *	MIS 141		■
Business Communication	MGT 211		■
Object Oriented Programming Techniques *	CSE 142		■
Calculus-I			■

Group I Courses

Pakistan History	SSC 151
General History	SSC 152
Media Studies	SSC 153
Research Methods in Social Sciences	SSC 154
History of Ideas	SSC 156

* 4 Credit hour course

Undergraduate Programs COURSE REQUIREMENTS (III-IV)

		Semester 3	
		BBA	BBA-MIS
Principles of Accounting II	ACC 201	■	■
Introduction to Business Finance	FIN 201	■	
Speech Communication	SSC 201	■	
Principles of Management	MGT 201	■	
Business Mathematics	MTS 103	■	
One Course from Group II			
Principles of Macroeconomics	ECO 113		■
Introduction to Statistics	MTS 102		■
System Analysis and Design	MIS 211		■
Database Systems *	CSE 341		■
Principles of Marketing	MKT 201		■
Group II			
Creative Writing	SSC 251		
Sociology	SSC 252		
Logic	SSC 253		
Anthropology	SSC 254		
Japanese, Chinese, German Introductory Language Courses			
		Semester 4	
		BBA	BBA-MIS
Analysis of Pakistani Industries	ECO 211	■	
Business Communication	MGT 211	■	
Organizational Behavior	MGT 221	■	■
Principles of Marketing	MKT 201	■	
Calculus I	MTS 101	■	
Management Information Systems	MIS 102	■	
Information Systems Development *	MIS 241		■
Introduction to Business Finance	FIN 201		■
Technical Report Writing	MIS 202		■
Data Communication and Networking *	CSE 243		■
Statistical Inference	MTS 202		■

* 4 credit hour course

Undergraduate Programs COURSE REQUIREMENTS (V-VI)

		Semester 5	
		BBA	BBA-MIS
Financial Institutions and Markets	FIN 301		
Development Economics	ECO 301		
Ethics in Corporate Society	MGT 301		
Statistical Inference	MTS 202		
Introduction to System Administration	MIS 141		
Decision Support Systems	MIS 302		
Methods in Business Research	MKT301		
Business Process Modeling and Simulation	MIS 304		
Advanced Databases/Datawarehousing*	MIS 243		
Business Law	LAW 205		
E-Commerce	MIS 456		
		Semester 6	
		BBA	BBA-MIS
Managerial Accounting	ACC 401		
Socioeconomic Philosophy of Islam	SSC 301		
Production and Operations Management	MGT 311		
Methods in Business Research	MKT 301		
Management & Organization of Pakistan's Economy	ECO 311		
Financial Management	FIN 401		
Change Management and BPR	MIS 402		
Software Project & Quality Management	MIS 305		
CS/MIS Elective I			
Business Elective I			

Other Requirements

Internship (Six Weeks) after Semester

*4 Credit hour course

Undergraduate Programs COURSE REQUIREMENTS (VII-VIII)

		Semester 7	
		BBA	BBA-MIS
Marketing Issues in Pakistan	MKT 401		
Small Business Management	MGT 401		
Corporate Law	LAW 204		
Human Resource Management	HRM 401		
Information Systems Management	MIS 401		
Financial Management	FIN 401		
Entrepreneurship	MGT 421		
Business Elective I			
Business Elective II			
CS/MIS Elective II			
		Semester 8	
		BBA	BBA-MIS
Comparative Management	MGT 411		
Entrepreneurship	MGT 421		
Managerial Policy	MGT 502		
Human Resource Management	HRM 401		
MIS Project	MIS 491		
Web Based Application Development	CSE 308		
CS/MIS Elective III			
Business Elective III			
Business Elective IV			
Business Elective V			

Graduate Program (Morning) COURSE REQUIREMENTS (I-II)

Master of Business Administration (MBA)

Master of Business Administration Management Information Systems (MBA-MIS)

	MBA	MBA-MIS
Number of Courses	24	24
Duration	2 Years	2 Years
Credit Hours	72	74

Semester 1

		MBA	MBA-MIS
Financial Accounting	ACC 501	■	■
Business Economics	ECO 102	■	
Management Theory & Practice	MGT 400	■	■
Business Finance	FIN 400	■	
Statistics and Mathematics for Business	MTS 205	■	
Marketing 400	MKT 400	■	■
Data Communications and Networking *	CSE 243		■
Management Information Systems	MIS 102		■
Database Systems*	CSE 341		■

Semester 2

		MBA	MBA-MIS
Business Finance (only for Direct Student)	FIN 400		■
Advanced Managerial Accounting	ACC 503	■	
Managerial Economics	ECO 501	■	■
Legal and Regulatory Environment of Business	LAW 501	■	
Quantitative Methods for Business Decisions	MTS 503	■	■
Managerial Communications and Negotiations	MGT 503	■	
Marketing Practices in Pakistan	MKT 519		■
Information Industry Structure & Competitive Strategy	MIS 513		■
Entrepreneurial Management	MGT507	■	
Elective-I (only for T-BBA Students)			■

*4 credit hour course

Graduate Program (Morning) COURSE REQUIREMENTS (III-IV)

		Semester 3	
		MBA	MBA-MIS
Marketing Practices in Pakistan	MKT 519	■	
Strategic Human Resource Management	MGT 512	■	
Enterprise Integration	MIS 503		■
Legal and Regulatory Environment of Business	LAW 501		■
Managerial Communications and Negotiations	MGT 503		■
Multidisciplinary Project I*			■
Advance Bus. Fin. & Management (only for Direct Students)	FIN 502	■	
Operations & Techonology Mgmt. (only for T-BBA Students)	MIS 502	■	
Elective I (Research Elective from Group I)		■	■
Elective II		■	■
Group I Courses			
Advanced Econometrics and Research Methodology	ECO 506		
Advance Marketing Research	MKT 502		
		Semester 4	
		MBA	MBA-MIS
Current Busniess Affairs	ECO 402	■	
Corporate Strategy	MGT 506	■	
Advanced Managerial Accounting	ACC 503		■
Leadership, Teamwork & Corporate Responsibility	MGT 505		■
Elective I		■	■
Elective II		■	■
Elective III		■	■
Elective IV		■	
Multidisciplinary Project 2*			■
Note:			
♦ For MIB-MIS a minimum of two electives must be from Technology/Operations Management electives and a minimum of two from Business electives.			
♦ T-BBA means IBA's BBA students transferred to MBA			
Other Requirements			
Internship (Six Weeks)		■	■
Comprehensive Examination		■	■
Thesis		■	■

* 3 credit hour course

Graduate Program (Evening) COURSE REQUIREMENTS

Postgraduate Diploma (Business Administration)

Master of Business Administration - MBA (Evening)

Master of Business Administration - MBA-MIS (Evening)

Graduate Programs (Evening)

		PGD (Bus. Adm.)	MBA (Eve.)	MBA-MIS (Eve.)
Number of Courses		12	12	
Duration		1- 1/2 to 5 Years	1 to 1- 1/2 Years	
Credit Hours		36	36	
Prerequisite			PGD (B/A)	
Financial Accounting	ACC 501			
Advanced Managerial Accounting	ACC 503			
Business Economics	ECO 102			
Management Theory and Practice	MGT 400			
Business Finance	FIN 400			
Statistics and Mathematics for Business	MTS 205			
Principles of Marketing	MKT 201			
Data Communications and Networking*	CSE 243			
Management Information Systems	MIS 102			
Database Systems*	CSE 341			
Managerial Economics	ECO 501			
Legal and Regulatory Environment of Business	LAW 501			
Quantitative Methods for Business Decisions	MTS 503			
Managerial Communications and Negotiations	MGT 503			
Operations and Technology Management	MIS 502			
Marketing Issues in Pakistan	MKT 401			
Information Industry Structure and Competitive Strategy	MIS 513			
Entrepreneurial Management	MGT 507			
Leadership, Teamwork and Corporate Responsibility	MGT 505			
Marketing Practices in Pakistan	MKT 519			
Strategic Human Resource Management	MGT 512			
Enterprise Integration	MIS 503			
Managerial Communications and Negotiations	MGT 503			

Graduate Program (Evening) COURSE REQUIREMENTS

Graduate Programs (Evening)

		PGD (Bus. Adm.)	MBA (Eve.)	MBA-MIS (Eve.)
Multidisciplinary Project 1*				
Elective I (Research Elective from Group I)				
Elective II				
Current Business Affairs	ECO 402			
Corporate Strategy	MGT 506			
Elective I				
Elective II				
Elective III				
Elective IV				
Elective V				
Multidisciplinary Project II*				
<i>*4 credit hour course</i>				
Group I Courses				
Advanced Econometrics and Research Methodology	ECO 506			
Advance Marketing Research	MKT 502			
Comprehensive Examination				

MS Programs COURSE REQUIREMENTS

	MS (Economics)	MS (Finance)
Number of courses	12	12
Duration	2 Years	2 Years
Credit Hours	42	42
Semester - I		
	MS (Economics)	MS (Finance)
Microeconomic Theory	■	
Macroeconomic Theory	■	
Econometrics	■	
History of Economic Thought	■	
Managerial Economics		■
Analysis of Financial Statements		■
Quantitative methods for Finance		■
Theory of Finance		■
Semester - 2		
	MS (Economics)	MS (Finance)
General Equilibrium and Welfare Economics	■	
Advanced Econometrics and Research Methodology	■	
International Trade	■	
Advanced Topics in Development Economics	■	
Strategic Management for Financial Managers		■
Macroeconomics and Financial Markets		■
Portfolio Theories and Investment Analysis		■
Financial Econometrics		■
Semester - 3		
	MS (Economics)	MS (Finance)
Monetary Economics	■	
Public Finance	■	
Financial Markets and Regulations		■
Advanced Financial Management		■
Elective I	■	■
Elective II	■	■
Semester - 4		
	MS (Economics)	MS (Finance)
(Thesis) 6 credit hours	■	■

BS & MS Programs in Computing Disciplines

In order to make the BCS program aligned with the needs of the profession, the BCS program is to be replaced with BS in CS, IT, and Software Engineering. Additionally a MS in the above disciplines is also being introduced this fall. The admissions test will be separate, and will be conducted a week after the BBA exams.

The following course curriculum is being introduced and is based on the HEC curriculum with some incorporation of existing IBA courses.

Degree Programs: BS in Computing Disciplines

Requirements for Bachelor of Science Degree Programs in Computing: BS(CS), BS(SE), BS(IT)

Required BS Courses

Section No.	Knowledge Area	Credit Hours
A	Computing - Core Areas	38
B	Computing - Supporting Sciences	12
C	General Education	15
	Subtotal	65

Major in Computer Sciences / Software Engineering / IT

Section No.	Knowledge Area	Credit Hours
D	Major - Core Courses	18
E	Major - Supporting Areas	9
F	Major - Electives	21
G	General Electives	18
	Subtotal	66

Total* 131

*Please note that these are minimum credit requirements. Further credit requirements may be added in due course of the program.

Degree Programs: BS in Computing Disciplines

Required Courses for BS in Computing

(Section A) Computing - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Introduction to Computing	3	1
2	CSE	Introduction to Programming	3	1
3	CSE	Object-Oriented Programming Techniques	4	2
4	MTS	Logic and Discrete Structures	3	2
5	CSE	Data Structures and Algorithms	3	3
6	CSE	Digital Logic Design (DL and Computer Arch)	3	3
7	CSE	Operating Systems	3	4
8	CSE	Database Systems	3	4
9	CSE	Software Engineering (Introduction to Software Development)	3	5
10	CSE	Data Communications and Networking	4	6
11	CSE	Computer Science Project (I & II)	6	7,8
Subtotal			38	

(Section B) Computing - Supporting Sciences

S. No.	Subject Code	Course Title	Total	Semester
12	MTS	Calculus-I (Calculus and Analytical Geometry)	3	1
13	MTS	Introduction to Statistics (Probability and Statistics)	3	2
14	SCI	Physics (Electromagnetism)	3	3
15	MTS	Linear Algebra	3	4
Subtotal			12	

(Section C) General Education

S. No.	Subject Code	Course Title	Total	Semester
16	SSC	English Composition	3	1
17	SSC	One course from Group I	3	1
18	MIS	Technical Report Writing	3	2
19	MGT	Business Communication	3	3
20	MIS	Audit, Ethics & IS Issues	3	8
Subtotal			15	

Group I

S. No.	Subject Code	Course Title	Total	Semester
21	SSC	Pakistan's History	3	
22	SSC	General History	3	
23	SSC	International Relations	3	
24	SSC	English Literature	3	
Subtotal			12	

Degree Programs: BS in Computing Disciplines

BS, Computer Science

(Section D.1) Computer Science - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Computer Architecture and Assembly Language	3	4
2	CSE	Theory of Automata	3	6
3	CSE	Numerical Analysis and Algorithms (Analysis of Algorithms)	3	6
4	CSE	Introduction to Artificial Intelligence	3	7
5	CSE	System Programming	3	6
6	CSE	Numerical and Symbolic Computation	3	7
Subtotal			18	

(Section E.1) Computer Science - Supporting Areas

S. No.	Subject Code	Course Title	Total	Semester
7	SCI	Physics-II (Mechanics)	3	4
8	MTS	Calculus-II (Multivariate Calculus)	3	4
9	MTS	Differential Equations	3	5
Subtotal			9	

BS, Software Engineering

(Section D.2) Software Engineering - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Software Construction	3	4
2	CSE	Human Computer Interaction (An SE Approach)	3	4
3	CSE	Software Design and Architecture	3	5
4	CSE	Software Quality Assurance	3	6
5	CSE	Software Requirements Engineering	3	6
6	CSE	Software Project Management	3	7
Subtotal			18	

(Section E.2) Software Engineering - Supporting Areas - 9 Credits (Electives)

S. No.	Subject Code	Course Title	Total	Semester
7	MTS	Calculus-II (Multivariate Calculus)	3	4
8	MTS	Differential Equations	3	5
9	MTS	Numeric & Symbolic Computation	3	5-6
10	MTS	Stochastic Processes	3	6-7
11	SCI	Physics-II (Mechanics)	3	4
12	ECO	Software Engineering Economics	3	3-4
Subtotal			18	

Degree Programs: BS in Computing Disciplines

BS, Information Technology

(Section D.3) Information Technology - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Introduction to IT	3	
2	CSE	Web Engineering	3	
3	CSE	Systems Administration	3	
4	CSE	Network Management and Security	3	
5	CSE	Human Computer Interaction	3	
6	MIS	Management of Information Technology (Technology Management)	3	

Subtotal **18**

(Section E.3) Information Technology - Supporting Areas (Electives)

S. No.	Subject Code	Course Title	Total	Semester
7	MGT	Principles of Management	3	3-4
8	MGT	Organizational Behaviour	3	
9	MIS	Information Systems	3	

Subtotal **9**

Degree Programs: BS in Computing Disciplines

(Section F) BS Degree

Elective Computer Science Courses (Not Limited to the List Below)

S. No.	Subject Code	Course Title	Total	Semester
1	Numerical Computation	Numerical Computing	3	5
2	Computer Graphics	Computer Graphics	3	6
3	Software Engineering	Software Engineering-II	3	5
4	Languages & Translators	Compiler Construction	3	7
5		Principles of Programming Languages	3	4
6	Computer	Data Communications	3	6
7	Communications	Distributed Computing	3	6
8	Networks	Data and Network Security	3	7
9		Wireless Networks	3	8
10	Visual Programming	Visual Programming	3	7
11	Computer Architecture	Computer Architecture	3	
12		Mircoprocessor Interfacing	3	
13	Signal Processing	Digital Signal Processing	3	7-8
14		Digital Image Processing	3	7-8
15	Web Engineering	Web Engineering	3	5
16	Systems Software	System Programming	3	7
17	Database Systems	Distributed Database Systems	3	7
18		Data Warehousing	3	6-7
19	Human Computer Interaction	Human Computer Interaction	3	6-7

(Section G) BS Degree - General Electives

General Electives-Recommended Courses (Not Limited to the List Below) (18 credits)

S. No.	Subject Code	Course Title	Total	Semester
1	ACC	Principles of Accounting I	3	
2	FIN	Introduction to Business Finance	3	4
3	MGT	Principles of Management	3	5
4	MKT	Principles of Marketing	3	6
5	SSC	Social Psychology and Self Development	3	6
6	ECO	Principles of Microeconomics	3	6
7	ECO	Principles of Macroeconomics	3	7
8	ECO	Economics	3	7
9	SSC	International Relations	3	7
10	SSC	Foreign Language (French, German, etc.)	3	7-8
11	SSC	Philosophy	3	6-8

Degree Programs: MS in Computing Disciplines

Requirements for Master of Science Degree Programs in Computing: MS(CS), MS(SE), MS(IT)

Section No.	Knowledge Area	Credit Hours
A	Core Courses	12
B	Electives	12
C	Thesis/Project	6
Total		30

MS, Computer Science

(Section A.1) Computer Science - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Theory of Computation	3	1
2	CSE	Advanced Algorithm Analysis	3	1
3	CSE	Advanced Operating Systems	3	1
4	CSE	Advance Architecture	3	1

(Section B.1) Computer Science - Electives (12 credit hours); (Not limited to the list below)

S. No.	Subject Code	Course Title	Total	Semester
Software Engineering				
	CSE	Advanced Software Engineering	3	
	CSE	Topics in Software Engineering	3	
	CSE	Object Oriented Software Engineering	3	
Artificial Intelligence				
	CSE	Design of Intelligent Systems	3	
	CSE	Machine Learning	3	
	CSE	Neural Networks	3	
Database Systems				
	CSE	Advanced DBMS	3	
	CSE	Data Warehousing	3	
	CSE	Object Oriented Databases	3	
Computer Architecture				
	CSE	Advanced Logic Design	3	
	CSE	Digital System Design	3	
	CSE	Integrated Circuit	3	
System Engineering				
	CSE	Advanced Computer Architecture	3	
	CSE	Digital Signal Processing	3	
Multimedia & Graphics				
	CSE	Advanced Computer Graphics	3	
Computer Networks				
	CSE	Parallel & Distributed Computing	3	

Degree Programs: MS in Computing Disciplines

MS, Software Engineering

(Section A.2) Software Engineering - Core Courses

Subject Code	Course Title	Total	Semester
CSE	Software Requirement Engineering	3	1-2
CSE	Software System Design & Architecture	3	1-2
CSE	Software Quality Engineering	3	1-2
CSE	Software Project Management	3	1-3
Subtotal		12	

(Section B.2) Software Engineering - Elective Courses

Subject Code	Course Title	Total
CSE	Formal Methods	3
CSE	Risk Management	3
CSE	Design Patterns	3
CSE	Software Metrics	3
CSE	Software Processes	3
CSE	Distributed Software Development Management	3
CSE	Software Reliability	3
CSE	Software Costing and Estimation	3
CSE	Business Process Re-engineering	3
CSE	Personal Software Process	3
CSE	Reverse Engineering	3
CSE	Human Factors in Computing	3

Degree Programs: MS in Computing Disciplines

MS, Information Technology

(Section A.3) Information Technology - Core Courses

Subject Code	Course Title	Total
MIS	Advanced Database Systems	3
MIS	Advanced Computer Networks	3
MIS	Advanced Web Technologies	3
MIS	Advanced Multimedia Systems	3
Subtotal		12

(Section B.3) Information Technology - Elective Courses

Subject Code	Course Title	Total
MIS	Information Management	3
MIS	Electronic Coaching Systems	3
MIS	Interactive Media	3
MIS	Enterprise Architecture	3
MIS	Communication Design for the World Wide Web	3
MIS	ITY Entrepreneurship	3
MIS	Systems for Teaching and Learning	3
MIS	Strategic Information Systems	3
MIS	Inter-Enterprise computing	3
MIS	Information Technology and Strategic Opportunity	3
MIS	Internet Protocols	3
MIS	Strategic Information Technology Management	3
MIS	Wireless Technologies and Applications	3
MIS	Client Server Technologies and Applications	3
MIS	Digital Voice Communications	3
MIS	Project Management for IT	3
MIS	Broadband Networks	3
MIS	Management of Technical Projects	3

Elective Courses

ACCOUNTING		MARKETING	
Activity Based Costing & Management	ACC551	Advertising	MKT551
Advanced Financial Accounting	ACC556	Consumer Behavior	MKT552
Auditing Theory & Practice	ACC557	Export Marketing	MKT553
IAS & Financial Reporting in Pakistan	ACC559	Personal Selling	MKT554
Analysis of Financial Statements	ACC561	International Business	MKT555
Accounting Information System	ACC563	Sales Management	MKT556
Cost Management Systems, Design & Control	ACC564	Industrial Marketing	MKT557
ECONOMICS		International Marketing	MKT558
Environmental and Resource Economics	ECO	Services Marketing	MKT559
Financial Economics	ECO	Strategic Export Marketing	MKT560
Game Theory	ECO	Brand Management	MKT561
Game Theory and Competitive Strategy	ECO	Seminar in Marketing	MKT562
Health Economics	ECO	FINANCE	
Industrial Economics	ECO	International Finance	FIN551
Islamic Economics	ECO	International Financial Management	FIN552
Regulatory Economics	ECO	Security Analysis	FIN553
Transport Economics	ECO	Investment Analysis and Portfolio Management	FIN554
OPERATIONS MANAGEMENT		Corporate Finance	FIN555
Quantitative Methods for business Decisions	OPS 501	Fixed Income Securities	FIN556
Operations Strategy	OPS 502	International Banking	FIN557
Information Technology as an Integrating Force in Mfg.	OPS 503	Regulation of Financial Markets	FIN558
Six Sigma Simulation	OPS 504	Islamic Finance	FIN559
LAW		Strategic Financial Management	FIN560
Globalization & International Law	LAW551	Portfolio Management	FIN561
Banking Law	LAW552	Venture Capital and Private Finance	FIN568
Laws of Taxation	LAW311	Risk Management	FIN562
COMPUTER SCIENCE & ENGINEERING		Financial Econometrics	FIN569
Network Security	CSE455	Derivatives	FIN564
Image Analysis & Computer Vision	CSE553	Treasury and Fund Management	FIN565
Pattern Recognition	CSE554	Investment Banking	FIN550
Robotics	CSE555	Project Evaluation	FIN589
Advance Topics on Computer Networking	CSE557	Advance Corporate Finance	FIN501
Mobile Computing	CSE558	Applied Portfolio Management and Modeling	FIN
		Bank Marketing	FIN
		Banking Operations	FIN
		Commercial Banking	FIN

Elective Courses

Derivatives and Risk Management Techniques	FIN	Occupational Health and Safety	HRM445
e-Banking	FIN	The Legal Environment	HRM450
Entrepreneurial and Small Business Finance	FIN	Executive Leadership	HRM455
Fixed Income Securities and Interest Rate Derivatives	FIN	Foundations of Human Resource Development	HRM550
International Corporate Governance	FIN	Industrial Relations Management	HRM551
Investment Banking and Financial Services	FIN	Organizational Development	HRM552
Liability Risk Management	FIN	Human Resource Development	HRM553
Life and Health Insurance	FIN	Compensation and Benefits Management	HRM554
Management of Banking Companies	FIN	Succession Planning	HRM555
Property Risk Management	FIN	Conflict Management	HRM556
Real Estate Finance and Investment	FIN	Team Management	HRM557
Risk and Insurance	FIN	Leading the Change Process	HRM558
Risk Management in Banking	FIN	Operational HRM	HRM559
Seminar in Finance	FIN	Managerial Decision-Making	HRM560
Strategic Management of Credit Risk and Loan Policy	FIN	MANAGEMENT INFORMATION SYSTEMS	
INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)		Management of e-Business	MIS453
Mobile & Ubiquitous Commerce	ICT501	Audit, Ethics & IS Issues	MIS454
Strategic Computing and Communications Technology	ICT502	Business Process Re-engineering	MIS455
Generating Business Value from IT	ICT503	E-Commerce	MIS456
Enabling Technologies	ICT504	Enterprise Resource Planning	MIS458
Information Technology & Business Transformation Seminar	ICT505	Customer Relationship Management	MIS459
Information Technology Essentials	ICT506	Operations and Technology Management	MIS502
Telecommunications Management	ICT507	Enterprise Integration	MIS503
Enterprise Networking	ICT508	Information Industry Structure and Competitive Strategy	MIS513
Network Architectures for Business	ICT509	Supply Chain Management	MIS551
Telecommunication Technology and Competitive Strategy	ICT510	Multidisciplinary Project - I	MIS591
MATHEMATICS AND STATISTICS		Multidisciplinary Project - II	MIS592
Operations Research	MTS451	MANAGEMENT	
Mathematical Modeling and Its Application in Finance	MTS502	Management of Business-Government	
HUMAN RESOURCE MANAGEMENT		Relationship and Managerial Ethics	MGT551
Human Resource Management	HRM401	Entrepreneurial Management	MGT507
Employee Staffing and Training	HRM414	Operations and Supply Chain Management	MGT553
Personnel Research Techniques and Human		Change and Innovation Management	MGT554
Resources Information Systems	HRM425	Strategic Management	MGT552
Recruitment and Selection Techniques	HRM530	Seminar in Management	MGT571
Training Techniques and Practices	HRM435	Project Management	MGT555
Design and Administration of Compensation Plans	HRM440		

Evaluation & Grading

Enhancing Performance

Under favorable circumstances performance is directly proportional to creative discontent. It is relative not so much to what a person could have achieved but to what he/she actually aspires to accomplish.

The following grading scheme is used to evaluate a student's academic performance:

Grades	Percentage	Grade Points
A	93 above	4.00
A-	90-92	3.67
B+	87-89	3.33
B	83-86	3.00
B-	80-82	2.67
C+	77-79	2.33
C	73-76	2.00
C-	70-72	1.67
D+	67-69	1.33
D	63-66	1.00
D-	60-62	0.67
F	Below 60	0.00

Student performance is evaluated through a system of testing spread over the entire period of their studies. In addition to the final examination at the end of each semester, students are tested through term exams, a series of short quizzes, class discussions, written assignments, research reports, presentations on different topics, etc. all of which contribute to the final grade.

A student sits for two term examinations for each course every semester (scores of both term examinations are counted towards the final grade). A number of surprise quizzes are also taken during the semester to monitor the performance of the students.

In determining the course grade, 60% per cent of the final grade is based on the semester work and 40 percent on the semester final examination. However, the Institute reserves the right to modify these weights.

A Cumulative Grade Points Average (CGPA) is computed at the end of the semester. Final grades in each course are converted to grade points on the following basis.

$\text{Sum of (credit hrs x grade points) / Sum of credit hours.}$

The initial CGPA of the PGD/MBA students of the evening program is calculated on the basis of the first 6 courses taken by them. Withdrawals and failures, if any, are also counted.

Minimum GPA Requirements

A student must maintain a minimum GPA of 2.2 on a cumulative basis during his stay at the IBA. Any student with a GPA of less than 2.0 is dropped from the rolls of the Institute forthwith.

A student securing a GPA between 2.0 and 2.2 is put on probation for one semester.

At the end of the semester, any student on probation is required to improve his/her GPA and bring it up to the required minimum 2.2

If a probationer shows an improvement, but his GPA is still below 2.2 his/her probation may be extended for another semester.

If he/she still fails to bring his GPA to 2.2 by the end of the next semester he/she is dropped from the rolls of the Institute

If a student fails to pass certain courses and yet manages to maintain his/her GPA equal to or above 2.2 he is allowed to repeat and clear the course (s) or substitute (s) (wherever permissible) before the degree is awarded to him/her.

The CGPA is computed at the end of each semester including a summer semester that a student might have enrolled in.

GPA Requirement for Award of BBA/MBA Degrees:

I. If a BBA program student's CGPA in the final semester is less than 2.2 but not below 2.0, the student shall be required to

repeat one semester of the lowest academic standing/or certain courses in order to bring his/her CGPA up to 2.2 with the following conditions:

- (a) The student who succeeds in improving the CGPA (minimum 2.2) he/she will be eligible for promotion to MBA Program and for the award of the BBA degree.
- (b) The student, who fails to improve the CGPA, he/she will not be eligible for promotion to MBA or for the award of BBA degree. Such a student shall be issued transcript of credits earned.

II. An MBA Program student whose CGPA in the final semester is less than 2.2 but not below 2.0 shall also be required to repeat one semester of the lowest academic standing/or certain courses in order to be eligible for the award of MBA degree.

If the student improves the CGPA (minimum 2.2), degree shall be awarded (other conditions apply) otherwise only a transcript of credits shall be issued.

III. BBA Program students are promoted to MBA Program with one deficiency in BBA courses.

Following conditions shall apply to such students.

- (a) Their CGPA in BBA Program should not be less than 2.2 after removing the deficiency
- (b) If the CGPA of such students after removing deficiency is less than 2.2 but not less than 2.0 the above rules [1: (a) &





(b)] will apply.

- (c) If they fail to meet GPA requirements at BBA level they will not be eligible for the award of BBA/MBA degrees even if they have completed MBA course work. Only transcripts will be issued for credits earned.

The time period to remove the deficiency and to bring CGPA to a minimum 2.2 is one year.

Improvement of Grades

The students are allowed to repeat courses with 'D-', 'D' or 'D+' grades. The repetition of courses is, however, not allowed to students dropping out in the same semester.

The final result of a subject will be based on the average of the old grade (marks obtained initially) and the new grade (marks obtained in the second attempt). The new grade of that particular subject will be the average of the two grades.

The following example illustrates the method that will be adopted in calculating the grade of a particular subject and subsequently the Cumulative Grade Point Average (CGPA):

Marks (%)	Grade Point	Grade
Old Grade:	68 1.33	D+
Improved Grade:	92 3.67	A-
Average Grade:	$(68+92)/2=80$	B

The new (averaged) grade will be counted in calculating the CGPA and will appear on the transcript. In case a student gets a lower grade than what he/she obtained previously, the old grade will stand valid.

Summer Semester

Students doing an internship during the summer semester are not allowed to register for an advanced credit or additional course. However, such students are allowed to remove deficiency in one course during the summer semester.

Advanced credit courses cannot be taken in a regular semester. Students, not doing an internship, can clear up to two deficiencies, or enroll for two advanced courses in the summer semester. Students may withdraw from one course during the summer semester. Withdrawal should be sought within a week after the announcement



of the mid-term examination result.

Internship Evaluation

The summer internships for full-time students are closely monitored and evaluated. During the internship period, follow-up meetings are arranged between interns and faculty members to discuss the interns progress and concerns, if any. Feedback about the performance of the internee is obtained from his/her supervisor. At the end of the internship, students submit an internship report and are also interviewed for feedback regarding their experience.

Thesis

All graduating students are required to submit a research paper/ thesis (3 credit hours) on completion of their coursework, which assesses the student's knowledge of his/her field of specialization

Comprehensive Examination

Every graduating student is required to pass a comprehensive examination on completion of course work. This four hour examination is held after every regular semester. After completion of coursework, the maximum period allowed to clear the comprehensive examination is ten years for the students admitted prior to 2004, in maximum three attempts. However, the students admitted in 2004 and onwards are allowed maximum 5 years to pass the comprehensive examination from the date of completion of course work with no restriction on number of attempts. Students, who fail to pass the comprehensive examination, are eligible only for the individual course certificates. A student is eligible for a transcript/degree only after passing the comprehensive examination. However, he/she may obtain a provisional certificate on completion of the course requirement.

TIME-BAR Rule For The IBA Students

The Students admitted prior to 2004 have 10 years to complete their course work and pass the comprehensive examination to be eligible for the award of MBA degree. Maximum three attempts are allowed to such students to pass the comprehensive examination.

The students admitted in 2004 and onwards have five years to complete their course work and pass the comprehensive examination. There will be no restriction on number of attempts for such students to pass the comprehensive examination.

- ◆ For course work ten / five years shall be counted from the date of admission.

- ◆ For comprehensive examination ten / five years shall be counted from the date of completion of course work.

For Evening Programs Students:

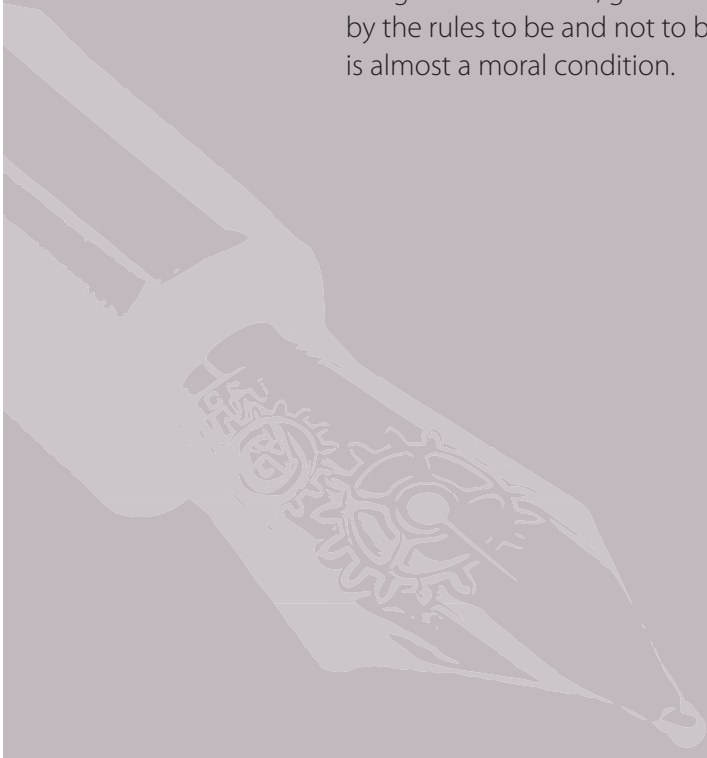
- ◆ Maximum time allowed for PGD :3 1/2 years
- ◆ Maximum time allowed for MBA : 5 years
- ◆ Maximum time allowed for Comprehensive Exam: As above (10/5 years)



Rules & Regulations

Thuo Shall and Thou Shall Not

A regulated behavior, governed by the rules to be and not to be, is almost a moral condition.



Discipline

Regularity, punctuality and conformity to schedules and deadlines are basic requirements at the IBA and are expected equally from faculty members and students. This ensures a strong commitment towards professional excellence in all those who come to teach and to learn at the IBA.

Students are required to maintain discipline and order at the campus. Behaviour of the students is closely monitored and a student is deemed to have lost good standing if his/her conduct is found objectionable from a disciplinary point of view, which may lead to cancellation of admission.

Attendance

A distinguishing feature of the IBA is its adherence to the academic calendar. A detailed program is provided on the first day of every semester.

- ◆ Students are required to attend lectures, laboratory sessions, seminars and fieldwork as may be specified for a course each semester.
- ◆ The teacher takes attendance in each class daily. Latecomers are marked absent even if late by one minute. No excuse is accepted.
- ◆ If a student accumulates more than the permissible absences, he/she is awarded an 'F' in that particular course

Full-time students are allowed 6 absences in a 1 hour course, 4 in a 75-minutes course and 3 during a summer course.

Part-time/evening students are allowed 7 absences in a regular semester course and 5 in a summer semester course.

Students are not allowed to remain absent on the first and last day of the semester. Serious action is taken against those who violate this rule.

Withdrawal from a Course

Full-time students are allowed to withdraw from one course in a semester if such withdrawal helps the student in improving his/her performance in the remaining courses. The withdrawal must be sought on prescribed forms within ten days of the second term examination. Withdrawal from a course is not treated as failure. However, once a student has accumulated more than the permissible absences in any course, he/she is not allowed to withdraw from that course and is awarded an 'F'.

Part-time students are allowed to withdraw from some or all of the courses for which they have registered in a semester. Permission to withdraw from a course must be made on the prescribed form available from the Evening Program office within ten days of the second term examination or within one week after the announcement of midterm examination results in the summer semester.

Policy on Cheating

The IBA maintains a strict policy on academic impropriety. Based on its zero-tolerance for such activity, any student found cheating or using unfair means in examination is immediately expelled from the IBA and is declared ineligible for readmission.

Transfer of Credit in Required Courses

- I. Students of Postgraduate Diploma in Business Administration and MBA Evening Programs may seek advance credit for not more than two required courses, which they may have successfully completed while being students in the Certificate Program, subject to the following conditions:
 - (a) The student must have held a bachelor's degree with 60% marks at the time of admission to the Certificate Program
 - (b) The semester final grade in the course was at least 'B'
 - (c) The course for which the credit is sought was completed within two years from the date of admission in the PGD
- II. Students of PGD in Business Administration (Evening Program), who have not completed diploma coursework can take MBA courses only as certificate students and may get credits for these courses in their degree coursework later, subject to the following conditions:
 - (a) The student must have completed a minimum of five PGD courses

- (b) The remaining PGD courses are not available to the student in the evening
 - (c) The student is unable to remove his course deficiency in the Morning Program due to his/her occupation.
 - (d) The student removes his PGD course deficiency as soon as the remaining courses are available to him/her
- III. MBA-MIS (Evening Program) students who switch to MBA (Evening Program) may seek advance credit for courses which they may have successfully completed while being students in MBA-MIS Evening, subject to the following conditions:
 - (a) Grades in the course/s was/were at least 'B'
 - (b) The course for which credit is sought was completed within two years from the date of admission to PGD

Course Load

- I. The course load for PGD, MBA, MBA-MIS Evening Program students is 3 in the regular semester and 2 in the summer semester. The students may take four courses if they maintain their CGPA at 3.0 and above.
- II. The course load for degree program students is 6 in the regular semester. A student cannot take additional course/s in any semester except in the final semester (BBA-VIII and MBA-IV). If a student needs to remove his/her deficiencies, he/she can do so by dropping a course. In the final semester (BBA-VIII and MBA-IV), a student may however take two additional courses to complete coursework.

POLICY REGARDING MAKE-UP EXAMINATIONS

- I. **Morning Program Students of Both Campuses.**

No make-up exam shall be allowed for missing Term or Semester Final Exams for any reason whatsoever.
- II. **Evening Program Students**

Evening Program students who are sent out of Karachi during term and final exams on official assignments by their respective organizations, may be allowed make-up examinations under following conditions:

 - (a) This facility will be allowed to the Evening Program students for only one of the two term examinations for the courses taken by them.
 - (b) This facility shall also be allowed for the semester final



Mobin Khalili
Controller of Examinations

exams if the student has already not availed this facility for the term examinations.

The concerned student shall be required to provide the following documents at least one week before the scheduled exam:

- I. A certificate from his/her organization giving details of his/her official assignment.
- II. Evidence of official travel.

The student shall be required to appear in the make-up of a term exam within three weeks of the original exam date and within six weeks for the semester final exam on payment of Rs.2000/- as examination fee for one subject.

III. **Make-up Exam on Medical Grounds.**

Make-up Exam on medical grounds in extremely serious cases, authenticated by recognized hospitals, the Committee may consider to allow in term exams only. The Committee's decision in this regard shall be final. This facility shall, however, be allowed for only one of the two term examinations in a semester.

No make-up of semester final exam shall be allowed on medical grounds of any kind.

Rechecking of Final Paper

Rechecking of final papers is allowed subject to a deposit of Rs.5,000/- per course, which is refundable if any significant improvement in grade/marks is found after rechecking

Transcript of Record

Students of MBA, BBA and Postgraduate Diploma programs can get a transcript of their grades from the institute within two weeks on payment of Rs. 1,000. Urgently required transcripts can be obtained within three working days on payment of an additional Rs. 1,000.

Rules for Determining Academic Merit

- I. BBA Gold Medal
 - (a) All credit courses shall be counted.
 - (b) The student who has the highest CGPA (Cumulative Grade Points Average), without any failure, shall be eligible, provided the CGPA is not less than 3.5.
 - (c) In case of a tie where the CGPA is the same, the student with the higher average percentage shall be eligible for

the award of Gold Medal.

- (d) A student with 'C' or lower grades in any subject shall not be eligible.
- II. MBA - Overall Gold Medal
- (a) Gold Medal shall be awarded on the basis of CGPA obtained in MBA 2nd, 3rd and 4th semesters courses only, with the provision that the MBA (direct) student should not have any 'C' in 18 courses and MBA through BBA student should not have any 'C' in 18 courses of MBA.
 - (b) In case of a tie where the CGPA is the same, the student with the higher average percentage shall be eligible for the award of Gold Medal.
 - (c) The Evening Program MBA requirements were 22 courses in the year 2006 compared to the 24 courses of the MBA Direct, therefore the two programs, not being comparable are not to be treated at par for determining the overall merit positions for purposes of Convocation.
 - (d) The duration for the MBA-Direct being only 2 years compared to that of the MBA of the Evening Program which may extend between 3 ½ to 8 ½ years, the two degrees should not be comparable for determining overall merit.
- III. BBA / MBA Marketing & Finance (Specialization) Gold Medal
- (a) A student must have a minimum of 2 electives.
 - (b) He must have an "A" in both subjects.
 - (c) If a student has more than 2 electives in the field of specialization, the best 2 shall be counted, provided that the student has no "C" in the field of specialization, and has no failure in MBA 3rd and 4th semesters.
 - (d) If more than one student has the same grades, then the student with the higher cumulative percentage in the 2 electives shall be eligible.
 - (e) Each student shall declare his field of specialization in writing at the beginning of MBA 4th semester.
 - (f) No non-credit course taken by a student in the 3rd and/or 4th semester shall be convertible in a credit course for the purpose of determining merit.
 - (g) A meritorious student pursuing Bi-Major would be entitled to a Gold Medal in only one field of specialization.

1st Three Positions in Each Semester

- ◆ All credit courses shall be counted in the respective semester.
- ◆ The students who have the highest GPA in that semester, without

any failure, shall be eligible.

- ◆ In case of a tie where the GPA is the same, the students with the highest average percentage shall be eligible for the award of semester positions.
- ◆ In case a student has dropped a course in that particular semester, he/she shall NOT be eligible.
- ◆ If a student has done any course of that particular semester in advance, he/she shall NOT be eligible.
- ◆ If a student is doing a deficiency course after dropping any course of that particular semester, he/she shall NOT be eligible.
- ◆ If a student is doing a deficiency course without dropping any course of that particular semester, he/she shall be ELIGIBLE.

Good Standing

Students are required to maintain discipline, good conduct and behaviour during their studies at the IBA. A student shall be deemed to have lost good standing and consequently his/her name shall be dropped from the rolls of the Institute if his/her conduct and behaviour is found objectionable from a disciplinary point of view.

Exemption of course work based on credits from prestigious foreign universities. New policy approved by Academic Board be incorporated

A limited number of course credit exemptions may be given to those students who have been enrolled in degree programs at ranked foreign universities. These exemptions shall be given on a case to case basis based on the following criteria:

- I. Course credits must be from any of the top twenty internationally ranked foreign universities in the discipline applied for.
- II. Students must have been enrolled in degree programs at these universities.

Exemption of PGD for evening students.

- I. The Evening Program students who complete their PGD with CGPA of 2.2 and are dropped at MBA stage on the basis of low CGPA are allowed re-admission in MBA with exemption of PGD subject to passing the admission test.
- II. The students who discontinue their studies after completion of PGD with good standing and later after lapse of the stipulated time for completion of MBA courses seek fresh admission to complete their MBA, are allowed exemption of PGD subject to passing the admission test.

Departments

Accounting & Law



Chairperson
Zaheeruddin

Email
zaheeruddin@iba.edu.pk

Telephone
111-422-422 (Ext. 264)



DEPARTMENT OF ACCOUNTING AND LAW

Department of Accounting and Law is an integral part of the degree and non-degree programs at IBA. The Department offers the courses at graduate and undergraduate levels and contributes in significant manner in developing students as outstanding business leaders and professional managers. The Department offers comprehensive, state-of-the-art educational programs. It seeks to provide students with unique opportunities for personal and professional growth by increasing their competence, and improving their communicative, analytical skills and critical thinking.

The courses in Accounting and relevant Business Laws offered by the Department have been designed primarily to develop in students a deeper understanding of issues, challenges and opportunities emerging under the present- day, fast changing, highly competitive and complex global business environment and how the knowledge gained and advanced analytical techniques learnt are applied in their professional career for achieving performance excellence and creating optimal value for their organizations.

ACCOUNTING COURSES

ACC111 Principles of Accounting I

The objective of this course is to familiarize and to develop in students a thorough understanding of accounting concepts, principles and procedures involved in the analysis and recording of business transactions and the preparation of financial statements for service and merchandising concerns.

Accounting concepts and techniques underlying income determination and valuation of current and long term assets, together with their related internal control measures, and preparation of financial statements are emphasized.

ACC201 Principles of Accounting II

This course is the continuation of Principles of Accounting I and concentrates on the



discussion of accounting principles and procedures relating to stock-holders' equity and long-term and current liabilities with reference to corporate organizations. The topics covered include formation of corporations, issuance of shares, treasury stock, dividends, appropriations of retained earnings, bonds payable, analysis of financial statements and preparation of statement of cash flow.
Prerequisite: ACC111

ACC401 Managerial Accounting

The objective of this course is to equip students with the fundamental managerial accounting concepts and techniques used for sound business decision making. The topics covered include basic Cost Accounting concepts, nature and behaviour; cost volume profit relationships; absorption and variable costing; relevant costs & differential analysis; standard costing and variance analysis; capital budgeting; intra firm transfer pricing; evaluating financial performance measures and residual value; application of Statement of Cash Flow.
Prerequisite: ACC201

ACC501 Financial Accounting

The objective of this course is to familiarize students and to develop in them thorough understanding of accounting concepts, principles and procedures involved in the analysis and recording of business transactions and the preparation of financial statements for service and merchandising concerns. Topics covered include determination of income and valuation of assets and liabilities together with their related internal control measures. Stock holders' equity and long term liabilities with reference to corporate organizations are specially focused, including formation of corporations, issuance of shares, treasury stock, dividends and appropriations of retained earnings, long term liabilities and bonds payable, and analysis of financial statements and preparation and application of statement of cash flows.

ACC 503 Advanced Managerial Accounting

The course focuses on developing in students deeper understanding of issues, challenges & opportunities emerging under the present-day, fast changing, highly competitive and complex global business environment and how, the managerial accounting information and analytical techniques are used for achieving performance excellence and creating optimal value for their organizations. The topics include; resource allocation, budgeting and transfer pricing under multi-dimensional setting; control of complex decentralized organizations and developing performance measure for decentralized operating units; financial measures of performance evaluation using flexible budgeting and variance analysis; Return On Investment (ROI) and Economics Value Added (EVA) and their limitations; balanced score-care approach deploying both financial and non financial measures to evaluate total business unit performance; adapting capital budgeting systems to stress the development of organizational capabilities, not just simple net present value cash-flow calculations; incentive compensation systems and their role to mobilize employee performance aligned with over-all company objectives.
Prerequisite: ACC501

ACC551 Activity Based Costing and Management

This specialized course equips students with the tools to measure organizational productivity. The focus is on management of costs driven organizational activities. It includes contemporary cost concepts, such as value chain analysis, cost management, theory of constraints, life cycle cost management and strategic accounting responsibilities. Developing students' understanding of productivity and efficiency enhancement is the special feature of this course.
Prerequisite: ACC401

ACC556 Advanced Financial Accounting

This course covers accounting and reporting principles practiced in a variety of business entities. Course covers revenue recognition methods, mergers and acquisitions, accounting in multinational firms, segment reporting, accounting for leasing, consolidated financial statements, and accounting for branch operations, deferred taxes and accounting for government and non for profit organizations.
Prerequisites: ACC501/ACC201

ACC557 Auditing Theory and Practice

The objective of the course is to develop a framework for determining the nature and requirement of auditing process applicable in different environments. The course discusses techniques of investigation, verification, interpretation and appraisal of accounting records and financial statements. It also includes concepts of accountability and ethical issues pertaining to the auditing profession, with reference to the International Standards of Auditing wherever applicable.
Prerequisites: ACC501

ACC559 IAS and Financial Reporting in Pakistan

Increasing trend of acquisitions, mergers, leverage buyouts and restructuring currently witnessed in highly dynamic and global economic environment, the problems associated with the measurement of value creating potential and reporting financial results has been significantly brought out. These problems have arisen due mainly to corporate bodies in different regions of the world following different sets of standards and guidelines developed by half a dozen or more internationally important accounting standard-setters and each with differing rules. In view of above and the vulnerability of standards to creative interpretations exposed by recent accounting scandals, the need to harmonize and develop globally acceptable reporting standards has long been recognized and efforts made. The topics covered in the course

include the understanding of need for, scope of and authority attaching to International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs); operating procedures and functions of FASB, IASB and IASCF; global accounting standards and their impact. The discussion of reporting and accounting standards underlying inventories, property, plant and equipment, leases, income taxes, provisions, contingent liabilities/assets and their disclosures and revenue recognition principles are thoroughly discussed.

Prerequisite: ACC501

ACC561 Analysis of Financial Statements

During the present era of business acquisitions, mergers, leveraged buyouts and restructuring and in view of constantly evolving financial reporting refinements and large scale manipulation of financial reporting to control perceptions of investors and lenders, the need for vigorous and meaningful analysis of financial statements cannot be over-emphasized. This course aims at developing a deeper understanding of accounting principles and standards underlying the data being analyzed and the analytical tools and techniques used for meaningful decision-making. The topics covered include discussion of adversarial nature of financial reporting, balance sheet limitations, revenue exaggeration and expense manipulation, nature and types of reserves, deferred taxes, performance measures and ratios, financial flexibility and leveraged buyouts and growth rates and valuation via restructuring potential. The course is given largely through case studies and real life business problems thereby stimulating effective participation of students in the learning process.

Prerequisite: ACC501/ACC201

ACC563 Accounting Information System

The course provides students with an understanding of the concept of information systems and how they help improve

managerial decision-making. It introduces systems design and analysis, systems flowcharts, evaluation of internal controls and systems audit.

Prerequisites: ACC501

ACC564 Cost Management System, Design and Control

This course builds upon the concepts of Cost and Management Accounting learnt earlier. Cost Management Systems design and development, and its interface with financial Accounting and overall Operations Management system is covered with focus on areas of cost reduction and control including JIT effects, lifecycle cost management, cost of quality, productivity measurement and control etc.

Prerequisite: ACC401

LAW COURSES

LAW204 Corporate Law

This course will provide an understanding of corporate law principles. The formation of companies, fiduciary duties of the management, problems incidental to Corporate Governance, Proxies, Derivative law suits, mergers and acquisitions and winding up of corporations are some of the pertinent topics of discussion in this course. A thorough analytical statutory interpretation of the amended Companies Ordinance, 1984 will also be undertaken as part of this course.

Prerequisite LAW205

LAW205 Business Law

The contents of this course include Contract Act, Sales of Goods Act, Negotiable Instruments, Partnership and Company. This course aims to provides basic introduction to these laws and appreciation of the legal system in Pakistan.

LAW301 Laws of Taxation

This course familiarizes students with the

fundamentals of income tax in Pakistan. Major emphasis is placed on the concept of taxable income and preparation of income tax returns for individuals, partnerships and joint stock companies.

LAW501 Legal and Regulatory Environment of Business

Business decisions are made within the context of complex regulatory framework. This course familiarizes the students to laws and regulations at both national and global level that are directly pertinent to business decision making. In addition to general introduction of legal framework, the course covers nature and implications of specific regulations such as company law, prudential regulations, WTO, Basle Committee of Banking Supervision, IOSCO.

LAW552 Banking Law

The subject of this course is government regulation of banks, with a particular focus on government regulation of banking activities and the financial services activities of banks. The legal structure of the financial services industry, and the formation and expansion of banks and financial holding companies are focused. This course will cover basic banking law the structure of banking regulation, bank charters, bank holding companies, and lending and deposit issues.

Prerequisite: LAW205

LAW551 Globalization and International Law

This advanced elective course discusses the phenomenon of globalization and international law with reference to MNCs, foreign direct investment and other contemporary issues involved. The course objectives include initiating a debate and dialogue amongst the students to relate to macroeconomic, legal and political issues in context of globalization.

Prerequisite: ECO103, ECO113 & MGT201

Center for Computer Studies



Chairperson

Professor Dr. Sayeed Ghani

Email

sghani@iba.edu.pk

Telephone

City Campus

111-677-677 (Ext. 28)

Fax

(021) 9215497



CENTER FOR COMPUTER STUDIES

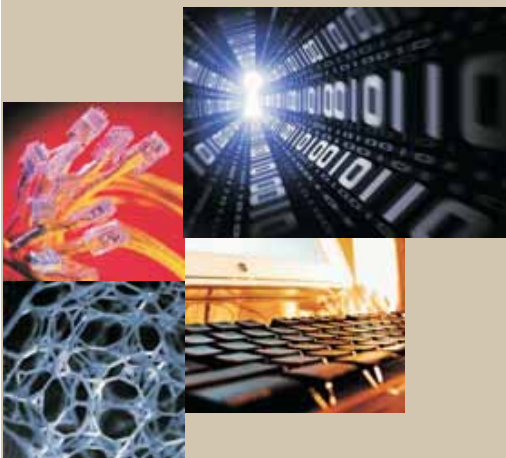
Computer science is the study of computers and computational systems; their theory, design, development, and application. Principal areas within computer science studies include management information systems, artificial intelligence, computer systems and networks, numerical analysis, programming languages, software engineering and theory of computing.

The Center for Computer Studies offers learning through a large number of courses supplemented by research in artificial intelligence, software engineering, analysis, computer systems, databases and data communications.

Its highly qualified full time faculty, supplemented by visiting faculty is responsible for teaching the courses for the computer science majors. The graduates are hired for IT related careers in industry, government, and education, sometimes after post-graduate study.

Programs offered by this Center are BBA-MIS, MBA-MIS Morning and Evening Programs and PhD in Computer Science and Engineering and Information and Communications Technology. This year the Ph.D program is being expanded to include Operation Research, Artificial Intelligence, Cryptography, Numerical Analysis and Numerical Computing. The existing BCS program is also being re-launched as Bachelor of Science in Computer Science, BS(CS). In addition the following degree programs are also being launched starting August 2008.

- BS in Software Engineering, BS (Soft. Eng.)
- BS in Information Technology, BS(IT)
- MS in computer Science, MS (CS)
- MS in Software Engineering, MS (Soft. Eng.)
- MS in Information Technology, MS(IT)



Courses Offered

COMPUTER SCIENCE & ENGINEERING COURSES

CSE104 Requirements Analysis & Modeling (3,0,3)

Software requirements engineering is studied as a three-step process: requirements elicitation, analysis/validation and specification. In-depth study of methods such as prototyping and scenario analysis for requirements elicitation, object- or function-oriented methodologies and quality function deployment for requirements analysis and validation, and standards such as ANSI/IEEE STD 830 is undertaken. Computer Aided Software Engineering (CASE) tools and review techniques (e.g. Peer Review, Inspection, Structured Walkthroughs) in requirements specification of software systems and engineering and definition of software requirements process are also part of the course.

Prerequisite: CSE211

CSE141 Introduction to Programming (3,1,4)

This course introduces the fundamental concepts of programming. Topics include data types, control structures, functions, arrays, files, and the mechanics of running, testing, and debugging. The course also offers an introduction to the historical and social context of computing and an overview of computer science as a discipline.

CSE142 Object Oriented Programming Techniques (3,1,4)

This course discusses new developments in object oriented programming methodology and covers the programming phase of Systems Development Life Cycle. It covers issues such as encapsulation, inheritance, virtual classes, polymorphism, and other object oriented technology issues. It is a programming intensive course. Either C++ or Java may be

used in this course.
Prerequisite: CSE141

CSE202 Numerical Analysis & Algorithms (3,0,3)

This course introduces concepts and analysis of numerical methods. Topics covered are solutions of nonlinear equations by various methods (inter-halving, linear interpolation, Newton, fixed point, q-d Muller, etc.), interpolating polynomials, various types of differences, representation of polynomials by differences, operators and their relation, symbolic derivation, interpolation with unequal intervals, inverse interpolation, 2 and 3 dimensional interpolations, numerical differentiation and integration.

Prerequisites: CSE205, MTS203

CSE205 Data Structures & Abstraction (3,0,3)

A study of advanced programming topics dealing with logical structures of data, their hardware representation, and the design and analysis of computer algorithms operating on them. This course concentrates on data structures: primitive types, stacks, queues, arrays, sets, linked lists, trees, and graphs. Also covered are some basic operations using these data structures including sorting, searching and memory management. Furthermore external sorting, hashing, dynamic storage allocation and file organizations are presented.

Prerequisite: CSE141

CSE207 Computer Architecture & Assembly Language (2,1,3)

This course is an introduction to computer system structure and organization. Topics include representation of information, processor architecture, input/output, CPU, ALU, memory hierarchy, arithmetic circuits, micro and macroinstructions, arithmetic shifts, overflow and underflow situations, fixed-point and floating-point data, instruction codes, super scalar structures, VLIW, and other modern CPU architectures.

Prerequisite: CSE141

CSE211 Software Engineering (3,0,3)

This course introduces students to the fundamental principles and methodologies of large-scale software development. Students learn about the theory and practice of software engineering. It requires a programming background. Students apply the taught practices on their individual programming effort to identify their strengths and shortcomings through the use of Personal Software Process (PSP). Additionally, they work as part of a team on a full lifecycle software project that includes planning, software specification, software design, coding, inspections, and testing.

Prerequisite: CSE141

CSE241 Digital Logic Design (3,1,4)

This course introduces basic concepts of digital computer logic including switching logic, combinational circuits, minimization methods, adders, comparators, multiplexers, synchronous and asynchronous sequential circuits, registers, counters, flip flops, encoders, decoders, buffers, RAM, switches, programmable logic devices, instruction set design, processor implementation techniques, serial and parallel arithmetic units, pipelining, and memory hierarchy.

CSE242 Microprocessors and Interfacing (3,1,4)

This is an introductory course covering the fundamentals of microcomputer hardware and software. Topics include microcomputer system hardware, assembly language programming, input/output devices, and bus discipline. Memory systems, serial interfacing, and interfacing assembly language to high level language code will also be covered.

Prerequisite: CSE207

CSE243 Data Communication & Networking (3,1,4)

This course introduces data communication and problems in the data processing

* The course credit hours are indicated as follows: e.g. (3,1,4) indicates a course with a total of four credit hours, with 3 credits for theory and 1 credit for lab. Where the credit hours are not indicated it implies (3,0,3).

environment. Topics included are synchronous and asynchronous transmission, base band and analogue signaling techniques and channel capacity, modulation techniques, circuit and packet switching, layered network architecture, ISO Network protocols, performance analysis of data communication systems, flow control and alternate routing strategies and algorithms, various types of networks and their interconnections, and network security and privacy.

Prerequisite: Instructor's consent

CSE307 Introduction to Artificial Intelligence (3,0,3)

This course examines current artificial intelligence issues. It discusses production systems, knowledge-based systems, planning, natural language processing, and machine learning. Topics included are introduction to the design of systems processing aspects of intelligent behavior, pattern matching, introduction to LISP and PROLOG, search techniques, tools and mechanism for expert systems. Some of the applications discussed are expert systems, neural networks, vision systems, genetic algorithm, decision trees, and various machines learning methods.

Prerequisites: CSE205, MTS201

CSE309 Theory of Automata (3,0,3)

This course introduces Turing machines, recursive functions, formal languages, non-deterministic automata and pushdown automata. Theoretical models such as finite state machines, pushdown stack machines, and Turing machines are developed and related to issues in programming language theory, languages. It also covers the application of Boolean algebra to design of finite state machines, formal systems, symbolic logic, computability, halting problem, Church's thesis, and the main ideas of the theory of computation.

Prerequisites CSE141, MIS201

CSE311 Object Oriented Design and Implementation (3,0,3)

The course addresses concepts of object-oriented software development. It provides an integrated view of subjects related to the different phases of software development using object-oriented techniques. The course covers Object-Oriented Analysis and Design (OOA/OOD) and Object-Oriented Programming (OOP). Also, covered in the course are the subjects of object-oriented metrics and case studies in object-oriented software development. This course requires a programming background. The course requires development of small to medium size programs as well as relatively modest term project that requires usage of the concepts demonstrated throughout the semester. This course requires a programming background in an OO language.

Prerequisites: CSE205, CSE211

CSE341 Database Systems (3,1,4)

The course involves the concepts of organization and management of data and looks at the design and implementation of commercial application software systems. Topics included are random, indexed, sequential, inverted and multilist file structures, file processing and database processing concepts, hierarchical data models, data security, data integrity, virtual storage access, multi-key access methods, query processing, database design theory, crash recovery, concurrent control, distributed databases, and object oriented databases.

Prerequisite: CSE205

CSE342 Operating Systems (3,1,4)

The objective of this course is to introduce the organization of operating systems. Topics included are process management and scheduling, interaction of concurrent processes, interrupts, I/O, device handling, memory and virtual memory management and file management. A survey of the design and implementation of distributed operating systems, both by introducing basic concepts

and considering examples of current systems: UNIX and recently developed operating systems such as Linux, Window NT are presented.

Prerequisite: CSE205

CSE343 Human Computer Interface (3,0,3)

Topics covered in this course include motivation and context, human centered development and evaluation, human performance models, accommodating human diversity, principles of good design and good designers, engineering tradeoffs and introduction to usability testing.

Prerequisites: CSE141, CSE212

CSE344 Compiler Design (3,1,4)

This course examines formal description of languages, lexical analysis, syntax analysis, syntax-directed translation, run-time system management, code generation, code optimization, compiler-building tools. It puts emphasis on theoretical aspects of parsing context-free languages, translation specifications and machine-independent code optimization. Students write a compiler for a selected language during this course.

Prerequisite: CSE309

CSE443 Modeling & Simulation (3,1,4)

This course looks at simulation, which is one of the most widely adopted techniques in problem solving. Topics included are an overview of system modeling and simulation, manual example on simulation of discrete event systems, input analysis, random numbers and random variates, output analysis, variance reduction and optimization. The course also discusses case studies on application of simulation.

Prerequisite: CSE141

CSE453 Information Storage & Processing (3,0,3)

This course discusses data models and database design. It illustrates modeling the

real world, the entity relationship to data modeling (including network hierarchical and object-oriented), relational model and use of existing database system for the implementation of information systems.
Prerequisites: CSE301, MTS201

CSE455 Network Security (3,0,3)

Students are introduced to the security issues in computing, communications, and electronic commerce. Topics included are security requirements and vulnerabilities, legal and ethical issues, basic cryptology, private and authenticated communication, electronic commerce security, software security, viruses and other malicious code, operating system protection, trusted systems design, network security, firewalls, auditing, physical security and disaster recovery.
Prerequisite: CSE243

CSE457 Network Management (3,0,3)

This course covers the Hierarchical network management for LAN; distributed discrete and integrated services networks. It examines network management concepts, administrative and operational management, performance management, fault management, maintenance management, security management and architectural management of different ownerships. Concept of managed objects, manager-agent relationship, applications of network management protocols and standard management protocols are also discussed.
Prerequisite: CSE243

CSE458 Advanced Web-Based Developments & Applications (2,1,3)

The aim of this course is to introduce the advance concepts of the World Wide Web. Topics included are Active Server Pages (ASP), Java Servlets, Distributed objects technologies (DCOM, CORBA) and Software agents.
Prerequisite: CSE141

CSE491 Computer Science Project (0,3,3)

This is a two semester development project

under faculty supervision. Students may propose their own projects for departmental approval or may apply for a project proposed by a faculty member.

CSE492 Computer Science Project II (0,3,3)

CSE551 Call Center Design & Management (3,0,3)

This course teaches the value and function of a call center, customer service skills, call center best practices, communication skills, outbound call, consultative selling techniques, handling difficult customers, complaint handling, stress management, a strategic partner to the business, managing a business unit, managing operations, managing technology, managing people and planning customer satisfaction research on call center. Prerequisite: Instructor's consent

CSE553 Image Analysis & Computer Vision (3,0,3)

This course is an introduction to the field of Computer Vision and focuses on the underlying algorithmic, geometric and optic issues. The course starts with a brief overview of basic image processing topics (convolution, smoothing, edge detection). It then proceeds on various image analysis topics such as binary images, moments- based shape analysis, Hough transform, image formation, depth and shape recovery, photometry, motion, classification, and special topics.
Prerequisite: CSE205

CSE554 Pattern Recognition (3,0,3)

This course provides an introduction to classical pattern recognition. The course includes sections on neural networks and provides links to the classical statistical pattern recognition techniques. Topics discussed are Bayesian decision theory, parametric estimation and supervised learning, linear discriminate functions, nonparametric methods, feature extraction for representation and classification, neural networks for pattern recognition. Some

of the applications of this topic are automated speech recognition, fingerprint identification and optical character recognition.
Prerequisite: MTS102

CSE555 Robotics (3,0,3)

The course examines computer control aspects of robots with special emphasis on some applicable artificial intelligence techniques. Topics included are manipulator kinematics and dynamics, sensors and perception, object location, mobile robot investigation, task planning, control architectures, multiple robot systems and robot programming.
Prerequisite: MTS203

CSE557 Advanced Topics in Networking (3,0,3)

This course is intended to provide senior level students a thorough understanding of modern networking concepts and technologies. It discusses in detail various networking technologies in particular for Metropolitan Area and Wide Area Networking, introducing them to tradeoffs between various protocols, and services. Topics covered include: VSATs, ATM, Sonet, Optical Networks, Voice over IP, MPLS, Wireless LAN, 3G Mobile Services, Bluetooth, Mobile/Cellular Networks.
Prerequisite: CSE243

CSE558 Mobile Computing (3,0,3)

The objective of this course are the overview of history, evolution, compatibility of wireless standards, special problems of wireless and mobile computing, wireless LAN and satellite-based networks, wireless local loops, mobile internet protocol, mobile aware adaptation, extending the client-server model to accommodate mobility and mobile data access. Furthermore, software packages to support mobile and wireless computing, the role of middleware and support tools, performance issues and emerging technologies are also discussed.
Prerequisite: CSE243

MANAGEMENT INFORMATION SYSTEMS COURSES

MIS102 Management Information Systems (3,0,3)

This course introduces the entire spectrum of different types of information systems available for managerial decision-making. It introduces information systems for different functional areas like marketing, manufacturing, human resource, financial information, and accounting. In addition to systems development lifecycle methodologies, the course covers information systems for competitive advantage, executive information systems, decision support systems, expert systems, paperless office automation, and intranets.

MIS103 Introduction to Computer Application (2,1,3)

The course content includes an overview of computer systems and their components, an introduction to computer applications including word processing, spread-sheets, presentation graphics, e-mail, WWW and file system browsers, and web page composers.

MIS141 Introduction to System Administration (3,1,4)

The aim of this course is to familiarize students with the basics of systems administration. Topics included are best practices for system administration, overview of network operating systems, fundamentals of UNIX/Linux and Windows system administration, system integrity, and system security.
Prerequisite: MIS102

MIS202 Technical Report Writing (3,0,3)

Topics covered in this course include a study of the particular requirements of technical report writing, coupled with a review and refinement of basic grammar and composition skills. Students will be taught about the research process and analytical reports: how to gather, analyze, and organize data for writing a formal research report on an identified and approved business-related topic, write

references using required MLA or APA styles, document design.
Prerequisite: MGT211

MIS211 Systems Analysis and Design (3,0,3)

This course is an in-depth study of the Systems Development Life Cycle. It conducts a detailed analysis of a large business or government computer system and considers the determination of user requirements. Design methodologies like DFD'S and ERD's are introduced. Input, output, and process design is covered for interactive event based systems. This is a project intensive course

MIS241 Information Systems Development (3,1,4)

This is a programming intensive course in latest 4GL environments. It provides hands-on expertise in visual tools like forms, reports, SQL, procedural SQL, reports and menus in a development environment such as Oracle Developer 2000. Use of upper and lower CASE tools in development is also covered. This is a project-based course in which the system earlier analyzed and designed is implemented.

MIS243 Advance Databases /Datawarehouse (3,1,4)

This course analyzes the implementation of a successful data warehouse. Topics included are data warehousing fundamentals, project planning, business requirements definition, dimensional modeling, technical architecture, physical configuration options, product selection, physical database design, data staging process, data staging techniques, end use applications, deployment, management and growth.

MIS302 Decision Support Systems (3,0,3)

The course examines DSS's that provide What-if Analysis, goal seeking, sensitivity analysis and other types of decision support. The course covers user interaction, model set-up and simulation using examples and case studies. Students are expected to implement

a DSS using spreadsheets, databases, and other tools.
Prerequisite: MIS211

MIS304 Business Process Modeling & Simulation (2,1,3)

The course highlights Business System Modeling using linear, non linear dynamic programming, PERT, CPA, inventory models, forecasting models, regression analysis, queuing theory, simulation, transportation models, assignment models, Markov chain and simulation, use of modeling in financial analysis and decision-making, funds management, treasury, cash flow variance, budgeting, text management, capital spending, annual profits planning, project controls, tax rate analysis, and design and implementation of business models
Prerequisite: MIS211

MIS305 Software Project & Quality Management (3,0,3)

This course addresses process considerations in software systems development. It discusses advanced material in software planning, mechanisms for monitoring and controlling projects, and leadership and team building. Furthermore, it provides knowledge and understanding of the concepts, principles, techniques, and tools that are used in the management of software projects. Some the topics included are size and cost estimation, schedule plan, risk management, quality management and configuration management. Students' work in a team to develop a project plan for a small project according to the established standards based on best practices of the global IT industry.

MIS401 Information Systems Management (3,0,3)

This course covers issues arising from the interactions of Information Systems (IS) with organizational and business concerns. It includes IS strategy and planning, management of inter-organizational systems (linkages with customers, suppliers, banks etc.)

and management of internal systems integration. It also examines managing IS-organization, IS employees, IS-IS, IS-environment, IS-IT, IS-organizational structure, valuation of IS, and managing issues of controls, audit, and security.

MIS402 Change Management and BPR (3,0,3)

The aim of this course is to teach students the preconditions for success and failure of BPR, process innovation, BPR implementation, tools, role of IT, TQM, management of organizational changes that occur as a result of BPR and the use of information technologies that support BPR. The course includes the study of models such as the value process framework for strategic alignment of business forces for organizational transformation.

Prerequisite: Instructor's consent

MIS453 Management of E-Business (3,0,3)

The objective of this course is to introduce managerial perspectives on conducting businesses. Content comprises of optimizing value chain activities of a business, preparing a business for e-business, Transforming a traditional business into an e-business, managing, e-business transformation projects, implementing e-business, identifying performance measurements for e-business, dealing with human resource issues in e-business and learning from actual e-business implementations by studying cases.

Prerequisite: Instructor's consent.

MIS454 Audit, Ethics & IS Issues (3,0,3)

The course analyzes the impact of computers on society. Topics included are privacy issues, changing patterns of interaction, security, control of information systems, breakdowns, vulnerability, hazards, computer crime, fraud, defenses, access controls, audit planning and execution, disaster recovery and risk management.

Prerequisite: Instructor's consent

MIS456 E-Commerce (3,0,3)

The course introduces the e-commerce concept, objectives, market drivers, requirements, underpinning techniques and technologies. Topics include: intelligent agents, client/server model, commitment, concurrency, recovery, network service, and application management, quality of service management, service level agreement management, application service providers and security management. Policy and regulatory issues in e-commerce will also be discussed. Finally, various e-commerce applications in the areas of finance, securities, trading, auctions, and travel will be described.

MIS458 Enterprise Resource Planning (2,1,3)

This course focuses on implementing off-the-shelf packages like SAP, Oracle Applications or JD Edwards. Students will study the options and tuning features available in a given package and discuss the business requirements for one of the modules to be implemented. They will have to tune the features available in the given package to meet the business requirements. This will be a hands-on implementation course.

Prerequisite: Instructor's consent

MIS459 Customer Relationship Management (3,0,3)

The course incorporates group interaction, real life case study scenarios and dynamic facilitation of course materials to understand customer relationship management. Topics included are: successful CRM strategy, organizational issues of developing and implementing CRM strategy, phases of CRM framework, CRM project management, CRM's Role and CRM information system.

Prerequisite: Instructor's consent

MIS491 MIS Project (0,3,3)

This is an MIS project under faculty supervision. Students propose their own projects for departmental approval or apply for a project proposed by a faculty member.

MIS502 Operations and Technology Management

This course offers students a foundation for dealing with technology and operating issues as a general manager. The course is based on the premise that operations can be a significant source of competitive advantage for a firm, and prepares students to identify and implement operating improvements that directly affect firm performance. The course objective is to help students understand the concepts, frameworks, tools, and techniques that enable and operating manager to diagnose an existing situation, identify its challenges and opportunities, and craft a plan of action that will result in a dynamic, distinctive advantage in the market place. Topics encompass: process analysis, cross-functional and cross-firm integration, product development, and technology and operations strategy.

MIS503 Enterprise Integration

The objective of this course is to teach students the different technologies that are currently being used to meet the integration needs of organizations. Topics covered in the course include fundamental concepts of Enterprise Integration; an overview of critical technologies; integration methodology, B2B integration, and web services for enabling integration. There is also a design/programming assignment. The course begins with Enabling and middleware technologies for Enterprise Integration. It includes Application-centric view of Enterprise Integration as well as Data-centric view of Enterprise Integration. Another important area is Workflow Management Systems

MIS513 Information Industry Structure and Competitive Strategy

The nearly instantaneous transmission and processing of information is changing the structure of entire industries, and is altering the profitable opportunities available to many firms. The ability to target profitable market segments and to identify individual customers

is reducing the value of scale-based operations and the strategic advantage of large firms with existing market share. The ability to monitor the performance of units abroad, without regard to distance or time zones, is increasing the value of cooperative partnerships. This is leading to greater reliance upon outsourcing, benefiting many services industries and once again reducing the advantage of many large firms. At the same time, the impact of information technology on the transparency and efficiency of securities markets is destroying the profits of entire segments of financial services. All aspects of the firm-production, service, sales, marketing, strategy - will be affected. Clearly, some firms will win and other will lose; nearly all will have to change. And yet, fundamental laws of economics have not been repealed. How can previous economic theory, and previous experience with rapid technological change, provide insights for the development of strategy in an increasingly digital age? This course draws upon the most recent experience in the impact of information technology upon diverse industries, ranging from securities trading to consumer packaged goods retailing. It integrates that experience with relevant theory to develop a theory of competitive strategy for electronic commerce, and for information-based strategies more generally. It is not tools and techniques course or a quantitative analysis course; likewise it is not a technology or an implementation course. It provides a focused and modern complement to strategic planning.

MIS551 Supply Chain Management (3,0,3)

This course provides basic definitions and concepts for planning and controlling the flow of materials into, through, and out of an organization. Topics include: elements of the supply chain, customer, operating environments, financial fundamentals, manufacturing resource planning, total quality management, marketplace-driven, customer expectations and definition of value, customer

relationships, demand management, transformation of demand into supply, design, capacity management, planning, execution and control, performance measurements, supply, inventory, purchasing, and physical distribution system.

Prerequisite: Instructor's consent.

MIS520,521

The multidisciplinary projects I & II are 3 credit-hours projects, both of which are required to be taken by MBA MIS students in their final two semesters. These projects are recommended to be projects done with the industry involving CCS and at least one other academic department at IBA. The emphasis should be innovative and/or effective use of MIS/IT in traditional business domain. It should involve solving practical business related problems. The projects should preferably be linked to each other with clear cut deliverables in each semester.

MATHEMATICS AND STATISTICS COURSES

MTS101 Calculus-I (3,0,3)

The course teaches De Moivre's theorem and its applications, real and complex numbers, absolute values, inequalities, rectangular coordinates, functions and graphs, limits and continuity functions, higher derivatives, differentiation of algebraic functions, applications of derivatives, fundamental theorems of differential calculus and techniques of integration.

Prerequisite: /Instructor's consent

MTS102 Introduction to Statistics (3,0,3)

The course content includes: types of data, frequency distributions, measures of central tendency and dispersion, exploratory data analysis, introduction to set and probability theory, events and laws of probability, independence, conditional probability, discrete random variables, Binomial and Poisson distributions, index numbers and time series,

introduction to MINITAB (the statistical software).

MTS103 Business Mathematics (3,0,3)

This course introduces the applications of mathematics to solve the problems of business and industry. Topics included are elements of algebra, functions and graphs, linear equations, depreciation, ratios, proportions, payroll, taxes, percentages, simple interest and discount, averages, compound interest, commission and basic statistical measures.

MTS105 College Algebra (3,0,3)

The students are introduced to basic mathematical tools such as mathematical indices, sequences and series, binomial expansions, polynomials & system of linear equations, functions and graphs, matrices and determinates, application of these mathematical modules in real life, introduction to MATLAB (the mathematical software)

MTS111 Calculus-II (3,0,3)

This course covers topics of definite integrals, improper integrals, Laplace transformations, infinite sequences, fourier series, curves in two dimensions, three dimensional geometry, gradient, divergence and curl, directional derivatives and theorems of Gauss and Green. Prerequisite: MTS 101

MTS201 Logic & Discrete Structures (3,0,3)

This course teaches topics of logic, propositional equivalences, predicate and quantifiers, sets, relations, functions, sequences and series, the growth of functions and complexity algorithms, the integers and division, matrices, methods of proof, mathematical induction, recursive relations, generation functions the basics of counting, the pigeonhole principle, permutations and combinations, discrete probability, graphs, graph isomorphism, connectivity, Euler and Hamilton paths, introduction to trees, Boolean functions, logic gates and minimization of circuits

MTS202 Statistical Inference (2,1,3)

The content of this course includes distribution of random variables, some special discrete and continuous probability distributions, sampling theory, estimation of statistical parameters, testing of hypothesis, inferences about mean proportion and variance for one and two populations, analysis of variance, one-way and two-way classifications, inferences about regression, categorical data analysis, non-parametrics Prerequisite: (for Direct MBA students), (for BBA Student)

MTS203 Linear Algebra (3,0,3)

This course familiarizes students with binary operations, groups, rings and fields; vector spaces, linearly dependent and independent vectors, linear transformations, matrices of linear transformations; properties of matrices; matrix algebra; elementary row/column operations, Echelon form, normal form, rank and inverse of matrices; solution of equations, consistency criteria, elimination method and Gauss Jordan method; determinants and their properties; Cramer's rule and computations through MATLAB.

Prerequisite: MTS111

MTS205 Statistics and Mathematics for Business (3,0,3)

This course is taught with two objectives in mind: (1) to enable students to acquire basic knowledge of mathematics and statistics; (2) to prepare students for advance work in quantitative business analysis. Topics covered are functions and graphs, linear and quadratic equation, logarithm, algebra, element of differential and integral calculus, frequency distribution time series, measures of central tendency, measures of dispersion and index numbers.

MTS502 Mathematical Modeling and Its Application in Finance

Quantitative methods have become fundamental tools in the analysis and planning of financial operations. There are many reasons for this development: the emergence of a whole range of new complex financial instruments, innovations in securitization, the volatility of fixed-income markets since interest rate deregulation, the increased globalization of the financial markets, the proliferation of information technology, and so on. In this course models for hedging, asset allocation, and multi-period portfolio planning are developed, implemented, and tested. In addition, pricing models for options, bonds, mortgage-backed securities, and swaps are discussed. The models typically require the tools of statistics, optimization, and/or simulation, and they are implemented in spreadsheets or a high-level modeling environment, MATLAB. This course is quantitative and will require extensive computer use. The course is intended for students who have a strong interest in finance. Prospective students of this course should be comfortable with quantitative methods, such as basic statistics and mathematical programming and simulation methodologies, Decision Models and Uncertainty

MTS505 Quantitative Methods for Business Decisions

Managers use a variety of quantitative tools for solving problems in different functional areas. Quantitative tools covered in this course include multivariate methods, linear programming, data mining, project scheduling, queuing and simulation.

SCIENCE COURSES

SCI101 Physics (3,1,4)

The contents of this course includes vectors, mechanics of particles, Newton's laws of motion, work, energy, and power, impulse and momentum, conservation laws, mechanics of rigid bodies, rotation, equilibrium, fluids, heat, thermodynamics, periodic motion, electricity and magnetism, Coulomb's law, electric fields, potential capacitance, resistance, D.C. circuits, magnetic fields, fields due to currents, induction, magnetic properties, wave motion, vibration and sound, interference, and light are also covered.

SCI104 Circuit Analysis (3,0,3)

This is an introduction to the basic principles of circuit analysis. Topics include: units and notation, current and voltage, resistance, Ohm's Law, power, energy, series and parallel circuits, Network Theorems, capacitance, inductance, alternating current, ph asors, resonance, and filters.

Prerequisite: SCI111

Economics and Finance



Chairman

Dr. Naved Ahmad
Associate Professor

Email

nahmad@iba.edu.pk

Telephone

Main Campus
111-422-422 (Ext. 233)



DEPARTMENT OF ECONOMICS AND FINANCE

The objective of the Department of Economics and Finance is to provide comprehensive knowledge across a range of theoretical and applied fields. We seek to instil in our students an awareness of the values of education and the need for social responsibility. The Department strives to achieve these objectives through modern instructional methods, a relevant curriculum, and a healthy relationship between academia and industry.

The Department provides practical understanding of the economic environment and helps students learn modern techniques used by business professionals. There is an emphasis on preparing students to cope with the business challenges in an ever changing global economic and financial environment. Moreover, the department promotes research activities and encourages faculty members to publish in recognized scholarly journals.

The Department has 18 fulltime faculty members including five PhDs from reputed foreign universities. The Department invites leaders of industry and banking to teach specialized courses and to share their experiences in the seminars and conferences organized by student societies.



ECONOMICS COURSES

ECO102 Business Economics

This course enables students to use the tools of microeconomics, macroeconomics, and other quantitative courses for decision-making. Case studies from the different sectors of the economy and papers from national and international journals are analyzed through application of microeconomic and macroeconomic theories.

ECO103 Principles of Microeconomics

This course examines supply and demand analysis, various elasticity concepts and applications, theories of demand and production, and the derivation of cost curves. In addition to these topics, the behaviour of product and factor markets (such as pure competition, monopoly, monopolistic competition, oligopoly, and monopsony) is also discussed. This course also introduces general equilibrium, efficiency, and public goods.

ECO113 Principles of Macroeconomics

The objective of this course is to familiarize the students with macroeconomic concepts such as GDP, its growth, business cycles, unemployment and inflation, interest rates, productivity, aggregate demand and supply. It further analyzes public policy and the interaction of goods, money and labour markets in the closed & open economy.

ECO201 Microeconomics

Microeconomics is the branch of economic theory concerned with the behaviour of individual households and firms in the process of making choices. This course provides mathematical treatment of consumer choice, demand and production theories. In addition, the course also provides an understanding of topics encompassing factor markets, game theory, Pareto efficiency and externalities.

ECO202 Macroeconomics

This course analyzes a variety of issues such as recession, unemployment, debt crises, trade deficits and economic growth. The course content includes topics like IS-LM model, consumption, savings and investment, money creation, monetary and fiscal fluctuations, exchange rates, balance of payment systems and the role of public policy.

ECO211 Analysis of Pakistani Industries

This course traces the history of Pakistan's industrial development and discusses the effect of local environment on the strategic decision-making processes in business and industry. It also provides a framework for general industrial environment of the country. Individual Industries are discussed in detail to provide the students an insight into the different sectors.

ECO301 Development Economics

This course focuses on factors that spur economic growth and relationship between economic growth and human welfare. This course discusses various theories of growth and development and critically examines various measures of human welfare. In addition, changes in economic structures such as sectoral output and employment relations and various developmental policies/strategies regarding distribution of income and sectoral development are also part of the course. Prerequisites: ECO103 or ECO 201, ECO113 or ECO202

ECO311 Management and Organization of Pakistan's Economy

The purpose of this course is to give students a comprehensive view of Pakistan's economy. Major topics covered in this course are analysis of each sector of the Pakistani economy, their respective contribution to GDP growth and national exchequer and their linkages with other sectors. The course also reviews governmental interventions like fiscal policy,

monetary policy, trade policy and income policies. Also included in this course are topics like institutional reforms, deregulation, denationalization, globalization and other policies/factors that affect business environment in Pakistan.

Prerequisites: ECO103, ECO113

ECO401 Public Economics

The course is designed to familiarize students with the theory of taxation and to make them aware of the current major issues in the area of fiscal policy in Pakistan. This course covers (A) the background relating to the taxation structure of Pakistan along with a description of each major tax source. (B) theory of taxation and economic efficiency, incidence of taxes and optimal taxation (C) a number of special topics including elasticity and buoyancy of taxes, revenue sharing, impact of fiscal incentives, tax evasion and the black economy, the budgetary system of Pakistan and future directions of tax reform and resource mobilization.

ECO402 Current Business Affairs

The course is intended to expose students to rapidly changing global and local business affairs. Local issues will include state of the economy trends and implications for business world, while global issues will focus on the factors which affect their competitiveness and appropriability of local business activity. The course will adapt a decision based approach toward intriguing current business sector questions. The contemporary issues will be discussed through case studies and research publications. Students will get an opportunity to exercise their analytical skills to address current business environment challenges

ECO501 Managerial Economics

The course prepares students for decision-making using various analytical tools and techniques. The analytical tools developed in this course are helpful for decision making in

areas such as organization, production, marketing and evaluation of data. Students learn a variety of scientific management tools like problem-solving techniques using consumer theory, producer theory, theory of markets, statistics, econometrics and mathematics.

Prerequisites: ECO102

ECO506 Advanced Econometrics and Research Methodology

This course will present an advanced treatment of econometric principles for cross-sectional, panel (or longitudinal), and time-series data sets. While concentrating on linear models, some non-linear cases will also be discussed, notably limited dependent variable models and generalized methods of moments. The course will focus on modern econometric techniques, addressing both technical derivations and practical applications.

ECO511 International Trade

This course examines trade theories and patterns, impact of trade on domestic factor prices, factor movements, and terms of trade. The course also explores areas from welfare implications and political impact of alternative trade policies to the flow of trade and to tariffs, quotas, and custom unions.

Prerequisite: ECO113, ECO202

FINANCE COURSES

FIN201 Introduction to Business Finance

This course is aimed at introducing the fundamental tools of business finance. The main concepts examined include financial analysis, financial decision-making, time value of money, cash flow estimation and analysis of investment and financing decisions of the firms.

FIN301 Financial Institution and Markets

This course is designed to provide a look at the broad framework of the financial system, as well as insight into the nature and operations of different financial institutions and markets. These institutions and markets cover the banking industry, the non-bank financial institutions, the stock market, the bond market and the foreign exchange market.

FIN400 Business Finance

This course aims at introducing the student to the theory and principles of business finance. The course starts with the goals of a corporation and the basic financial decisions. Successful completion of this course will enable the student to evaluate the financial performance of the firm; calculate the measures of risk and return; understand the principles of discounted cash flows; and identify the techniques used to manage the firm's current accounts so that an acceptable level of net working capital is maintained.

FIN401 Financial Management

The course, building upon the background provided in the core accounting and finance courses, aims to enhance students' understanding of the theory and practice of the financial management of a firm. Topics covered include financial analysis and planning, capital budgeting process, long term financing, working capital management and mergers and acquisitions.

Prerequisite: FIN201

FIN501 Advanced Corporate Finance

This course covers analytical foundations of corporate financial policy and strategies. It deals with exploration and application of theoretical and empirical literature on firm's investment and financing decisions. Topics include valuation, tax policy, option pricing,

mergers and acquisitions, and corporate bankruptcy.

Pre-requisite: FIN 555

FIN502 Advanced Business Finance and Management

The course builds up on the topics that are covered in the introductory business finance course. It provides the students an understanding of the financial securities' valuation and the computation of the cost of capital. The management of corporate capital structure, in particular, the choice between debt and equity financing and dividend policy are also discussed in this course.

Prerequisite: FIN 400

FIN550 Investment Banking

The aim of the course is to introduce the students to the various facets of the Investment Banking Industry. The course begins on a broad conceptual level with an examination of the Philosophy and the Scope of Investment Banking, and then narrows down to focus on the different facets of Investment Banking. This includes: Secondary Markets (trading in the stock markets); Primary Markets (listing regulations, pricing of Equity and Term Finance Certificates for the Initial Public Offers); Financial Innovation; the concept and the basic building blocks of Financial Engineering; Eurobonds; Funds Management; and the Regulatory Framework interfacing the Investment Banking Industry.

Prerequisite: FIN201

FIN551 International Finance

This course concentrates on the role of external finance and foreign exchange in a macroeconomic context. The topics covered include a study of the major institutions of international finance, the balance of payments analysis, theories of foreign exchange rate

determination, international risk exposures and risk management.

Prerequisites: ECO113/ECO 202 and FIN201

FIN552 International Financial Management

This course equips the students for taking decisions in the highly technical international financial environment. Whereas international banking is tilted towards the procedures involved, this course strives to educate students to know, decide, direct and manage international money and capital transfers.

Prerequisite: FIN 201, FIN401

FIN553 Security Analysis

This course covers in detail various types of investment securities, application of tests of income risk and marketability in the selection of securities, diversification and management of funds, methods of security analysis and the use of technical aids in the appraisal of investment values. This course gives students practical investment experience and introduces them to various styles of investing and security analysis. It exposes them to the operations of money management-related processes and investment culture of the Karachi Stock Exchange.

Prerequisite: FIN201

FIN554 Investment Analysis and Portfolio Management

This course introduces the modern theory and practice of investment analysis and portfolio management. The course surveys various quantitative applications and asset valuation models and their use in constructing profitable investment portfolios. Topics include designing investment portfolios, risk diversification, market structure and market efficiency, security valuation models, setting investment goals and policies, equity and fixed income portfolio strategies and portfolio performance.

Prerequisite: FIN201

FIN555 Corporate Finance

This course is aimed at building an analytical understanding of corporate financial decision-making. It examines the fundamental question in finance i.e., the ability of companies to make profitable financial decisions using financial theories put forward by different scholars. The course also deals with controversies regarding what businesses do in order to maximize firm value.

Prerequisite: FIN201

FIN556 Fixed Income Securities

This course is aimed at equipping students with the technical knowledge required for pricing and hedging of different types of fixed income securities. Students learn how to model interest rates and credit risk and to apply these models to price a wide variety of debt instruments. This course covers a variety of fixed-income securities and the characteristics and attributes that define them. It looks at what bonds are, provides details on different types of bonds and the features that set them apart, and addresses factors that drive the market. The course also looks at money market instruments and government securities and the value they offer to individual and institutional investors. The course provides an overview that is important for any financial services professional who needs a broad understanding of these investment tools.

Prerequisite: FIN201

FIN557 International Banking

The objective of this course is to provide students with a detailed knowledge of operations in international banking arena. Some of the aspects covered in the course include: the mechanisms of foreign exchange transactions, the Euro markets and internal financial centers, international money markets, international capital markets, and the regulatory framework for controlling such markets.

Prerequisite: FIN201

FIN558 Regulation of Financial Markets

The aim of the course is to analyze and evaluate facets of regulation of the financial markets, that is the concepts, rationale, tools and framework of financial regulations at the national and global level. The scope of the course includes the statutory (SBP, SECP) as well as the self-regulatory organizations (stock exchanges). It also includes supra national forums like the Basle Committee of Banking Supervision, IOSCO, etc. as well as private sector regulatory initiatives, like credit ratings.

Prerequisite: FIN201

FIN559 Islamic Finance

This course introduces the Islamic financial and banking system and how the present institutions can be progressively transformed. The course discusses prohibition of 'riba' and other finance related issues in the light of the teachings of the Holy Quran and Hadith. It also exposes students to the operational aspect of Islamic Financial Institution including risk management in IFIs and how the new Institutions can fulfill the financing requirements of their customers. The concepts and applications of asset side and liability side products such, as Murabaha, Musharaka, Mudarabah, Salam, Istisna, Istijrar, Trust/Investment deposits as well as Takaful and Islamic insurance, and the marketing of new products and services are adequately covered

FIN560 Strategic Financial Management

The course deals with the evaluation and development of the corporate finance. Topics covered include long-term financing, bankruptcy reorganization, bankruptcy liquidation and arrangements to avoid bankruptcy. Case method is the predominant teaching tool used in this course.

Prerequisites: FIN201, FIN401

FIN561 Portfolio Management

This course introduces the theory and practice of investment analysis and portfolio management. The course surveys various quantitative applications and assets valuation models and their use in constructing profitable investment portfolio. Topics include designing portfolios, risk diversifications. Conceptual framework for making risk management and insurance decisions to increase business value and individual welfare, institutional aspects of the managed funds sector in Pakistan market structure and market efficiency. Security valuation models, setting investment goals and policies, equity and fixed income portfolio strategies and portfolio performance, transaction costs, turnover and trading. Prerequisite: FIN 201

FIN562 Risk Management

The course provides students with quantitative perspective of risk management and the conceptual framework for making risk management and insurance decisions to increase business value and individual welfare. The effects of, and rationale behind, public policies that affect risk and allocation of risk among businesses and individuals are also discussed. Prerequisite: FIN201

FIN564 Derivatives

The course deals with applications of derivatives, investigating the risks involved in derivative investments, and examining how investors adjust the payoff pattern of their portfolios. The course also deals with various topics, like types of option contracts, taxation of option contracts, binomial option pricing model, Black Scholes model for call options, portfolio insurance, future versus call options and synthetic futures. Prerequisite: FIN201

FIN565 Treasury and Fund Management

It deals with an in-depth analysis of the various methods of treasury and fund management, incorporating asset pricing, expectation theory, interest rate risk and the term structure of interest rates. The differences among asset and liability management, managing interest rate risk, and selling interest rate risk products are also covered. Prerequisite: FIN201

FIN568 Venture Capital and Private Finance

The course is aimed at examining the structure of different facets of the venture capital industry, including the financing of start-ups and management buyouts, the different stages of funds generation, valuation of equity, and timing and pricing of exit strategies, but also the basics of converting an idea into reality, including the basics of company formation, financial analysis, market and competitor analysis, and the development of business plan for soliciting venture capital financing. The course will also involve examination of case studies of successful start-ups. Prerequisites: FIN201, FIN401

FIN569 Financial Econometrics

This course introduces econometrics techniques emphasizing the application of least squares method to cross-sectional and time series financial data. It covers mainly the estimation of linear regression model and deals with various econometrics problems associated to model estimation, such as multicollinearity and heteroscedasticity, and extensions such as simultaneous equations, co-integration techniques, etc. These techniques are applied to estimate and forecast risk premiums, return volatility and optimal mix of financing, and other related financial models for investment decision making. Prerequisites: MTS 102, ECO103/ECO102,FIN201

FIN589 Project Evaluation

The course seeks to develop and examine a framework for evaluating capital expenditure proposals. Some of the important elements of coverage include: developing strategies for competitive advantage, identification of investment opportunities and risks, formulation of projects and forecasting of incremental cash flows. It also covers topics like social and economic evaluation, implementation and auditing of projects. Prerequisite: FIN201

MS ECONOMICS & MS FINANCE COURSES

Microeconomic Theory

This course, which is required for all economics majors, is one of the two fundamental theory courses in economics at the undergraduate level. It introduces students of economics to contemporary theories of the behaviour of consumers, producers, and other economic agents; the role of markets in coordinating economic activity and the conditions required by those markets for efficient allocation of resources; market robustness and market imperfections; and strategic behaviour of economic actors. This course is designed to give students the economic tools for the applied economics courses that follow it.

Macroeconomic Theory

Study of key macroeconomic variables such as income, employment and the price level; the behaviour of these variables within both the neoclassical and income-expenditure framework; and the fiscal and monetary policy implications of these theoretical approaches.

Econometrics

This course focuses on the application of statistical methods to the testing and estimation of economic relationships. After developing the primary tool in empirical analysis – the method of least squares – the

common problems associated with this method are discussed with an examination of methods for resolving them. The course also covers the identification, estimation, and testing of simultaneous equation models.

History of Economic Thought

The course traces the origins, process and growth of economic ideas from the Medieval period to date. It covers various economic theories and schools of thought. From Plato, Aristotle, Mercantilist, Physiocrats, to classical, socialist, Neo-classical and Islamic theories, the course aims at providing broad knowledge of history of economic thought.

General Equilibrium and Welfare Economics

This course covers exchange with price-taking behaviour (utility and non-utility approaches), exchange without price-taking, the role of numbers in competition, Nash bargaining solutions, social welfare functions, expenditure functions and compensating variations, production of a general equilibrium model, the effects of income and commodity taxes in general equilibrium, labour supply with taxes and transfers, general equilibrium with variable labour supply.

Advance Econometrics and Research Methodology

This course will present an advanced treatment of econometric principles for cross-sectional, panel (or longitudinal), and time-series data sets. While concentrating on linear models, some non-linear cases will also be discussed, notably limited dependent variable models and generalized methods of moments. The course will focus on modern econometric techniques, addressing both technical derivations and practical applications.

International Trade

This course examines trade theories and patterns, impact of trade on domestic factor

prices, factor movements, and terms of trade. The course also explores areas from welfare implications and political impact of alternative trade policies to the flow of trade and to tariffs, quotas, and custom unions.
Prerequisite: ECO113, ECO202.

Advanced Topics in Development Economics

This course teaches development economic theories using advanced analytical methods. This course discussed various theories of growth and development and analytically study different human welfare indicators. Further, changes in economic structure such as sectoral output and employment relations and various development policies/strategies regarding distribution of income and sectoral development are also part of the course.

Monetary Economics

The objective of this course is to guide students in the development of critical economic thinking skills as applied to the topics of banking and financial markets. Basic economic principles such as supply and demand, the concept of equilibrium, the theory of asset demand, and profit maximisation are applied to study the role of money in the economy and the institutional characteristics of the banking system and financial markets

Public Finance

Topics covered include: general aspects of public sector expenditure and its financing with special reference to Pakistan; the role of government in the economy; principles and types of public expenditure; taxation theory, tax sharing and revenue systems; economic and welfare aspects of different types of taxes; inflation and tax indexation; loan finance and the public debt.

Environmental and Resource Economics

This course covers study of public resource policy, natural resource and environmental

economics, and community economics and finance. Training is also available in agricultural economics, including agribusiness, small business management, food and marine marketing, and world food supplies. Emphasis is also placed on courses related to freshwater and marine economics, land economics, and rural economic development. It includes survey of significant resource problems from an economic perspective and the application of economic analysis.

Financial Economics

The objective of this course is to undertake a rigorous study of the theoretical foundations of modern financial economics. The course will cover the central themes of modern finance including individual investment decisions under uncertainty, stochastic dominance, mean variance theory, capital market equilibrium and asset valuation, arbitrage pricing theory, option pricing, and incomplete markets, and the potential application of these themes. Upon completion of this course, students should acquire a clear understanding of the major theoretical results concerning individuals' consumption and portfolio decisions under uncertainty and their implications for the valuation of securities.

Game Theory

This course examines the choices that we make which affect others and the choices others make that affect us. Such situations are known as "games" and game-playing, while sounding whimsical, is serious business. Managers frequently play "games" both within the firm and outside it – with competitors, customers, regulators, and even capital markets! The goal of this course is to enhance a student's ability to think strategically in complex, interactive environments. Knowledge of game theory will give students an advantage in such strategic settings. The course is structured around three "themes for acquiring advantage in games": commitment

/ strategic moves, exploiting hidden information, and limited rationality.

Game Theory and Competitive Strategy

In this course, Game theory, along with microeconomics, is used to analyze the strategies businesses use in a competitive world. The first part of the course is an intuitive introduction to Game theory. The latter part discusses issues such as dealing with competition, the optimal size of the firm, efficient levels of vertical/horizontal integration, the advantages and effects of innovation and branding. The course complements the study of both Finance and Marketing majors.

Prerequisite: ECO103/ECO201

Health Economics

This course is an introduction for advanced economics students to contemporary theoretical analysis of, empirical evidence on and policy debate about: what is health and who produces health, how it is produced, variations in its production, and consequences of its production or lack of production.

Industrial Economics

Industrial Economics deals with those pressing problems faced by industrial units of various types in different parts of the world varying in scope and dimensions. Industrial Economics has gained immense significance due to the fact that each industrial organization in particular and industry in general has to cope with individual or collective problems from inception to zenith.

Islamic Economics

Islamic Economics aim to correlate the teachings of Quran and Sunnah with contemporary economic theories and practices with a view to augment the knowledge imparted and make it all

encompassing. The Islamic system of economics is actively practiced within Islamic states in their financial institutions and industries since hundreds of years. The current economic system relies on experimental revisions and updating by experts who propagate their theories in different parts of the world in diverse time dimensions. It, therefore, lacks structure, connectivity and coherence in thought process, whereas Islamic Economic System is universal emanating from divine roots and enfolding all kinds of economic activities that are to be confronted by mankind, wherever they may be.

Regulatory Economics

The objective of this course is to develop expertise in regulatory economics, defined as price and entry regulation. Price and entry regulation occurs when the state restricts who can provide services and approves the terms (price, quality, product variety etc.) of service. The course will consider three broad topics: (i) Why regulate? (ii) How should firms/industries be regulated? (iii) How are firms actually regulated?

Transport Economics

This course covers the concepts and principles of transport economic theory, transport demand and forecasting, transport costs and cost analysis, pricing of transport services, Infrastructure pricing and investment, market structure, regulation and deregulation and project evaluation.

Managerial Economics

The course prepares students for decision-making using various analytical tools and techniques. The analytical tools developed in this course are helpful for decision making in areas such as organization, production, marketing and evaluation of data. Students

learn a variety of scientific management tools like problem-solving techniques using consumer theory, producer theory, theory of markets, statistics, econometrics and mathematics.

Analysis of Financial Statements

The course covers analytical approach to financial statements, finance and management accounting principles and concepts. Coursework includes comparative analysis and implications of alternative accounting methods used in the design and structure of financial statements.

Quantitative Methods for Finance

This course endeavours to enable students to understand key concepts and methods from applied statistics and mathematics that are used in several more advanced modules in accounting and finance. The following topics will be covered; review of statistics and introduction to time-series econometrics; modelling financial returns and the efficient markets hypothesis; event studies; modelling financial return volatility; modelling extreme portfolio returns and Value-at-Risk.

Theory of Finance

This course aims to introduce students to the theory of financial markets and corporate finance. It explores topics in investment appraisal under conditions of certainty / uncertainty, portfolio theory, the cost of capital and asset pricing theories, financial market efficiency, the financial policy of firms, and takeovers and mergers.

Strategic Management for Financial Managers

Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain

competitive advantages. The course focuses on the analysis, decision and implementations of strategic goals (vision, mission, and strategic objectives) along with the analysis of the internal and external environment of the organization. The course also discusses how the managers can turn the competitive forces in favour of the firm to achieve and sustain competitive advantage in order to create value for its stakeholders.

Macroeconomics and Financial Markets

This course presents the analysis of macroeconomic theory with a current events perspective. Topics would include economic statistics, GDP, price indices, productivity and the nature of the business cycle, monetary policy, the SBP and other central banks, interest rates - indexed bonds and the term structure, aggregate demand and the determination of income and interest rates, money and inflation - the Velocity Approach, reaction of financial markets to economic data, inflation, inflationary expectations and the Phillips Curve, supply-side shocks and macro-dynamics, international balance of payments, the current account and capital flows, determination of exchange rates, exchange rate systems, purchasing power and interest rate parity.

Portfolio Theories and Investment Analysis

The course provides students with an understanding of the pricing and risks of financial securities both individually and in portfolios. The course deals with portfolio theory and asset pricing models in an international context. The CAPM, APT are discussed as per various models for valuing bonds, equity, options and futures.

Financial Econometrics

This course introduces econometrics techniques emphasizing the application of least squares method to cross-sectional and time series financial data. It covers mainly the estimation of linear regression model and deals

with various econometrics problems associated to model estimation, such as multi-co linearity and hetero scedasticity, and extensions such as simultaneous equations, co-integration techniques, etc. These techniques are applied to estimate and forecast risk premiums, return volatility and optimal mix of financing, and other related financial models for investment decision making.

Prerequisites: MTS 102, ECO103/
ECO102,FIN201

Financial Markets and Regulations

The aim of the course is to introduce students to all the important facets of regulation of the financial markets that is the concepts, rationale, tools and framework of financial regulations at the national and global level. The scope of the course includes the statutory (SBP, SECP) as well as the self-regulatory organizations (stock exchanges). It also includes supra national forums like the Basle Committee of Banking Supervision, IOSCO, etc. as well as private sector regulatory initiatives, like credit ratings.

Prerequisite: FIN201

Advanced Financial Management

The complexities of financial markets and emergence of various financial instruments pose challenges as well as present opportunities. Companies face a myriad of investment and financing options. With the development of domestic financial markets and access to international financial markets, companies now have a wider set of financing alternatives to choose from. The purpose is to equip the students with the techniques to properly evaluate investment, financing and risk management alternatives.

Applied Portfolio Management and Modelling

This course examines in detail the construction, management and protection of an investment

fund in the contemporary financial environment. Students will examine institutional aspects of the managed funds sector in Pakistan. Topics include the capital asset pricing model, risk, residual risk and return, the fundamental law of active management, arbitrage pricing theory, valuation in theory and in practice, forecasting basics, information analysis, information horizon, portfolio construction, long/short investing, transactions costs, turnover and trading.

Bank Marketing

Topics include aspects of development and innovation in the area of bank services. In addition, the course aims at providing participants with the scientific concepts of negotiating with bank clients and the way of presenting the distinguished service to them. It also enriches their skills of bank marketing and marketing review methods for achieving objectives of the bank.

Banking Operations

The course outlines the practices relating to day-to-day banking operations. Topics include the nature of banker customer relationship in its various forms, the general and special relationship between banker and customer, mandates, power of attorney, appropriations, set-off, money laundering, the clearing system, rights and duties of paying/collecting banker, role of banks as financial intermediaries, regulation and the role of government in banking, asset-liability management, banks and financial distress, introduction to international banking, assets securitization, and banking and the payments system.

Commercial Banking

The focus of this course is on the economics of commercial banks. This course seeks to enhance your understanding of why commercial banks exist and what economic roles they play, the risks faced by banks in the

lending process, off-balance sheet banking, deposit insurance, bank regulations, and risk management. The economics of financial contracting in the banking industry—from deposit contracts to derivative instruments—and the interplay between information, technology, and regulation in shaping contracts and institutions in the financial markets will represent the guiding theme of the course. The approach is analytical rather than descriptive. The emphasis will be on practical applications and Case Study Method.

Derivatives and Risk Management Techniques

The course surveys the principles of probability theory and mathematical finance for solving a diverse set of risk management problems related to the valuation and measurement of operational and financial risk exposures of the firm. The course is designed for all students interested in risk management and its application in finance, accounting, strategic management and economics.

e-Banking

Developments in information technology and telecommunications have set in motion an electronic revolution all over the world in the banking sector. This in turn has resulted in new delivery channels for banking products and services such as the automated teller machines (ATMs), telebanking and e-banking. The purpose of the course is to examine the evolution of electronic banking in the global economy, with particular reference to Pakistan, and to analyze the various electronic delivery channels utilized by banks and to assess the consumers' reactions to these delivery channels.

Entrepreneurial and Small Business Finance

This course addresses how to provide entrepreneurs and small business owners with

financial skills and help them establish networks of business service providers. This course will educate students about financial programs, which support small business development and how small businesses can be made more attractive to private investors and lenders. Additional topics include are micro-lending and other traditional forms of lending with live examples from the Pakistan economy.

Fixed Income Securities and Interest Rate Derivatives

This course provides an introduction to fixed-income securities and interest rate derivatives. Includes: term structure dynamics (including bond price lattices, spot and forward rate models), analytical and numerical techniques, duration measures, interest rate derivative securities (including options, futures and swaps), the interaction between interest rate risk and credit risk, mortgage-backed securities and value-at risk, the concepts of general collateral, an accessible treatment of the arbitrage-free models of the term structure, including the concept of state prices and no-arbitrage.

International Corporate Governance

The course will examine international corporate governance topics as applied to the corporation, with focus on the separation of ownership and control and related issues. The formal and informal contracts that bind together shareholders, bondholders, directors, managers, employees, suppliers, customers, and communities will be explored. The collaborative efforts as well as the potential conflicts of interest of these various constituencies will be analyzed in the context of a changing legislative and regulatory environment. It enables students to evaluate the effectiveness of how corporate objectives are determined and achieved in developed and developing economies.

Investment Banking and Financial Services

The management of investment banking firms themselves is the subject of this course. All major business lines are discussed: new issues of debt and equity; corporate finance advisory, including mergers and acquisitions, sales and trading of securities, derivatives and commodities; equity research; and investment management. Emphasis is placed on how investment banks build relationships and solve problems for investors. The purpose of the course is to provide the student with an understanding of the services provided by investment banks and a knowledge of the way these institutions operate in the financial markets. The course examines how investment banks are evolving, and how the various departments work together to solve client problems

Life and Health Insurance

This course introduces the nature of life and health insurance risks and explores some of the products sold by life insurers to deal with them. Selected legal, financial planning, and company operations are covered, including underwriting, marketing, and product design. A study of the financial implications of death, disability and retirement, as well as the corresponding forms of individual life insurance, health insurance and annuities. Elementary life and health insurance programming, taxation, legal aspects, business uses of individual life and health insurance, regulation, and insurer operations and functions are covered.

Liability Risk Management

The course aims to develop an in depth knowledge of property and liability insurance and a framework for designing and analyzing insurance contracts. The course examines property and liability loss exposures and their management, with primary emphasis on insurance. Topics include a study of the liability

insurance industry, including the economic and financial issues inherent in liability insurance markets, determinants of insurance costs and prices, corporate governance and organizational form, financial pricing models, solvency measurement, solvency regulation and market discipline, reinsurance and catastrophic risk, underwriting and risk selection, rate making techniques, and underwriting cycles.

Management of Banking Companies

This course deals with international dimensions of domestic commercial bank management as well as the global perspective of multinational banks. Funds procurement including offshore borrowing, foreign lending and syndicated loans, financial product design, and investment banking are analyzed in a global setting. The role of government regulations and prominence of offshore financial markets are highlighted for planning and decision-making purposes.

Property Risk Management

This course introduces the fundamental principles of property insurance and a framework for designing and analyzing insurance contracts. The course examines property loss exposures and their management, with primary emphasis on insurance. Risk control focuses on principles of loss causation and mitigation and techniques for implementing risk control strategies. Case studies synthesize the risk management concepts covered in the course

Real Estate Finance and Investment

This course will focus on understanding, calculating, and analyzing potential cash flow,

tax, and future benefits for representative real estate asset types from a variety of perspectives, including those of a developer, investor, lender, or broker. A framework to analyze the quantitative and non-quantitative risks and rewards of existing and proposed real estate developments will be used to make specific financing and investment recommendations

Risk and Insurance

Provides an introduction to, and an understanding of, risk management and insurance as they relate to both personal and business situations. The course includes a survey of risk management and insurance principles and addresses risk identification, life insurance, employee benefits and property/liability insurance. Students will be able to understand the risk management process, including identifying, eliminating, reducing, and transferring the risks that can shut down a business. Students will be able to understand how to obtain and manage cost-effective insurance programs and policies.

Risk Management in Banking

The purpose of this course is to offer a step-by-step approach to the development of a proper risk management for a bank. The course will focus on identification and measurement of a bank's exposure to financial risk, use of various financial instruments in managing the bank's exposure to risks, and implementation of a risk management program. Throughout the course, real-life cases and computer simulations using real-time data will be used to allow students to acquire hands-on experience in risk analysis and the setting-up of a risk management program.

Seminar in Finance

This is Master level course in applied finance. This course is required for all students in the finance specialization and may also be taken by interested students from other specialization. Our objectives are: to provide students with in-depth skills in basic key areas of modern applied finance that will allow them to become providers of essential financial information, and to familiarize students with a broader range of more advanced tools, procedures and concepts commonly employed in modern finance at a level of understanding that will allow them to become informed and critical consumers of advanced technical information. Topics covered include: working with financial data, empirical applications of financial volatility, empirical applications of factor models in finance, and financial forecasting.

(Prerequisites; FIN201, MTS202

Strategic Management of Credit Risk and Loan Policy

The focus of this course is to critically examine credit risk measurement with regard to finance theory and practical applications. Topics include lending theory, credit risk measurement and modelling, analysis of lending products, and managing the loan portfolio and problem loans. The approach will be toward investment decisions of financial institutions and gaining an understanding and appreciation of sound and practical banking practices in the areas of lending and delivery of services in modern financial institutions.

Management



Chairperson

Mirza Sardar Hussain

Email

mirzasardar@iba.edu.pk

Telephone

**Main Campus
111-422-422 (Ext. 213)
City Campus
111-677-677 (Ext. 14)**



DEPARTMENT OF MANAGEMENT

The Department of Management supports teaching and research in the areas of Human Resource Management, Organizational Behaviour, Strategic Management, and Organization Theory. Our MBA concentrations in Human Resource Management (HRM) prepare Masters' students for the management challenges of tomorrow. Our faculty is widely acknowledged as being leaders in research in areas such as employee training and development, team decision-making and effectiveness, and strategy formulation and implementation. Faculty members work with businesses in the region as consultants and advisors, to strengthen competitive effectiveness and to improve managerial understanding of organizational processes and performance. What we learn as researchers and advisors shapes what we teach in the classroom, producing an educational experience that is grounded in reality and forward-looking in emphasis.

The department offers Masters in Business Administration with a major / specialization in Human Resource Management. BBA - MBA program students are required to take eight elective courses of HRM. BBA (direct) program students are required to take four elective courses. Students are also allowed to opt for a bi-major in which they may combine HRM electives with marketing or finance electives. MIS & CS students can also take HR electives within the allowed limit for the business courses.

The department consists of 15 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad. The department also invites senior professionals from the business and industry to conduct courses as visiting faculty. Most of them hold senior managerial positions and have foreign qualifications. The faculty at the department is engaged in wide range of research and publication activities as well as presenting and participating in national and international conferences. The department also supervises 10-12 seminars organized



MANAGEMENT COURSES

MGT111 Information Management

Throughout their stay at the IBA students carry out research in numerous business fields, including management, economics, accounting etc. This generalized course is designed to acquaint them with various sources of information. Centred on group discussions and assignments, this course introduces students to research journals, newspapers, magazines, books, the internet and research agencies in a very practical manner.

MGT201 Principles of Management

This course focuses on basic managerial functions of planning, organizing, staffing, leading and controlling. It is specially designed to orient students to modern management practices essential for successful management of large organizations having a diverse work force and operating in the changing global, political, economic, social and technological scenarios.

MGT211 Business Communication

The course focuses on the theory and practice of effective communication techniques in business environments. It polishes verbal and non-verbal communication skills for effective participation in business meetings and other activities. It prepares students to write formal business reports and add value to previous work through further library and fieldwork.

MGT221 Organizational Behaviour

This course inculcates a positive approach in managing productive relationships with peers, superiors and subordinates by examining teams, individuals and networks in a business environment. Topics such as group culture, individual motivation and behaviour, collective and individual performance, decision making interpersonal communication, small group behaviour and inter-group conflict are

extensively covered. This course exposes students to frameworks for diagnosing and dealing with problems in organizational settings

MGT301 Ethics in a Corporate Society

The course examines the importance of ethics in the corporate society. It highlights the need to draw an analytical distinction between ethics and morality, "the good and bad", "Right and Wrong" so as to develop a criterion of judgment for socially responsive behaviour. This course will examine the relationship between value judgment and attitude formation, informed by the teleology of various ethical theories. Through this course the ethical relevance of such values as honesty, justice, fairness and equity in relation to the dynamics of corporate society will be highlighted. Distinction will be made between personality ethics and character ethics to draw the contours of corporate behaviour. Special attention will be paid to the legislative nature of intentionality as the foundation of the principles of ethics. Fundamental of lessons of Islamic society and those of all other religions "Treat other the way you would like to be treated yourself" and "Enjoin the good and forbid the wrong" will be the guiding principles for our ethical, moral, social and corporate deliberations. Prerequisites: MGT201, ACC301, MKT201

MGT311 Production and Operations Management

This course includes design, planning, and control of firm's capabilities and resources. The course work is intended to strengthen students' conceptual understanding and skills in the areas of operations, strategy and technology, forecasting, capacity and materials management, and design of productive systems.

Prerequisites: MGT201, MKT201, FIN201

MGT400 Management Theory and Practice

The course presents an overview of the basic theoretical concepts in the field of management. It also highlights the linkage between management theory and management practice. Various implications of the theoretical concepts would be discussed. The course would provide an opportunity to the class participants to evaluate various selected theoretical concepts and to see how they are applied to the real world business organizations.

MGT401 Small Business Management

This interdisciplinary course emphasizes the importance of small business in the economy. The course deals with the adoption of managerial concepts to small business, essentials of business startup, determinants of choice of business capital, location, structure, size, etc. It aims at motivating enterprising students to choose small business at entry stages of their careers, contribute to economic growth and setup their own enterprise later on.

Prerequisites: MGT201, MKT201, FIN201

MGT411 Comparative Management

The purpose of studying "Comparative Management" is to provide students with comprehensive knowledge of various management systems/models practiced by managers in different countries, with the aim of preparing them to manage international organizations successfully. The course includes the study of various systems/models and cross cultural issues such as the Japanese Managerial System, the western model, the (Ex-) socialist countries' models, the developing countries' models, and the Islamic Countries' Models – esp. Arab Countries' Models.

Prerequisite: MGT201, MKT201, MGT221

MGT421 Entrepreneurship

The Objectives of this course are : -

- 1) To appreciate the role of entrepreneurship in economic growth and thereby personal career growth of business managers.
- 2) To acquaint the students with the virtues of entrepreneurship for the society so as to enable them to consider it as one of the early or late career options.

The course imparts knowledge about entrepreneurial & intrapreneurial process, business lifecycle, principal concepts and general guidelines for establishing a new business enterprise at a small or large level in a dynamic business environment.

Prerequisites: MGT201, FIN201, MKT201

MGT422 Entrepreneurship & Small Business Management

The Objectives of this course are : -

- 1) To acquaint the students with the virtues of entrepreneurship for the society so as to enable them to consider it as one of the early or late career options.
- 2) To enable students to adapt management concepts applied in large organizations to small businesses and start up stages and to prepare them to face the challenges of enterprise growth/start-up as intrapreneurial managers/entrepreneurs. The course aims at introducing non-business graduates to the basic concepts of entrepreneurship and entrepreneurial & intrapreneurial characteristics for self-assessment. General Guidelines for setting a small business or managing its operations by adapting corporate business principles to suit the type and size of small business are also a part of this course.

Prerequisites: MGT201, FIN201, MKT201

MGT502 Managerial Policy

This is an advanced management course in

strategic planning, policy formulation and implementation that develops an integrated organizational viewpoint by inter-relating the functional areas of finance, marketing, production, human resource and the general business environment. As a course in business statesmanship and leadership, it intensively uses case studies to develop class discussions on real life situations.

Prerequisites: MGT201, MGT221, FIN201, MKT201, MGT211

MGT503 Managerial Communications and Negotiations

Over viewing the philosophy of communication in business organization, this course aims at fostering managerial communication in organizations. The course design enables learners to develop professionalism in the areas of communication and negotiation. More emphasis is laid on the application of the methods and theories of communication and negotiation.

MGT505 Leadership, Teamwork and Corporate Responsibility

Growing expectations of stakeholders for increased share in corporate profits is a big challenge for corporations. This course guides the students to balance their walk on this tight rope and meet the expectations of the galaxy of stakeholders. Student are given a conceptual frameworks to develop their own innovative solutions to deal with issues related to the expectation and demand of these stakeholders. The course will be taught through case method and augmented with required text and industry academia interaction.

MGT506 Corporate Strategy

Corporate Strategy is designed to train the students in methodologies of formulating and implementing successful strategies. Students learn to view, analyze and solve business

problems from an integrative perspective. The valuable insights acquired in various functional areas are applied within an integrated conceptual framework. The course uses case-method as the primary teaching methodology. Pre-requisite: MGT400, MKT400, FIN400

MGT507 Entrepreneurial Management

This course focuses on the concepts, skills, attitudes, alternatives and knowledge relevant for an entrepreneur. It emphasizes the role of creating and recognizing business opportunities and gives an insight into appropriate systems, resources and regulations governing the entrepreneurial activities. The course allows students to make a career change directly into entrepreneurial ventures, to return to the field with the necessary frameworks and skills, to opt for the field of management consulting and to enter into small companies with a strong growth curve. Prerequisites: MGT400, MKT400

MGT512 Strategic Human Resource Management

Organizations derive their sustainable competitive advantage on the basis of the resource bundle they possess, their ability to formulate a strategic fit with the environment and skills to efficiently implement the same. This course is a bridge between formulation and efficient strategy implementation through "people". It addresses the issues behind "Right Mental Attitude", required knowledge and optimization of skills needed to accelerate profitable business growth. The course will be taught through case method and augmented with required text and industry academia interaction.

MGT551 Management of Business-Government Relationship and Managerial Ethics

Government involvement in business activity takes many forms and can be seen as an attempt by the government to tackle the

problems caused by the operation of the free market. This course provides an overview of business-government relationship in Pakistan and addresses issues related to ethics and managerial decision-making.

Prerequisites: MGT201, MGT221, MGT301

MGT553 Operations and Supply Chain Management

The course familiarizes students with the fundamental operational problems in the areas of manufacturing and service sectors. It covers strategies for production and layout, as well as inventory procurement, health, safety and environmental management. Value chain and extended supply chain concepts and models for developing competitive advantage are also discussed in the context of local business and industry.

Prerequisites: MGT201/MGT400, MGT311

MGT554 Change and Innovation Management

Challenges of globalization, new technologies, industry restructuring, increased public scrutiny and other external pressures on today's businesses require constant updating of skills throughout the organization. This course equips the students with practical skills and hands-on tools for planning and guiding large scale systematic change (major strategic shifts, business turnarounds and organizational transformations), managing specific change (innovations, new ventures, pilot projects) and scaling up of specific projects for company growth.

Prerequisites: MGT201/MGT400, FIN400

MGT555 Project Management

This course introduces a structured approach to managing projects. It helps students gain managerial practice through the development of project execution manual for a real life project selected by a group of students. The project focuses more on technology rather than financial management. The course

includes topic such as Management Process, Utilization of Project Management, and Strategic Context of the Project, Project Planning & Scheduling, Project Information Management System, Project Communication, Project Control, Project Change Management, Project Teams and Successful Completion of Projects. These topics are taught with reference to Project Management Institute PMBOK standard.

Perquisites: MGT 201/MGT 400

FIN400 MGT552 Strategic Management

This course focuses on converting strategies into actions, a major problem in most organizations. A prerequisite of implementation is an effective organization that has the capabilities to meet the expectations of its key stakeholders, namely; customer, employer, shareholder etc. with least cost. The central focus of the course is the creation of strategic alignment of all the elements of an organization's managerial system with its strategy and values. A frame work will be developed in developing the skills and capabilities for strategic alignment. Since this is a companion course to Managerial Policy, students specializing in General Management are required to choose this elective along with Entrepreneurship. This course will integrate OB, HRM & Principles of Management.

Prerequisites: MGT201/MGT400

MGT571 Seminar in Management

This course intends to give the students in depth knowledge & awareness about the latest trends in management. The course will let students participate in interactive & applied sessions to give them skills & concepts related to modern management techniques. Topics covered include contemporary management issues, challenges & strategic response of well-rounded managers.

Prerequisites: MGT201/MGT400

MGT556 Evolution of Technology and Organizations

This course explores the issue of human progress in relation to the evolution of organizations, particularly in connection to technological and economic development. Factors that cause, enhance and or retard development are explored. The overall objective is to understand the role of management in the process of societal evolution.

Perquisites: MGT201/MGT400, MKT201/MKT400

HUMAN RESOURCE MANAGEMENT COURSES

HRM401 Human Resource Management

This course focuses on the human element of the firms and provides a framework for understanding and thinking strategically about employment relations and the management of human resources in organizations. The course covers the overview of the following areas: impact of economic, legal, social, psychological and cultural forces on employment relations, performance evaluation, compensation and benefits, promotion, job design, training, layoffs, retention and turnover and the human resource implications of business strategies.

Prerequisite: MGT201/MGT400

HRM410 Performance Management: Leading for Greater Results

Students will establish a systematic process for planning work, setting expectations, monitoring performance, developing a capacity for performance rating and rewarding performance. Through dialogue, assessment, hands-on and team problem solving, and feedback, they will resolve issues in defining the job and aligning performance measurements for individuals, teams, business units and the entire organization.

Prerequisites: MGT201/MGT400

HRM415 Employee Staffing and Training

Students will explore theory and best practices of staffing and training processes that lead to positive individual and organizational outcomes and will learn current trends in selection and training, measurement of individual differences for decision making in hiring, promoting, training, and dismissal, evaluation of HRM processes and systems; formal and informal training program design, evaluation of training effectiveness, interviewing of applicants and professional interaction with an audience.

Prerequisites: MGT201/MGT400

HRM425 Personnel Research Techniques and Human Resources Information Systems

This subject involves the study of quantitative and qualitative analysis techniques and research as they pertain to the planning, collection and interpretation of data relating to the management of human resources. Both manual and computer information systems methodologies are used. The course teaches the techniques involved in researching, analyzing, and interpreting data relating to human resource activities.

Prerequisites: MGT201/MGT400, MTS 205/MTS501

HRM430 Recruitment and Selection Techniques

A basic study is undertaken of the principles, issues, trends and legislative requirements affecting recruitment and selection. Students will acquire the knowledge and skills needed to successfully identify human resource requirements and attract and retain an effective workforce for an organization. The changing legal environment and the impact of laws on recruitment and selection are an important component of this course.

Prerequisites: MGT201/MGT400

HRM435 Training Techniques and

Practices

Students will gain experience in needs assessment, program design and implementation and evaluation techniques. They will also learn the use of appropriate training methodology and techniques by presenting in-class facilitation sessions. Identifying principles which facilitate adult learning and apply these practically, developing observable and measurable learning objectives to be used in designing program content and evaluation methods are a part of this course. In addition to this, it involves applying basic needs assessment, development, implementation and evaluation techniques to produce effective instructional designs.

Prerequisites: MGT201/MGT400

HRM440 Design and Administration of Compensation Plans

The student will explore the nature of compensation plans, their relationship to performance in the workplace as well as the legislative framework affecting them. The course outlines strategic compensation issues, the pay model, consistency, the impact of internal pay structures on efficiency, equity and compliance in the pay system, the importance of job analysis and its relationship to internal consistency, the difference between job-based and knowledge-based pay structures, the design of a basic pay structure, performance evaluation and merit pay systems, alternatives to traditional reward systems, benefits determination process and the regulatory aspects of compensation management.

Prerequisites: MGT201/MGT400

HRM445 Occupational Health and Safety

The course discusses key technical, political, management and personal issues relating to health and safety in the workplace, the role and importance of effective health and safety management to business, government,

organized labor, individual employees and society, key legal rights and responsibilities of employees and employers with respect to health and safety issues in the workplace. In addition, positive health and safety initiatives made by proactive employers are also examined.

Prerequisites: MGT201/MGT400

HRM450 The Legal Environment

The student will be exposed to such diverse areas as employment standards, workers compensation, pay equity, human rights and unionization. The corresponding rights and responsibilities of employers and employees will be examined. The contractual nature of the modern employment relationship, the elements of the contract, and remedies for the breach of the contract will be studied. Differences between the independent contractor, the contract employee, the individual employee and the unionized employee will be discussed. The employers' rights and how to respond to employee action are also discussed.

Prerequisite: MGT201/MGT400

HRM455 Executive Leadership

The course is designed to provide students with a better understanding of the realities of executive leadership and the impact of leadership in large, complex organizations. Besides in-depth lectures, there is dialogue with a broad-range of senior executives who have significant experience in large organizations. Students are asked to use the readings and lectures as an opportunity to formulate a personal leadership philosophy that they believe best fits them and their career objectives.

Prerequisites: MGT201/MGT400

HRM550 Foundations of Human Resource Development

The course will investigate the theory, practice, and issues associated with human resource

development in organizations. Human resource development is the expansion of employees work-related abilities for the attainment of organizational and personal goals. The course discusses the major roles of HRD professional, learning specialist, administrator, consultant and researcher/evaluator.
Prerequisite: MGT201/MGT400

HRM551 Industrial Relations Management

The course is centered on management of labor relations. Socio-political factors affecting labor relations, principles and strategies of negotiation, trade unionism, its benefits and drawbacks, as well as means of evaluating union demands are some of the topics discussed in this course.
Prerequisites: MGT201/MGT400

HRM552 Organizational Development

The course is about the study of behavioural science techniques to improve organizational health and effectiveness, internal relationships and problem-solving capabilities. Organizational learning, transition processes, changing values, diversity of labor forces and other challenges put forward by globalization are some of the topics discussed.
Prerequisites: MGT201/MGT400

HRM553 Human Resource Development

The course emphasizes the need for training and development for all levels of employees ranging from frontline workers to senior managers in order to bring about the development of the entire organization. Training exercises, management development programs and continuous professional development activities are discussed, along with their costs and benefits, evaluative criteria, and impact on individual and organizational growth.
Prerequisite: MGT201/MGT400

HRM554 Compensation and Benefit Management

New trends in designing compensation packages, their costs and benefits for the organization, and their utility as motivational tools are some topics of discussion in this course. Case studies and class discussions are used to give students a flavour of the real life remuneration strategies.
Prerequisite: MGT201/MGT400

HRM555 Succession Planning

The growing uncertainty in the business world places extra demands on management to chalk out succession plans. This requires senior managers to have a vision and play the role of leaders and mentors in the development of managers who have the potential to lead. Discussion on well-known leaders, their characteristics and strategies and struggles to reach the top, as well as their abilities to influence and mobilize others are dealt with.
Prerequisite: MGT201/MGT400

HRM556 Conflict Management

The course presents negotiation theories, strategies and styles. Conflict management skills such as mediation, investigation and arbitration are an important part of the course; as are issues like racism, gender discrimination, whistle blowing and ethics.
Prerequisites: MGT201/MGT400

HRM557 Team Management

The course is about forming, leading and managing teams and group work. It encourages discussion on how to deal with difficult group members, encourage creativity, improve group decision-making and liaise with other functions within and outside the organization. Students are assigned to teams at the very beginning, where they analyze cases of outstanding and poor team dynamics, complete group assignments and evaluate their own team dynamics and outcomes.
Prerequisites: MGT201/MGT400

HRM558 Leading the Change Process

The course is concerned with the tasks of leading the change process in organizations. Creating a shared changed vision, fostering an understanding of the change process, and leading the change transition are important ingredients of the course. Other topics of discussion include encouraging an innovative organizational culture, managing growth and decline and corporate restructuring.
Prerequisites: MGT201/MGT400

HRM559 Operational HRM

The course addresses the key tasks of Operational Human Resource Management. Recruitment and selection, training and development, and performance appraisal and feedback are the main topics of discussion in this course. Other areas covered include assessment tests, theories of motivation and evaluative criteria.
Prerequisite: MGT201/MGT400

HRM560 Managerial Decision-Making

The course begins with the assumption that managers are constantly making decisions that involve risk. This course investigates how managers confront risk, deal with difficult decisions and prepare for contingencies. Various models of decision-making are studied as part of the course.
Prerequisite: MGT201/MGT400

Marketing



Chairperson
Humayun Sultan Ansari

Email
hansari@iba.edu.pk

Telephone
**Main Campus
111-422-422 (Ext. 212)
City Campus
111-677-677 (Ext. 14)**



DEPARTMENT OF MARKETING

Marketing is the life blood of organizations. The outside world interfaces with the marketing department which is the visible face of the organizations for their stakeholders. A customer orientation, customer focus and customer obsession are the necessary ingredients for success. Marketing is a multi disciplinary and a company wide process.

IBA's marketing department continuously offers new marketing electives and core courses to reflect the ground realities of the marketing environment of Pakistan. To bridge the gap between theory and practice, we avail services of marketing practitioners. Many cases are developed from observations of the local markets and many cases from internationally acknowledged sources are analysed.



MARKETING COURSES OFFERED

MKT200 Principles of Marketing

This is an introductory course for exposing students to the discipline of marketing by equipping the students to analyse the political, economic, social and technological environments. Students are encouraged to make observations about their marketing environment, detect signals about changes in the market place, formulate need analyses, learn about consumer and organizational markets, learn about personalities and their impact on consumer behaviour, observe about how marketing departments are organized, explore the pricing mechanisms, decide about the appropriate distribution channels and structures, learn about various promotional techniques and tools; and the challenges which the explosion of new media pose in the marketer's world. This is a core course and is compulsory for studying marketing electives.

MKT301 Methods of Business Research

In today's borderless and highly competitive environment, the research culture needs to be nourished. This course is designed to conceive, implement, and apply research programs in organizations. The managerial aspects of conducting research are discussed thoroughly with applications from various facets of business covering all the aspects of business entities and business functions. This course empowers the students towards the scientific research methodology so that students can observe business processes, formulate hypotheses, conduct experiments, draw conclusions and disseminate these conclusions for organizational benefits. In short, this course helps students to improve the quality of decision making in the business environment.

MKT302 Marketing Management

This course takes a simulation approach so that the principles of marketing can be applied

for planning, analyzing, implementing and controlling marketing strategies. Product, price, place and promotion programs are discussed in detail; along with cases, highlighting the impact of changes in the elements of the marketing mix on profitability and productivity. Students are involved in conducting marketing audits

MKT400 Marketing

This is the first attempt to integrate the principles of marketing and marketing management. At the end of the course, the students will not only know the principles of marketing but also how marketing programs are conceived, executed and controlled. This course deals with the management of marketing functions in profit and non profit enterprises. The goal of this course is to develop a disciplined process for addressing marketing issues and problems in a variety of settings, to give students the tools and background necessary to think through marketing problems besides an introduction to marketing strategy and the key elements of the marketing mix. This course will enable the students to develop coherent marketing plans incorporating segmentation, targeting and positioning.

MKT401 Marketing Issues in Pakistan

The launch of this course is an outcome of an understanding that any marketing strategy that does not reflect local environment and nuances, will be ineffective. This course fills the need for understanding marketing in the local environment because the text books are of foreign origin. The course discusses problems as well as opportunities in marketing. Substantial discussions are on the topic of the emerging focus on the 'Bottom of the Pyramid' markets, rural markets and critique of marketing operations of various organizations in Pakistan.

MKT519 Marketing Practices in Pakistan

Pakistan is a unique country as it has a strong agriculture sector, a diversified industrial sector and a well developed services sector. IBA being the oldest business school outside North America has an unmatched depository of marketing personnel and experience. Our students need to know their country's geography and commercial environment. They need to know where major products are produced and the ways in which the products traverse from their point of origin to the point of actual consumption. This course is designed to study how multinationals, large corporations and the small and medium enterprises conduct their marketing operations. This course covers the marketing practices of determining market size, the role of marketing institutions and intermediaries, logistics, branding, pricing and promotion and the characteristics of various markets. This course empowers students to learn the dynamics of different products, service, non profit and institutional markets of Pakistan.

MKT550 Industrial Marketing

This specialized course in marketing is concerned with management of business-to-business marketing transactions and developing marketing strategies for industrial, corporate and institutional customers. The course discusses the industrial marketing environment, modern concepts of interaction, buying behaviour of businesses, role of technology, industrial marketing research and planning. The development of industrial products, industrial selling and promotion are discussed in depth. Case studies and a project report are part of this applied course. Prerequisites MKT 200 or MKT 400

MKT551 Advertising

Advertising is the use of communications for informing, reminding, persuading and

entertaining. It is the means through which organizations connect with their target audiences. The emergence of satellites and internet has posed real challenges to the traditional advertising methodologies. This course equips the students for the strategic use information and technology for targeting, tailoring and tying customers. The characteristics of print, audio, audio visual and outdoor states and mobile media is studied. Students are required to conceive, plan and execute complete advertising campaigns. Since the majority of Pakistan's population requires behavioural changes regarding health, social indicators and societal interactions; Development Communications, that is communications designed for effecting behavioural changes, is also a part of this course.

MKT552 Consumer Behaviour

Consumer Behaviour is manifested by what, where, when and how consumers make purchases. These decisions are influenced by the type of products, social classes, cultures, perception, attitudes, information processing, reference groups, family influences and the diffusion of innovation. All these processes are studied for both the individual and the organizational consumers. Pakistan being a predominantly agricultural rural based economy the decision making process of the rural consumer is a specific focus.

MKT553 Export Marketing

The course is designed to familiarize students with the procedures, policies and management problems faced by Pakistani exporters. It includes a study of the Pakistani exporters, types of export channels, sources of export market information, locating sales channels through international publications, export yard sticks, advertising and sales promotion and packaging for exports, export terms and documents, banking services and transportation for exports. Prerequisite: MKT200

MKT556 Social Marketing

Pakistan ranks very low in social indicators and the majority of the population is living below the poverty line. Social marketing as opposed to commercial marketing focuses on behaviour change of various factions of society. This behaviour change relates to habits which are detrimental to the healthy development of society. Through a combination of theory and demonstration of practical projects the students are exposed to the techniques of social marketing. This exposure will broaden the employment prospects of students in not for profit and non governmental organizations plus social welfare organizations in Pakistan.

MKT557 Dynamics of Distribution and Logistics

The course is designed to create a special focus on the distribution and logistics functions of manufacturing and distribution organizations; ultimately, leading to new insights on improving both these functions, especially in the business environment of Pakistan.

MKT558 Customer Ascendancy

Customers are the reason why businesses exist. Identifying customer needs and their changing expectations, developing matching offers, delivering the offers, designing customer service programs, customer relationship management, making strategies to maximize customer satisfaction, obtaining customer feedback and monitoring customer satisfaction are included in this important course for all marketers. Case studies and a project report are part of this applied course. Prerequisites MKT 200 or MKT 400

MKT559 International Marketing

The purpose of this course is to provide students with an understanding of how the practice of marketing is applied in an international environment. Globalization of markets, its impact on consumer behaviour, international economic political and cultural

environment, entry and exit barriers, international marketing institutions and rapidly developing regional organizations like ASEAN, NAFTA, EU and the impact of these groupings on the international markets are studied. This course will help students who are interested in establishing marketing operations, internationally.

Prerequisites: MKT 200 or MKT 400

MKT560 Strategic Export Marketing

The course focuses on combining export marketing and management of international firms. Various forces of strategic alliances for entering into international markets are presented, along with examples from recent developments in exporting countries. Current issues including globalization of markets and various free trade agreements are also discussed in the context of export marketing.

Prerequisite: MKT200

MKT 561 Brand Management

Lack of branding is perceived as a big weakness in marketing in Pakistan; both in domestic market and the international markets. This course is designed to inculcate the practice of building powerful brands and brand management. The course studies all the component parts of a brand that is its name, logo, design and advertising. Brand management practices are also considered so that purchasing behaviour is influenced through creating an identity in the minds of consumers.

MKT 562 Personal Selling

Personal selling is an important element of the promotional mix especially in a country where the literacy rate is low. The ability to convert product attributes into specific customer benefits, handling of sales objections, designing and delivering sales presentations and customizing the dialogue in various selling situations are an integral part of this course. Students are empowered to make an optimum

use of empathy and ego to meet their sales objectives.

MKT 563 Services Marketing

This course is designed to cater to the continuous dominance of services over products. Many economies especially in the developed world are now known as service economies. This course addresses the issues of intangibility, heterogeneity, simultaneity and perish-ability of the service environment. The course also looks at the use of technology in conception, design, and execution of the service product. Keeping in view Pakistan's demography whereby the human resource is a great asset, service differentiation through people is a cornerstone of this course.

MKT 564 Sales Management

Sales is the culmination of the marketing effort. The activities entailed in the sales function involve setting sales objectives, formulating sales plans and executing sales programs through the sales force. This requires recruitment, selection, training, managing and evaluating the sales force performance. Allocating resources optimally by carefully territory design is a key to success. This course looks at all these aspects with real life examples from the Pakistani market. Sales management efforts in different industries of Pakistan are studied in-depth.

MKT 565 Advanced Marketing Research

Advanced Marketing Research focuses on the more technical components of marketing research and covers advanced methods used in marketing research such as: Non linear, Multiple Regression Analysis, Discriminant Analysis, Factor Analysis, Cluster Analysis and Choice Modelling

This course aims to provide students with an overall framework to structure the discipline of marketing research. It serves to build upon the fundamental concepts and steps of

marketing research learned in Methods of Business Research (MBR) and to illustrate the need for managers and researchers to appreciate all aspects of marketing research and how they evaluate marketing research during their professional careers. It is assumed that students enrolled in this course have a good understanding of marketing terminology and concepts, basic marketing research, and basic statistics.

Seminar in Social Marketing

This seminar has the following objectives

- ◆ To create awareness, impart knowledge and highlight significance of social marketing for business executives.
- ◆ To prepare executives for non-profit, non-commercial, civil society organizations in Pakistan.
- ◆ To promote students centric, interactive and broad-based learning.
- ◆ To explore strategies for bringing about behavioural and attitudinal changes in society.

Social Sciences



Chairperson

Dr. Zeenat Ismail

Email

drzeenat_ismail@yahoo.com

Telephone

Main Campus
111-422-422 (Ext. 223)
City Campus
111-677-677 (Ext. 14)



DEPARTMENT OF SOCIAL SCIENCES

The Department of Social Sciences takes into consideration the development and diffusion of knowledge of the laws that govern human behaviour. The goals of the Department of Social Sciences are to stimulate in students the desire to analyze and to equip them with the required scientific and imaginative skills. With a diverse range of subjects, the department works to develop in students an understanding of the principles that influence man and societies. The Department also seeks to instill in students the ability to think clearly and critically and do social research. Another inspiration of the department is to lay the foundations necessary for graduates to be well equipped in their prospective professions.



COURSES OFFERED

SSC101 English Grammar & Composition

The course has been designed to acquaint students with the concepts and skills required for efficient and effective usage of English language as a writing tool. The course offers a blend of grammatical concepts and essential elements of English composition.

The Grammar section deals with parts of speech, word usage, and syntax. The Composition section focuses on developing in students the ability of presenting ideas in an effective manner.

SSC102 Foundations of Human Behaviour

Human behaviour familiarizes students with theories, search findings and concepts necessary to describe, explain and understand human behaviour. It attempts to prepare students to monitor behaviour of their peers in an organization and understand why people behave the way they do and not the way they should.

SSC103 Social Psychology and Self Development

This course gives an insight to socio-psychological skills in interpersonal relationship management. It teaches students to organize personal lives better and reduce physical and mental stress in a corporate setting. Explicit concepts in speed reading, time management, positive thinking, transactional analysis, personal conduct and behaviour are covered in the course content.

SSC111 International Relations

International Relations is the study and practice of political relationships among the world's nations, especially their governments. International relations may also refer to the interactions between Non-Governmental groups and Non-State Actors. It is a broad and

complex topic both for countries engaged in relationships with other nations, and for observers trying to understand those interactions. To understand these interactions, scholars look at the world as a system of nations whose actions are guided by a well-defined set of rules. Scholars call this system the interstate system. The course attempts to impart understanding about the major developments in the interstate system since Second World War and also looks at contemporary issues of Traditional and Non-Traditional Security, Conflict Studies, Globalization and Environment.

SSC154 Research Methods in Social Sciences

The course is designed to develop an understanding of research methods so as to enable students employ research based knowledge to understand issues related to research and choose a research design. The course also aims at assisting students in data collection and analysis along-with critical evaluation of research material.

SSC151 Pakistan History

This is a comprehensive course on the history of Pakistan from earliest times to present day. Emphasis is laid on highlighting the historical and cultural aspects of Pakistan through various phases of history. The objective is to expose students to the record of human existence and struggle in this land and develop in them an appreciation for their culture and world. The course content includes the freedom struggle for Pakistan and history of the country since independence.

SSC152 General History

The objectives of this course are to stimulate interest and enthusiasm for the study of the past; an understanding of the nature and use of historical evidence and an understanding of the nature of cause and consequence, continuity and change. The course content

includes political history, cultural history and intellectual history.

SSC153 Media Studies

Media Studies is being introduced in order to acquaint students with the history and fields of media culture, the methods of media analysis and their methodological foundation. The course also focuses on different parts of media culture alongwith the historical, aesthetic and technological and social development of media.

The course aims at enabling students relate themselves to contemporary media saturated environment and understand the significance of media in the contemporary world.

SSC201 Speech Communication

The basic aim of this course is to develop skills necessary to communicate effectively in small and large groups in the informal and formal (corporate) sectors. The course inculcates the ability to work in cohesive groups, to articulate positions, discuss issues and give insightful critiques.

SSC252 Sociology

This course introduces the basic concepts of sociology, method of sociological research, relationship between individual, culture and society, and the influence of social and cultural forces on personal experience and social behaviour. Issues of social change, collective behaviour, urbanization, and environment are addressed. Particular emphasis is laid on making analytical connections between social theory and policy.

SSC253 Logic

Effective communication and decision making require that the business executive has precision in linguistic expressions and sound reasoning. This course is taught to students of business and information management with the objective of helping them improve their

skills in logical thinking and use of language. Course contents include identification of deductive and inductive arguments, truth and validity of thought, vagueness and ambiguity, agreements and disagreements, resolution of disputes, language functions, empirical and necessary sentences, forms of discourse and types of fallacies, the philosophy of logic and logic in use.

SSC254 Anthropology

This introductory course in anthropology presents basic concepts, nature, scope and application of anthropology in today's world. It traces the biological and cultural evolution of mankind. Particular emphasis is laid on the concept of culture, transportation, subsistence patterns, environmental interaction, religion, language and arts and human diversity and commonality.

SSC156 History of Ideas

This introductory course is a survey of the ideas which have ruled the world, shaped human societies and determined the destinies of mankind. History of ideas is replete with the instances that when ideas change, paradigms also change, resulting in the change of world-views. Such changes generate creative tension experienced in the movement of thinking and being from the "thus it is" to the "thus it ought to be". History of ideas is a procession of man's responses to the socio-cultural, moral and ethical, scientific and technological, political and economic issues and problems of his age. It is the story of his success or failure in the management of his personal and corporate affairs.

SSC 301 Socioeconomic Philosophy of Islam

The course has been designed to give students an insight to the Islamic interpretations of Socio economic systems the dynamics of Islamic philosophy in this regard will be stressed and compared with other socio-economic systems.

The course aims at equipping future corporate leaders with the strengths of Islamic socio-economic system so as to enable them utilize the same in their professional life.

SCI 251 Creative Writing

This course aims at tingling and stretching the imagination and creativity of students by making them experiment with different kinds of writing. The course will enable students improve their talents and skills of writing. It will also give them the opportunity to explore different channels of expressing themselves.

German/Chinese/Japanese introductory language courses.

Center For Executive Education



Chairperson

Dr. Qazi Masood Ahmed

Email

qmasood@iba.edu.pk

Telephone

**Main Campus
111-422-422 (Ext. 51)
Direct
(021) 9215535**

EXECUTIVE EDUCATION

The Center for Executive Education is a state-of-the-art learning and training resource center. It focuses on developing managers and providing opportunities for refining the skills needed to succeed in today's business environment.

The Center aims at helping organizations gain competitive advantage by developing their most important resource - their people. It is a nucleus for activities designed to enhance organizational effectiveness through training and developing working professionals in various disciplines and equipping them with the tools and knowledge to improve their managerial skills. The programs offered are designed to strengthen the participants' leadership skills with a focus on personal development, productivity improvement and strategic thinking. The Center specializes in executive education and management development activities through open-enrolment courses, client-specific programs, consultancy and applied research.

EXECUTIVE EDUCATION PROGRAMS

The programs of the IBA-CEE focus on different levels of management and address strategic and technological issues vital to conducting business.

In addition to key operational areas such as marketing, finance, accounting, operations, technology, human resources and strategy, the Center also offers courses and workshops on topics such as corporate law, creativity, innovation and personal career development, enabling the participants to gain and refresh their knowledge to become effective organizational leaders. The Center, in consultation with the faculty, designs course material that is relevant and caters to the organizational needs. Industry and business leaders are also invited as speakers during programs, to give insight on a topic relevant to the program.

These programs are highly dynamic and interactive. Multiple training methodologies are used to enhance the learning experience. Emphasis is on interactive learning through a combination of lectures, analysis of case studies, simulations, class discussions, presentations, game/role play and syndicate sessions. The CEE ensures that the program participants learn how to think creatively, plan practically and implement successfully.

Client Specific Programs

The IBA-CEE also designs and runs programs, tailor-made for a particular client. It has developed a distinctive approach and believes that development activities must equip managers to handle change, develop their skills and improve performance.

The top management of the client organization is involved to ensure that a

program supports their corporate mission and key business objectives.

Management Consultancy

The Management Consulting Group works on strategic projects that impact the overall performance of the client company, whether a foreign investor looking for a local partner or an indigenous corporation, wanting to restructure its operations and become more competitive. The engagements focus on:

- ◆ Evaluating, valuing and assisting in acquisitions, divestitures, strategic
- ◆ Alliances and mergers
- ◆ Venture capital sourcing
- ◆ Strategic business planning and implementation
- ◆ Organizational design
- ◆ Turnaround and/or change management
- ◆ Evaluating, improving and optimizing sales and distribution systems
- ◆ Assessing markets, analyzing
- ◆ Competitive position and optimizing
- ◆ Marketing mix

The Center provides focused and impartial advice that spans the full project lifecycle. Typically this leads from the strategy study through to the planning and implementation of the new systems or processes. Above all, IBA-CEE works as a partner with clients to achieve better results by stimulating new conversations, challenging assumptions, and developing authentic and generative relationships, which make a real and sustainable difference.

IBA-CEE Faculty

The Centers' executive education programs are developed and taught by the top quality IBA faculty and other specialists who are distinguished academicians, skilled educators, ground-breaking researchers and entrepreneurs in their respective fields. Representing various disciplines, they remain

close to practice through relationships with business and industry leaders and personal involvement as consultants for top companies

Business Research

The Center is committed to the creation and dissemination of high quality research in all areas of business management including accounting, finance, human resources, marketing, management information systems, operations management and strategic management.

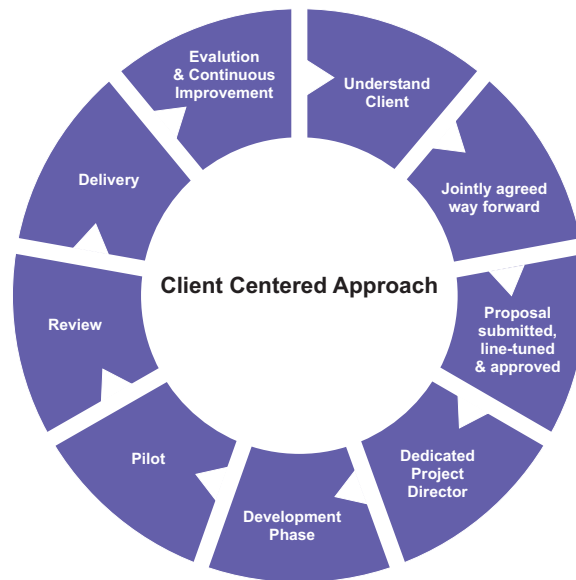
Physical Infrastructure

The Center for Executive Education is a modern, fully-equipped learning center built in the picturesque IBA City Campus. The facilities provide executive learning in an academic setting with the convenience of high technology infrastructure. These include:

- ◆ Conference and workshop hall
- ◆ Ancillary meeting rooms for small group work
- ◆ All workstations linked to computer Network
- ◆ Full range of audio and video facilities
- ◆ City center location with ample parking Library facilities

The training center and audio-visual facilities are also available to companies for in-house programs depending upon availability. The facilities are ideally suited for seminars, management training programs, workshops, symposia and board meetings.

THE WAY WE WORK IN PARTNERSHIP



Courses Offered at IBA-CEE

(The following is not an exhaustive list of programs offered.)

For Senior Managers:

- ◆ Change Management and Business Process Reengineering
- ◆ Strategic Planning for Senior Executives
- ◆ Leading Strategic Change
- ◆ Corporate Governance – The Role of Directors
- ◆ Strategic Breakthrough Thinking
- ◆ Macroeconomic Analysis for Managerial Decision Making
- ◆ Strategic Financial Management

Personal Development Courses:

- ◆ Managing Your Time
- ◆ Managing Stress at Work
- ◆ Building High Performance Teams
- ◆ Managing Conflict to Advantage
- ◆ Effective Interpersonal Communication
- ◆ Creative Thinking and Problem Solving
- ◆ Emotional Intelligence at work

- ◆ Executive Decision Making
- ◆ Effective Office Management
- ◆ Increasing Personal Power and Effectiveness
- ◆ Assertiveness Skills Training
- ◆ Presentation Skills
- ◆ Precision Management
- ◆ Powerful Peoples' Skills
- ◆ Win-Win Negotiations
- ◆ Motivational Power
- ◆ Goal Setting and Reaching One's Potential
- ◆ Encouraging Innovation

For Mid-Level Managers:

- ◆ Effective Production Management
- ◆ Effective Field Force Management
- ◆ Analysis of Financial Statements
- ◆ Coaching Techniques
- ◆ Effective Negotiations
- ◆ Software Project Management Tools and Techniques

- ◆ Strategic Human Resource Management
- ◆ Delegating for Results
- ◆ Accounting for Management Planning and Control
- ◆ Client Relationship Management
- ◆ Effective Appraisal and Performance Review
- ◆ Influencing and Impacting Performance
- ◆ Training of the Trainers

For Junior Managers:

- ◆ Selling Technique for Success
- ◆ Finance for Non-Financial Executives
- ◆ Effective Supply Chain Management
- ◆ Marketing for Profit
- ◆ Computing for Office Productivity
- ◆ Effective Product Management
- ◆ Selling Techniques for Success
- ◆ Using Microsoft Word and Excel for Success

MBA (EXECUTIVE) PROGRAM

MBA (EXECUTIVE) PROGRAM

MBA (Executive) Program is especially designed for mid-career managers and officers of private and public sectors. This program aims at providing the officers exposure to modern management concepts and techniques that will help them to develop their capabilities and contribute in transforming their departments into a modern, efficient and client-responsive administration.

Program Details

Program Schedule MBA (Executive) Program for Government Officers

MBA (Executive) Program for Government Officers

This program is designed for government officers of grade-17 and above who have completed their Academy Training. Admission will be on the basis of satisfactory performance in the Entry Test.

The program will consist of twelve (12) courses and one (1) research project. After completion

of the course, the students will be required to pass a Comprehensive Examination and complete the research project to be eligible for the award of MBA (Executive) Program degree. Each of the twelve (12) courses would be of three-month (thirty-six-hours) duration and total training time would be fifteen (15) months

Quarter/Month	Courses	Duration/Timing
1st Quarter		
January	◆ Management, Theory & Practices	4:30 pm to 8:30 pm
February	◆ Accounting	3 days per week
March	◆ Business Economics & Economics of Public Sector	
2nd Quarter		
April	◆ Statistics and Mathematics for Management	4:30 pm to 8:30 pm
May	◆ Research Methodology & Report Writing	3 days per week
June	◆ Finance	
3rd Quarter		
July	◆ Public Administration	4:30 pm to 8:30 pm
August	◆ Human Resource Management	3 days per week
September	◆ Marketing, Theory & Practices	
4th Quarter		
October	◆ Strategic Management	4:30 pm to 8:30 pm
November	◆ Project Evaluation & Management	3 days per week
December	◆ Elective*	

*Electives:

1. Development Economics
2. Organizational Behavior & Change Management
3. Business Law & Taxation
4. Corporate Governance
5. Computer Applications to Business

Plan for each course:

Class Duration: 1.5 hours
 No. of Classes: 2
 Instruction time per week: 3 hours
 Total instruction time (Including examination days): 3*12 (4 weeks*3 months) = 36hours
 Expected number of sessions: 24

Student Evaluation:

Mid Term Examination: 30 Marks
 Final Examination: 40 Marks
 Assignments, Quizzes, Presentations, Report, & Class Participation: 30 Marks

MBA (EXECUTIVE) PROGRAM FOR MID-CAREER MANAGERS

MBA (Executive) Program for Mid-Career Managers

This program is designed for mid-career managers of private sector. Admission in this program will be on the basis of satisfactory performance in the Entry Test and Interviews of the organizational nominees with minimum three (3) years experience.

The program will consist of eighteen (18) courses. After completion of the course work, the students will be required to pass a Comprehensive Examination to be eligible for the award of MBA (Executive) Program degree. Each of the eighteen (18) courses would be of three-month (thirty-six hours) duration and total training time would be two years.

Program Details

Program Schedule MBA (Executive) Program for Mid-Career Managers

Quarter/Month	Courses	Duration/Timing
1st Quarter	<ul style="list-style-type: none"> ◆ Management, Theory & Practice ◆ Macroeconomics ◆ Statistics and Mathematics for Business 	4:30 pm to 8:30 pm 3 days per week
2nd Quarter	<ul style="list-style-type: none"> ◆ Accounting ◆ Marketing ◆ Business Finance 	4:30 pm to 8:30 pm 3 days per week
3rd Quarter	<ul style="list-style-type: none"> ◆ Managerial Economics ◆ Marketing Issues in Pakistan ◆ Managerial Communications & Negotiations 	4:30 pm to 8:30 pm 3 days per week
4th Quarter	<ul style="list-style-type: none"> ◆ Managerial Accounting ◆ Strategic Human Resource Management ◆ Research Methodology 	4:30 pm to 8:30 pm 3 days per week
5th Quarter	<ul style="list-style-type: none"> ◆ Business & Labor Laws ◆ Elective ◆ Elective 	4:30 pm to 8:30 pm 3 days per week
6th Quarter	<ul style="list-style-type: none"> ◆ Corporate Strategy ◆ Elective ◆ Elective 	4:30 pm to 8:30 pm 3 days per week

Plan for each course:

Class Duration:
1.5 hours
No. of Classes: 2
Instruction time per week: 3 hours
Total Instruction Time (Including examination days): 3*12 (4 weeks*3 months)=36 hours
Expected number of sessions: 24

Student Evaluation:

Mid Term Examination 30 Marks
Marks Final Examination 40 Marks
Assignments, Quizzes, Presentations, Report, & Class Participation 30 Marks

Rules and Regulations

The performance of students is evaluated through a system of continuous testing spread over the entire period of studies. In addition to the final examination given at the end of the quarter, students will be tested through mid-term examinations, a series of short quizzes, class discussions, written assignments, research reports, etc which will contribute to the final grade.

Minimum GPA Requirements:

1. A student must maintain a minimum GPA of 2.2 on a cumulative basis during his/her stay at the IBA. Any student with a GPA less than 2.0 is dropped from the rolls of the institute.
2. A student securing a GPA between 2.0 and 2.2 will be put on probation for one quarter and required to improve his/her GPA and bring it to the required minimum of 2.2.
3. If a student fails to pass certain courses

and yet manages to maintain his/her GPA equal to or above 2.2, he/she will be allowed to repeat and clear the course(s) or substitute(s), wherever permissible, before the degree is awarded to him/her. The GPA will be calculated at the end of each quarter

Comprehensive Examination:

After completion of course work, the students will be required to pass a four-hour comprehensive examination.

Final Research Project:

After completion of course work, students will be required to work on a final research project in the areas of their interests. They will have three months to complete their projects to the satisfaction of their supervisors.

Eligibility for Award of MBA (Executive) Program degree:

1. Completion of course work with minimum 2.2 CGPA
2. Passing the Comprehensive Examination

3. Completion of Research Project

Attendance:

1. A student will be allowed a maximum of four (4) absences in each course. In case a student accumulates more than four (4) absences in a course, he/she will be awarded an 'F' in that particular course.
2. The provision of absences is for emergencies such as late comings and sickness during a quarter, they cannot be used on first day of the quarter or before the mid term/final examinations.

Policy on Cheating:

The IBA maintains a very strict policy on academic improprieties. Based on its zero-tolerance for such activity, any student found cheating or using unfair means is expelled from IBA and is not eligible for readmission.

A detailed briefing of rules will be provided to the students at the beginning of the first quarter.

To rate the students' performance, the following grades and their corresponding percentages and points are applied:

Percentage	Grade	GPA
93+	A	4.0
90-92	A-	3.67
87-89	B+	3.33
83-86	B	3.0
80-82	B-	2.67
77-79	C+	2.33
73-76	C	2.0
70-72	C-	1.67
67-69	D+	1.33
63-66	D	1.0
60-62	D-	0.67
Below 60	F= Failed	0.0



Full Time Faculty

Aamir, Naila

Lecturer

M.B.A., Institute of Business Administration, Karachi
MS (Computer Science) at SZABIST

- ◆ Five years software development experience at Excelsior Watch Co. (Pvt) Ltd.
- ◆ IBM gold medal in programming languages (MBA-MIS Program)
- ◆ IBM certification for Oracle Financials in A/P track
- ◆ NCR certification in Teradata and Data Warehousing
- ◆ Areas of special interest are Databases, BPR, Programming Languages, Data warehouse, business Intelligence and Oracle.

Ahmed, Fareed

Full Time Faculty

MAS Applied Economics, Applied Economics Research Centre, University of Karachi
M.Sc. in Economics, University of Karachi

Ahmad, Qazi Masood

Associate Professor, Chairperson CEE
Ph.D., Center for Fiscal Studies, Bath, England

- ◆ 15 Years research and consulting experience in the fields of Public Finance, Agriculture and Trade. Served as a member of the Task Force, Tax and Traiff Reforms Commission, Government of Pakistan
- ◆ Author of 40 research publications
- ◆ Awarded Best University Teacher Award for 2002 by HEC, Government of Pakistan
- ◆ Areas of special interest are Monetary Economics and Public Finance

Dr. Ahmad, Naved

Associate Professor and Chairman
Department of Economics and Finance
Ph.D. Northeastern University, Boston, USA

- ◆ 14 years of teaching experience
- ◆ Author of several research papers published in international refereed journals: two of them are published in Social Sciences Citation Index (SSCI) Journals
- ◆ Member Advisory Board of Independent Business Review (Bangladesh) and International Journal of Economic Perspectives

(North Cyprus)

- ◆ Member, American Economic Association (AEA)
- ◆ Manuscript Reviewer of the Journal of Developing Areas; Pakistan Economic and Social review; Pakistan Journal of Applied Economics; and International Journal of Business, Management and Economics
- ◆ Areas of special interest include Development Economics, International Economics and Econometrics.

Ahmed, Shama

Lecturer (Currently on study leave)

MS., University of Manchester, UK;
M.Com. University of Karachi
ACMA (II), Institute of Cost and Management Accounting

- ◆ Nine Years teaching experience in the area of finance
- ◆ Author of a number of research articles
- ◆ Areas of special interest are Capital Structure and Asset Pricing Models

Amir, Huma Samir (On Leave)

Full time faculty

MBA, Institute of Business Administration, Karachi

- ◆ Currently on leave pursuing MS from Warwick Business School
- ◆ Several years of teaching experience with the Institute of Business Administration
- ◆ Areas of interest; Management and Human Resource Management

Anasari, Humayun Sultan

Chairperson, Department of Marketing
MBA., Institute of Business Administration, Karachi
BBA., Institute of Business Administration, Karachi

- ◆ Ex-Associate Professor and Head of Marketing Department, Hamdard Institute of Management Sciences
- ◆ Teaching experience with the IBA. Hamdard University, Bahria Institute of Management Sciences, PAF-KIET, University of Karachi and CIBE
- ◆ Course Facilitator for Chartered Institute of Marketing (CIM)UK at the Advertising Association of Pakistan)
- ◆ Facilitator Capacity Extension. Export Promotion Bureau
- ◆ Twenty Years professional experience with Buffinton PB (Pvt.)

Ltd., Solar Pakistan, Forbes Forbes Campbell & Co. Ltd. and Pakistan Industrial Gases Limited.

- ◆ Areas of special interest; Alternative Energy Communication Classical Music, Public Speaking and Marketing in Pakistan

Ansari, Tahira

Faculty Member

MBA Institute of Business Administration, Karachi

- ◆ Professional experience with Pakistan State Oil and Habib Bank Limited
- ◆ Areas of special interest are Human Resource Management and Marketing

Asif, Muhammad

Full time faculty, Department of Accounting & Law

Cost & Management Accountant (ACMA) 1997

MA (Economics), M. Com (Equivalency from HEC), ACCA-UK (Finalist)

- ◆ Gold Medallist & Certificate of Merit from ICMAP (Institute of cost & Management Accountants of Pakistan)
- ◆ Associate Member of Pakistan Institute of Public Finance Accountants (PIPFA)
- ◆ Member Memon Professional Forum & Karachi Sales Tax Bar Association
- ◆ Eight years industry experience in Accounting and Tax Department of Polyester Yarn and Cement Industry
- ◆ Two years teaching experience at IBA, ICMAP and NUML
- ◆ Contributed articles for professional Journals of ICAP and ICMAP
- ◆ Made two presentations as guest speaker at seminars organized by Karachi Branch Council of ICMAP

Asghar, Sana Fatima

Faculty Member

MBA Institute of Business Administration, Karachi

- ◆ Work experience with Century Insurance Company Ltd. And MCB
- ◆ Areas of Interest include Finance, Accounting and Statistics

Ashfaq, Sara

Faculty Member, Dept. of Accounting and Law

MBA Institute of Business Administration, Karachi

CFA (Level 1 & 2)

- ◆ Visiting Faculty at Bahria University & CAMS
- ◆ Two years experience as a money market dealer (Treasury Department) at Emirates Bank

Asif, Zaheer-ur-din (on study leave)

Assistant Professor

MBA Institute of Business Administration, Karachi

PGD Institute of Business Administration, Karachi

- ◆ Currently pursuing a Ph D. at Temple University USA
- ◆ Professional experience with Indus Motors and IBM
- ◆ Author of a number of research papers
- ◆ Areas of special interest are Information Systems Management, Systems Analysis and Design, Database Management and Data Communications

Ateeq, Bandukda

Faculty Member, Department of Accounting & Law

MBA, University of Toronto; BBA, University of Michigan

- ◆ Teaching experience at IBA of One Semester
- ◆ Teaching assistant (Finance) at University of Michigan
- ◆ Accounting Tutor at University of Toronto
- ◆ Wrote research paper on the viability of the Euro, 1998
- ◆ Member, KCCI Taxation and Export Sub-Committee (2001-2004)
- ◆ Two years work experience as Mergers and Acquisitions Analyst at Dain Rausecher Wessels, now a subsidiary of Royal Bank of Canada
- ◆ Five years work experience as Managing Director at Al-Ameen Denim Mills Apparels Division

Baig, Farah Naz

Full time faculty

MBA(Marketing) Institute of Business Administration, Karachi

BBA Institute of Business Administration, Karachi

- ◆ One year teaching experience
- ◆ Professional experience with Clover Pakistan Limited

Dr. Baqai, Huma

Associate Professor

PhD in International Relations, University of Karachi

- ◆ Certified Trainer in Liberal Political Values from Germany

- ◆ Board Member Burlgard, Women Media Center and Rugby School
- ◆ Member Editorial board Quarterly Journal Freedom
- ◆ Core-Group Member & Co. Coordinator Freedom Gate Pakistan
- ◆ Working with the Media both as International Relations Experts/Political Analysts and Anchor for Current Affairs Programmes since 1999
- ◆ Area of interest: Non-Traditional Sources of Conflict

Bari, Khadija

Assistant Professor

D.B.A., University of Strathclyde, Glasgow, UK;

M.Sc., University of Strathclyde, Glasgow;

M.A., University of the Punjab, Lahore

- ◆ Chairperson Library Committee
- ◆ Four years teaching experience
- ◆ Professional experience with Levi Strauss Eximco
- ◆ Areas of special interest; Strategic Management and Economics

Din, Inayat N

Associate Professor

MBA, Institute of Business Administration, Karachi

Registrar IBA

Ex Dy Director IBA

Member of Board of Governor

Areas of interest; Management, Human Resource Management.

D'souza Carissa Ayesha A. Iftikhar (On leave)

MBA, Institute of Business Administration, Karachi

- ◆ Recipient of Higher Education Commission Overseas Ph.D. Scholarship (2005) Awarded Marketing Gold by the Institute of Business Administration, Karachi (2003)
- ◆ Recipient of Pakistan State Oil Gold Medal (2003)
- ◆ Conducted a number of workshops in the area of Effective Presentations and Organizational Communication
- ◆ Co-Introduced the Qualitative Research Paradigm at the IBA
- ◆ Worked as Manger Enrolment and Degree Section at the IBA
- ◆ Areas of Special Interest; Research, Family Decision Making and Metro-sexuality, Consumer Behaviour, Marketing Research, Services Marketing and Brand Management

Ejaz, Lalarukh

Assistant Professor

MA, York University, Toronto, Canada;

MA, University of Karachi

- ◆ Obtained a distinction in MA York University in 2002
- ◆ Rashid Minhas Shaheed Gold Medal in 2000 for First-Class First Position in Economics at the University of Karachi
- ◆ Silver Medal, University of Karachi in 2000 for achieving overall second position in the Arts Faculty
- ◆ Professional experience with the State Bank of Pakistan
- ◆ Areas of special interest; Public Choice Theory, Law and Economics, Development and Macroeconomics

Fatima, Mahnaz

Professor,

Ph. D., USA;

MBA., Institute of Business Administration, Karachi

B.E (Mech), NED Engineering College

- ◆ 19 years teaching experience at the IBA, Karachi and at Northern Illinois University, USA
- ◆ 12 years practical experience in industry, business and consulting in Pakistan
- ◆ Ex-Deputy Director (Academics), IBA
- ◆ Ex-Joint Research Projects Director, IBA
- ◆ Ex- Member Board of Governors and Academic Board, IBA
- ◆ Recipient of (a) MBA Gold Medal from IBA, 1983, (b) Gerald Maryanov Fellow Award, 1991 from Northern Illinois University, USA (c)UGC's Best University Teacher Award 2001 (d) IBA's Outstanding Teaching Award, 2002.
- ◆ Author of two (2) books almost 40 research papers in publications of international and national repute and over 400 articles in Pakistan's leading dailies. A third book has been accepted for publication
- ◆ Areas of special interest; Managerial Policy, Strategic Management, Development Economics, Quality Management, Public Policy, Social Policy and Corporate Strategy

Fujita, Toshio

Associate Professor

M.Sc (Business Administration), Michigan Technological University, USA

B.Eng., Nagoya Institute of Technology, Japan

- ◆ Taught Comparative Management incl. Japanese Managerial System. Marketing Management Entrepreneurship and Human Resource Management at IBA
- ◆ Currently working as a Special Advisor to JETRO (Japan External Trade Organization, Karachi Office) and a member of Vision 2030 Japan-Pakistan Joint Study Group
- ◆ Worked in Singapore and Jordan, as Expert and Senior Volunteer respectively to train civil servants in the field of Human Resource Management/Development (2001-2004), Seconded from JICA (Japan International Cooperation Agency)
- ◆ 24 years professional experience with UPD (United Petroleum Development Co. Ltd.) in the area of Oil Exploration/Development, Government Relations, and on various projects such as Cost Minimizing of Water Desalination, and its Reuse, for the Government of UAE (1977-2001)
- ◆ 10 years professional experience with JEOL Ltd. In the area of International Marketing of High Tech. Scientific Research Equipments (1965-1974)
- ◆ Areas of special interest include Comparative Management with respect to Public and private sector reform, Cross-Cultural issues, Energy Issues (Petroleum Development) and Oil Development and Exploration.

Ghani, Sayeed

Professor and Chairman, Centre for Computer Studies
Ph.D., Columbia University, USA; B.S., MIT

- ◆ Ex-Member, Technical Staff at NYNEX Science & Technology
- ◆ Ex-IT Head, ABN-AMRO Bank and State Life Insurance Corporation of Pakistan
- ◆ Author of a number of publications in leading IEEE journals
- ◆ Worked at GTE Labs in the US and Laboratory of Computer Science, MIT
- ◆ Areas of special interest include High-speed Next Generation Networks, 3G Mobile Networks, and Business Process Re-engineering

Ghuri, Maheen

Lecturer
M.B.A., Institute of Business Administration;
B.C.S., FAST Institute of Computer Science

- ◆ Worked as Assistant Manager, Corporate Finance for Standard Chartered Bank

- ◆ Worked as Analyst Programmer for Citibank in collaboration with Infosys Software consultants.
- ◆ Author of research paper "Ergonomics: Implications of Computer end-users"
- ◆ Areas of interest include Web Designing/Development, Web Marketing, Management Information Systems, Information Systems Analysis and Corporate Marketing End-Users
- ◆ Ex-acting Chairperson, Library Committee at IBA
- ◆ Member, Library Committee at IBA

Haider, Shabih

Assistant Professor
Ph.D is in Progress
M.B.A., Institute of Business Administration;
B.E., NED University

- ◆ 20 years experience in the engineering field with organizations like International Aeradio of UK, Zelin Pvt. Ltd., NESPAK and Alcatel of France
- ◆ Teaching in Business schools since 1997. Taught for four years at Hamdard Institute of Management Sciences. Hamdard University and Teaching at IBA Since 2001
- ◆ Worked on various projects including Aga Khan University Hospital, Islamabad Hospital, Prime Minister House Islamabad, Jinnah Terminal Karachi, etc.
- ◆ Areas of special interest are Cost Accounting, Statistics, and Mathematics for Business

Haque, Ziaul

Assistant Professor
M.B.A., Institute of Business Administration;
M.Sc., University of Karachi

- ◆ Professional experience with SLIC and International General Insurance Company of Pakistan
- ◆ Areas of special interest are Management Accounting and Statistics

Haider, Sajjad

Faculty Member
Ph.D. George Mason University, USA
MS, George Mason University, USA

- ◆ Author of around two dozen research papers in international

journals and refereed conferences

- ◆ Lead Data Mining Efforts in the Predictive Analytics group at Fannie Mae, USA
- ◆ Recipient of Best Paper Award for six year of publications from the International Council on Systems Engineering USA
- ◆ Recipient of Best Student paper award from Command and Control research and Program symposium, USA
- ◆ Recipient of Best Graduate Student Award from the department of Information & Software Engineering, George Mason University,
- ◆ Got First Position in B.Sc. Statistics and MCS Computer Science, University of Karachi
- ◆ Areas of interest; Artificial Intelligence, Probabilistic Reasoning Computational Intelligence, Data Mining, Machine Learning and Systems Engineering

Hasan, Mudeeha Khalil

MBA, Lahore University of Management Sciences,
BCS. (Hons.) Lahore University of Management Sciences

Husain, Javed

Professor,
Department of Social Sciences
PhD., University of Cambridge, UK
M.A. Archaeology, University of Peshawar

- ◆ Former Chairman and Professor, Department of General History, University of Karachi
- ◆ Member, Academic Board, IBA; Hamdard University & Shah Abdul Latif University, Khairpur
- ◆ More than 27 years teaching and research experience at the University level
- ◆ Visiting faculty for various Universities such as Aga Khan University, NED University, BCCI FAST, Sir Syed University and Hamdard University

Hasan, Maria

Faculty Member
MA (English Literature)

- ◆ Twelve years of teaching experience at Commeccs Institute and Tabani's Institute
- ◆ Has been a visiting faculty member at Allama Iqbal Open University
- ◆ Has Conducted teachers' training workshops

Hussain, Mirza Sardar

Chairman Department of Management,
M.E.M., Yale University, USA;
MBA, Institute of Business Administration;
B.E., NED University

- ◆ In addition to 12 years teaching at IBA, 14 years professional experience with Omerga, Hagler Bailly, Washington, USA and KESC. Consultant, USAID and APO Projects
- ◆ Member of Academic Board, IBA
- ◆ Member Pakistan Engineering Council and Institute of Environmental leadership, USA
- ◆ Attended numerous training programs and workshops in Pakistan and USA at Yale, Harvard and Tufts
- ◆ Organized National Conferences, Seminars and Workshops
- ◆ Author of several research papers and case studies
- ◆ Areas of special interest are Small Business Management, Production and Operations Management, Energy Management and Environmental Protection

Imtiaz, Amber (On Leave)

Lecturer
MBA, Institute of Business Administration

- ◆ Professional experience with Media Max Pvt. Ltd.
- ◆ Professional experience with Amber Industries Pvt. Ltd.
- ◆ Areas of special interest are Accounting, Economics and Marketing

Malik, Mohammad Iqbal

Associate Professor,
Doctor of Philosophy, University of Karachi

- ◆ Former Professor at the Dept. of Management Sciences, Hazara University
- ◆ Supervising research work and evaluating Doctor of Philosophy theses at Karachi University and the University of Sindh
- ◆ Former Faculty Member of National Institute of Public Administration
- ◆ Project Director, gifted Child Development Project, Teachers College, Columbia University, USA
- ◆ Qualified Central Superior Services (CSS) Competitive Examination
- ◆ Areas of interest are Education of the Gifted and Talented, Training and Development and History of Science

Ismail, Zeenat

Professor, Chairperson Dept. of Social Sciences
Ph.D, Institute of Clinical Psychology, University of Karachi

- ◆ 34 years teaching experience at the Department of Psychology, University of Karachi and the IBA
- ◆ Member Academic Board IBA
- ◆ Ex-Deputy Director IBA
- ◆ Ex-Chairperson and Professor Department of Psychology, University of Karachi
- ◆ Ex-Student Counselor IBA
- ◆ Author of 29 research articles
- ◆ Areas of special interest are Human, Organizational and Consumer Behaviour, Business Communication and Social Psychology
- ◆ Chairperson, Affiliation Committee IBA
- ◆ Coordinator, "National Talent Hunt" Programme
- ◆ Member Editorial board "Business Review" IBA

Jaffery, Tahira Mariam

Lecturer
MBA, Institute of Business Administration, Karachi

- ◆ 2 Years work experience in PSO
- ◆ 4 years teaching experience at IBA
- ◆ Areas of interest include Pakistan's Economic and Financial Markets
- ◆ Involved in an analysis project with a Business Daily

Kanza, Sohail

Full time Faculty, Department of Accounting & Law
Master in Business Administration, (IBA) Karachi

- ◆ Teaching Experience at IBA, and Bahria University

Kashif, Sadia

M.B.A., Institute of Business Administration, Karachi

- ◆ One year professional experience with Habib Bank Limited.
- ◆ Areas of interest include Corporate Finance and Treasury and Fund Management.

Kazi, Saadia

Assistant Professor
M.B.A., Institute of Business Administration

- ◆ Currently on leave pursuing a Ph.D. at University of Warwick, UK
- ◆ Ex-Product Executive, International Banks (Pvt.) Ltd. and Johnson & Johnson Baby Products
- ◆ Areas of special interest are Management, Finance and Accounting

Khan, Abdul Wajed

Lecturer
MCS, University of Karachi
Areas of Special Interest are Programming & Scripting Languages, Graphics, Numerical Computing & Operating Systems

Khan, Bushra Akber

Faculty Member
MBA, Institute of Business Administration

- ◆ Nine Years of teaching experience at IBA, CBM and Bahria College.
- ◆ Professional experience of five years as a freelance Marketing Research Consultant.
- ◆ Areas of Interest include Human Resource Management, Strategic Management and Marketing Research.

Khan, Imran

Lecturer
MSCS, SZABIST
MCS, University of Karachi
ODA, USA
Currently pursuing Ph.D at IBA

Khan, Amir Jahan

Faculty Member
MAES (Local Economic Development), MAS (Economics), MSc (Statistics)

- ◆ Fields of Interest: Applied Microeconometrics, Labour/Education Economics, and Local Economic Development
- ◆ More than 6 years experience of empirical research for policy analysis and consultancy at Social Policy and Development Centre (SPDC) Karachi.
- ◆ Authored/Co-authored 5 journal articles, and 9 research reports
- ◆ Expertise in handling large Micro-Data Sets.

Khan, Dr. Wasim A.

Professor of Computer Science
PhD. CEng, FIMechE
Member IEEE and Member IASTED

- ◆ Obtained PhD (Operations Research) from University of Sheffield, England, UK in 1991
- ◆ Former Professor, King Abdul Aziz University, Jeddah, Saudi Arabia;
- ◆ Former Associate Professor, Karachi Institute of Information Technology, Karachi Pakistan;
- ◆ Former Staff Engineer, Crescent Software Products Limited, Karachi, Pakistan;
- ◆ Former Assistant Professor, Pakistan Navy Engineering College, Karachi, Pakistan
- ◆ Former Assistant Professor, GIK Institute of Engineering Sciences and Technology Topi, Pakistan;
- ◆ Former Senior Engineer, SUPARCO Karachi, Pakistan
- ◆ Author of Several research papers and books published by international publishers
- ◆ Areas of special interest include Operations Research, Virtual Manufacturing, and Education Management

Khan, Israr H.

Professor
Ph.D., Strathclyde Business School University of Strathclyde, Glasgow

- ◆ Ex-Professor and Dean at KU Business School, Karachi University
- ◆ Ex-Professor and Dean at AMI Iqra University, Karachi
- ◆ Teaching experience in Statistics, Bio Statistics, Mathematics, Operational Research and Econometrics
- ◆ Consultant Statistician, Granada Institute of Consultancy

Khan, Matin A.

Professor Emeritus
D.B.A., University of Southern California, USA;
M.A., Wharton School of Finance and Commerce,
University of Pennsylvania, USA

- ◆ Dean and Director, IBA (1972 – 1977)
- ◆ Professor and Dean of the Faculty of Management Sciences, Hamdard University
- ◆ Ex-Visiting Professor, Ahmad Bello University, Nigeria

- ◆ Ex-Project Director, JRP-IV, a research project on Slum Improvement
- ◆ Author of several research papers and a book 'Research Methodology for Social and Business Methods'

Khan, Muhammad Badruddin

Faculty Member
BCS FAST Institute of Computer Science, Karachi
MS, Muhammad Ali Jinnah University, Karachi
Currently pursuing Ph.D. at IBA

Khan, Nida Aslam

Faculty Member
MBA, Institute of Business Administration, Karachi
BBA, Institute of Business Administration, Karachi.

- ◆ Ex-Product Manager, Clarus (Pvt.) Ltd.
- ◆ Work experience Novartis Pharma, Colgate Palmolive.
- ◆ Three years teaching experience at IBA.
- ◆ Played a key role in the design and execution of Communication and Presentation Skills for the IBA-CBR Capacity Building Program
- ◆ Areas of special interest are Marketing Issues in Pakistan, Consumer Behaviour, Rural Marketing, Oral Communication and Brand Management

Khan, Sara

Assistant Professor,
Ph.D. Management Education University of Lancaster;
MBA Institute of Business Administration, Karachi
BBA Institute of Business Administration, Karachi
MA University of Lancaster, UK

- ◆ Areas of special interest are Management Learning and Management Education with emphasis on curriculum development and the social aspect of business education

Lohano, Heman Daas

Associate Professor of Economics
PhD University of Minnesota, Twin Cities, USA

- ◆ Teaching and research experience at the IBA, Karachi Sindh Agriculture University, Tando Jam, and the University of Minnesota, Twin Cities, USA.
- ◆ Served as Principal Investigator of PARC project on Agroforestry,

Member of Local Credit Advisory committee, State Bank of Pakistan,, Hyderabad, and Editor of PJAAEVS, SAU, Tando Jam.

- ◆ Author of 17 publications.
- ◆ HEC approved Ph.D. supervisor.
- ◆ Member of the Econometric Society and Pakistan Society of Development Economists
- ◆ Areas of special interest include stochastic dynamic programming, econometrics market integration and environmental economics

Mazhar, Sarah

Faculty Member
MBA Institute of Business Administration, Karachi

- ◆ Professional experience as Relationship Manager-Corporate Banking Group, Habib Bank Limited,
- ◆ Areas of Interest are Marketing and Management

Meenai, Yaseen Ahmed

Faculty Member
M.Sc., KU, Pakistan

- ◆ Pursuing M. Phil./Ph.D. in Multivariate Analysis.
- ◆ Silver Medal in 2000 for the position from Department of Statistics, University of Karachi.
- ◆ Eight years teaching experience with IBA and the Department of Statistics
- ◆ Author of over 6 research publications
- ◆ Awarded "BEST TEACHER AWARD" for 2006 by HEC, Pakistan.
- ◆ Professional experience with Chamber of Agriculture Traders and Products.
- ◆ Fields of special interest are Bio Statistics, Numerical Computing Mathematics and Discrete Mathematics.

Mian, Ejaz A. (On Leave)

Assistant Professor and Ex-chairman, Department of Marketing
MBA, University of Toronto, Canada;
MA University of Karachi;
B.E., NED University

- ◆ Currently on study leave pursuing Ph.D from Universiti Sains Malaysia.
- ◆ Twenty years professional experience with Siemens, Imperial Electric Co. Ltd., PACE and Texas Instruments, Canada

- ◆ Areas of special interest are Marketing Management, Export Marketing, Advertising and Business Communications

Mir, Shahid R.

Assistant Professor,
Students' counsellor and Coordinator Testing Service
Ph.D. Adamson University, Philippines;
B.E NED University

- ◆ 21 Years professional experience in public and private sector organizations
- ◆ Life member of the Royal Aeronautical Society, UK and an ISO 9000 Lead Auditor
- ◆ Awarded Fellowship by McGill/LUMS/Canadian International Development Agency (CIDA)
- ◆ Awarded Fulbright Scholarship
- ◆ Areas of special interest are entrepreneurship, Research Methodology, Materials Management and Marketing Management

Mirza, Salma

Lecturer
M.B.A., Institute of Business Administration

- ◆ Areas of special interest are Change Management, Business Process Re-engineering, and Marketing Management

Mumtaz, Muhammad Kamran

Faculty Member
ME Texas A&M University
BS GIKI

- ◆ Six years industrial/research/analysis experience globally with Fortune 100 companies
- ◆ Two years teaching experience at NED University and the IBA
- ◆ Areas of interest include Operations Management, Small Business Management, Entrepreneurship

Muhammad, Zahid

Faculty Member
MSc in Management, London School of Economics & Political Science UK
MPA, The Punjab University

Mukhtar, I.A. Sitara-e-Imtiaz

Professor Emeritus

Ph.D., Columbia University, USA

- ◆ Was conferred Sitara-e-Imtiaz by the President of Pakistan
- ◆ Was conferred the Honorary Doctorate of Law degree by the Institute of Business Administration.
- ◆ Member, Academic Board, IBA
- ◆ Ex-Dean and Director, IBA
- ◆ Served as Executive Director, Atlas Group of Companies, (1973 - 77)
- ◆ Founder Member, First Executive Committee of the Management Association of Pakistan
- ◆ Panel Member of Economists, Fourth Five-Year Plan
- ◆ Member, Advisory Committee of the Ministry of Industries

Nabi, Syed Irfan

Lecturer

Currently pursuing PhD at IBA

M.S., George Washington University, USA;

B.Sc., University of Engineering and Technology, Peshawar;

PGD, Technical Education, Islamic University of Technology,

(OIC) Dhaka

- ◆ Extensive international experience of working as System specialist, IT support staff, Technical trainer and Maintenance engineer in Pakistan, the USA, South Korea and Bangladesh
- ◆ Areas of interest include Information Security Management, Information Technology Policy and Planning and Information Systems Audit

Nazar, Mahreen

Lecturer

L.L.M., International Law Temple University USA;

L.L.B., Thames Valley University, London, UK

- ◆ Certificate of Judicial Training, Sindh Judicial Academy, High Court of Sindh, Karachi
- ◆ Six years professional experience in civil litigation as an advocate with Burney & Burney, Law Associates
- ◆ Member of Executive Council of Pakistan Women Lawyers Association (PAWLA)
- ◆ Areas of special interest are International Trade Laws, Corporate Laws and Practices in Pakistan

Nishat, Mohammed

Professor and Ex-chairman,

Department of Economics and Finance

Ph.D., University of Auckland, New Zealand;

M.A.Sc. (Management Sciences),

University of Waterloo, Canada

- ◆ More than 25 years teaching experience at University of Karachi, University of Auckland and University of Waterloo, Canada
- ◆ Worked as Project Leader and Research Professor at AERC, University of Karachi
- ◆ Developed curriculum of new programs at the Institute of Business Administration IBA, Karachi
- ◆ Research supervisor for 3 Ph.D. and 6 M.Phil candidates. Awarded the Best Teacher Award by the Department of Economics at the University of Auckland in 1994
- ◆ Member BOG, Academic Board and Ph.D. Coordinator
- ◆ Author of more than 30 publications and research articles in foreign professional journals
- ◆ Areas of special interest are Portfolio Management, Financial Econometrics and Microeconomics

Omar, Asia Ahmed (on leave)

Lecturer

MBA Institute of Business Administration

- ◆ Professional experience with Novartis Pharmaceuticals
- ◆ Areas of special interest are Marketing and Management

Qureshi, Tufail Ahmed

Faculty Member

Ph.D., State University of New York, USA;

M.A. (Psychology), University of Sindh;

M.A. (Philosophy), University of Sindh;

B.A. (Hons.), University of Sindh

- ◆ 13 years teaching experience with Bayero University, Kano, Nigeria
- ◆ Five years teaching experience with State University of New York, Buffalo, USA
- ◆ One year teaching experience with COE College, Cedar Rapids, Iowa, USA
- ◆ Four years teaching experience with Antioch College, Yellow Spring, Ohio, USA

- ◆ Four years teaching experience with University of Sindh, Hyderabad, Pakistan
- ◆ Two years teaching experience with College of Business Management, Karachi, Pakistan and Senior Research Fellow
- ◆ Editor-in-Chief of several journals including Pakistan Review, USA
- ◆ Author of several research papers
- ◆ Editor Business Review, Research Journal of the Institute of Business Administration, Karachi, Pakistan

Qureshy, Abdul Waheed

Faculty Member
MA English Literature
MA in Philosophy

- ◆ More than 30 years of teaching experience with public and private sector institutions
- ◆ Served as a subject specialist at the Sindh Public Service Commission
- ◆ Served at the Selection Board for Faculty members at Karachi University
- ◆ Headed Commeccs College as its first principal and served it for 10 years

Rajput, Quratulain Nizamuddin

Faculty Member
MS SZABIST, Karachi
Currently pursuing Ph.D at IBA

Raza, Ahmad

Faculty Member
MA in Mathematics, Kings College, Cambridge University, England

Raza, Syed Sultan

Lecturer
Enrolled in the IBA Ph.D. Program
MBA Institute of Business Administration, Karachi
L.L.B., University of Karachi
Postgraduate Diploma, NILAT;
B.Sc (Hons), University of Sindh

- ◆ More than 12 years teaching experience at the IBA
- ◆ 10 years experience of operating a family owned business
- ◆ 14 years professional experience in the field of marketing,

management and general administration with a multinational organization

- ◆ Areas of special interest are Entrepreneurship, Small Business Management and Human Resource Management

Rizvi, Ameer H.

Faculty Member
MBA in General Management, University of the East (Manila, Philippines)

- ◆ An ERP consultant (Oracle Financials) with more than 10 years experience in business consulting, process analysis and business modeling.
- ◆ Areas of expertise are Supply Chain Management and CRM. His corporate experience includes companies like Oracle, KPMG and Arther Consulting.

Robotka, Bettina

Professor (HEC)
Ph.D., Humboldt University

- ◆ 22 years teaching experience
- ◆ Senior Research Scholar and Assistant Professor at Humboldt University
- ◆ Author of several research papers
- ◆ Areas of interest are History of Islam, Pakistan Movement, Kashmir Conflict, Political System and Democracy in Pakistan

Saeed, S.M.

Full Time Faculty
M.B.A., Institute of Business Administration

- ◆ Over 20 years experience in various multinational and national companies in general management and marketing positions
- ◆ Areas of special interest are Management, Marketing and HRM
- ◆ Four years teaching experience at IBA
- ◆ Participated in various courses conducted by IBA-Centre for Executives' Education (IBA-CEE) Including IBA-CBR building program.

Saiyed, Aman U.

Lecturer, Department of Accounting & Law
MBA., Georgia State University, Atlanta, USA
C.PA., Texas, USA
C.A finalist, Chartered Institute of Management Accountants, UK

- ◆ Executive Director and COO, KASB Securities (1999-2000)
- ◆ Won The University Teacher of The Year Award (2004)
- ◆ Wrote a book titled "Managerial Accounting for Managerial Services" (the book is used as the standard textbook for Institute of Bankers, Pakistan's Level Three Banking Examination)
- ◆ 19 years experience with Chevron Corp. (1980-1999)
- ◆ Member, privatization team that opened the Tengiz oil field, Kazakhstan
- ◆ Won Chervon "Better than the Best" award for developing the Kutubu Development Project in Pupua New Guinea
- ◆ Areas of special interest are designing and implementation of MIS in large organizations, Strategic Planning and Activity Based Cost Accounting Systems

Saleem, Zehra

Faculty Member

MBA Institute of Business Administration, Karachi

DAIBP, Institute of Bankers, Pakistan

CPM Asia Pacific Marketing Federation, Singapore

- ◆ Obtained first position in MBA, IBA in 2003
- ◆ Gold Medal in 2001 for first position in BBA. Commecs Institute of Business Education
- ◆ Professional experience with Habib Bank Limited as Assistant Brand Manager Visa Debit Card, Consumer Products & Marketing Division
- ◆ Areas of special interest include Strategic Management, Human Resource Management and Marketing

Saqib, Syed Imran

Full Time Faculty

MBA, Institute of Business Administration, Karachi

BBA, Institute of Business Administration, Karachi

- ◆ Teaching experience at the Hamdard Institute of Management Sciences, Hamdard University
- ◆ Professional experience at Meezan Bank Limited
- ◆ Areas of special interest are Human Resource Management, Operations Management and Comparative Management

Shah, Ahmed Ali

Professor

Ph.D., University of Kent, Canterbury, England

- ◆ 28 years experience of teaching and research
- ◆ Registered consultant in Australia and the UK
- ◆ Author of a number of research papers in international journals
- ◆ Areas of special interest include Numerical Analysis, Systems of Linear Equations, Mathematical Modeling, Logic & Discrete Structures, Operational Research, Numerical Integration, Statistical Inference, Business Mathematics, Design of Algorithms and their Applications in Computer Science and Business Development Strategies

Shah, Aniq

Lecturer

M.B.A., Institute of Business Administration

- ◆ Work experience with Faysal Bank Limited
- ◆ Areas of special interest are Marketing, Management and Statistical Inference

Touheed, Nasir

Professor & Member IBA's BOG

PhD, University of Leeds, School of Computer Studies, UK

MS in Operation Research, University of California, Los Angeles (UCLA) USA

MA in Applied Mathematics, University of California, Los Angeles (UCLA) USA

M.Sc. In Applied Mathematics, University of Karachi

SAP ABAP Certified Consultant

- ◆ Member Board of Governors, IBA

Tipu, Syed Awais Ahmed

Assistant Professor

Doctor of Science, George Washington University, USA

M.S., George Washington University

MBA, Hamdard University

- ◆ Professional experience with Shafi (Pvt.) Ltd. (A Shafi Group company)
- ◆ Worked as Library Manager at the George Washington University, USA.
- ◆ Areas of Interest include Leadership, Management Theory and Practice, Innovation and Organizational Behaviour.

Wizarat, Talat

Professor

PhD University of Karachi

M.A, University of South Carolina

M.A University of Karachi

- ◆ More than thirty years teaching experience
- ◆ Have written dozens of articles, contributed chapters to books two of which were printed abroad
- ◆ Edited one book and working on two more
- ◆ Delivered lectures at prestigious institutions in Pakistan and abroad
- ◆ Have been regularly invited by various TV channels in their current affairs programmes
- ◆ Areas of interest include Conflict Resolution, Crisis Management, West Asia, South Asia, and Impact of Technology on Interstate Relations

Zafar, Yasmin

Assistant Professor

M.B.A., University of San Francisco California;

M.B.A., Institute of Business Administration

- ◆ Eight years teaching experience at the IBA
- ◆ 15 years experience of marketing of financial services at The Chase Manhattan Bank, Muslim Commercial Bank and Banker's Equity
- ◆ Two years experience at Ziauddin Medical Hospital, Karachi
- ◆ Ex-Chairperson Marketing Department
- ◆ Areas of special interest are Consumer Behavior, International Marketing, Export Marketing, Brand and Product Management

Zaheeruddin

Assistant Professor

Chairman, Dept. of Accounting & Law

M.B.A., Wharton School of Finance and Commerce,

University of Pennsylvania, USA;

M.A (Economics)

L.L.B., Aligarh Muslim University, Aligarh, India

- ◆ Director Finance & Planning and Advisor --- Overseas Investment ---Fthi Taleb Group of Companies, Saudi Arabia. (13 years)
- ◆ Senior Corporate Planning Advisor, Exxon Chemical Pakistan Ltd, Karachi (10 Years)
- ◆ Contracts Administrator---Finance, Saudi Arabian Airlines, Jeddah. (3 years)
- ◆ Manager Loan Department---Industrial Development Bank of Pakistan, Karachi. (3 years)
- ◆ Professor of Finance and Accounting, Hamdard Institute of Management Sciences (HIMS), Hamdard University, (7 years)
- ◆ Associate Professor of Finance and Accounting, University of Dar-es-Salam Tanzania (2 years)
- ◆ Management Counsellor (Financial Management) Pakistan Institute of Management (PIM), Karachi. (5 years)
- ◆ Lecturer in Accounting & Business Economics ----Institute of Business Administration (IBA), (6 years)
- ◆ Visiting Faculty for several years at various professional institutes including Institute of Cost and Management Accountants of Pakistan (ICAP), and Institute of Bankers in Pakistan
- ◆ Areas of special interest include; Strategic Corporate Planning and Evaluating Mergers Buy-outs, Project, Restructuring and Financial Statement Analysis.

Adjunct/Visiting Faculty

Abdullah, Arshad

MBA Institute of Business Administration, Karachi
I.T.P Harvard Business School

Abbasi, Eram

MS, SZABIST MBA, CBM

Abdullah, Shadia

MA English Linguistics
MA English Literature

Agrawalla, Najeeb

M.Sc., UMIST, Manchester;
MBA Institute of Business Administration, Karachi

Ahmed, Syed Mateen

MBA Institute of Business Administration

Ali, Akbar

CA(ICMA), CMA, CIMA

Akhtar, Nadeem

MCS West Chester
University of Pennsylvania, USA

Ansari, Danish

MBA Institute of Business Administration B.E (Mechanical)

Ashraf, Noman

MBA Hamdard Institute of Management Sciences

Akhtar, Syed Mahmood

MBA, Institute of Business Administration

Aziz, Rahat

LLM LLB (Pakistan) CIA, APA, FICS, FITM

Ali, Mir Mustafa Salman

MBA Institute of Business Administration Karachi

Baig, Mirza Abrar

Ph.D Indian Institute of Technology, India

Bukhari, Syed Faisal Ahmed

Ph.D. UMIST, UK MSc, B.E

Baluch, Javed Ahmed

Ph.D. (in progress) FAST NU Karachi MS (CS) FAST NU, Karachi

Chaudhry, A. Jawad

MBA Oregon State University, Corvallis, USA MBA Institute of Business Administration

Dada, Sumaira

Lecturer

MBA, Institute of Business Administration, Karachi
BBA, Institute of Business Administration, Karachi

- ♦ Worked as analyst for JCR-VIS Credit Rating Agency (Pvt) Ltd., and Elixir Securities (formely, W.I Carr Indosuez)
- ♦ Areas of interest are Business Finance and Economics

Din, Sobia Muhammad

MBA, Institute of Business Administration, Karachi

Dojki, Farzal Ali

M.S Information Systems, NYU B.A Economics BA UT Austin

Edhi, Javed Yousuf

MBA. PIMS, Karachi

Farooqui, Commander (R.) Rashid Aziz

MS SZABIST, Karachi

Farooqui, Jalees A.

MBA Institute of Business Administration, Karachi
MBA University of Southern California, USA

Farooqui, Saad Jamal

MBA Institute of Business Administration

Ghaouri, Naveed Ahmed Khan

MBA, IBA, MSc University of Karachi

Ghani, Sameen

MBA Institute of Business Administration

Halai, Mariam

MBA Institute of Business Administration, Karachi

Haq, Imranul

MBA Institute of Business Administration, Karachi,
BSc. D.J Singh government Science College, Karachi

Huda, Sadiqul

M.A. USA; MSc Punjab University;
MBA Institute of Business Administration, Karachi

Imtiaz, Muhammad

MSc, M.Phil Karachi of University

Inayatullah, Syed

M. Phil., University of Karachi

Jaffery, Shauan Hasan

MBA, Institute of Business Administration, Karachi

Khalid, Nooreen Mujahid

M.A Economics

- ◆ 13 Years experience in teaching and research
- ◆ Several research papers
- ◆ Nominated by the World Bank on Public Economics
- ◆ Course at New Delhi. in 2006.
- ◆ Working on M.Phil/ Ph.D. Programme on "The Dynamics of Labor Market: A Gender Perspective - A case study of Pakistan."

Khan, Mussarat Ali

Ph.D Hamdard University Karachi,
MBA Institute of Business Administration

Khan, Moinuddin Ali

Masters in Engineering, USA

Khan, Muhammad Khurshid

MPA USA, MA University of Karachi

Khan, Asim Riffat

CA

Kirmani, Ahmed Saeed

CA CMA ICAP ICMAP

Lodhi, Muhammad Akhtar

MA, Canada, MAS, University of Karachi,
MSc Univeisity of Karachi

Mahmood, Javed

MBA, Institute of Business Administration

Mahmood, Waqas

B.E. Sir Syed University of Engineering & Technology, Karachi

Mahmud, Akhtar

MBA, Institute of Business Administration

Mahesri, Sajjad Hussain

MBA, Institute of Busienss Administration, Karachi,
MS-USA

Manzoor, Mohsin

MPA, Harvard University, USA
MA, Economics University of Karachi

Marwat, Khurshid

MPA Harvard University,
MBA Institute of Business Administraiton, Karachi
MA University of Karachi

Mazhar, Nadir

Ph. D. Pacific University, USA

Moiz, Jami

MBA Schiller International University of Waterloo, London Higher
National Diploma in Business Studies and Finance Cambridge

Mukhi, Shabbir

MS SZABIST, Karachi
BCSc., Dalhousie University Canada

Mian, Qaiser

FCA Pakistan FCA England & Wales

Muhammad Ali, Shaikh

Professor of Islamic Finance

Padani, Asif Ashraf Ali

MCS University of Karachi M.Phil

Ponawala, Mazher

MBA Florida Institute of Technology, USA

Qamar, Shahid

MBA Institute of Business Administration,
B.Tech. NED University of Karachi

Qureshi, Shuja Muhammad

M.Phil University of Karachi

Rasheed, Ajaz Muhammad

MAS University of Karachi,
M.Sc University of Karachi

Rasheed, Farooq

M. Phil, Economics Quaid-e-Azam University Islamabad
MSc Economics, Karachi University
MAS Economics, Karachi University

Raza, Syed Akhter

MSc (Statistics), University of Karachi

Rizvi, Nighat

MA University of Karachi

Saad, Shah M

MBA Institute of Business Administration

Saadaat, Syeda Faiza

MBA Institute of Business Administration

Saeed, Abdul Ghani

MBA Institute of Business Administration,
also Studied at Harvard, Stanford and ITC

Saeed, Nadia

MBA Institute of Business Administration

Salman, Faryal

M. Phil Management Science, SZABIST,
MBA Institute of Business Administration

Saud, Yasmin

MA Peshawar University

Sethi, Rubina

MBA Institute of Business Administration

Shahani, Mushtaq A.

MBA Institute of Business Administration
LLB SALU Khairpur
MB Economics SALU Khairpur

Sheikh, Muhammad Ali

M.Phil (in Progress) MBA Institute of Business Administration,
B.Com University of Karachi

Sidat, Naila Imran

MBA Institute of Business Administration

Siddiqi, Arshad

Ph.D. Portland State University, USA
MBA Portland State University, USA

Siddiqi, Arshad

MS SZABIST
MPS University of Karachi
MBA Newport Karachi MBBS

Siddiqi, Tasneem Ahmad

MPA Kennedy School of Governemnt, Harvard University Usa

Siddiqi, Younus Ali

MBA Institute of Business Administraiton
PGD Institute of Business Administration

Siddiqi, Zafar A.

MS Walter E. Heller College of Business Administration
Chicago, USA MBA Institute of Business Administraiton

Usman, Imran

MSc MM Tech. UK,
MSc . Comp. Games

Waheed, Abdul

Ph.D, Japan , MAS, MSc

Zia, Shams Naveed

MBA (MIS) Institute of Business Administration

Zia, Shams Naveed

MBA Institute of Business Administraiton
B.E Lahore

Academic Calendar

Rising Towards a Prosperous Future

In pursuit of your ideal, laden with confidence and hope, as you move forward into the future, always keep in mind that a "man can have nothing but what he strives for" and that he will not be more successful than his internal beliefs about himself and what his vocation will allow him to be.

Summer Semester 2008

Semester Begins: May 26, 2008 (Monday)

Months	Total Days	Sundays	Holidays	Exams. Days	Working Days
May 26th, 2008	6	-	-	-	6
June, 2008	30	5	-	2	23
July 12th, 2008	12	1	-	-	11
					40

Exam. Schedule

Mid-Term Exam:	June 16th to 17th, 2008
Preparatory Holiday:	July 13th, 2008
Final Exam:	July 14th, 2008

Fall Semester 2008

Semester Begins: August 1st, 2008 (Friday)

Months	Total Days	Sundays	Holidays	Exams. Days	Working Days
August 1st, 2008	31	5	1	-	25
September, 2008	30	4	-	6	20
October, 2008	31	4	3	6	18
November 29th, 2008	29	4	1	-	24
					87

Exam. Schedule

* First Term Exams:	September 8 to 13, 2008
* Second Term Exams:	October 20 to 25, 2008
Preparatory Holiday:	November 30th, 2008
Final Exams:	December 1st to 14th, 2008

Spring Semester 2009

Semester Begins: January 1st, 2009 (Thursday)

Months	Total Days	Sundays	Holidays	Exams. Days	Working Days
Jan 1st, 2009	31	4	2	-	25
February, 2009	28	4	2	6	16
March, 2009	31	5	2	6	18
April, 2009	30	4	-	-	26
May, 2009	2	-	1	-	1
					86

Exam. Schedule

* First Term Exams: February 12th to 18th, 2009

* Second Term Exams: March 24th to 30th, 2009

Preparatory Holiday:

Final Exams:

* 1st & Second Term examinations will be of 1½ hours duration.

Withdrawal from a course:

The withdrawal must be sought on prescribed forms within ten (10) days of the second term examination.

Tentative List of Holidays 2008

S. No.	Name of the Days	No. of Days	Dates	Days
1	Labor Day	One Day	May 1, 2008	Thursday
2.	Independence Day	One Day	August 14, 2008	Thursday
3.	Eid-ul-Fitr	Three Days	October 2, 2008	Thursday
	(1, 2 & 3 Shawwal 1429 H)		October 3, 2008	Friday
			October 4, 2008	Saturday
4.	Iqbal Day	One Day	November 9, 2008	Sunday
5.	Eid-ul-Azha	Three Days	December 9, 2008	Tuesday
	(10, 11 & 12 Zil Haj 1429 H)		December 10, 2008	Wednesday
			December 11, 2008	Thursday
6.	Quaid-e-Azam's Birthday/Christmas	One Day	December 25, 2008	Thursday

Tentative List of Holidays 2009

S. No.	Name of the Days	No. of Days	Dates	Days
1.	Yum-e-Ashoora	Two Days	January 7, 2009	Wednesday
	(9 & 10 Mohrram 1930H)		January 8, 2009	Thursday
2.	Kashmir Day*	One Day	February 5, 2009	Thursday
3.	Bhitai Day** (14 Safar 1930 A.H)	One Day	February 10, 2009	Tuesday
4.	Eid Miladun Nabi	One Day	March 9, 2009	Monday
	(12 Rabi-ul-Awwal 1430 H)			
5.	Pakistan Day	One Day	March 23, 2009	Monday
6.	Labour Day	One Day	May 1, 2009	Friday
7.	Independence Day	One Day	August 14, 2009	Friday
8.	Eid-ul-Fitr	Three Days	September 21, 2009	Monday
	(1, 2 & 3 Shawwal 1430 H)		September 22, 2009	Tuesday
			September 23, 2009	Wednesday
9.	Iqbal Day	One Day	November 9, 2009	Monday
10.	Eid-ul-Azha	Three Days	November 28, 2009	Saturday
	(10, 11 & 12 Zil Haj 1430 A.H)		November 29, 2009	Sunday
			November 30, 2009	Monday
11.	Quaid-e-Azam's Birthday/Christmas	One Day	December 25, 2009	Friday

Note: Islamic holidays are subject to the appearance of the moon.
 * Notional holidays subject to the declaration by the Government of Pakistan.
 ** Provincial holidays for Sindh only subject to the declaration by the Government of Sindh.

Education is an Asset

Economic motive in education is a very dubious sentiment. Education is not a commodity; it is a virtue. Good education beautifies the mind and en-nobles the character. More and more, in the modern world, corporate business rests on positive attitude, honor and good moral judgment. Such value-added education is not an expense; it is an asset.

Full Time Students

Particulars	Concessional Fees	Fees
	BBA, MBA, MBA-MIS	(BBA, MBA, BCS, BS BBA-MIS, MBA-MIS)
Tuition fee	30,209	75,743
Lab cum Lib Charges	1,500	1,500
Student Activity Charges	2,000	2,000
Total Recurring Charges (per semester)	33,709	79,243
Caution Money (Refundable)*	5,000	5,000
Enrolment Fee	2,000	2,000
Development Charges	25,000	--
One Time Charges (at the time of admission)	32,000	7,000
Transcript Fee	1,000	1,000
One Time Charges (for final semester)	1,000	1,000

Part Time Students

Particulars	Concessional Fees	Non-concessional Fees
	(PGD, MBA, Certificate)	(MBA-MIS)
Tuition Fee		
One Course	11,294	12,624
Two Courses	16,655	25,248
Three Courses	22,017	37,872
Four Courses	27,377	50,496
Lab cum Lib Charges	250	250
Student Activity Charges	500	500
Total Recurring Charges (per semester)		
One Course	12,044	13,374
Two Courses	17,655	26,248
Three Courses	23,267	39,122
Four Courses	28,877	51,996
Caution Money (Refundable)*	5,000	5,000
Enrolment Fee	2,000	2,000
Development charges	5,000	--
One Time Charges (at the time of admission)	12,000	7,000

*Caution Money is refundable within a period of one year after completion of coursework.

For those students, who wish to use the transport / hostel facilities:

Transport Fee	-----	5,750 Per Semester
Hostel Fee	-----	1,320 Per Semester
Hostel Security (Only New Students)	----	1,000 (Refundable)

NOTE:

The charges mentioned are for the first semester.

The IBA reserves the right to revise the fee structure without prior notice.

List of Scholarships

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admission test and fulfills other requirements is refused admission because of inability to afford the costs of the programs at the Institute. A financial aid committee scrutinizes applications of students seeking financial aid and sanctions assistance for those who demonstrate need. The following contribute to the IBA scholarship program:

S. No.	Name of Scholarships
1.	Higher Education Commission – Japanese Need Based Scholarship
2.	Government of Sindh Endowment Fund
3.	Al-Ameen Denim Mills (Pvt) Ltd with two colleagues Mr. Mohsin Nathani and Mr. Ruhail Mohammad
4.	Sumitomo Corporation
5.	Oxford & Cambridge Society
6.	ICI Pakistan Limited
7.	Pakistan State Oil
8.	Habib Bank Limited
9.	Karachi Port Trust
10.	Abdul Waheed Khan & Asghari Khanum Memorial Fund
11.	Aftab Associates
12.	University of Karachi Alumni Association of Baltimore and Washington Metropolitan Area, USA
13.	Frontier Education Foundation
14.	Siemens
15.	Khushhali Bank
16.	Mr. Khaliq & Sons /Miscellaneous Scholarship by individuals
17.	British Council (OSI / FCO Chevening / Cambridge Commonwealth Trusts)
18.	Dr. Ishrat Hussain Scholarship, Financed by Habib Bank Limited.
19.	Class of 2005

Students are required to apply for financial aid on a prescribed form at the time of submission of their application for admission. Applying for financial aid has no bearing on the application and eligibility of admission.

Contacts at the IBA

Main Campus

UAN: 111-422-422 Tel: (021) 924-3090 Fax: (021) 924-3421

E-mail: info@iba.edu.pk

City Campus

UAN: 111-677-677 Tel: (021) 921-5458 Fax: (021) 921-5528

E-mail: info@iba.edu.pk

Department	Contact Person	Phone (Extn.)
Registrar	Prof. I. N. Din	111-422-422-207
Office of Admission		
Day Program	Mr. Manooj Babulal	111-422-422 Extn. 237
Evening Programms	Mr. Muhammad Shafi	111-677-677 Extn. 44
Executive Program	Mirza Noman Shah	111-677-677 Extn. 37
CCS Program	Mr. M. Akmal Khan	111-677-677 Extn. 29
Executive Education Program	Ms. Sumera	111-677-677 Extn. 51
Other Information		
Affiliation	Mr. Muhammad Anwar	111-677-677 Extn. 24
Communication/Publication	Ms. Erum Hafeez	111-422-422 Extn. 269
Business English Program	Mrs. Anjum Shaikh	111-677-677 Extn. 32
Office of Financial Aid	Mr. Moied Sultan	111-422-422 Extn. 230
Office to Testing Service	Dr. Shahid Mir	111-422-422 Extn. 240
Alumni Affairs	Mr. Imran ul Haque	111-422-422 Extn. 234
Students Counselor	Ms. Nida Aslam Khan	111-422-422 Extn. 214
IT Services	Mr. Azam Sardar	111-677-677 Extn. 42
MIS Services	Mr. Imran Batada	111-677-677 Extn. 33

For more information log on to: www.iba.edu.pk

Disclaimer:

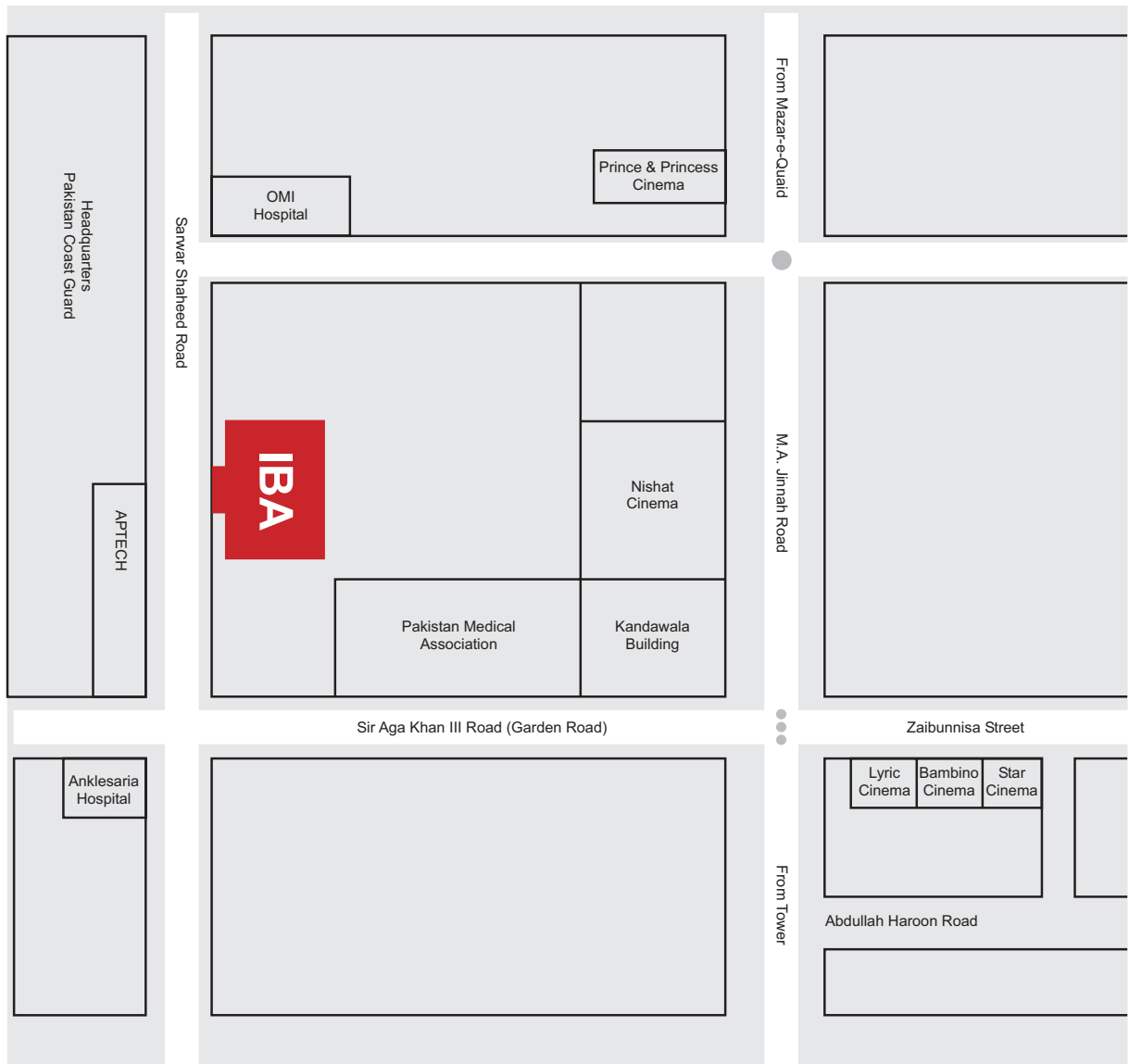
IBA reserves the right to revise its Programs of Study, Admission Requirements, Curriculum, Evaluation & Grading, Rules & Regulations, Academic Calendar, Fee Structure or any other matter published in the Program Announcement without prior notice.

The Direction Map

MAIN CAMPUS



CITY CAMPUS





Institute of
Business
Administration

MAIN CAMPUS: University Road, Karachi.
UAN: (021) 111-422-422

CITY CAMPUS: Garden / Kayani Shaheed Road, Karachi
UAN: (021) 111-677-677

Email: info@iba.edu.pk
www.iba.edu.pk