

Program Announcement 2011-12



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

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Welcome to the IBA

Whether it is the neatly laid out symmetry of the University Campus, or the cozy compactness of the City Campus, IBA welcomes all to its intellectual fold with warmth and generosity of spirit. Over the last five decades IBA has come a long way in establishing itself as a premier institution in the country in a manner that allows those associated with it to hold up their heads with pride. With the world changing rapidly, IBA is constantly redefining its playing field. Aspiring to be ranked amongst the top 10 Business Schools in South Asia and in the Middle East in the next five years (2009-13), we are committed to retaining our essential characteristics of nurturing camaraderie and teamwork, in balance with a spirit of healthy competition.

The last 3 years have witnessed a myriad changes in life at IBA, and the pace of change is gaining continuous momentum. From infrastructure improvements to technology upgradation,

curriculum revamp to changes in pedagogy, addition of highly qualified faculty to introduction of new courses; IBA is going through a systematic process of revitalization. Now, more than ever before, more and more students are getting opportunities to attend national and international competitions and events. Exchange programs with universities abroad have opened up wider avenues of exposure for students as well as faculty. Having undergone a rigorous selection process, our exuberant and diverse student body takes this 'Season of Change' in their stride, demonstrating their versatility and ability to adapt. It gives us pleasure to present to you this Program Announcement document which encapsulates details of our facilities, highlights the main activities in the year gone by and presents the salient's of the programs and courses on offer during 2011-12.

Our Vision

To become a world-class business school for leadership and innovation in management

Main Campus



City Campus



I am pleased to share with the readers of this year's Program Announcement certain new initiatives which IBA is embarking upon. After successful launching of new MBA program in 2010-11 we are introducing a revamped new BBA program beginning Fall 2011 which will henceforth be structured as the terminal degree program. Our aim is that the Graduates from this program enter the job market as Management Trainees or equivalent entry level positions in corporate houses. The new BBA program will include more subjects in Liberal Arts, Social Sciences, Humanities and Languages compared to what we have been offering so far. The purpose of this change is to expose the students and equip them with a wide array of knowledge that will help them in developing their critical thinking. The whole process of revamping of BBA program has taken almost one year as we had engaged in a consultative process with our stakeholders i.e. students, faculty, alumni, corporate leaders, HR managers and International advisers. I wish to thank all those who participated in this process and provided us their inputs and feedback.

A question that will naturally arise in the minds of the parents and students is: What will differentiate these new BBA and MBA Programs? In designing the two programs we have kept five points of differentiation which are summarized below:

- ✓ Two years minimum work experience is required for entering the MBA program and the previous practice of automatic enrollment in MBA for BBA degree holders of IBA has been discontinued.
- ✓ Faculty members teaching BBA will not teach MBA courses and vice versa. This stipulation is intended to avoid any possible chances for overlap between the courses.

- ✓ Pedagogical tools for MBA will be case studies and experiential learning while for the BBA theoretical foundations, understanding of concepts and analytical techniques will be emphasized.
- ✓ Course contents in subjects which form sequential learning will deal with relatively more complex issues in case of MBA students with focus on applications.
- ✓ Assessment methods for MBA will consist of class participation, written analysis of cases, quality of project reports etc while in BBA the mid term and the final exams will be given greater weight.

At BBA level two new areas of specialization i.e. Entrepreneurship and Human Resource Management are being introduced from Fall 2011 semester. This has been possible because we have been able to recruit qualified teachers and practitioners in these two fields. As our Economics Department has been strengthened and we have acquired a critical mass of PhDs both at full time and part time level a new PhD program in Economics will also be started in 2011.

In the end, let me categorically state that the impact of these changes will be monitored continuously and necessary adjustments and modifications will be made during the course of implementation. We look forward to the feedback from our stakeholders about these new initiatives.

Ishrat Husain



Husain, Ishrat, (HI)
*Dean & Director, IBA
HEC Distinguished National Professor,
Economics & Public Policy
PhD, Boston University
MA, (Dev. Economics), Williams College,
Massachusetts
Former CSP Officer
Former Chief Economist for Africa, East Asia &
Pacific Region with World Bank
Former Governor State Bank of Pakistan,
Ex-Chairman, National Commission for Govt.
Reforms, Govt. of Pakistan
Chairman, Kashf Foundation
Chairman, Board of Directors, NAPA
President Association of Management
Development Institutions of Pakistan*



Patron	Audit & Finance Committee		Academic Board	Advisory Council
<p>Dr. Ishrat ul Ebad Khan <i>Governor of Sindh</i></p>	<p>Chairman</p> <p>Mr. Zahid Bashir <i>Chairman</i> The Premier Insurance Co. Pak Ltd.</p>		<p>Chairman</p> <p>Dr. Ishrat Husain Dean & Director, IBA</p>	<p>Chairman</p> <p>Mr. Tariq Kirmani <i>Former Chairman & MD</i> PIA & PSO</p>
Board of Governors	<p>Members</p> <p>Dr. Ishrat Husain <i>Dean & Director, IBA</i></p> <p>Mr. Sohail Wajahat H. Siddiqui <i>MD & CEO</i> Siemens Pakistan Engineering Ltd.</p> <p>Mr. Iftikhar A. Allawala <i>Director</i> Speciality Printers (Pvt) Limited</p>		<p>Members</p> <p>Dr. Matin A. Khan <i>Professor Emeritus</i></p> <p>Dr. Zeenat Ismail <i>Professor, (IBA)</i></p> <p>Dr. Mohammad Nishat <i>Professor, (IBA)</i></p> <p>Dr. Mahnaz Fatima <i>Professor, (IBA)</i></p> <p>Dr. Nasir Touheed <i>Professor, (IBA)</i></p> <p>Dr. Qazi Masood Ahmed <i>Professor, (IBA)</i></p> <p>Dr. Talat Wizarat <i>Professor, (IBA)</i></p> <p>Dr. Shakeel Ahmed Khoja <i>Professor, (IBA)</i></p> <p>Dr. Wasim A. Khan <i>HEC Professor, (IBA)</i></p> <p>Dr. Ahmed Ali Shah <i>Associate Professor, (IBA)</i></p> <p>Dr. Heman Das Lohano <i>Associate Professor, (IBA)</i></p> <p>Dr. Huma Naz Baqai <i>Associate Professor, (IBA)</i></p> <p>Dr. Zaheeruddin Asif <i>Assistant Professor, (IBA)</i></p> <p>Dr. Zubair Ahmed Shaikh <i>Director, (NUCES, Karachi Campus)</i></p> <p>Mr. Etrat H. Rizvi <i>Chief Executive,</i> (National Asset Management Co. Ltd.)</p>	<p>Members</p> <p>Mr. Abrar Hasan</p> <p>Mr. Ali Ahmed Khan</p> <p>Mr. Anwar Rammal</p> <p>Ms. Ayesha Tammy Haq</p> <p>Mr. Babar Bashir Nawaz</p> <p>Mr. Bashir Ahmed</p> <p>Mr. Ghouse Akber</p> <p>Mr. Iftikhar A. Allawala</p> <p>Mr. Nadeem Abdullah</p> <p>Mr. Khalid Bashir</p> <p>Dr. Miftah Ismail</p> <p>Mr. Mohsin Nathani</p> <p>Mr. Muneer Kamal</p> <p>Mr. Nadeem Jafarey</p> <p>Mr. Najmus Saquib Hameed</p> <p>Mrs. Nasim Ahmed</p> <p>Mr. Parvez Ghias</p> <p>Mr. Pervez Iqbal</p> <p>Mrs. Rounaq Lakhani</p> <p>Mr. Safiuddin Zoomkawala</p> <p>Mr. M. Yousuf Adil</p> <p>Mr. Shahid Shafiq</p> <p>Mr. Tahir Khaliq</p> <p>Mr. Zafar A. Siddiqui</p> <p>Mr. Zahid Bashir</p> <p>Ms. Sabrina Faisal</p>
<p>Chairman</p> <p>Mr. Justice Munib Akhtar <i>Judge</i> High Court of Sindh</p>	<p>Selection Board</p> <p>Chairman</p> <p>Dr. Ishrat Husain Dean & Director, IBA</p>			
<p>Members</p> <p>Prof. Dr. Pirzada Qasim Raza Siddiqui <i>Vice Chancellor</i> University of Karachi</p> <p>Dr. Nazir A. Mughal <i>Vice Chancellor</i> University of Sindh</p> <p>Dr. Ishrat Husain <i>Dean & Director</i> Institute of Business Administration, Karachi</p> <p>Waseem A. Ursani <i>Secretary Education</i> Government of Sindh</p> <p>Prof. Dr. Sohail H. Naqvi <i>Executive Director</i> HEC, Islamabad</p> <p>Mr. Mohammad Saeed Shafiq <i>President</i> Karachi Chamber of Commerce and Industry</p> <p>Senator Haji Ghulam Ali <i>President</i> Federation of Pakistan Chamber of Commerce and Industry</p>	<p>Mr. Waqar Hassan Siddique <i>Executive Director</i> Abraaj Capital, Dubai</p> <p>Dr. Manzoor Ahmad <i>Chairman</i> Executive Board, Usman Institute of Technology</p> <p>Mr. S. Ali Raza <i>Ex President</i> National Bank of Pakistan</p> <p>Mr. Sohail Wajahat H. Siddiqui <i>MD & CEO</i> Siemens Pakistan Engineering Ltd.</p> <p>Mr. Zahid Bashir <i>Chairman</i> The Premier Insurance Co. Pakistan Ltd.</p> <p>Mr. Iftikhar A. Allawala <i>Director</i> Speciality Printers (Pvt) Limited</p> <p>Dr. Naved Ahmad <i>Associate Professor</i> Institute of Business Administration, Karachi</p> <p>Dr. Talat A. Wizarat <i>Professor</i> Institute of Business Administration, Karachi</p>	<p>Members</p> <p>Dr. Manzoor Ahmed <i>Chairman</i> Executive Board, UIT Karachi</p> <p>Mr. Fayyaz Ali Khan <i>Member</i> Sindh Public Service Commission</p> <p>Mr. Asad Umar <i>President,</i> CEO Engro Chemical Pakistan</p> <p>Mr. Tariq Kirmani <i>Former Chairman & MD</i> Pakistan International Airline</p> <p>Mr. Jalees Ahmed Siddiqui <i>Chief Executive</i> IGI Insurance</p>		

Our Core Values

Integrity

Discipline

Truth

Tolerance

Humility

Merit

Creativity



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow



Zaheer, Ahmed
 Captain (Retd) Pakistan Navy, afwc, psm, psn
 Registrar

Greatness is not where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it but sail we must, and not drift, nor lie at anchor.

- Oliver Wendall Holmes

Welcome to the Institute of Business Administration Karachi (IBA), a fully autonomous educational institution conferred vide the Provincial Assembly of Sindh Act no. XX of 1994 with the power to award degrees.

As the Registrar of the institute, I am privileged to work alongside the outstanding teachers, dedicated scholars and staff who serve as members of IBA's vibrant community. Together we enable our students to challenge themselves, make the most of their talent, and make an impact locally, nationally and internationally.

Your decision to enroll at IBA has been based on careful consideration regarding the quality of our academic programs, the reputation of faculty, our infrastructure and the multi-dimensional opportunities available to our graduates. We desire that you focus your efforts on academics and participate in co / extra curricular activities thus making full use of all that IBA has to offer. Our goal is to implement the mission of the institute in accordance with the core values articulated in its mission statement. We endeavor to provide you with the best possible service delivered on your terms in a seamless manner across both campuses of the institute, the hostels and IBA staff town.

The past year has been a demanding yet very fruitful for everyone at IBA. It saw the re-commissioning of a number of renovated and upgraded facilities at both campuses. Consequently, 2010 presented a lot of challenges as well

as increased our responsibilities. The biggest challenge, though, was the optimal and efficient management of available spaces to accommodate the enthusiasm of the students and facilitate the avalanche of extracurricular activities initiated by them through the twenty seven student societies.

As the service-unit responsible for maintenance, transportation and welfare, we have introduced various SOP's to simplify the availability and utility of the limited number of community facilities for a multitude of co/extracurricular activities conducted by the rejuvenated societies and clubs operated by the student body. To this end, the period Fall 2010 – Spring 2011, recorded a total of 48 events the maximum ever conducted in two semesters at IBA. The high mark of these events was the Convocation 2011, a high profile public event which received the appreciation from all and sundry.

Our department's motto is 'Resolve problems through a prompt and helpful attitude while excelling in teamwork & cooperation.' We extend a very warm welcome to all the new entrants at IBA and request them to visit the IBA website and portal for any information that they may require. Please also feel free to contact us if you have any questions concerning our office. Have a Great Semester!

Ahmed Zaheer

Excerpts of Academic Calendar 2011-2012

Summer Semester 2011	-	04 July 2011 to 20 August, 2011
Fall Semester 2011	-	06 September 2011 to 12 January, 2012
Convocation 2011	-	02 December 2011
Spring Semester 2012	-	01 February 2012 to 07 June 2012



The Academia



Institute of Business Administration Karachi

A message from the Associate Dean, Faculty of Business Administration



Nishat, Mohammed
Professor,

Faculty of Business Administration
PhD, Auckland, New Zealand
MA Sc, (Management Sciences)
MA, (Economics), University of Waterloo, Canada
MAS, (AERC), University of Karachi
Areas of interest: Portfolio Management,
Financial Econometrics & Microeconomics

*"You will never do anything in this world
without courage. It is the greatest quality
of the mind next to honor."*

- James Allen



Institute of Business Administration Karachi

On behalf of IBA and Faculty of Business Administration I welcome you all. IBA is an exciting place to study and grow. It is a place where thinkers become leaders, a place where the thirst and eagerness for knowledge fuels our desire for distinction. The Faculty of Business Administration has been preparing students for exciting and challenging careers in Business Administration not only in Pakistan but for regional and global markets. We have developed an outstanding reputation, locally and internationally for the quality of our teaching and research. Many of our alumni now occupy senior positions in business, government and academia, in Pakistan and around the world.

We offer undergraduate and postgraduate programs in business administration which consist of the core disciplines of accounting, management information system, marketing, management, economics, finance, quantitative techniques, and social sciences and provide specialization in the areas of finance, marketing, human resource management, entrepreneurship and management information systems. As a part of our excellence in business education and matching market needs we have revamped our BBA program by including student's exposure and experience in community services, and in addition to course work students are also required to undertake experience in real business world through one semester internship with any corporate entity. IBA also provides opportunities for exchange program with top global business schools and facilitate international internship with reputed organizations.

Our MBA Program starts with superior students and instills the necessary learning to succeed in the rapidly changing, competitive world of business. The requirement of two years of work experience for new intake brings matured

students in the class who have sufficient know how about practical market conditions. In this way, new students bring a wealth of real world experiences in to the curriculum. Students Clubs and Societies are active more than ever; the idea is to provide MBA students avenues and opportunities that help them grow as leaders. The exposure provided by the student society's activities such as managing events, team work, interactions with different organizations for obtaining resources, networking etc gives them the experience that help them identify their strengths and weakness and help in their professional development as future leaders. In addition to business program we also offer a MS (Economics) and PhD (Economics) programs for those who want to grow as business consultants, business and financial analysts, market and pricing analysts, academics and economic researchers. As a faculty, we aim to achieve excellence by encouraging and rewarding the performance of our students and staff and by fostering strong links with other reputable global and regional business schools and with industry and professional associations.

We invite you to explore our website to find out more about our teaching and research activities and events open to both students and public throughout the year. Please do not hesitate to contact us if you would like more information.

Mohammed Nishat

A message from the Associate Dean, Faculty of Computer Science

The year 2010/11 witnessed some exciting developments in the Faculty of Computer Science. Perhaps the biggest change was the creation of the new Department of Mathematical Sciences, which is now chaired by Dr. Shahid Qureshi. Dr. Qureshi, who holds a PhD in Space and Planetary Physics and has considerable teaching, management and research experience, joined the FCS as full time faculty member in 2010. The new department complements the existing Department of Computer Science and MIS by strengthening its quantitative base which is critical for research and teaching for all the programs of the IBA and especially so for the Computer Science programs. In addition the department was further strengthened by the induction of Dr. Hisham bin Zubair who brings a wealth of expertise on the computational side of mathematics.

The Faculty also made considerable achievements in the form of international research collaboration in several areas. First, on the Artificial Intelligence / Robotics front, Dr. Sajjad Haider, received the Endeavour Postdoctoral Research Fellowship and spent 5 months during Fall 2010 visiting the Center for Quantum Computation & Intelligent Systems (QCIS) at University of Technology Sydney. As a result of this IBA now has a formal collaboration with University of Technology, Sydney and have a joint RoboCup Soccer team appropriately named as the "Karachi Koalas". We are extremely proud that this team was the very first RoboCup Soccer team from the South Asia region which has participate in any international RoboCup Soccer competition (such as the Iran Open), and have also qualified for the prestigious World RoboCup participation to be held in Turkey this year. Dr. Haider, who is now also an Associate at the Faculty of Engineering and IT at UTS, also secured continuation of the Endeavour scholarship in which his PhD student Saleha Raza will be spending Spring 2011 in UTS. Finally the Robotics workshops have continued to

excite the interest of youngsters towards Computer Science with the BS(CS) program achieving an excellent enrollment achieved during 2010 Fall and Spring semesters.

Second, international research collaboration was also achieved in the areas of wireless and sensor networks with joint collaborations and research publications with Tampere University of Technology, Finland and Dalhousie University, Canada, respectively. The research output from the FCS faculty also rose to an all-time high and about 30 international papers were published in journals and conference proceedings in 2010.

FCS students continued to do wonders around the globe with M. Ali Khan, Junaid Alam and S. Mohsin Hussain of BBA - MIS (VII) becoming the finalists at Case IT 2011-an annual International MIS Case Competition organized by Simon Fraser University, Canada.

Several new visiting faculty members also joined the program including Ms. Yasmin Malik, who is actively developing a case study with Telenor and Ali Hashmi, who has an MBA from Carnegie Mellon University.

During the coming year 2011-12 it is anticipated that a new BS program in Economics and Mathematics will be jointly launched by both the Faculties, which is also expected to enhance future collaboration between the Business and Computer Science Faculties. A program in Actuarial Sciences is also on the anvil to be subsequently launched. Finally we expect the continuation of our interaction with the IT industry in the form of CEO Forum and Campus Conversations which have greatly benefited our ongoing program and both existing and graduating students.

Sayed Ghani



Ghani, Sayeed
Associate Professor,
Faculty of Computer Science
PhD & MS, Columbia University, USA
BS, Massachusetts Institute of Technology
Areas of interest: Simulation and Performance
Analysis of Wireless Networks, Routing Issues in
Mobile Adhoc Networks & Security Risk
Assessment of Systems

"Common sense is the knack of seeing things as they are, and doing things as they ought to be done."

- Harriet Beecher Stowe



Institute of Business Administration Karachi

The Academia Professor Emeritus

Dr. Matin A. Khan



Dr. Matin A. Khan served as Dean & Director of IBA from 1972 to 1977 and contributed greatly to the development of academic standards of IBA. He received his M.A from the Wharton School of Finance and Commerce, University of Pennsylvania and DBA from the University of Southern California, USA.

He was associated as Project Director for almost a decade with JRP-IV, a research project on Improvement of Slums while he was a visiting Professor at Ahmad Bello University, Nigeria. Dr. Matin is the author of a large number of books and articles on marketing and research methodology. Dr. Matin has served as a Life Research Professor at Hamdard University, Karachi. He was also the Dean of Faculty of management Sciences at the Hamdard University. Presently he is the member of the Academic Board at IBA.

Full Time Faculty

Department of Accounting and Law



Kavasji, Rustom B.
Assistant Professor & Chairman
MBA, Institute of Business Administration, Karachi
MBA, Lehigh University Penn. USA



Asif, Muhammad
Lecturer
Cost & Management Accountant (ACCA) 1997
ACCA (U.K.) 2008
M. Com, MA (Economics)
Areas of interest: Corporate Financial Reporting & Financial Statements Fraud



Ilyas, Mohammad Asad
Assistant Professor
CPA, Daleware, USA
BBA (Accounting), Pace University, NY, USA
Areas of interest: Small Business Management, Operations, Energy Management and Environmental Protection.



Nazar, Mahreen
Assistant Professor
LLM, International Law Temple University, USA
LLB, (Hons), Thames Valley University, London, UK
Areas of interest: International Trade Laws, Corporate Laws and Practice in Pakistan, Industrial Relations, Labour & Service Laws



Saiyed, Aman U.
Assistant Professor, Director BBA Program
MBA, Georgia State University, Atlanta, USA
C.PA., Texas, USA
C.A finalist, Chartered Institute of Management Accountants, U.K.
Areas of interest: Designing and Implementation of MIS in Large Organizations. Strategic Planning and Activity Based Cost
Author of Book: Managerial Accounting for Financial Services.



Umer, Muhammad Saleem
Faculty Member, Director EMBA Program
MBA, Institute of Business Administration, Karachi
DAIBP
Areas of interest: Banking, Accounting & Finance

Department of Computer Science



Abedi, Raza Hasan
Assistant Professor
PhD Candidate at Institute of Business Administration, Karachi
M.Engg. (Internet working), Dalhousie University, Halifax N.S, Canada
BE (Electrical), NED University of Engineering & Technology



Arain, M. Waseem
Faculty Member
PhD candidate at Institute of Business Administration, Karachi
MS(IT), BA. (Honors) ICT.



Faruqi, Rashid Aziz (On Study Leave)
Assistant Professor
Commander (Retd) Pak Navy
Lecturer
MS SZABIST, Karachi
Pursuing PhD at Institute of Business Administration, Karachi

Department of Computer Science (Continued..)



Ghauri, Maheem
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 MBA, Institute of Business Administration, Karachi
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 Systems, Information Systems Analysis



Haider, Sajjad
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 PhD, George Mason University, USA
 MS, George Mason University, USA
 Areas of interest: Artificial Intelligence,
 Probabilistic Reasoning, Data Mining, Machine
 Learning and System Engineering



Iradat, S. M. Faisal
Assistant Professor
 PhD candidate at IBA
 MS, (Computer Science), SZABIST, Karachi
 MCS (Computer Science), K.U.
 Areas of interest: High-Speed Next Generation
 Networks, Modeling and Simulation, Artificial
 Intelligence & Statistical Inference



Khan, Abdul Wajed
*Assistant Professor &
 Coordinator MBA Evening Program*
 MCS, University of Karachi
 Areas of interest: Programming & Scripting
 Languages, Graphics, Numerical Computing &
 Operating Systems



Khan, Imran
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 MS (Computer Science), SZABIST, Karachi
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 OCA, USA
 Areas of interest: Relational Databases, Data
 Warehouses, Data Mining, Systems Engineering,
 Ontology Coloured Petri nets (CPN) and ERP



Khan, Wasim A.
HEC Foreign Professor
 PhD C.Eng, FIMechE
 Member IEEE and Member IASTED
 Obtained PhD (Operations Research)
 from University of Sheffield, England, U.K. in 1991
 Areas of interest: Operations Research, Virtual
 Manufacturing, and Education Management



Khoja, Shakeel Ahmed
*Professor, Post-Doc Fellowship,
 University of Southampton, U.K.*
 PhD, University of Southampton, U.K.
 Bachelors of Engineering, University of
 Engineering & Technology Mehran, Pakistan.
 Awarded Best Teacher Award 2003 by Higher
 Education Commission (HEC),



Nabi, Syed Irfan
Assistant Professor
 PhD candidate at Institute of Business
 Administration, Karachi
 MS, George Washington University, USA,
 PGD, Technical Education,
 Islamic University of Technology, (OIC) Dhaka
 Areas of interest: Information Security Management,
 Information Technology Policy and Planning.



Rajput, Quratulain Nizamuddin
Assistant Professor
 MS SZABIST, Karachi
 PhD candidate at Institute of Business
 Administration, Karachi
 Areas of interest: Information Extraction,
 Knowledge Extraction, Semantic Web & Ontology



Rizvi, Ameer H.
Lecturer
 MBA in General Management,
 University of the East, Manila, Phillippines
 Areas of expertise: Supply Chain Management
 and CRM. His Corporate Experience Includes
 Companies like Oracle, KPMG and Arthur
 Consulting



Touheed, Nasir
Professor
*Member Admission Committee & Chairman CPC,
 Coordinator Testing Services*
 PhD, University of Leeds, England, U.K.,
 MA in Mathematics, MS in Operations Research,
 University of California, Los Angeles
 Areas of interest: Parallel Processing, Operations
 Research, Numerical Analysis, Data Warehousing
 and Data Mining



Zaheeruddin Asif
*Assistant Professor &
 Director, BS (CS) & MIS Programs*
 PhD Temple University, Philadelphia, USA
 MBA Institute of Business Administration, Karachi
 PGD Institute of Business Administration, Karachi
 Areas of interest: Philosophy of Computer
 Mediated Communication, Deliberative
 Communication, Open Source, Social Software,
 and Online Communities of Practice

Department of Economics and Finance



Ahmad, Naved
*Associate Professor, Member IBA-BOG &
 Chairperson*
Department of Economics and Finance
Member, American Economic Association (AEA)
 PhD, Northeastern University, Boston, USA
 Areas of interest: Convergence Theory and
 Corruption



Ahmed, Qazi Masood
*Professor, Chief Economist, Govt. of Sindh,
 Director, Centre for Research in Business &
 Economics,*
 PhD, Center for Fiscal Studies, Bath, England
 20 years of experience in consultancy, research
 in the areas of Public Finance, Regional Economics
 & Macro Economics



Ahmed, Shama (On Study Leave)
Lecturer
 PhD candidate at the University of Auckland
 MS, University of Manchester, UK,
 M.Com., University of Karachi
 Areas of interest: Capital Structure and Asset
 Pricing Models

Department of Economics and Finance (Continued..)



Bari, Khadija
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 Areas of interest: Strategic Management and
 Economics



Ejaz, Lalarukh
Assistant Professor
 MA, York University, Toronto, Canada,
 MA, University of Karachi
 Obtained a distinction in MA, York University
 Areas of interest: Public Choice Theory, Law and
 Economics, Development and Macroeconomics



Haider, Shabih
Assistant Professor
 PhD is in progress
 MBA, Institute of Business Administration, Karachi
 BE, NED University of Engineering & Technology
 Areas of interest: Cost Accounting, Statistics, and
 Mathematics for Business



Haque, Zia-ul-
Assistant Professor
 MBA, Institute of Business Administration, Karachi
 Msc (App. Mathematics), University of Karachi
 PhD in progress
 Areas of interest: Finance, Management
 Accounting and Quantitative Business Techniques



Jaffery, Tahira Marium
Lecturer
 MBA, Institute of Business Administration, Karachi
 Areas of interest: Pakistan's Economic and
 Financial Markets, Involved in an analysis project
 with Business Daily



Khan, Amir Jahan (On Study Leave)
Assistant Professor
 PhD candidate at University of Warwick, UK
 MAES (Local Economic Development),
 MAS (Economics), MSc (Statistics)
 Areas of interest: Applied Microeconometrics,
 Labour/Education Economics, and Local Economic
 Development



Lohano, Heman Das
*Associate Professor & Director MS Economics
 Program*
 PhD, University of Minnesota, USA
 Teaches: Econometrics, Managerial Economics,
 Microeconomics, and Dynamic Optimization.
 Areas of interest: Stochastic Dynamic Programming,
 Market Integration, Environmental Economics



Naeem-uz-Zafar
Assistant Professor
 PhD (Economics),
 Northern Illinois University, USA
 MBA, Institute of Business Administration, Karachi
 BE, NED University of Engineering & Technology



Nauman J Amin
Assistant Professor
 MSc Investments (Finance)
 Birmingham Business School, University of
 Birmingham, UK
 MBA , Finance/Marketing Institute of Business
 Administration, Karachi
 BE Mechanical NED University Karachi



Tauseef, Sana
Lecturer
 MBA, Institute of Business Administration, Karachi
 BBA Institute of Business Administration, Karachi
 Areas of interest: Business Finance, Financial
 Management, and Financial Derivatives

Department of Management



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Department of Social Sciences (Continued..)



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Department of Marketing



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Department of Marketing (Continued..)



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Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan, Press on, has solved and always will solve the problems of the human race.
 -Calvin Coolidge

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MBA (Marketing), IBA, Karachi
MBA (Marketing), Oregon State
University–Corvallis, USA



Janjua, Asfandyar
*Assistant Director – Inland Revenue Division,
Government of Pakistan – Federal Board of
Revenue*
MBA (Finance), Rotman School of Management,
University of Toronto, Canada
Chartered Accountant - Ontario, Canada

ADJUNCT FACULTY



Raza, Syed Salim
*Former Governor, State Bank of Pakistan,
Ex-CEO, Pakistan Business Council*
36 years experience of global banking including
Head of City Bank Operations in Middle East,
Africa, UK, Central & Eastern Europe.
Teaches: Global Economics and Political
Environments Course at the MBA program
besides delivering lectures and seminars for IBA
Executive MBA Program.



Jabbar, Javed
*Former Senator,
Ex-Federal Minister for Information and
Broadcasting*
Highly respected author, commentator on media,
political and international relations.
Ex-Regional Counselor and Vice President IUCN
Teaches: Media, International Relations and
Political Science Courses to MBA students.



Khan, Zaffar A.
*Former President & CEO, Engro Chemicals,
Ex-Chairman, PIA, PTCL & KSE,
Mechanical Engineer by Profession
President of Overseas Chamber of Commerce*
Teaches: Human Resources at IBA for last several
semesters.



Khan, Farrukh H
*Executive Vice Chairman and Founding Partner
of BMA Capital Management Limited*
24 years of experience in capital markets and
financial sectors.
Ex-Director Treasury American Express Bank
Bachelors from University of Manchester,
Chartered Accountant
Trains: IBA students on capital markets, business
and financial sector strategy.

Obituary

It is with a deep sense of sorrow that the IBA announces the demise of its first Pakistani Dean & Director, Dr. J. A. Mukhtar, Sitara-e-Imtiaz, (Doctor of Laws) Honoris Causa who peacefully passed away at the age of 93 years at his residence A-1, IBA Staff Town, Karachi on 20 November, 2010. His meritorious services will always be remembered as will his contribution towards the Introduction of Business Studies and Semester system in Pakistan. His efforts in transforming IBA into an institution of excellence will be cherished by the community for long. A memorial service was held on Friday 3rd June, 2011 at the newly refurbished auditorium at the Main Campus to pay homage to the departed Scholar and Honor his rich legacy. The function was attended by members of the late Scholar's family, ex-colleagues, his students, faculty and alumni.

Group Photographs of Faculty



Chairpersons



Rustom B. Kavasji
Accounting & Law



Dr. Sayeed Ghani
Computer Science



Dr. Naved Ahmad
Economics & Finance



Dr. Shahid R. Mir
Management



Dr. Huma Baqai
Social Sciences



Yasmin Zafar
Marketing



Dr. Muhammad Shahid Qureshi
Mathematical Sciences

The Institute of Business Administration (IBA) has 2 faculties and 7 departments operating under its umbrella. The departments include Accounting and Law, Economics & Finance, Management, Marketing, Mathematical Sciences, Social Sciences & Computer Science. These departments are headed by experienced and dedicated chairpersons who are renowned in their fields. They supervise and maintain a curriculum which is updated regularly to match the changes in the business world. The departments continuously assist the administration in its efforts to develop their current faculty.

Faculty of Business Administration

Department of Accounting and Law

The Department of Accounting and Law is an integral part of the degree and non-degree programs at IBA. The Department offers courses at graduate and undergraduate levels through comprehensive and state-of-the-art educational programs. 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. The department consists of 6 full-time faculty members.

Department of Economics and Finance

The Department of Economics & Finance is one of the key departments of the IBA. It provides a practical understanding of the financial and 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, it promotes research activities and encourages faculty members to publish in recognized scholarly journals. The Department has 13 full-time faculty members including 4 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 the student societies.

** In 2009, IBA entered into an agreement with the International Finance Corporation (IFC) for development of Curriculum on Corporate Governance.*

Department of Management

The Department of Management supports teaching and research in the areas of Entrepreneurship, Human Resource Management, Organizational Behavior, Strategic Management, and Organization Theory. The Department concentrates on Human Resource Management (HRM) and Entrepreneurship and prepares students for the management challenges of tomorrow. Our faculty has expertise in areas such as leadership, employee training and development, team decision-making and effectiveness, and strategy formulation and implementation. Faculty members work as consultants and advisors to improve competitiveness and managerial understanding of organizational processes and performance. The Department offers Masters in Business Administration with a major / specialization in Human Resource Management. In near future the department would be offering specialization in Entrepreneurship and Supply Chain. The Department consists of 10 full-time faculty members with a number of them having postgraduate qualifications from prestigious universities abroad.

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. Customer orientation, customers focus and customer obsessions are the necessary ingredients for success. Marketing is a multi-disciplinary and company-wide process. The Department of Marketing offers many core courses and continuously updates the marketing electives to reflect the changing paradigm of the corporate world, globally and specifically Pakistan. To bridge the gap between theory and practice, the department regularly invites specialists in the field to speak with the students. These marketing executives are high achievers who exchange current marketing practices within a classroom environment. This encouraging interactive discussion and exchange of ideas provides value added information and knowledge to the IBA student body. Many case studies from the local markets have been developed through this interchange of information and become a part of the course curriculum. The faculty widely practices classroom discussion with case analysis from

internationally acknowledged sources. The Department consists of 13 full-time faculty members.

Department of Social Sciences

The Department of Social Sciences at the Institute of Business Administration, Karachi, offers a variety of core and elective courses. These include courses on English Grammar and Composition, Creative Writing, Speech Communication, Foundations of Human Behavior, Social Psychology and Self Development, International Relations, Political Science, Media Studies, Pakistan's History, General History, Research Methods in Social Sciences, Socio-Economic Philosophy of Islam, Sociology, Anthropology, Philosophy Logic & Ethics & Corporate Social Responsibility. Non-Credit Language Courses in French, Chinese or Arabic are also mandatory for the students. The exposure to various academic disciplines given by the Social Sciences Department as a part of a terminal Business Degree of Bachelor of Business Administration (BBA) adds value to the students' skill pack giving them a head start. It is aimed at achieving the following objectives: a balanced world view and an insight into domestic and global politics, a grooming in cultural, social and philosophical pluralism, an understanding of human psychology and corporate responsibility, an introduction to research methodology and training in communication and presentation skills. And last but not the least a foreign language advantage. This Department has 9 full-time faculty members including 5 PhDs.

Faculty of Computer Science

Department of Computer Science

Computer Science is the study of computers and computational systems: their theory, design, development, and application. Principal areas within computer science studies include: theory of computation, parallel and distributed computing, computer systems and networks, programming languages, software engineering, as well as application areas such as artificial intelligence, web technology, computer graphics and databases. The faculty of Computer Science 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, are responsible for teaching courses in Computer Science and Engineering

as well as MIS and quantitative subjects. The Department consists of 15 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad.

Department of Mathematical Sciences

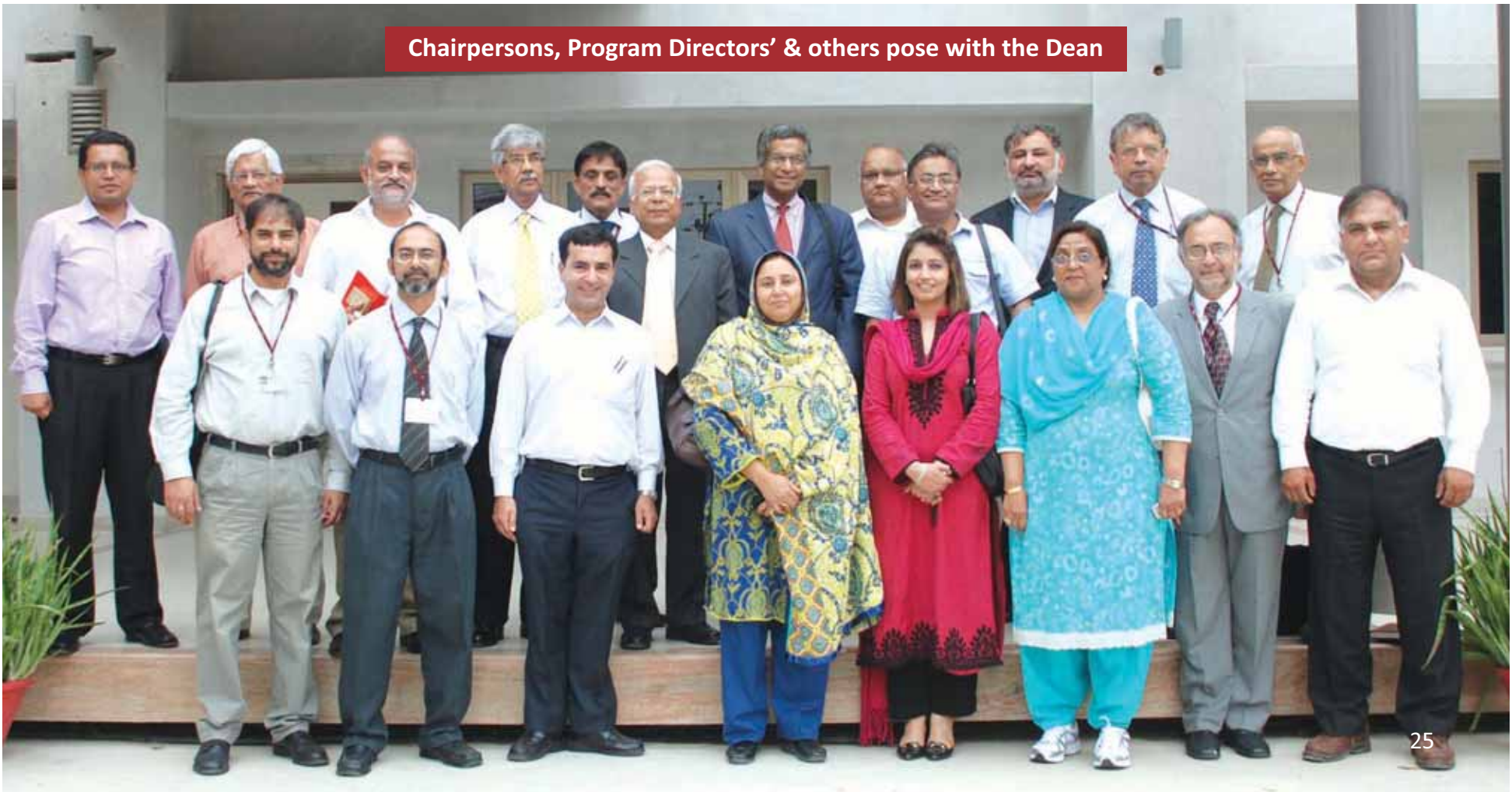
Study of mathematical methods of analysis is very important for students graduating from a diverse set of majors. This includes all sciences, most arts, and management areas. The department of Mathematical Sciences is a recently set-up academic unit at IBA, and falls under the umbrella of the Faculty of Computer Science (FCS). Prior to its inception,

courses related to mathematics were managed by the FCS. In the near future, the department of mathematics plans to launch a double majors program (Bachelors standard) in Mathematics-Economics. The department of mathematics' current activities include offering courses related to analysis, quantification, and statistical inference. The department is chaired by Prof. Dr. Shahid Qureshi who is an established authority on lunar movement and positioning, which has a lot of impact in the Pakistani society. The department has 7 full time faculty members who actively pursue research in their areas of interest and prolifically produce quality research articles. Some of these

research articles have been published in the finest journals in the field. In future, the department plans to offer doctoral studies for entering Ph.D. students within IBA.

- * In 2008, IBA became the first university in Pakistan to offer SAP education as part of its curriculum.
- * In 2009, the Computer Science Programs achieved the highest "W" rating from National Computing Education Accreditation Council (NCEAC).
- * In 2010, IBA became the first institute in Pakistan to participate in Robo Cup competition.

Chairpersons, Program Directors' & others pose with the Dean



Summary of the Programs of Study

Academic Programs

The IBA offers full-time programs in Business Administration both at the Main and City Campus, while the Computer Science programs are 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 the interaction a rich educational experience. Specialized executive education programs are conducted by the Center for Executive Education (IBA-CEE) for professionals from the corporate world. The Masters Program offers specialization in the fields of Management, Human Resource Management, Finance, Banking, Marketing and Management Information Systems. The programs of study are as follows:

Doctor of Philosophy (PhD)

The Faculty of Computer Science of the IBA is offering PhD programs in Artificial Intelligence and Cognitive Robotics, Wireless and Mobile Communications, Social Computing, Operations Research, Information Security, Numerical Analysis and Computing, Multimedia & Web and Human Computer Interaction. Admissions to the program have been continuing since Fall 2005 and are conditional on clearance of the IBA entrance test and interviews. Students may avail a full teaching / research assistantship which comprises of an attractive monthly stipend and full tuition fee waiver. The program is composed of coursework credits and dissertation credits.

PhD (Economics)

PhD program in Economics provides graduate students an opportunity to make contribution in the development and application of knowledge in Economics. This program will also enable students to conduct quality research in their specialized fields. Students after successfully completing their doctoral degree from IBA are prepared for careers in universities, business enterprises, national and foreign banks, government organizations, and multinational companies. PhD program in Economics is a full time morning program. IBA will offer teaching/research fellowship to all students enrolled in the PhD program for which they are paid a monthly stipend and tuition waiver.

Master of Business Administration (MBA) MBA Morning

The MBA Morning Program is a full-time 2-year program conducted at the Main Campus and the City Campus of the IBA. These programs consist of 16 core courses, 8 electives and an MBA Project (2 courses workload). A total of 72 credit units are needed for this MBA program. A minimum of 4 from elective courses are needed to complete a major in a special field (Marketing, Management Information Systems, Finance or Human Resource Management). Students will be required to complete a 6-week summer internship as well.

MBA Evening

The MBA Evening Program is offered only at the City Campus. The duration of this program may vary depending on the capacity of the student to complete the course load during each semester. The minimum time allowed is 2 1/2 years, while the maximum duration for completing the program is 7 years. The evening program consists of 14 core courses and 10 electives. A total of 72 credit units are needed for completing the evening program. A minimum of 4 electives are needed to complete a major in a specialized field (Marketing, Management Information Systems, Finance or Human Resource Management).

Executive Education

The Institute combines its program of formal management education with an elaborate program of management training for executives and professionals. These specialized programs are conducted by the 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, defense, 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.

Executive MBA – Banking and Financial Services

This program is designed for the mid-career executives and managers of the banks and financial services sector and is aimed at providing the participants with exposure to modern banking concepts and techniques that will help them to develop their capabilities and contribute in transforming their organizations into a modern, efficient and customer centered setup.

Executive MBA – Corporate Managers

This program provides an opportunity for experienced professionals to obtain a Master's degree in Business Administration on a schedule that minimizes disruption of work and personal pursuits. Such programs include a group-class structure that offers a planned curriculum in an executive setting. Executive MBA-CM programs are designed for senior business leaders who want to strengthen their expertise. IBA offers these unique training programs for working executives who wish to advance to the highest levels of the corporate ladder, especially managers who are seeking C-suite (CEO, CFO, COO etc.) or entrepreneurial roles.

Executive MBA – Public Sector Executives

Present day public-sector executives must have sufficient knowledge to implement the necessary changes in the organizations they work for. They also require exercising more contemporary measures so as to ensure effective functioning of the concerned parties along with an increase in coordination between government and its partners. The pedagogy and curriculum of the MBA-PS Program incorporate a variety of techniques, which enable the executives from the public sector to learn and apply the contemporary measures in a manner which promotes and enriches the overall quality of public-sector service. The program is specifically designed for mid-career managers, and it emphasizes on their personal development, enhanced productivity and strategic thinking.

MS Economics Program

MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. This program emphasizes on applied economics, and caters to the growing market for economic analysts. Option will be available to students either to join morning session or the evening session. However, if sufficient number of students is available only then morning session will also be started. Experience is not mandatory for admission to MS Economics program.

Master of Science (Evening Program) in Computer Science

The MS (CS) Program is offered at the City Campus. This is a part time program, preparing students in Computer Science. This program consists of a minimum of 30 credit hours for those students opting for MS thesis, 24 credit hours of coursework and 6 credit hours of research work is required. For students opting for coursework only, 27 credit hours of coursework along with 3 credit hours of research survey is required. 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 coursework 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.

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 1 1/2 to 3 1/2 years,

depending on the capacity of the students to complete the course load each semester. The students 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 bachelors 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 based on 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. A visiting student is not allowed to have his/her status changed to that of a regular student during the semester.

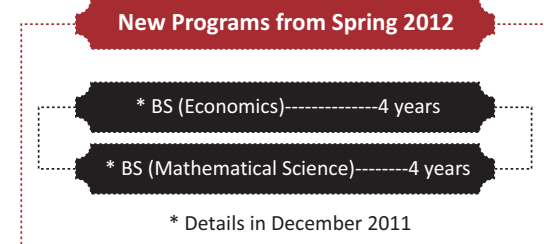
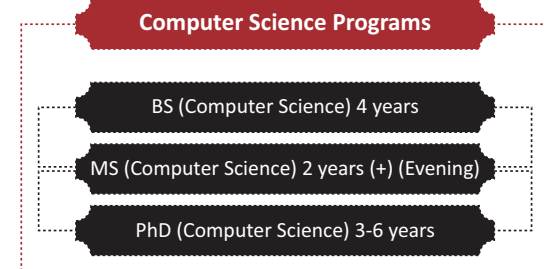
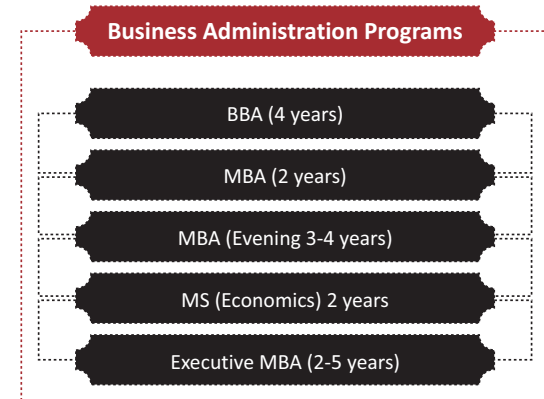
Bachelor of Business Administration (BBA Morning Program)

The BBA Program at the Main Campus and the City Campus is a full-time 4-year bachelor program. This program consists of 49 courses of 144 credit hours cumulative. Out of these, 33 are core courses, 12 elective courses plus Experiential Work Project of 4 courses.

Bachelor of Science (Morning Program) in Computer Science

The BS (CS) Program is offered at the City Campus. It is a full-time four-year program, preparing students in Computer Science. This program consists of a minimum of 137 credit hours, comprising of a combination of core courses, supporting sciences, general education, computer science electives and general elective courses.

Duration of Programs



Center for Access to Finance (CAF)

One of the major factors inhibiting rapid progress in poverty reduction and better income distribution is the inaccessibility of institutional finance to the low and middle income groups in Pakistan. The CAF carries out analytical studies, action research, monitoring and evaluation of the existing infrastructure, institutions and networks supplying finances. It also assesses the demand and demand side constraints through surveys, focus groups and structured interviews. The Center will link with the Center for Entrepreneurship Development (CED) in future and help transformation of business ideas into reality. It will also work closely with the EMBA (Banking & Financial Services) program, the Center for Executive Education (CEE) and the Center for Business and Economic Research (CBER) in the curriculum development and applied research areas.

Center for Entrepreneurship Development (CED)

The IBA has launched a Specialization in Entrepreneurship from Fall 2011. The curriculum will integrate core business courses, social science courses, and Entrepreneurship electives into the four-year program, which will enable students to develop the necessary skills to become entrepreneurial in thinking and practice. Additionally, the integrated teaching methodology that the CED plans to offer will correlate the disciplines by laying emphasis on an approach to the holistic learning.

The Specialization in Entrepreneurship would inspire potential students to think like an entrepreneur, by being innovative and creative in their thoughts and action. Some students who are fortunate enough to have a legacy of entrepreneurship in their family may want to help grow the family business, or learn how to improve the business by applying creative ideas. Other students may want to become entrepreneurs after they graduate, or at some point in their careers, and may have the idea, but do not have the opportunity or funding to support their idea and make it possible. These students would be provided with a platform to experiment, and realize their ideas. Furthermore, the entrepreneurial spirit may appeal to some who are looking to explore and experience a different way of running businesses. Rather than pursuing the conventional specializations that we have today, an Entrepreneurship Specialization would open new doors for potential candidates. who may be looking to become skilled at a new field.

Career Development Center (CDC)

The goal of the Career Development Center is to help the students find the right job in their preferred field, with their “employer of choice”. The CDC achieves this through developing strong and tangible linkages between employers and IBA graduates, and aligning the needs of employers with the competencies of our graduates. Professional lectures, seminars, panel discussions and workshops on career development and related skills are also organized. Other activities include arranging mock interviews of graduating students with Alumni, organizing and facilitating job fairs, coordinating internships, 5-month projects, and job placements in an efficient and smooth manner. The CDC also sponsors visits of head hunting teams to facilitate on-campus recruitment activities, as well as ensuring the timely compilation, publication, and circulation of the IBA Graduate Directory for BBA and MBA classes. At CDC, we tend to channel our energy and efforts for the career development of our students so that their strengths and competencies are showcased in a manner that is appealing and facilitative for the employers.

National Talent Hunt Program (NTHP)

IBA launched the National Talent Hunt Program (NTHP) in 2004 with the objective to prepare talented students from the less privileged regions of the country for the IBA aptitude test for BBA / BS degree courses. This program primarily targets students from the backward areas of Balochistan, Punjab, Sindh, FATA, NWFP and Northern areas who are unable to apply for admission in IBA due to financial constraints.

Students who are among the top 20 in the merit list in their respective intermediate boards of Pakistan are selected for this fully financed program. Trainees, lodging and boarding and tuition are provided free of cost, plus a small stipend is provided to cover other personal expenses.

Sindh Talent Hunt Program (STHP)

IBA Sindh Talent Hunt Program (STHP) was started in 2009 with the objective to prepare deserving students from the rural areas of Sindh for the IBA aptitude test for BBA / BS degree courses. STHP is a fully funded program jointly financed by IBA and Sindh Government and primarily targets students who are financially restricted to apply for admission in IBA.

Top 20 students from different intermediate boards of Sindh are selected for this fully financed program. The STHP class consists of approximately 40 students. The class size enables teachers to conduct preparatory sessions as desired and give individual attention to the students.

Center for Business and Economic Research (CBER)

The CBER is a think tank that can be of assistance to business community, public policy makers, and the civil society, and is managed by a Research Committee (RC) consisting of the eminent researchers within the IBA and an Advisory Committee drawn mainly from the users of research. The CBER invites proposals for award of research grants, organizes research seminars workshops/ conferences, solicits research ideas and funding from the industry and corporate sectors for core and contract research and establishes collaborative research projects with international and national institutions of repute. It facilitates a symbiotic relationship in which academic research choices can be influenced by the questions raised by the community of users.



Centre for Executive Education (CEE)

The IBA's Center for Executive Education (CEE) 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-enrollment courses, client-specific customized programs and consultancy.

The IBA (Centre for Executive Education) offers core expertise to the business community through arranging open programs in the following areas:

- Finance & Accounting
- Marketing
- Branding
- Management (Business Excellence, Risk Management)
- Supply Chain Management
- Leadership & Teambuilding
- Communication

Our programs bear the following attributes:

1. High degree of relevance
2. Degree of Applicability in business environment
3. Job satisfaction through improving productivity
4. Job security through improved employability
5. Collaborations with other Islands of Expertise or Learning, Regulating Bodies including the following :
 - PICG : For Corporate Governance
 - VIS-JCR: For Corporate Risk rating/assessment
 - In process: ICAP, ICMAP, CFA, ICM and microfinance)

Particulars of some of the training conducted by CEE recently are appended as under:

Open Programs

Workshops

During 2010

- Workshop on Global Risk Management
- Workshop on Financial Engineering
- Workshop on Creating a Culture of Innovation in Companies
- Workshop on Creativity in Advertising
- Workshop on Fundamentals of Supply Chain Management
- Workshop on Financial Derivatives
- Workshop on Financial Modeling (Module 2)

During 2011

- Workshop on "Creativity in Advertising"
- Workshop on "Effective Presentation Skills"
- Workshop on "Branding for Higher Profits"
- Workshop on "Opportunities for Exports in Free Trade Regime: An Understanding of WTO"
- Workshop on "Financial Modeling (Module 1 & 2)"
- Workshop on "Corporate Credit Risk Analysis"
- Workshop on "Alternative Investments"
- Workshop on Branding for Higher Profits

Client Specific/Customized Trainings

IBA-Sanofi Aventis Business Administration Certification Program

Duration: From Jan 2010 to Dec 2011
 Joint Faculty (IBA & Sanofi Management)
 16 module; 2 modules per term (8 terms)
 45 participants (All Field Executives)
 Location: Karachi, Lahore/Rawalpindi

IBA-ATLAS Diploma in Business Management (Modules)

Feb 14-26, 2010; April 25-May 8, 2010;
 July 25, 2010-Aug 7, 2010; Sept 19-Oct 28, 2010
 30 Participants each session.
 Location: IBA & HEJ Karachi.

The Diploma comprises of four modules with three courses in each. It is a residential program where the participants from outside Karachi are arranged to stay in the International



Guest House of HEJ and their classes are held in the Video Conferencing Room of LEJ at the University of Karachi.

Leading Changes in HBFCL

April 5-6 2011
 The session was conducted at IBA for 25 executives of HBFCL.

E-Learning Course on ISO 26000:

Mar 5, 2011
 The session provided harmonized, globally relevant guidance for 15 participants from private and public sector organizations of all types. It also introduced the best practices in social responsibility worldwide.

Entrepreneurship: Revitalizing the Economy

May 07, 2011
 A conference arranged by IBA in collaboration with INSEAD Alumni Association of Pakistan at the Pearl Continental Hotel, Karachi. Patrick Turner, Affiliate Professor of Entrepreneurship, INSEAD, gave a keynote Address on the topic. Dr. Ishrat Husain (Dean & Director, IBA), Naeem Zamindar (Wateen telecommunications) and Dr. Hafeez Shaikh (Minister of Finance) and many others also shared their knowledge and views on the subject with 200 executives and students attending the conference.

Business Consultancy

Abbott Business Excellence

Business Excellence consultancy provided to Abbott Affiliates in Pakistan, India, Saudi Arabia, Egypt, and Gulf & Levant in year 2009-2010.

Admissions Policy

Salient Points

IBA Admissions Policy may be stated as follows:

Admission will be offered to all those who qualify following a strict merit-based admission criteria irrespective of their race, religion, gender, ethnicity or socio-economic conditions.

The criteria for admission is based on candidates meeting the following requirements:

- ✓ Applying online and registering for appearing in the Aptitude Test and paying the admission process fee at the time of collection of the admit card for aptitude test.
- ✓ Qualifying the aptitude test OR providing proof for exemption from the aptitude test by providing SAT / GMAT scores transcript, having minimum of 1900 score for SAT and 600 for GMAT. *However, candidates seeking exemption from aptitude test will also be required to pay “admission processing charges” of Rs. 3000/- in any branch of Faisal Bank and obtain bank receipt for collecting the admit card. Such candidates are required to appear in the interview and group discussion along with other candidates.*
- ✓ Participating in a group discussion and appearing for an interview.
- ✓ Meeting the minimum academic eligibility requirement for the concerned program.
- ✓ Providing equivalence certificate in case of holders of degrees/certificates issued by non-Pakistani universities/boards.
- ✓ The aim of the aptitude test is to evaluate candidates for their quantitative and analytical abilities, logical reasoning, communication skills, reading comprehension, lexical resource, grammatical range, and aptitude for the program.
- ✓ The aim of the group discussion is to evaluate candidates on their background, academic and other achievements, leadership potential, extracurricular interests, verbal communication, mannerisms, integrity, appearance and enthusiasm.

- ✓ The interviews are designed to bring out the qualities needed not only to succeed in the chosen program of study but also the potential of the students to contribute positively to the society when they graduate.

There are no reserved / quota seats of any category at IBA.

No effort will be made to fill all available seats or lower criteria if an insufficient number of candidates apply or an individual candidate fails to satisfy the above criteria.

- ✓ No qualified candidate will be refused admission on the basis of his / her inability to pay IBA fees; such candidates are, required to apply for financial assistance and meet the criteria for the same.
- ✓ The cut-off for individual programs in the entrance test will be decided by the Admissions Committee using rigorous methods based on statistical analysis.
- ✓ The test scores obtained by the test takers will remain valid for a period of 16 months; however, the minimum academic eligibility requirements will be those applicable at the time of actual admission.
- ✓ There will be one aptitude test for admission to both campuses of IBA. Candidates may, however, choose the campus of their preference at the time of admission and choose their specializations after a minimum of 2 years' study at IBA for BBA and 1 year for MBA.
- ✓ There is no distinction in the fee structure between the Main and City Campuses.

Merit Scholarships

- ✓ A merit scholarship is available at IBA, according to which candidates falling in the top 10% of the List of Candidates admitted to the BBA & MBA Programs (to be published at the culmination of the admission process) will be offered a 50% reduction in their tuition fees, in lieu of participation in a work study program.
- ✓ It will, however be obligatory / incumbent on all merit scholarship holders to maintain a CGPA of 3.5 on completion of two semesters each year. Inability to maintain the said

CGPA will render the concerned merit scholarship holder ineligible for continuation of the merit scholarship in the remaining semesters.

- ✓ In case a student loses his / her standing for merit scholarship, and regaining the required CGPA in any subsequent semester, the student will again become eligible for merit scholarship in the next semester he / she will not be entitled to claim the same for the preceding semesters.

Admission Requirements

More specific information about the requirements for admission to the individual programs is appended as under:

Undergraduate Programs

Applicants to the **BBA Program** must have completed their: Higher Secondary School Certificate with a minimum of 65% marks

OR

'A' Levels with a minimum of 2 'B's and 1 'C' in 3 principal subjects such that there should be no grade less than 'C' across the 3 principal subjects. No credit is applicable for any subsidiary, general, or advanced supplementary paper

OR

American High School Diploma with a minimum of 80% or an International Baccalaureate with at least 30 points out of 45.

Applicants to the **BS Program** must have completed their: Higher Secondary School Certificate (Pre-Engineering) with a minimum of 60% marks

OR

Higher Secondary School Certificate (General Group with Mathematics) with a minimum of 60% marks

OR

'A' Levels with a minimum of 1 'B' and 2 'C's in 3 principal subjects (including Mathematics) such that there should be no grade less than 'C' across the 3 principal subjects. No credit is applicable for any subsidiary, general, or advanced supplementary paper

OR

American High School Diploma with a minimum of 80% or an International Baccalaureate with at least 30 points out of 45

BS applicants must possess a mathematical background.

Graduate Programs

Applicants to the **MBA, MBA (Evening) and MS Programs** must have:

A minimum 16 years of education out of which 4 years should have been spent in an HEC recognized university/degree awarding institute.

A minimum of 2 years' relevant work experience gained after graduation/ completion of 16 years of education. *For details, see Work Experience Requirement.*

A minimum 60% aggregate marks in the last degree
OR

A minimum of 2.50 CGPA on a scale of 4.00 in the last degree *where applicable**

Applicants to the **Ph.D. Program** must have:

✓ A minimum 18 years of education out of which 4 years should have been spent in an HEC recognized university/degree awarding institute

✓ A minimum 60% aggregate marks in the last degree
OR

A minimum of 3.0 CGPA on a scale of 4.00 in the last degree *where applicable**

PhD candidates will also have to fulfill more specific requirements laid out by the respective departments.

Applicants to the **EMBA Programs** must have:

✓ Passed Bachelors level examination

✓ 16 years' education plus 3 years' relevant work experience

✓ 14 years' education plus 6 years relevant work experience.
For details, see Work Experience Requirement.

**All equivalency claims shall be evaluated by the HEC (www.hec.gov.pk).*

Holders of professional degrees/certificates (BE, MBBS, LLB, CPA, CA, ACCA, etc.) are encouraged to apply for MBA / Masters programs. The Institute also admits, without any

prerequisite, visiting students in single PGD and MBA courses depending upon availability of seats.

SAT/GMAT

Candidates who have a valid minimum SAT score of 1900 and a GMAT score of 600 are exempted from the IBA undergraduate and graduate admissions test respectively.

Transfer Candidates

A candidate who has attended any of the top 100 universities derived from the international rankings compiled by Shanghai Jiao Tong University's Institute of Higher Education or by The Times Higher Education Supplement (THES) or Quacquarelli Symonds (QS) may apply for transfer of credits to IBA. Course credits are also acceptable from Lahore University of Management Sciences.

Eligible candidates may apply for transfer to any of the IBA degree programs with the following stipulations:

IBA reserves the right to accept or reject all or any such candidates. The IBA admission test may be waived for such candidates if they meet SAT or GMAT requirements. Interviews will be conducted prior to admission if so desired by IBA.

A transfer committee appointed by IBA shall determine the courses to be accepted for transfer of credits of such candidates. Transfer of credits will be applicable to those courses with 'B' or above grades. A minimum of 50% of total degree credits must be completed at IBA. Courses transferred shall be indicated in the final transcript as being transfer credits.

Transfer of Credits

The grades earned from any top 100 universities of the world as well as LUMS and the universities with which IBA will be signing MOUs will be included in the CGPA and such students will be entitled to compete for the positions / medals. However, the credits for grades earned from universities other than those mentioned above will be decided on case to case basis but will not be included in the CGPA. Their positions / rankings will be determined on the courses they would be doing at IBA. This will be applicable for all degree programs at IBA.

Students must have been enrolled in degree programs at these universities.

Work Experience Requirement

For MBA Program: Work requirement for admission to IBA's MBA program will comprise of 2 years of work experience in multinationals, large domestic corporations, and large family business. For self employed and smaller family businesses the 'Work Evaluation Committee' will decide that if the experience is acceptable for admission to IBA. This committee will comprise of the members of the Admission Committee, Director MBA Program and an IBA alumnus with at least 10 years work experience. This work requirement will only be considered after applicants have obtained 16 years of education. The education requirement should meet the criteria established by HEC.

For EMBA Program: Work requirement for admission to IBA's EMBA program will comprise of 3 years work experience (for those having 16 years of education) and 6 years of work experience (for those having 14 years of education) in multinationals, large domestic corporations, and large family business. For self employed and smaller family businesses the 'Work Evaluation Committee' will decide that if the experience is acceptable for admission to IBA. This committee will comprise of the members of the Admission Committee, Director MBA Program and an IBA alumnus with at least 10 years work experience. This work requirement will only be considered after applicants have obtained 16 / 14 years of education. The education requirement should meet the criteria established by HEC.



Admission Procedure

Online Application

Applications are accepted through IBA Online Admissions System. The link to IBA Online Admissions System is available on IBA's website (www.iba.edu.pk).

To apply online, applicants need to fill out an online Admission Form, print and sign it, print a bank Challan (also available at the website) and take these papers to the designated bank branches* and deposit the application fees. The applicants must then obtain their Admit Cards.

Issuance of Admit Cards

Applicants residing in Karachi can obtain their Admit Cards by visiting IBA City Campus with a copy of the paid Challan, a copy of the duly signed-in Admission Form and two recent passport sized color photographs. Applicants residing outside of Karachi can collect their Admit Cards from designated bank branches after payment of processing fees and submitting a copy of the signed Admission Form and two recent passport sized color photographs.

Aptitude Test

The aptitude test is conducted simultaneously at Karachi, Lahore, Islamabad, Peshawar and Quetta on a specified date. The Admit Cards issued to the applicants indicate the test center, date, and reporting time. Please make sure to read all instructions given on the back of the Admit Card carefully. The applicants should bring their Admit Cards along with a photo ID to be able to appear for the aptitude test. Candidates who pass the aptitude test qualify for the group discussion followed by an interview.

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 conducted for evaluating the level of maturity, academic aptitude, motivation, interpersonal skills and career focus of the applicants.

**The list of branches can be viewed on IBA's website.*

Required Documents

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

- ✓ Matriculation / 'O' Levels certificate with transcript / marks sheet
- ✓ Higher Secondary School Certificate (Part I) / 'A' Levels (First year) certificate with transcript / marks sheet
- ✓ Bachelors degree with transcript / marks sheet*
- ✓ Masters degree with transcript / marks sheet*

**where applicable*

List of Admitted Candidates

The names of candidates who qualify the admission requirements will be notified through a list displayed at both the campuses and on our website. These candidates may obtain their Admission Letter and Fee Challan from the Admission Office in the City Campus upon depositing of the transcripts bearing proof of their having met the minimum eligibility requirements for the respective programs.

Enrolment

Candidates who have received their Admission Letter and Fee Challan should deposit their fee in the prescribed bank and collect Enrollment Form from the respective Program Offices for commencing studies at IBA. These candidates must, however, submit the following documents in original,

along with copies attested by a gazette officer to complete the enrolment process:

- ✓ Matriculation / 'O' Levels certificate with transcript / marks sheet
- ✓ HSC / 'A' Levels certificate with transcript / marks sheet
- ✓ Bachelors degree with transcript / marks sheet*
- ✓ Masters degree with transcript / marks sheet*
- ✓ Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board
- ✓ Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards
- ✓ 6 copies of a recent passport-size photograph
- ✓ Photocopy of Fee Challan deposit slip

**where applicable*

IMPORTANT:

Any candidate who provides false or incorrect information about work experience, grades, financial status of the family, (or any other required material), or submits any fake supporting documents will be permanently debarred from applying to IBA.



Rules & Regulation

Core Elements

Discipline: Regularity, punctuality and conformity to schedules and deadlines are basic requirements at 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 IBA.

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 if his/her conduct and behavior is found objectionable from a disciplinary point of view. Consequently his/her name shall be dropped from the rolls of the Institute.

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. Late comers 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.

Cheating & Plagiarism

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 examinations is immediately expelled from IBA and is declared ineligible for re-admission. A booklet highlighting IBA's Policy on

plagiarism is available on the portal for all students to read and comply.

Transfer of Credits

- 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. They are subject to the following conditions:
 - a. The student must have held a bachelors 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 5 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.

Course Load

- I. The course load for PGD and MBA Evening Program students is 3 in the regular semester and 2 in the summer semester. The students may take 4 courses if they maintain their CGPA at 3.0 and above.

- II. The course load for full-time 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.

Withdrawal from a Course

- I. 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 form within one week of the second term examination result.

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'.

- II. 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 one week of the second term examination result or within one week after the announcement of midterm examination results in the summer semester.

Make-up Examinations

- I. **Morning Program Students of Both Campuses:** Under normal circumstances, no make-up examination shall be allowed for missing Term or Semester Final Examination.
- 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 to take make-up examinations under the 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 exams if the student has not already availed this facility for the term examinations.
- c. 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 comprising tickets or boarding cards for air travel as applicable.
 - III. The concerned 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 make-up exam fee equal to one full semester of MBA course fee.

Make-up Exam on Medical Grounds

In extremely serious cases, authenticated by recognized hospitals, the Committee may consider to allow make-up 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 grades / 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 2 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/-.

Dean's List

The Dean's List is an honorary academic list carrying names of students who are exceptional performers at the

Institution. The list is published at the end of each semester and carried in the program announcement, portal and website. There will be separate lists for BBA/BS and MBA; all credit courses will be counted. These lists are also displayed at prominent locations in the corridor of the Main Campus of the Institute and are updated every semester. A position on the Dean's List entitles the concerned student for wearing of an IBA logo in a star on his / her ID card as a symbol of distinct identification which also allows him / her to avail benefits such as book discounts. Additionally, the said special mark will be displayed on the Dean's List achiever's transcript and against his / her entry in the graduate directory.

Honors & Medals

The following will be the criteria for including a student's name in the Dean's List:

- a. The student should fall within the top 5% of his/her class and subject to having a minimum CGPA of 3.5
- b. The student must not have C- or lower grades in any of the courses during the semester.
- c. He/she must not have been subjected to any disciplinary action within the Institute during the semester. (Disciplinary actions will include all those actions for which student can be suspended).
- d. The student must be deemed by the Dean & Director's Committee (Associate Deans and Director) to be worthy of being on the Dean's List.
- e. The student must have completed the normal course load for his/her particular semester. As per IBA program announcement the course load for degree program students is typically 6 in the regular semester.
- f. The grades earned from any top 100 universities of the world as well as LUMS and the universities with which IBA will be signing MOUs will be included in the CGPA and such students will be entitled to compete for the positions / medals. However, the credits for grades earned from universities other than those mentioned above will be decided on case to case basis but will not be included in the CGPA. Their positions / rankings will be determined on the courses they would be doing at IBA. This will be applicable for all degree programs at IBA.

- g. The semester average will be calculated on a weighted basis and shall include all courses studied at IBA.
- h. Students who obtain an academic semester average of 90% or more will earn the honor of the Dean's List with Distinction.

BBA/BS Overall Medals

The top three students qualifying following criteria will be awarded Gold, Silver and Bronze medals respectively. The criteria for award of medals will be as under:

- a. 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.
- 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 Medal.
- c. A student with 'C+' or lower grades in any subject shall not be eligible.
- d. No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the abovementioned criteria, he/she will be awarded a gold medal and there will be no silver or bronze medal.

MBA Morning, Overall Medals

Top three students of the MBA Morning Program meeting the following criteria will be awarded Gold, Silver and Bronze medals respectively:

- a. Medal shall be awarded on the basis of CGPA obtained in MBA second, third and fourth semester 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. No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the abovementioned criteria, he/she will be awarded with gold medal and there will be no silver or bronze medal.

BBA / MBA Marketing, Finance and MIS (Specialization) Gold Medal

Students of the BBA / MBA Program having specializations in Marketing, Finance and MIS will be entitled to the Gold Medals provided they achieve the following criteria:

- A student must have a minimum of 2 electives.
- He/she must have an 'A' in both subjects.
- 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 fail grade in MBA 3rd and 4th semesters.
- If more than one student has the same grades, then the student with the higher cumulative percentage in the 2 electives shall be eligible.
- Each student shall declare his/her field of specialization in writing at the beginning of MBA 4th semester.
- No non-credit course taken by a student in the 3rd and/or 4th semester shall be convertible to a credit course for the purpose of determining merit.

The Best Final Year Project in CS/MIS

A gold medal shall be awarded to the student having the best Computer Science /MIS Final Year Project. The results will be based on a project exhibition where industry experts (e.g. people from P@SHA, Microsoft and our Industry Partners) will visit and rate each project. Students of BS(CS) and BBA-MIS programs will be eligible for this prize.

Marketing Research Gold Medal

Students with exceptional performance in the Marketing Research Course will be awarded a Gold Medal subject to the following criteria:

- A student who secures the highest marks in Advance Marketing Research will be entitled to the Marketing Gold medal provided he / she has a minimum CGPA of 3, has not received a minimum "C+ grade in any course and has obtained a minimum "A-" in Marketing 400



(MKT 400), and Marketing Practices in Pakistan (MKT519).

- A student who has highest grade / marks in Advanced Marketing Research but does not meet the eligibility criteria mentioned above, will not be eligible for the Gold Medal.

Leadership Gold Medal (Sponsored by Sanofi-Aventis)

An MBA student who has demonstrated exceptional performance in the course of Leadership in Organization will be eligible for award of this Gold Medal provided he meets the following criteria:

- He/she must be a student with highest marks (Minimum 3.5 GPA) in the course.
- He/she must be a leading member of any society or CR of the class for the year or have arranged a seminar or workshop.
- In addition to the marks in the course, the student must not have obtained "C+" in any course.
- In case of a tie in GPA, award will be given on the basis of percentage marks.
- No award will be made unless there is a candidate of sufficient merit.

High Achiever's Gold Medal

Student(s) who have won prizes at national or international level in extra-curricular competitions / activities will be awarded the High Achiever's Gold Medal as an acknowledgement of their individual extra / co-curricular skill.

Exemption of PGD for Evening Students

- 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.
- 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.



Evaluation & Grading

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

	Grades	Percentage	Grade Points
A	A	93 - 100	4.00
	A-	87 - 92	3.67
B	B+	82 - 86	3.33
	B	77 - 81	3.00
C	B-	72 - 76	2.67
	C+	68 - 71	2.33
C	C	64 - 67	2.00
	C-	60 - 63	1.67
F	F	0 - 59	0.00

In addition to the above absolute scale, Relative Grading is also being encouraged. Faculties have the option of choosing either the Absolute or Relative Grading Scheme and also have the liberty to decide the percentage that will get A's, B's, and C's. A guideline of the same in the relative grading scheme will be available to help faculty in implementing the Relative Grading Scheme.

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 2 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% of the final grade is based on the semester work and 40% on the semester final examination. However, the Institute reserves the right to modify these weights.

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

Sum of (credit hours X grade points)/Sum of credit hours

The initial CGPA of the PGD/MBA/MS 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 CGPA of 2.2 on a cumulative basis during his stay at the IBA. Any student with a CGPA of less than 2.0 is dropped from the rolls of the Institute forthwith. A student securing a CGPA 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 CGPA and bring it up to the required minimum 2.2.

If a probationer shows an improvement, but his CGPA is still below 2.2, his/her probation may be extended for another semester. If he/she still fails to bring his CGPA 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 CGPA equal to or above 2.2, he/she 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), will be eligible for promotion to the MBA Program and for award of the BBA degree.
 - b. The student, who fails to improve the CGPA, will not be eligible for promotion to MBA or for 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 applicable), 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 coursework. 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.

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. 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 the intern and faculty members to discuss the intern's progress and

concerns, if any. Feedback about the performance of the internee is obtained from his/her supervisor. At the end of the internship, the student submits an internship report and is also interviewed for feedback regarding his/her experience.

Comprehensive Examination

Every graduating student is required to pass a comprehensive examination on completion of coursework. This 4 to 6 hour examination is held after every regular semester. After completion of coursework, the maximum period allowed to clear the comprehensive examination is 10 years for the students admitted prior to 2004, in maximum 3 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 coursework 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

The students admitted prior to 2004 have 10 years to complete their coursework 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 a total of 5 years in case of MBA and 7 years in case of BBA to complete their coursework.

There will be no restriction on the number of attempts for such students to pass the comprehensive examination.

- ✓ For coursework, the period that shall be counted from the date of admission.
- ✓ For comprehensive examination 10 / 5 years shall be counted from the date of completion of coursework.

For Evening Program Students:

Maximum time allowed for PGD : 3 1/2 years

Maximum time allowed for MBA : 5 years from date of PGD completion

Maximum time allowed for Comprehensive Exam : As above (10/5 years)



Departmental Heads



Ali Taha
Director Finance



Mobin Khalili
Controller of Examinations



Zafar Siddiqui
*Director Alumni, Public Affairs
& Resource Mobilization*



Ahmed Zaheer
*Captain (Retd) PN
Registrar*



Ayesha Menai
Director Human Resource



Engr. Rehan ul Ambia Riaz
Director Projects



Dr. Arshad B. Siddiqi
*Director Information &
Communication Technology*

General

IBA has two campuses spread over an area of 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. In 2008, an extensive development plan was launched to upgrade the existing buildings, facilities and infrastructure at both campuses and bring it in consonance with the growth plan for meeting international standards. The existing classrooms at both campuses have since been renovated under a facility upgradation plan. All classrooms have been provided central air-conditioning and are now fully equipped with the latest audio-visual facilities to enhance the overall learning experience. State-of-the-art video conferencing facilities have been completed at both campuses. Additionally, the two seminar halls, one in each campus, having a capacity for 60 students and one classroom for 45 students, have been provided video conferencing facilities.

The IBA Main Campus is a large complex of buildings spread around lush green sprawling lawns, which serves as a backdrop to an extremely conducive environment for academic pursuit. It houses the Administration and Faculty offices, Academic Block, Library and Auditorium Building. Being the principal campus of the Institution, the campus is located in the environs of the University's Complex on

Abul Hasan Isphani Road. The Main Campus includes the Administration and Instructional area, plus two residential areas, namely, the Boys' Hostel and the IBA Staff Town, which also houses the Girls' Hostel. The Administration and Instructional spaces include an Admin Block, an Academic Block with 2 Seminar Rooms, 12 classrooms and 8 Break-Out Rooms, an Auditorium with a capacity of 300 persons, library block, video conferencing room, faculty lounge and student lounge.

The City Campus is in the heart of the business district of the city. It houses the Administration Block, Academic Block, Faculty of Computer Science Building and Center for Executive Education, which provides excellent commitment to executive education. The City Campus is also home to the Evening Program, which is attended mainly by professional managers. Existing facilities include 18 classrooms and 4 IT laboratories. As upgradation and new construction has commenced at the City Campus site, IBA has hired APWA Building space which comprises of 6 class rooms, canteen, offices, presentation rooms, EMBA seminar room, Library, a Computer Laboratory, and a spacious auditorium with a capacity of 300 persons.

Projects

During the coming 3 years, a series of buildings and facilities at both the campuses will continue to undergo modernization and new ones will be added. Work on these

buildings and facilities is being undertaken by professional architects, consultants and project managers who are engaged on a competitive basis. The overall program is being managed by a team of highly experienced professional engineers of IBA. An update on the status of various major projects at IBA, is as follows:-

1. Student Center at Main Campus - Design and Documentation has been completed and the work is being tendered
2. New Boys' Hostel, Main Campus - Construction has been started in March 2011
3. Abdul Razzak Tabba Academic Block (*the new Academic Block*) at the Main Campus - Foundation stone was laid on 2 May 2011 by Mr. Aziz Tabba of the Tabba Foundation.
4. Renovation/reconstruction of Library at Main Campus - Phase 1 of the works has commenced.
5. Renovation/reconstruction of Auditorium at Main Campus- Auditorium was completed in December 2010 and is fully functional
6. Renovation and refurbishment of Academic Block & Administration Block at City Campus - The renovation work of Academic Block has been completed in August 2010, while the work at Administration Block will be completed in August 2011.
7. Phase I of the renovation and refurbishment of FCS building at City Campus - construction will commence in June 2011.
8. Construction of Visiting Professors' Residences- The conceptual plan has been approved. Design development is in progress.
9. Construction of New Girls' Hostel - Design development has been completed and work on tendering has commenced.
10. Exterior development of both campuses - Designing has commenced.
11. Renovation & refurbishment work of Administration Block at Main Campus - Design and documentation has been completed and is in tendering stage.

Foundation Stone laid on May. 2, 2011



Artist's impression





12. Ground breaking of multi-storied Building at City Campus with two level basements was performed on 25 February 2011. Construction of this 13-storey Building Project is being undertaken with the help of Aman Foundation; with a gross built up area of about 133,000 sft, it will be the largest building at IBA. It will house the library, 16 classrooms, and 2 seminar halls (each of 100 pers. seating capacity). Faculty Offices, Centre for Executive Education with residential facility of 16 rooms and 8 suites for visiting faculty, cafeteria, Gym, Computer Laboratories and Information Technology Department with full amenities.

13. State-of-the-art auditorium at city campus with a seating capacity of 400 persons-The project is in design stage. It will be an independent building to be constructed besides the multi-storied building having enough prayer spaces, a plaza connected with the plaza of multi-storied building and all the amenities necessary for a modern auditorium.

Hostel Facilities

IBA provides residential facilities for full-time IBA students from outside Karachi. The boys' 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 and shared accommodation for its students and has 108 single rooms, 20 dormitories and 12 double rooms i.e. an accommodation for about 140 male students. It has recently been fully refurbished with the addition of 26 new accommodations, a lounge and a TV room. The hostel provides many facilities to its residents such as indoor & outdoor game facilities, a TV lounge, equipped with a large LCD screen television, satellite decoder, and high speed internet service available via LAN and radio link connectivity.

The City Campus students are provided transport to commute between the City Campus and the hostel. A car park is also available for students who wish to bring their own vehicles. Accommodation is usually in high demand and on a first- come-first-serve basis. The construction of new hostel buildings for both male and female students has commenced, which will have better living, recreation and dining facilities.

Hostel facilities are also available for female students. The hostel has a total of 26 rooms located in two IBA Staff Bungalows in the IBA Staff Town. The hostels can



accommodate upto 52 girls. Construction of a new girls' hostel has commenced and is likely to be completed by 2013.

Transportation

IBA owns 3 buses and 5 coasters serving different routes for the convenience of its students. Besides, private and public transport also serves both the campuses. The City Campus, being located in the downtown area, is accessible from all parts of the city by public transport available round-the-clock.

Spacious parking facilities have been provided at both campuses for students who wish to bring their own transport.

The IBA also runs a convenience point service through private contractors for students' pick and drop, covering the entire city. IBA also offers its students an option to take classes at either or both campuses. For this purpose, IBA runs a shuttle service between IBA Main and City Campuses, to facilitate students taking classes at both campuses.



The Libraries

The Libraries of IBA contain more than 40,000 books and more than 50 subscribed journals (foreign & local) on Business Management, Marketing, Computer Science and related subjects. Recently, IBA purchased EBSCO Host database which is one of the most powerful databases in the world and has around 5000 journals online with full text. The database of World Advertising Research Center (WARC) is also available that contains thousands of case studies. Other than this, twelve databases are available through HEC Digital Library. Libraries at both the campuses

are regularly updated with latest books and journals. Access to a large number of online journals on numerous subjects through the HEC databases provides IBA students, faculty and staff direct access to the work of the international community of researchers, thinkers, and practitioners. IBA has also launched a virtual library on its portal and is providing assistance to students and staff for specific information at both Main and City campus libraries. A Library Management System enables the users to search the availability of books, material easily and efficiently. Currently the main library located at the main campus is undergoing a major reconstruction, refurbishment. When

completed in 2012, the premises will provide state of the art facilities to support the overall learning environment at IBA. At the city campus the library facilities are expected to get a big boost, as a complete floor is intended to be allocated to the library in the under construction Aman Tower building which is expected to be ready by the end of 2013. This library will serve both the regular and executive programs as well as provide access to the resources of the main library located at the IBA main campus in the university enclave. All affairs of the library are managed by a library committee comprising members from the faculty and library staff.



Artist's impression of the under construction Library Block at Main Campus



ICT Infrastructure and Services

Information and Communication Technology department provides ICT services to IBA Main and City campuses, hostels and staff town, serving a total of around 3000 users on and off campus and a sizeable number of alumni. Aims and objectives of the ICT dept. are to bring state of the art technology in to IBA.

Believing in the importance of technology in modern day learning environment, ICT dept. is striving hard to provide essential services to the end users, i.e. internet, email, distance learning (video conferencing), unified communications (VoIP) etc. All these services are dependent on a high performance and robust network, which includes structured cabling and wireless media. The network infrastructure in turn is backed by redundant power supplies (UPS and gen sets). A brief synopsis of the services is as follows:



- ✓ Centralised backup power (UPS) in every building for IT equipment.
- ✓ All the servers from the legacy server room have been shifted to new temporary data center. Furthermore, new servers of ultra high configuration have been installed, over which virtualisation application has been configured to support a large number of servers in a virtual environment. The servers are, in turn, connected to centralised storage to cater for ever increasing needs of storage of users' data.

As large students' databases are being established and becoming operational, a highly robust storage medium and sufficient measures for network and data security including encryption suites have been installed.

Gigabit speed network infrastructure supported by Cat 6 cabling and network devices of latest technology have been provided. Different segments of the network has been upgraded from copper to fiber; which greatly enhances the speed of the traffic between different network segments.

Wireless connectivity is fully available at all the locations, especially available for mobile users so that they can utilise IBA ICT services as per their convenience while being off the campus.



- ✓ Traditional voice communication system has been replaced by latest technology unified communication system, which utilises ICT network infrastructure.
- ✓ Enterprise Resource Planning (ERP) is an integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources. It is a software architecture whose purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise-wide system environment. Within IBA, ERP has now been implemented and is used to automate the workflow between teaching departments, functional departments (HR, Finance and Admin, etc.) and Program Offices. Some tasks performed by the ERP System implemented

at IBA include Online Course Registrations, Grades & results entries, Faculty Evaluations, Reports Generation and many more. The ERP System is now used at IBA for effective decision making for the middle and higher management.

- ✓ The ICT Department initiated Web Radio, Web TV and Face Friendship which are run through IBA website. Web radio broadcasts radio programs organized by IBA staff and students. Many live telecasts have been carried out through Web TV like musical and variety programs, IBA convocations etc.
- ✓ Academic Alliances with major technology vendors, e.g. Cisco, EMC, IBM etc, will provide a broad spectrum of opportunities to IBA community for enhancing their ICT skills and at the same time get certified on cutting-edge technologies either separately or by studying it as a part of their academic curriculum.



Main Campus

Academic Block, Main Campus (Adamjee Academic Center)



Front Office, City Campus



Auditorium, Main Campus



Boy's Hostel



City Campus

Academic Block, City Campus



Artist's Impression of the Aman Tower



Cafeteria, City Campus



Important Events

2010

Dean's List

IBA introduced for the first time the world wide practice of issuing the Dean's List to recognize those students who have excelled in their respective classes each semester. Those falling within the top 5% of class subject to having a minimum CGPA of 3.5 are included in the list. 75 undergraduates from 12 different classes of the two campuses and 34 graduate students from six different classes made it to the Dean's List for Fall 2009.

Restructuring of Program Offices

The Program Offices at IBA—the focal point of contract between the students and the management—have been restructured by stripping them off from the responsibilities of Examination and Students' academic records. The four Program Offices—one each for BBA, MBA, FCS and Evening—are now headed by a faculty member each.

Membership of EFMD

IBA was granted membership of the prestigious body of the European Business School—the European Foundation for Management Development (EFMD). Only two other Business Schools in Pakistan—LUMS and UMT are members of EFMD.

Security Enhancement

CCTV cameras have now been installed at both the City and the Main Campuses and are fully operational. With the walk through gates, metal scanners and barriers the security plan approved by the BoG has now been implemented.

Visit of SAQS Peer Review Panel

A Peer Review Panel led by Prof. Khawaja Amjad Saeed and consisting of Dr. Padam, Dr. Choudhry and Mr. Tariq Kirmani visited IBA from November 16-20 for examining the request made by IBA for accreditation under SAQS.

Visit of HEC-FAD team

A team from HEC and USAID supported HEC-FAD project visited IBA in connection with the HEC Scholarships to MBA students.

Meeting with GBSN

Dean and Director Dr. Ishrat Husain met with Mr. Guy Pfeffermann and Mr. Javed Hamid of Global Business Schools Network (GBSN) during his visit to Washington D.C.

2011

Alumni Class Reunion

Second reunion of alumni classes of 1960, 1970, 1980, 1990,

2000 & 2010 was held at Avari Hotel on April 30. About 200 alumni attended the function.

MOU Signing

The IBA signed a MOU with State Bank of Pakistan to support a research project "Consumer Confidence Index". The activity will be conducted by the IBA Centre for Business and Economic Research.

IBA Student Internship Program in Community Service

IBA announced the 'Responsible Citizen' initiative that will provide an opportunity to each IBA student to gain practical hands-on experience in community service. This exposure, will build a sense of deep responsibility and commitment and greater self awareness among our students about the conditions and needs of the various segments of our society.

USIP Seminar

A seminar jointly sponsored with the United States Institute for Peace, Washington (USIP) was held on 6th August on US-Pakistan Relationship: Investment and Business opportunities.

Technology Up gradation

Nine Modules of PeopleSoft ERP System were successfully implemented for Students, Faculty & Staff. IBA has used the functionality of Online Registration System of PeopleSoft and all students now have the facility of registering themselves online for various courses. Also implemented was the Faculty Evaluation System integrated with PeopleSoft ERP in which 100% students participated.

AMDISA Board Meeting

IBA hosted the meeting of the Executive Board of Association of Management Development Institution in South Asia (AMDISA) along with the Peer Quality Workshop. About 29 participants including 15 from other countries of the region attended these events. Cultural and social activities were also organized for the participants.

Guests & Visitors

2010

✓ HE Cameron Munter

The new U.S. Ambassador to Pakistan, Mr. Cameron Munter visited IBA and held an interactive session on Economic and Business Issues in US Pak relations with about two dozen students of the MBA program.

✓ Dr. Salman Mufti

Dr. Salman Mufti, Associate Dean, Queen's University Business School held a two day Executive Education Workshop on 'Strategic Decision Making'.

✓ Dr. Ken Morse

Dr. Ken Morse, former Director of M.I.T. Entrepreneurship Centre held a one day Executive Education session on 'High Value Sales Management & Global Sales Strategies'.

✓ Dr. Tariq Jadoon

Dr. Tariq Jadoon, Registrar LUMS along with Mr. Tariq Hasan held a session and shared their experience with the Class Scheduling and Examination Scheduling software applications.

✓ Dean Anand

Dean Anand Anandilangam of the Robert H. Smith School of Business, University of Maryland, visited IBA for two days. He interacted with the Executive Committee on matters related to Strategy and pedagogy and also addressed the faculty members.

2011

✓ Nancy Birdsall

The President Centre for Global Development, USA conducted a seminar on Pak US economic relations, 25 participants from various think tanks in Karachi participated.

✓ HE Danial Jouanneau

The French ambassador to Pakistan visited the IBA main campus and had a interactive sessions with the students of the MBA program.

✓ Dr. Kristiana Raube

Dr. Kristina Raube of Haas Business School, University of California, Berkeley and a member of IBA International Advisory Board visited IBA and made suggestions for improvement in various areas of curricular and co-curricular activities.

✓ Professor Wasim Azhar

Prof. Wasim Azhar from the University of California, Berkeley visited IBA in the first week of January &



Review of the Year 2010-11 (Contd..)

May 2011. Besides conducting workshops for faculty on case method teaching he observed IBA faculty members' teaching methods and provided each one of them feedback and coaching.

✓ Professor James Hoopes

Prof. James Hoopes, Distinguished Professor of History at Babson College visited IBA and delivered a seminar for MBA students on 'MANAGING FOR VALUES'.

Distinguished Lectures

2010

- ✓ Mr. Saquib Shirazi, Chief Executive Officer, Atlas Honda made a presentation on 'Business Manager's Transforming Role'.
- ✓ Ms. Roshaneh Zafar, President, Kashf Foundation—made a presentation on 'The Business Case of Investing in Women's Economic Empowerment'.

2011

- ✓ Ms. Amina Saiyed delivered a lecture on 'Quiet Leadership'.
- ✓ CNBC Pakistan and IBA Karachi jointly launched a 53 episodes serial Badalta Pakistan recorded every week at the IBA APWA auditorium. The program aims at providing IBA student body with an opportunity to interact with eminent Pakistanis on matters relating to national and international issues. Some of the participants included:
Mr. Shaukat Tarin, Dr. Maliha Lodhi, Mr. Imran Khan, Ms. Fariyal Gohar, Mr. Asad Umer, Dr. Atta ur Rehman, Mr. Khurshed Ahmed Kasuri, Dr. Adeeb Rizvi

Corporate IBA

2010

✓ Advisory Board of Corporate Leaders

The first meeting of the Advisory Board for EMBA (Corporate Managers) was held. Eight Chief Executives of the top corporate firms in Pakistan participated and made extremely useful interventions and suggestions related to the improvement of the EMBA program.

2011

✓ Atlas Group Graduation

Diplomas were awarded to 30 staff members of the Atlas Group who successfully completed the Executive Development Program at the IBA CEE.



Book Launches

2011

Dr. Sana Haroon's recent book 'Frontiers of Faith' published



by Oxford University Press was launched at the Main Campus Auditorium on February 18, 2011. Famous author and journalist Ahmed Rashid, Human Rights activists and political leader Afrasayab Khattak and DAWN staff Ms. Zubeida Mustafa were present.

Renowned economist Mr. Pervaiz Hassan launched his book "My life my country" at APWA auditorium on 12 April, 2011. The function was attended by former ambassadors, economists, faculty members, students and guests.

Student Exchange Programs

2010

Eight IBA students were selected under different programs to study in the USA out of around 25 students from all over Pakistan.

For the first time in the history of IBA an International Student Exchange program has been set up with the School of Management, Tsinghua University in China. Three IBA students left in January, 2011 to join the School of Management for one semester. One of the students has been sponsored by Engro.

Events & Activities (2010-11)

Society / Club	Patron	Events Conducted	Society / Club	Patron	Events Conducted
1 Adventure Club	Ms. Maheen Ghauri	Trip to GoAish Adventure Park Trip to Bundal Island Scuba Diving / Snorkeling	18 Marketing Club	Mr. Jami Moiz	AIMS 2011, KFC Ad War Nestle Workshop Trade Marketing Workshop
2 Alumni Society	Mr. Yaseen Meenai	Alumni Reunion 2011	19 Media & Publications Society	Dr. Huma Baqai	I-MARC 2011 Perspectives - Newsletter Lights, Camera, Action! 2010 Reckitt Benckiser - We Made It! IBA CDC Logo Competition Web Partner: The Coronation
3 Arts Society	Ms. Sana Fatima	Artik '11	20 Music Society	Mr. Humayun Ansari	Musictionary, Jugalbandi Sitar Baithak All Pakistan Music Conference
4 Boys' Hostel Society	Mr. Zia ul Haq	Hostel Alumni Reunion	21 Photography Society	Mr. Ameer Rizvi	Coast and Skylines of Karachi Exhibition of Photographs
5 Community Welfare Society	Saima Husain	Charity Carnival, Movie for a Cause	22 Placement Society	Mr. Yaseen Meenai	IBA Career Fair 2011 Alumni Reunion Dinner 2010 & 2011
6 Dramatics Society	Ms. Maria Hasan	Drama Fever Drama Fest Theater for a Cause	23 Public Speaking Society	Ms. Nadia Sayeed	MUNIK 2011
7 Economics Club	Ms. Khadija Bari	INFER 2011	24 Social Sciences Club	Ms. Beena Batool	The Coronation 2011
8 Entrepreneurship Society	Mr. Zafar Siddiqui	Invent 2011 Verve 2011	25 Sports Society	Mr. Asad Ilyas	LSE Tour LUMS Tour Agha Khan Fixture Interbatch Cricket Tournament Interbatch Futsal Tournament Interbatch Table Tennis IBA Olympics Special Day at IBA Cricket Night Tournament
9 Finance Club	Mr. Shabih Haider	INFER 2011	26 Web Society	Mr. Imran Batada	Connexious Hackathon Web Learning Series
10 Girls' Hostel Society	Dr. Talat Wizarat	Annual Welcome Party Farewell 2011 Treasure Hunt Barbeque & Bonfire	27 IBA Student Council	Mr. S. M. Saeed	Welcome Party Seminar on Imam Hussain Annual Dinner, Annual Picnic Screening of ICC-World Cup 2011
11 Girls' Sports Society	Ms. Salma Mirza	AKU Fixture			
12 Go Green Society	Mirza Sardar Husain	I am Earth Conference / 2011			
13 HR Club	Dr. Shahid Mir	HR Summit 2011 HR Forum 2011			
14 Infosys Society	Dr. Zaheeruddin Asif	Robo Cup Competition			
15 Iqra Society	Mr. M. Asif Jaffer	Annual Islamic Conference			
16 Leadership Club	Dr. Nasir Afghan	IBA LeadershOp Conference 2011			
17 Literary Society	Ms. Tania Danish	Tribute to Faiz Play "The Importance of Being Earnest"			

Pictorial Review 2010-11



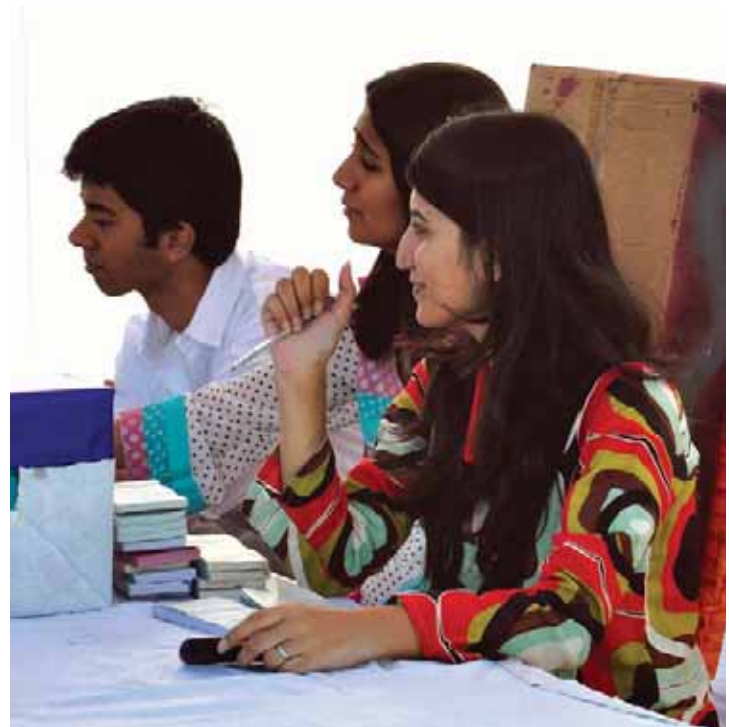
Pictorial Review 2010-11 (Contd..)



Pictorial Review 2010-11 (Contd..)



Pictorial Review 2010-11 (Contd..)

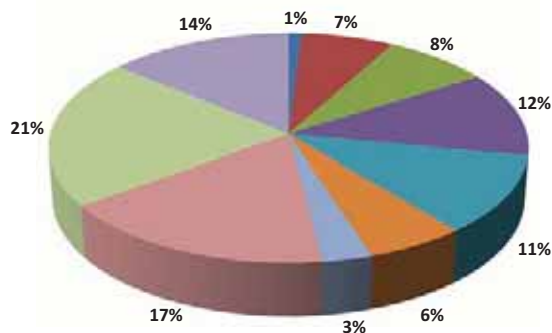


Convocation 2010



The annual convocation of IBA was held at the IBA Main Campus on 30th of November 2010. Mr. Justice Munib Akhtar, Judge High Court of Sindh and Chairman IBA Board of Governors, was the Chief Guest at the ceremony. In his address, he effusively congratulated the graduates for their industrious efforts that would catapult them to great employment positions in reputable organizations. The Dean and Director of IBA, Dr. Ishrat Husain, in his speech highlighted the salients of the year gone by and presented the major achievements in the reconstruction process that IBA has gone through over the past three years. Seven students received Gold Medals and twenty-six students received Shields & Certificates for their outstanding academic performances. Miss Kanza Shah Nawaz and Miss Maimoona Tariq were declared best students' of Graduate Program and Undergraduate Program respectively. The IBA Community Welfare Society won the award for the Best Society of the Year. Also part of the convocation, for the first time in IBA this year, was the presentation of "Performance Awards" to selected members of the staff who had during the academic year 2009-10 excelled in their respective departments and demonstrated performance beyond the call of duty.

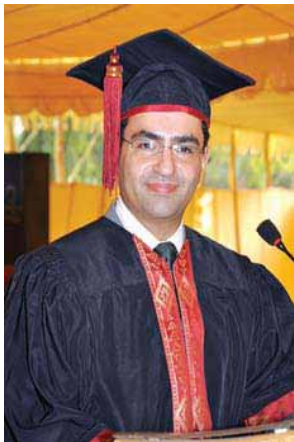
Anatomy of the Graduating Batches (2010)



Batch	No. of Students
BBA Fall 2006 (MC)	103
BBA Fall 2006 (CC)	84
BS Fall 2006	17
BBA MIS Fall 2006	27
MBA Direct Fall 2008	56
MBA TBBA Fall 2008	56
MBA Tax MGMT Spring 2010	41
MBA MIS Fall 2008	32
MBA MIS Fall 2009	04
MBA Evening 2009	66

Year	Cumulative Total of Graduates
1957 - 2003	6178
2004	6473
2005	6805
2006	7067
2007	7417
2008	7875
2009	8373
2010	8871

Convocation 2010 (Contd..)



Academic Calendar 2011-12

Pre-Summer Semester 2011
(Core Course for MBA II)
Duration of Semester June 27th to July 10th 2011
Corporate Strategy (Advanced Core)

Summer Semester - 2011 Semester commences on Monday 04 July, 2011

Month	Total Days	Sundays	Holidays	Examination Days	Teaching Days
July, 2011	28	4	-	2	22
August, 2011	17	2	-	-	15
Total Days	45	6	-	2	37

Target Dates

Activity	Action By	Commencement Date	Completion Date
Online Course Registration Commences	Students	22 June, 2011	25 June, 2011
Final List of Courses offered on basis of Registrations received	Chairpersons	27 June, 2011	27 June, 2011
Issue of Fee Vouchers and Payment by all Students	Students	12 July, 2011	16 July, 2011
Mid Term Exams	Controller of Exams	25 July, 2011	26 July, 2011
Teachers Evaluation	Students	8 August, 2011	11 August, 2011
Preparatory Holiday	Students	18 August, 2011	
Final Examinations	Controller of Exams	19 August, 2011	20 August, 2011
Promulgation of Results		5 Sept., 2011	

CALENDAR 2011 - 2012

JULY 2011							AUGUST 2011							SEPTEMBER 2011							OCTOBER 2011						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
				01	02	03	01	02	03	04	05	06	07				01	02	03	04						01	02
04	05	06	07	08	09	10	08	09	10	11	12	13	14	05	06	07	08	09	10	11	03	04	05	06	07	08	09
11	12	13	14	15	16	17	15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16
18	19	20	21	22	23	24	22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23
25	26	27	28	29	30	31	29	30	31					26	27	28	29	30			24	25	26	27	28	29	30
																					31						
NOVEMBER 2011							DECEMBER 2011							JANUARY 2012							FEBRUARY 2012						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
	01	02	03	04	05	06				01	02	03	04							01			01	02	03	04	05
07	08	09	10	11	12	13	05	06	07	08	09	10	11	02	03	04	05	06	07	08	06	07	08	09	10	11	12
14	15	16	17	18	19	20	12	13	14	15	16	17	18	09	10	11	12	13	14	15	13	14	15	16	17	18	19
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	27	28	29				
														30	31												
MARCH 2012							APRIL 2012							MAY 2012							JUNE 2012						
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
			01	02	03	04							01		01	02	03	04	05	06					01	02	03
05	06	07	08	09	10	11	02	03	04	05	06	07	08	07	08	09	10	11	12	13	04	05	06	07	08	09	10
12	13	14	15	16	17	18	09	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	
							30																				

Academic Calendar 2011-12

Fall Semester – 2011

Semester commences on Tuesday 06 September, 2011

Month	Total Days	Sundays	Holidays	Examination Days	Teaching Days
September	25	3	-	-	22
October	31	5	-	6	20
November	30	4	3	6	17
December	31	4	2	-	25
Total Days	117	16	5	12	84

Notes

MBA classes will continue as per schedule during the 1st Term Exams week
October 13 to 19, 2011

MBA Faculty members who opt to conduct one Mid-Term Exam only,
will conduct Mid-Term Exams of MBA courses from
November 24 to 30, 2011

MBA Faculty members who opt to conduct two Term Exams,
will conduct First Term Exam in the afternoon

MBA Students will observe period
December 25, 2011 to January 01, 2012
as a Preparatory-Week

Tentative List of Holidays for 2011 (1432-33 AH)

14 August	- Independence Day
31 August	- Eid-ul-Fitr Day 1
1 September	- Eid-ul-Fitr Day 2
2 September	- Eid-ul-Fitr Day 3
7 November	- Eid ul-Azha Day 1
8 November	- Eid ul-Azha Day 2
9 November	- Iqbal Day
5 December	- Youm-e-Ashura
6 December	- Youm-e-Ashura
25 December	- Quaid-e-Azam's Birthday
27 December	- Benazir Bhutto's Death Anniversary

Target Dates

Activity	Action By	Commencement Date	Completion Date
Online Course Registration	Evening Students	13 August, 2011	
	Senior Students MBA	15 August, 2011	
	Senior Students BBA	16 August, 2011	
	Junior Students	17 August, 2011	
	Sophomore Students	22 August, 2011	
	Freshman Students	23 August, 2011	
Final List of Courses offered on the basis of Registrations received	Chairpersons	24 August, 2011	25 August, 2011
Issue of Fee Vouchers and Payment by all Students	Students	14 September, 2011	20 September, 2011
1st Term Exams (See Notes)	Controller of Exams	13 October, 2011	19 October, 2011
2nd Term Exams	Controller Of Exams	24 November, 2011	30 November, 2011
Teachers Evaluation	Students	12 December, 2011	17 December, 2011
Preparatory Holiday (See Notes)	Students		1 January, 2012
Final Examinations	Controller of Exams	2 January, 2012	12 January, 2012
Promulgation of Results of Final Exams	Faculty		23 January, 2012
Comprehensive Exam	Controller of Exams		30 January, 2012

Winter Semester 2012 (for MBA Program only)
Duration of Semester January 9th to January 21st 2012

Islamic holidays are subject to the appearance of the moon.

* National holidays are subject to the declaration by the Government of Pakistan.

** Provincial holidays are subject to the receipt of notification from the Governor House.

Academic Calendar 2011-12

Spring Semester - 2012

Semester commences on Wednesday 01 February, 2012

Month	Total Days	Sundays	Holidays	Examination Days	Teaching Days
February	29	4	1	-	24
March	31	4	1	6	20
April	30	5	-	6	19
May	25	3	1	-	21
Total Days	115	16	3	12	84

Notes

MBA classes will continue as per schedule during the 1st Term Exams week
March 8 to 14, 2012

MBA Faculty members who opt to conduct one Mid-Term Exam only, will conduct Mid-Term Exams of MBA courses from
April 19 to 25, 2012

MBA Faculty members who opt to conduct two Term Exams, will conduct First Term Exam in the afternoon

MBA Students will observe period
May 20 to 27, 2012
as a Preparatory-Week

Tentative List of Holidays for 2012 (1433-34 AH)

8 January	- Bhitai Day**
5 February	- Kashmir Day / Eid Milad-un-Nabi
23 March	- Pakistan Day
1 May	- Labor Day
14 August	- Independence Day
19 August	- Eid-ul-Fitr
20 August	- Eid-ul-Fitr
21 August	- Eid-ul-Fitr
26 October	- Eid-ul-Adha
27 October	- Eid-ul-Adha
28 October	- Eid-ul-Adha
9 November	- Iqbal Day
23 November	- Youm-e-Ashura
24 November	- Youm-e-Ashura
25 December	- Quaid-e-Azam's Birthday

Target Dates

Activity	Action By	Commencement Date	Completion Date
Online Course Registration	Evening Students	14 January, 2012	
	Senior Students MBA	16 January, 2012	
	Senior Students BBA	17 January, 2012	
	Junior Students	18 January, 2012	
	Sophomore Students	19 January, 2012	
	Freshman Students	20 January, 2012	
Final List of Courses offered on the basis of Registrations received	Chairpersons	21 January, 2012	23 January, 2012
Issue of Fee Vouchers and Payment by all Students	Students	9 January, 2012	28 January, 2012
1st Term Exams (See Notes)	Controller of Exams	08 March, 2012	14 March, 2012
2nd Term Exams	Controller Of Exams	19 April, 2012	25 April, 2012
Teachers Evaluation	Students	07 May, 2012	12 May, 2012
Preparatory Holidays (See Notes)	Students	26 & 27 May, 2012	
Final Examinations	Controller of Exams	28 May, 2012	07 June, 2012
Promulgation of Results of Final Exams	Faculty	18 June, 2012	
Comprehensive Exam	Controller of Exams	25 August, 2012	

Pre-Summer Semester 2012 (for MBA Program only)
Duration of Semester June 11th to June 23rd 2012

Islamic holidays are subject to the appearance of the moon.

* National holidays are subject to the declaration by the Government of Pakistan.

** Provincial holidays are subject to the receipt of notification from the Governor House.

Fee Structure-Fall 2011 (New Admissions)

Morning Students (BBA & MBA)

Tuition Fee	Rs. 109,200/-
Student Activity Charges	Rs. 2,500/-
Lab cum Library Charges	Rs. 2,500/-
Total Recurring Charges (per semester)	Rs. 114,200/-

BS Program

Tuition Fee	Rs. 62,700/-
Student Activity Charges	Rs. 2,500/-
Lab cum Library Charges	Rs. 2,500/-
Total Recurring Charges (per semester)	Rs. 67,700/-

Evening Students

MBA-Evening, MS (Economics) & MS (Computer Science)

Tuition Fee	
One Course	Rs. 18,200/-
Two Courses	Rs. 36,400/-
Three Courses	Rs. 54,600/-
Four Courses	Rs. 72,800/-

ONE-TIME CHARGES (At the time of Admission)

Admission Charges	Rs. 10,000/-
Transcript Fee	Rs. 1,000/-
Total one-time charges	Rs. 11,000/-

For those students who wish to use the transport / hostel facilities, relevant charges are as under

Transport Fee (Per Semester)	Rs. 16,000/-
Hostel Fee (Per Semester)	Rs. 12,500/-
Hostel Security Deposit (New Students only)	Rs. 1,000/- (Refundable)

Mode of Payment

- ✦ Fee can be paid via Credit Card by logging onto http://iba.edu.pk/iba_online_fee/iba_online.asp
- ✦ Fee can also be deposited at ALL Branches of **Faysal Bank Limited** in Karachi.
- ✦ **Pay Order/Cheque** in the name of **IBA Karachi** can be delivered to Finance Department at the Main Campus.

NOTES

- ✦ For details of fee payment, refund policies & other financial guidelines, students are requested to consult the student financial guidelines posted on the website.
- ✦ The charges mentioned above are for one semester only, except for admission charges.
 - ✦ Merit scholarship holders will be required to maintain a CGPA of 3.5
 - ✦ The IBA reserves the right to revise the fee and structure without prior notice.

Scholarships

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admission test and fulfils other requirements is refused admission because of inability to afford the costs of the programs at the Institute. A financial aid committee scrutinizes the applications of students seeking financial aid and sanctions assistance for those who demonstrate need. In the academic sessions 2010-11, as many as 322 students received scholarships amounting to Rs.44.4 million. IBA gratefully acknowledges the long-term support and generous contributions made by the following organizations, companies and individuals.

- | | |
|--|---|
| ✦ Abdul Fatah Memon Scholarship | ✦ Lucky Cement / Abdul Razzak Tabba Scholarship |
| ✦ Abdul Waheed Khan & Asghari Khanum Memorial Fund Scholarship | ✦ MBA - Direct Scholarship |
| ✦ Aftab Associates Scholarship | ✦ Mr. Mirza Izhar Hussain Scholarship |
| ✦ Mr. Mohsin Nathani and Mr. Ruhail Mohammad | ✦ Mubashira Hafeez Scholarship |
| ✦ Anonymous Scholarship | ✦ Oxford & Cambridge Society Scholarship |
| ✦ Barclays Bank PLC, Pakistan Scholarship | ✦ Shell Pakistan Scholarship |
| ✦ Bhaimia Foundation Scholarship | ✦ SSGC Scholarship |
| ✦ Dr. Ishrat Husain Scholarship, Financed by Habib Bank Limited | ✦ Sumitomo Corporation Scholarship |
| ✦ Dr. Salman Mufti Scholarship | ✦ United Bank Limited Scholarship |
| ✦ G.M. Qureshy Scholarship | ✦ University of Karachi Alumni Association of Baltimore and Washington Scholarship Metropolitan Area, USA |
| ✦ Government of Sindh Endowment Fund Scholarship | |
| ✦ Habib Metropolitan Bank Ltd. Scholarship | |
| ✦ Higher Education Commission –USAID Funded Merit & Need Based Scholarship | |
| ✦ IBA Alumni Chapter UAE | |
| ✦ IBA Alumni Chapter UAE – Adil & Narjis Scholarship | |
| ✦ IBA Alumni Chapter UAE – Fateh Tariq Scholarship | |
| ✦ IBA Alumni Chapter UAE – Mazhar Hussain Shah Scholarship | |
| ✦ IBA Alumni Online Donation | |
| ✦ Infaq Foundation Scholarship | |
| ✦ Karachi Port Trust Scholarship | |
| ✦ Lakson Tobacco Company Scholarship | |

TALENT HUNT PROGRAMS

- ✦ Government of Sindh
- ✦ Ihsan Trust - Meezan Bank

STUDENT LOAN (QARZ-E-HASNA)

- ✦ Ihsan Trust – Meezan Bank
- ✦ National Bank of Pakistan

Donors' Wall



Endowment Funds

Being a public sector institution, the IBA mainly caters to the students from middle class and lower income groups – its fee increase is mostly modest and covers only a fraction of the costs. Therefore, reliance has to be placed on other sources of funding / financing such as endowments, etc. The income generated from these funds is utilized to supplement the faculty salaries, provide research funds to them, contribute to the hiring of foreign faculty / eminent scholars, academic program enhancement, case study development, external accreditation and professional development of academia through participation in seminars and conferences, both locally and internationally. All endowment funds are administered by the Board of Trustees which includes those persons who have donated or pledged a minimum amount of Rs. 30 million in cash or kind. A list of endowment related funds currently in operation at IBA is appended as under:

DEVELOPMENT FUND

- ✦ The Aman Foundation
- ✦ Tabba Foundation
- ✦ Mahvash and Jehangir Siddiqui Foundation
- ✦ Adamjee Foundation
- ✦ TPL Holdings (Pvt.) Ltd.
- ✦ Standard Shipping Pakistan (Pvt.) Ltd.
- ✦ IBA Alumni Student Centre
- ✦ United Bank Ltd.

ENDOWMENTS/ ENDOWED CHAIRS FUND

- ✦ National Bank of Pakistan
- ✦ Bank Al-Habib Limited
- ✦ Askari Bank Ltd
- ✦ Habib Bank Limited
- ✦ Faysal Bank
- ✦ Standard Chartered Bank
- ✦ Bank Alfalah Limited
- ✦ Allied Bank Limited

- ✦ Mr. Towfiq Chinoy
- ✦ International Textile Limited
- ✦ Abdullah Foundation (Sapphire)
- ✦ Govt. of Sindh
- ✦ Pakistan International Container Terminal Ltd.
- ✦ Soneri Bank
- ✦ Deutsche Bank

COUNCIL

- ✦ Mr. Tariq Kirmani
- ✦ Mr. Abrar Hasan, CEO, National Foods Ltd.
- ✦ Mr. Parvez Ghias, CEO, Indus Motor Co. Ltd.
- ✦ Mr. Ghouse Akbar, Director, Akbar Group of Companies

FACULTY DEVELOPMENT FUND

- ✦ Indus Motors
- ✦ English Biscuit Manufacturers

- ✦ National Foods Limited
- ✦ Barclays Bank PLC, Pakistan
- ✦ Chevron Pakistan Limited
- ✦ Naseem Allawala, ESQ.
- ✦ Central Depository Company
- ✦ Cadbury Pakistan Limited

ENDOWMENT FUND FOR SCHOLARSHIP

- ✦ HBL- Endowment Scholarship
- ✦ PSO Endowment Scholarship
- ✦ The Sapphire Endowment Scholarship
- ✦ Aftab Associates Endowment
- ✦ Syed Mumtaz Saeed Scholarship
- ✦ Feroz Textile Mills Limited
- ✦ Dr. I. A. Mukhtar Endowment for Scholarship (IBA-Alumni)
- ✦ IBA-Karachi Class of 1986



Important Telephone Numbers at Main & City Campus

Main Campus Exchange : +9221-38104700

City Campus Exchange : +9221-38104701

Help Desks	ICT	Transport	Maintenance	Administration	Security	Main Gate
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City Campus	1105	1005	1502	1008 & 1005	1468	1461

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The Programs





**Faculty of Business Administration
Undergraduate Program**

BBA

BBA

2011-12



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Entrepreneurship Courses

Description of BBA Entrepreneurship Courses

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The Bachelor of Business Administration (BBA) Program

The BBA Philosophy

A Bachelor of Business degree prepares you for an entry level position in business and industry. A Bachelor of Business degree teaches students management, marketing, accounting, mathematical statistics and business law. The degree allows students to enter the business field as educated workers and provides them with an opportunity to explore possible areas of specialization. A BBA degree is essential for advancement in business and industry. Successful completion ensures that the graduate understands the relationship between marketing, quantitative analysis, accounting, economics, and human resources.

Why a BBA Degree?

Why do you need a BBA degree as compared to a Bachelor degree in any other discipline? The answer to this question is very simple. There has been a tremendous growth in industry and commerce. The world has witnessed a sustained period of economic growth and prosperity. This has led to the creation of entry level positions in business and finance. Although businesses need leaders to move forward, they also need skilled workers in putting their ideas forward. A BBA degree will help you with a solid foundation to establish your career. A BBA degree ensures that you have professionally relevant skills that would help you perform your job in a better manner. A BBA degree can give you the opportunity to help implement the concepts and ideas designed by business leaders. It will help you get the hands-on experience that will help you to face future challenges and career promotions.

Why a BBA Degree from IBA?

The Institute of Business Administration (IBA), Karachi 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

“Our BBA program comprises four years of rigorous education enabling the student to have a broad view of the world. The students go through an academic program that not only emphasizes the essentials of business subjects, it introduces them to the basic concepts of social sciences and liberal arts. Students study subjects such as history, anthropology, psychology, philosophy, logic and media. Students have an option to choose from a group of social science and liberal arts courses. Additionally, students may choose one of the three foreign languages (Arabic, Chinese and French). This adds to the marketability of our BBA graduates.

In the past, students only had the choice to specialize in either Marketing or Finance. With our new BBA program, students can choose from a variety of electives to major in Marketing, Finance, Human Resource, Entrepreneurship or MIS. While conducting the audit of our BBA program, we also received feedback from alumni that our students lack experiential knowledge. In response to their requests, we have now included experiential knowledge as part of the program. Students will undergo a six months on-the-job training in the real business environment.”



BBA Program Director

Aman U. Saiyed
Main Campus, Extension (2604)
City Campus, Extension (1619)

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 the Wharton and the University of Southern California. Till 1994, the University of Karachi awarded degrees to IBA graduates. The same year, Sindh Assembly elevated the Institute's status to a degree awarding institution. In spite of a rapid increase in the number of business schools, IBA has maintained its position as the premier institute of higher learning in the field of management and business administration. The IBA initially offered programs only for Masters degrees in Business Administration. In 1982, a three-year BBA (Honors) Program was introduced, which has now been upgraded to a four-year BBA program. The IBA faculty comprises of teachers with high academic achievement as well as successful & practical business management experience. Most of the faculty has advanced degrees in their fields of specialization from reputable foreign institutions. 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, symposia, 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 training. In view of increasing professionalism in management and growing competition in Pakistan, job opportunities for qualified business administration graduates would 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 a faculty that is open to new ideas. This provides the students with the tools, values, and confidence to become leaders in the organizations of the present and the future.



Department-wise Courses

Department of Accounting and Law 4 courses Credit Hours

Principles of Accounting-I	ACC111	3
Principles of Accounting II	ACC201	3
Managerial Accounting	ACC381	3
Business Law	LAW205	3

Department of Economics and Finance 7 courses

Principles of /Intermediate Microeconomics	ECO103/ECO113	3
Principles of /Intermediate Macroeconomics	ECO104/ECO114	3
Analysis of Pakistani Industries	ECO211	3
Development Economics	ECO301	3
Introduction to Business Finance	FIN201	3
Financial Institutions and Markets	FIN301	3
Financial Management	FIN401	3

Department of Management 7 courses

Human Resource Management	HRM401	3
Principles of Management	MGT201	3
Organizational Behavior	MGT221	2
Business Communication (1 hour lab)	MGT211	3
Production and Operations Management	MGT311	3
Small Business Management	MGT401	3
Managerial Policy	MGT430	3

Department of Marketing 3 courses

Principles of Marketing	MKT201	3
Methods in Business Research	MKT301	3
Marketing Issues in Pakistan	MKT401	3

Department of Social Sciences 6 courses

English Grammar & Composition	SSC101	3
Foundations of Human Behavior	SSC102	3
International Relations	SSC111	3
Speech Communication (2 Hour lab)	SSC201	1
Socioeconomic Philosophy of Islam/Philosophy Logic and Ethics	SSC301/SSC3XX	3
Personal Effectiveness	SSC33X	3
Language-I		3
Language-II		3

Department of Social Sciences (Contd.) Credit Hours

Social Sciences Elective Courses from the following:	2 courses	6
Social Psychology and Self Development	SSC103	
Pakistan History	SSC151	
General History	SSC152	
Media Studies	SSC153	
Research Methods in Social Sciences	SSC154	
History of Ideas	SSC156	
Corporate Social Responsibility	SSC253	

Department of Computer Sciences 1 course

Introduction to Computer Applications	MIS103	3
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Department of Mathematics 5 courses

Calculus I	MTS101	3
Introduction to Statistics	MTS102	3
Calculus II	MTS111	3
Statistical Inference (<i>with econometrics lab</i>)	MTS202	3
Business Mathematics and Linear Algebra	MTS211	3

Summary

Core Courses	33 courses
Total Electives	12 courses
Social Science Electives	2 courses
Language	2 courses
Business Electives	8 courses
Experiential Work Project (One semester)	4 courses

Total 49 courses 144



Semester-wise Sequence of Courses



		Course Code	Prerequisite	Credit Hours
FRESHMAN	Semester 1			
1	Principles of /Intermediate Microeconomics	ECO103/ECO113	-	3
2	English Grammar & Composition	SSC101	-	3
3	Foundations of Human Behavior	SSC102	-	3
4	Introduction to Computer Applications	MIS103	-	3
5	Calculus I	MTS101	-	3
6	Social Science Elective	SSCXXX	-	3
	Semester 2			
1	Principles of Accounting-I	ACC111	-	3
2	Principles of/Intermediate Macroeconomics	ECO104/ECO114	-	3
3	Principles of Management	MGT201	-	3
4	Calculus II	MTS111	MTS101	3
5	Introduction to Statistics	MTS102	-	3
6	International Relations	SSC111	-	3
7	Speech Communication (1+2 CH)	SSC201	SSC101	1
SOPHOMORE	Semester 3			
1	Principles of Accounting II	ACC201	ACC111	3
2	Organizational Behavior	MGT221	SSC102, MGT201	3
3	Statistical Inference (<i>with econometrics lab</i>)	MTS202	MTS101	3
4	Principles of Marketing	MKT201	-	3
5	Socioeconomic Philosophy of Islam/Philosophy, Logic and Ethics	SSC301/SSCXXX	ECO103 / ECO113 & ECO104 / ECO114	3
6	Introduction to Business Finance	FIN201	-	3
	Semester 4			
1	Social Science Elective	SSCXXX	-	3
2	Financial Institutions and Markets	FIN301	FIN201	3
3	Business Communication (2+1 CH)	MGT211	MGT201, SSC102	3
4	Financial Management	FIN401	FIN201	3
5	Business Mathematics and Linear Algebra	MTS211	MTS101	3
6	Analysis of Pakistani Industries	ECO211	ECO103 / ECO113 & ECO104 / ECO114	3

**Remedial English and College Algebra are offered as pre-sessional courses.*

Semester-wise Sequence of Courses

		Course Code	Prerequisite	Credit Hours
JUNIOR	SEMESTER 5			
1	Managerial Accounting	ACC381	ACC201	3
2	Business Law	LAW205	-	3
3	Methods in Business Research	MGT311	MKT201, MTS202	3
4	Human Resource Management	HRM401	MGT201, MKT201	3
5	Development Economics	ECO301	ECO 103/ECO113 & ECO104/ECO114	3
6	Personal Effectiveness	SSC240	SSC201	3
	SEMESTER 6			
1	Production and Operations Management	MKT301	FIN201, MGT201, MKT201	3
2	Marketing Issues in Pakistan	MKT401	MKT201	3
3	Small Business Management	MGT401	FIN201, MGT201, MKT201	3
4	Language-I			3
5	BE*			3
6	BE*			3
SENIOR	SEMESTER 7			
1	Managerial Policy	MGT430	ECO103, ECO113, FIN201, HRM401, MGT201, MGT211, MGT221, MKT201	3
2	Language-II			3
3	BE*			3
4	BE*			3
5	BE*			3
6	BE*			3
	SEMESTER 8			
	Experiential Knowledge	PRJ490	Equivalent to 4 courses	12
1	BE*			
2	BE*			

* Business electives may be taken starting from the summer of junior year.



Courses of BBA Program

Department of Accounting & Law

Accounting Courses

ACC111 Principles of Accounting-I

The objective of this course is to familiarize students with and develop in them a thorough understanding of the accounting concepts, principles and procedures involved in the analysis and recording of business transactions and the preparation of financial statements for service and trading concerns. Accounting concepts and techniques underlying income determination and valuation of current and long-term assets, together with their related internal control measures and their presentation in the 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 holder's equity, long-term and current liabilities with reference to corporate organizations. Modules offered 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

ACC381 Managerial Accounting

The aim of this course is to equip students with the managerial accounting concepts and techniques used for sound business decision-making. Modules offered include basic cost accounting concepts, their nature and behavior, cost-volume-profit relationships, absorption and variable costing, relevant costs & differential analysis, standard costing and variance analysis, gross profit analysis and capital budgeting techniques.

Prerequisite: ACC201

Law Courses

LAW205 Business Law

The contents of this course include Contract Act, Sales of Goods Act, Negotiable Instruments, Partnerships, and

Company Acts. This course aims to provide a basic introduction to these laws and an appreciation of the legal system in Pakistan.

Department of Computer Sciences

MIS Course

MIS103 Introduction to Computer Application

The course provides a fundamental understanding of computer applications with the course focus on Microsoft Office Application (Microsoft Word, Microsoft Excel and Microsoft PowerPoint). This is a complete lab based course

where students would be learning these applications by working on class assignments in the lab. The course topics include Basics and Fundamentals of Microsoft Word, Microsoft Excel and Microsoft PowerPoint. Students would also be covering the basic concepts in Computer Hardware and Operating Systems and the usage of the Internet.

*"Kind words can be short and easy to speak,
but their echoes are truly endless."*



Department of Economics & Finance

Economics Courses

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 behavior of product and factor markets (such as pure competition, monopoly, monopolistic competition, oligopoly, and monopsony) are also discussed. This course also introduces concepts of general equilibrium, efficiency, and public goods.

ECO104 Principles of Macroeconomics

Macroeconomics studies the big picture: what is the total output of a country, why does it grow, what causes recession, unemployment, and inflation. This course helps the students understand and analyze many of the major economic issues of today. To impart a better understanding of macroeconomics, the course begins with a discussion about the problems of scarcity and opportunity costs. After introducing economics and establishing the focus of macroeconomics, the course addresses the major questions and problems of the discipline.

ECO113 Intermediate Microeconomics

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

ECO114 Intermediate Macroeconomics

This course analyzes a variety of issues such as recession, unemployment, debt crisis, trade deficits and economic growth. The course content includes topics as 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 different sectors.

Prerequisites: ECO103, ECO104 & ECO113/114

ECO301 Development Economics

This course focuses on factors that spur economic growth and analyzes the equation between economic growth and human welfare. It also critically examines various measures taken for 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 focused upon.

Prerequisites: ECO103 / ECO104 & ECO113 / ECO114

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, valuation of financial assets, risk and return analysis, and management of short-term assets of the firm.

FIN301 Financial Institutions 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 include the banking industry, the non-banking financial institutions, the stock market, the bond market and the foreign exchange market.

Prerequisite: FIN201

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

FIN451 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.

Prerequisites: ECO103/ECO113, ECO104/ECO114 & FIN401

FIN452 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: ECO10413/ECO114 and FIN401

FIN453 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: FIN401

FIN454 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: FIN401

FIN455 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 a 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 are also covered.

Prerequisite: FIN401

FIN456 Financial Risk Management

The course provides students with a 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: FIN401

FIN457 Derivatives

The course deals with applications of derivatives, investigating the risks involved in derivative instruments, 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 Sholes model for call options, portfolio insurance, future versus call options and synthetic futures.

Prerequisite: FIN401

FIN458 Fundamentals of 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: FIN401



Department of Management

Human Resource Management (HRM) Courses

HRM401 Human Resource Management

This course serves as an introduction to HRM students who plan to specialize and learn advanced level in the field. This course is focused on people at work. Over the years a variety of management policies, practices, and decisions have been tried to ensure that employees can achieve the organization's objectives – This HRM course would expose the students to learn and understand the Human Resource basic functions and processes starting from recruitment through development and the separation of employees from the corporations.

Prerequisite: MGT201

HRM430 Recruitment and Selection Techniques

This module is based on academic theory and research on selection and recruitment practices for both Human resources students and practitioners. The course explains different recruitment techniques and the key features of common selection methods along with the criteria of evaluating these methods. Nature of performance is discussed to analyze jobs and their measures leading to description of the main stages in process of job selection. The validity of these selection methods is covered including the examination of psychological processes that take place within selection. Finally, issues associated with fairness in selection and assessments are considered. The focus of the module is on academic research and not on presenting a prescriptive model of evidence-based method of selection. A good selection system depends upon the changing nature of work, the context in which selection takes place and the organization's procedures and policies. Therefore, organizations must be flexible enough to embrace changes and adapt to the environment in which it operates to make appropriate firm-specific selection decisions.

Prerequisites: MGT201, HRM401

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, HRM401

HRM451 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, HRM401

HRM 452 Organizational Analysis and Research

The module helps students understand organizational theories in a historical context and explains the different level of analysis used in organizational research. The course also provides an overview of the research paradigms applied in the fields of organizational behavior and occupational psychology, enabling individuals to develop their critical thinking skills when analyzing organizational issues. The students will also learn the different forms of research, the steps involved in it and the paradigms used in social sciences research.

Prerequisites: MGT201, HRM401

HRM 453 Life Career Development

The module aims to help individuals understand the importance of career development in an employment and social context and their influences on career choice and career development. The module brings with it stocks of knowledge related to various career models and theories available, to critique and evaluate their usefulness and application in making appropriate career decisions in a life space available to an individual. A variety of career interventions are discussed including career guidance and career counseling.

Prerequisites: MGT201, HRM401

HRM455 Executive Leadership

This course provides a comprehensive review of current theories and best practices to students, which enables to

understand the role of Effective Leadership in Building Successful Corporate Culture. The students will comprehend the well known fact that the sources of competition today have more to do with the ways one manages people and the ways those people interact. Unlike patent, technology and other competencies, it is the only unique value proposition that cannot be copied. It also provides opportunities for leadership research projects.

Prerequisites: MGT201, HRM401

HRM456 Training and Development

The aims of this module are to help students assess influence of organizational strategy on the role and practice of training and development. The course enables students to identify training needs of individuals and organizations, select training methods and consider their influence on trainee development and training transfer to work place. The course provides for a critical review of the techniques available for the evaluation of training and to consider their role in practice. The significance of resource based strategies for training and development are used to provide a context for considering different training and development techniques

Prerequisites: MGT201, HRM401

HRM457 HR and Information System.

The collection and use of information has long been recognized as a potential source of value addition to organizations. Human Resource Management Information is pivotal to the strategic planning and subsequent success of the organization. Thus, the subject focuses on the primary activities performed by the human resources (HR) function and how Human Resource Information Systems (HRIS) can be developed to support these activities.

HRIS is a cross-disciplinary subject and encompasses two critical areas, namely, Human Resource Management (HRM) and Information Technology/Systems (IT/IS). With the emergence of Enterprise Resource Planning (ERP) System that seamlessly integrates various business modules within the information architecture of any business enterprise, HRIS has become a critical area of attention for management professionals. Undertaking this course will allow the students to build on, and expand, their knowledge of HRIS from a theoretical and a practical perspective. In addition, the HRIS assessment items expose students to a variety of HRIS issues and subsequent application problems.

Prerequisites: MGT201, HRM401

HRM 458 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 include encouraging an innovative organizational culture, managing growth and decline and corporate restructuring.

Prerequisites: MGT201, HRM401

HRM462 Performance and Compensation Management

The performance of an organization depends on the performance of its people. Everything in an organization gets done by its people. A successful organization is one in which competent people perform at their best and where employees are rewarded according to their work and worth. The course elaborates on the quantum transformation that has occurred in Human Resource Management in the 21st century, how HR strategies impact organizational performance and why performance and compensation management is so critical for organizations. This course will prepare students to become effective managers of human capital by teaching them how to develop, motivate and reward a competent team and maximizing its performance.

Prerequisites: MGT201, HRM401

Management Courses

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 with 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.



Description of BBA Courses

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 to add value to previous work through further library research and fieldwork.

MGT221 Organizational Behavior

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 behavior, collective and individual performance, decision making, interpersonal communication, small group behavior 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, good and bad, right and wrong so as to develop a criterion of judgment for socially responsive behavior. This course examines 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 like 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 behavior. Special attention will be paid to the legislative nature of intentionality as the foundation of the principles of ethics. Fundamentals of lessons of Islamic society and those of all other religions are also included.

Prerequisites: MGT201, ACC301, MKT201

MGT311 Production and Operations Management

This course includes design, planning, and control of firms' capabilities and resources. The coursework 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 will be discussed. The course will provide an opportunity to evaluate various selected theoretical concepts and their application to business organizations.

MGT401 Small Business Management

This interdisciplinary course emphasizes the importance of small businesses 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 teaching 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 as well as the Gulf Countries Models.

Prerequisites: MGT201, MKT201, MGT221

MGT421 Entrepreneurship

The objectives of this course are:

- To appreciate the role of entrepreneurship in economic growth and thereby personal career growth of business managers.
- 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 process, business lifecycle, principle concepts and general guidelines for establishing a new business enterprise at a small or large scale in a dynamic business environment.
Prerequisites: MGT201, FIN201, MKT201

MGT 430 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, MGT211, MGT221, FIN201, MKT201, HRM401, ECO103, ECO113.



Department of Marketing

MKT201 Principles of Marketing

This is an introductory course for exposing students to the discipline of marketing by equipping them to analyze 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 analysis, learn about consumer and organizational markets, learn about personalities and their impact on consumer behavior, observe about how marketing departments are organized, explore 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 marketers' world.

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 they can observe business processes, formulate hypothesis, 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.



Description of BBA Course

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 in 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 emerging focus on the bottom of the pyramid markets, rural markets and critique of marketing operations of various organizations in Pakistan.

MKT451 Advertising

The purpose of this course is to provide students with an understanding of how the practice of advertising is applied in a marketing environment. There is a need to equip students with knowledge of the importance of the role of advertising in the economy, and its place in the media of mass communications. This course emphasizes the preparation and execution of a media strategy. The students will have an in-depth understanding and study of advertising appeals, product and market research, selection of media, testing of advertising effectiveness and organization of the advertising profession. Students will also develop skills in scientific media planning and management. The course will place a heavy emphasis on the underlying marketing disciplines of customer-focus and branding. Understanding high value customer segments and delivering branded satisfaction to those segments through innovative communication techniques is an imperative for all marketers today. This imperative will be examined in an advertising context across multiple business sectors including consumer packaged goods, financial services, information technology, retail, and the marketing of people. An investigation of the nature and scope of advertising and its place within marketing strategy decisions and society falls within the gambit of this course.

Prerequisite: MKT 201

MKT452 Consumer Behavior

Consumer Behavior begins with an overview of importance of understanding consumers as buyers and users of products and services, and the course delves into deeper issues revolving around consumer decision making. Multiple factors forming the foundations of consumer behavior such as economic, social, psychological and cultural factors are

discussed in the light of individual behavior variables such as needs, motives, perceptions, attitudes, personalities and learning. Lectures, interactive sessions, and real life cases are all included in the pedagogical design to enable students to understand how the communication mix can be developed to satisfy demanding consumers. A field project is incorporated to allow students to extend their learning to designing an effective communication plan for a product or service.

Prerequisite: MKT 201/MKT 301

MKT453 Sales Management

Sales Management is critical for the success of any business enterprise, as it focuses on the development of sound sales and distribution strategy, the management of marketing channels, and sales force management in a business organization. The objective of this course is to familiarize BBA level students with the concepts and practices of sales management. The course focuses on setting up sales objectives, planning and implementation of sales programs, supervising the sales effort and measuring sales performance. The areas of sales forecasting, budgeting, hiring, sales force motivation, compensation and performance evaluation are also covered.

Prerequisite: MKT 201

MKT454 Personal Selling

In the highly competitive and complex environment of the business world personal selling has an even more important and critical role to play. Personal Selling has evolved into a different activity than it was just a decade ago. At BBA level, this course provides an overview of personal selling, providing insight into the operating paradigm of today's personal selling endeavors. This course encompasses all new concepts, technologies, and techniques that have contributed to this evolution. It also describes approaches to personal selling and presents the sales process as a series of interrelated steps.

Prerequisite: MKT 201

MKT455 Retail Management

This course will help the students to see how retailing fits within the broader disciplines of business and marketing and will introduce them to the basic concepts and strategies in retailing. It will help them grasp the role of retailing in society and, conversely, society's impact on retailing. This

course is meant for the students who ultimately envisage fulfilling a managerial function in any area of retailing. It will help them to analyze the importance of store location, merchandising, products and pricing.

Prerequisite: MKT 201

MKT456 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 yardsticks, advertising and sales promotion and packaging for exports, export terms and documents, banking services and transportation for exports.

Prerequisite: MKT 201

MKT457 Dynamics of Distribution and Logistics

The course reviews all pertinent concepts making the subject a timely issue. The course also serves as a training tool to someone who wants to broaden his/her knowledge about the difference between logistics and distribution from that of supply chain management. It will enable them to learn about tools as to how to be a cost-effective market leader. The first objective of this course is to learn about the strategic importance of logistics and distribution management, planning and operations and it brings about a competitive edge to the overall business. The second objective is to differentiate between logistics and other related disciplines such as Supply Chain Management, material handling and also to differentiate between distribution management and inventory management, warehousing, and transportation. The basic aim is to develop understanding of the four key areas and their interrelationships, namely strategic role of logistics and distribution management, difference between logistics and distribution and related disciplines, key activity centers of logistics and distribution, analytical tools and techniques for logistics and distribution management. The strategic concepts discussed in the course are tied together through a variety of examples that show that a combination of concepts is needed to achieve significant increase in performance.

Prerequisite: MKT 201

MKT458 Public Relations

Public Relations (PR) has gained prominence in the marketing communications mix, especially today, since media proliferation and high costs are forcing marketers to find more targeted approaches to achieve their objectives. Public Relations will provide students with the basic framework for creating and managing a PR Campaign. Through practical exercises students will also learn how to create, edit and evaluate PR texts for various publics and different situations. They will also be able to conduct basic research for PR purposes, create a PR plan, budget and implement it and finally evaluate the results. Topics which will be taught will include the publics in PR, PR tools, research methods in PR, planning, budgeting and implementing a PR campaign, and creating and managing relationships. Effective targeted writing skills and event management are also part of this course.

Prerequisite: MKT 201

MKT460 Direct Marketing

Direct marketing has become a powerful tool as part of an overall integrated marketing strategy. It is the study of the ability to reach a specific audience, create or enhance customer bonding, create dialogue or combine various media and disciplines. Here the student will learn the interactive use of advertising and other promotional media to stimulate consumer behavior predominantly through database and targeted marketing in order to obtain a measurable response. Tools include direct mail, telemarketing, TV and press advertising, web banner ads, door drops and inserts. The course will include the study of one-to-one and customer relationship marketing in which measuring customer value and building customer loyalty are major concepts which will relate to the concept of mass customization.

Prerequisite: MKT 201

MKT461 Brand Management

The study of brand management is a crucial area in marketing and business curriculum as brands are amongst the most valuable assets a company can have in today's highly competitive marketplace. The course includes an understanding of the psychological aspects of consumers'

awareness, preference, and loyalty to brands which is vital in developing long-term company growth, what brands are, how they are created and managed, and how they add value to consumers and the firm. Topics include the importance of product, service and corporate brands, how awareness, loyalty, perceived quality, strategies and tactics for maintaining and reviving brands, multi-brand portfolios, extensions, brands as a driving force for standardization and globalization with explicit examples of branding drawn from local industry in Pakistan.

Prerequisite: MKT 201/MKT 301

"Honesty, truthfulness, contentment and humility form the sine qua non qualities of character"

- Pervaiz Musharraf



Department of Mathematics

MTS101 Calculus-1

Pre-requisite.

College Algebra or clearance of mathematics assessment test.

Aim and Description

This is intended as an introductory course for differential and integral calculus. The aim is to acquaint students with the basic methods of calculus which are required for different kinds of analysis, as well as to provide them with the requisite knowledge for taking up courses of advanced mathematics in their academic term.

Course Outlines

Real number line, intervals, bounds, inequalities, Cartesian coordinate system and plots, Complex Numbers, Argand system of visualizing complex numbers. Functions, domain, range, co-domain, piecewise definitions, Limits and continuity, intermediate value theorems. Differentiation by the First Principle, techniques of differentiation. Extreme points and points of inflection, Rolle's and mean value theorems, L'Hopital's rule. Evaluation of areas as integrals, techniques of integration, improper integrals, Gamma and Beta integrals.

MTS102 Introduction to Statistics

Pre-requisite: MTS101

Aim and Description

This is intended as an introductory course for data analysis, presentation and probability. The aim is to acquaint students with the basic methods of data handling which are required for different kinds of analysis, as well as to provide them with the requisite knowledge for taking up courses of advances Statistics and Business Research methods in their academic term.

Course Outlines

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 and introduction to MINITAB (the statistical software).

MTS111 Calculus-2

Pre-requisite: MTS101

Aim and Description

This course covers basic multivariate calculus as well as topics in three-dimensional geometry that are essential to visualize its concepts. The aim is to equip students with the scientific skills needs to explore the dimensionality of various real world multi-dimensional problems, which emerge in all fields of management, economics and finance.

Course Outlines

3D geometry, partial derivatives, vector analytic view of vector spaces, and bases. Gradient, divergence, curl. Directional derivatives and related theorems. Limits and continuity of multivariate functions. Line integrals, space integrals and volume integrals. Areas and volumes of surfaces of revolution.

MTS202 Statistical Inference (with econometrics lab)

Pre-requisite: MTS102

Aim and Description

This course is intended for sampling, decision analysis and data modeling using sample information. This course provides basic methods for research and practice in social and physical sciences and business administration. The aim is to acquaint students with the advance methods of data

handling which are required for different kinds of analysis, as well as to provide them with the requisite knowledge for taking up courses of advance Statistics and Business methods in their academic term.

Course Outlines

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 testing, inferences about mean proportion and variance for one and two populations, analysis of variance, one-way and two-way classifications, inferences about regression and categorical data analysis.

MTS211 Business Mathematics and Linear Algebra

Pre-requisite: MTS101

Aim and Description

This is a mid-level course and aims to familiarize students with the mathematical tools required to analyze problems in business, economics and industry. Methods of business mathematics are taught in conjunction with linear algebra, which plays an important role in decision making. Operational research topics are also included.

Course Outlines

Quadratic and cubic inequalities with applications to business, probability applied to business cases, interest computation and annuities, investment schemes. System of linear equations, Gaussian Elimination prototyped (direct) solution methods, vector spaces, linear dependence and pathology of linear systems. Linear programming, minmax model formulation. Different Simplex approaches, forming dual systems, and solution methods.



Department of Social Sciences

Social Sciences Courses

SSC101 English Grammar & Composition

This course highlights the key aspects of writing for academic purpose. The grammatical concepts are taught in context. Reading skills are a major focus being an essential input for quality output in the form of writing. The course also focuses on embedding in students the concept that writing is a recursive process. The course aims to train students for critical reading and analytical writing. The students are made to work on patterns of development, dictions and genre analysis.

SSC102 Foundations of Human Behavior

The course familiarizes students with theories, research findings and concepts necessary to describe, explain and understand human behavior. It attempts to prepare students to monitor behavior 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 teaches students to organize their lives better and reduce physical and mental stress in a corporate setting. In this course, students learn about how people think, behave, and interact in different social environments. The course focuses on application of concepts in students socio-cultural situations and enables them to analyze social processes. It will enable them to learn more about human behavior which in time will aid them in making informed managerial and human resource decisions.

SSC111 International Relations

This course attempts to explain some of the major developments in the world since the end of Cold War. It stimulates discussion and analysis of various forces and events dominating world politics. Contemporary issues such as globalization, environmental issues, human rights, conflicts and their resolutions, role of United Nations and Pakistan's foreign policy are looked into.



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, use of historical evidence and an understanding of the nature of cause and consequence, continuity and change. The course content includes political, cultural, and intellectual history.

SSC153 Media Studies

The purpose of the course is to highlight the role of media in the world today. The course mainly deals with historical evolution of the discipline, its roles in society and as a tool of interaction between societies. Media studies draws on traditions from the social sciences and related discipline. This course will also explore history, development, production, influence and interpretation of media.

SSC154 Research Methods in Social Sciences

The aim of the course is to develop an understanding of research methods so as to enable students to 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.

STOPPRESS

New Offering

SSCXXX
Managing Cities of the Global South in the 21st Century

A balanced mix of theoretical & practical aspects of urban management

Description of BBA Courses

SSC156 History of Ideas

It is an elective course (Group I) and will be offered in BBA-II. It presents 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 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 begin 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.

SSC201 Speech Communication

It is a core course for the students of BBA-II. The course aims to enable students to understand, analyze and acquire communication skills for both business and personal reasons. Oral presentation experiences are heavily intergraded throughout the course with a focus on public speaking design and delivery. The goal is to help students communicate through oral messages and hence groom them, in particular for effective presentations, speeches, interviews, meetings and interpersonal communication in general. The pedagogical tools for this course include presentations, parliamentary debates, MUN workshops and stage performances.

SSC240 Personal Effectiveness Course

This course is designed to improve the levels of personal effectiveness in the cooperate environment. It aims at increasing students self awareness and confidence levels by teaching them tools of effective behavior. This would include developing and understanding of the relationship between their own values, attitudes, believes and behaviors and how it influences others perception of them. It would also work towards development of leadership strategies for changing limiting believes to empowering believes. An understanding of the role of assertive behavior and assertive communication as a business skill. The importance of image management and power dressing. Developing a range of influencing interpersonal skills for clients, customers and other members of the staff and last but not least an opportunity to put these skills into practice in the safe environment of the training room under the supervision of a professional.



SSC252 Sociology

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

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.

SSC25X Philosophy Logic and Ethics

It is a core course offered at BBA-IV level. The purpose of the course is to acquaint students with basic philosophical concepts, and to inculcate logical thinking and promote awareness of ethical issues in business environment. The course has been designed to promote an understanding of philosophical issues among the youth. Works of major philosophers are introduced. Various dimensions of social, political and economics philosophies are the main focus.

SSC301 Socioeconomic Philosophy of Islam

The course has been designed to give students an insight into the Islamic system of governance with the special focus on Islamic interpretations of socio- economic philosophies. The dynamics of Islamic philosophy in this regard will be stressed and compared with other socio-economic systems.

SSC1251 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 to improve their talents and writing skills. It will also give them the opportunity to explore different channels of expressing themselves.

Introductory Language Courses

Chinese, Arabic and French

BBA (Entrepreneurship)

Entrepreneurship is considered the liberal art of business education. Entrepreneurship means to keep an open mind, think outside the box, re-evaluate your own views of entrepreneurship and intellectually challenge your peers. Entrepreneurship is a way of thinking and acting.

Connecting theory with practice, we infuse entrepreneurial thought and action throughout our curricula and co-curricular activities. The skills learned through our entrepreneurship programs are vital to the success of any business – large or small, public or private, corporate or non-profit, family business, local or global. We are committed to trying innovative things in our integrated experience based on learning environment. The Entrepreneurial Center at IBA is a living laboratory, where we experiment, improve, and evolve how to teach entrepreneurial process and foster entrepreneurial mindsets. We then take what we learn from our faculty research executive clients’ students’ experiences to accelerate the ever-extending outer frontier of the field of entrepreneurship education.

The Specialization in Entrepreneurship would inspire potential students to think like an entrepreneur, by being innovative and creative in their thoughts and action. Some students who are fortunate enough to have a legacy of entrepreneurship in their family may want to help grow the family business, or learn how to improve the business by applying creative ideas. Other students may want to become entrepreneurs after they graduate, or at some point in their careers, and may have the idea, but do not have the opportunity or funding to support their idea and make it possible. These students would be provided with a platform to experiment, and realize their ideas. Furthermore, the entrepreneurial spirit may appeal to some who are looking to explore and experience a different way of running businesses. Rather than pursuing the conventional specializations that we have today, an Entrepreneurship Specialization would open new doors for potential candidates, who may be looking to become skilled at a new field.

The Entrepreneurship Specialization would develop students’ abilities to formulate ideas, explore, and create. It would train them to carry out in-depth analysis of disciplinary and interdisciplinary subjects, and enable students to get hands-on experience in the industry, by applying the knowledge and training to generate and sell

their ideas in the real world, thus unleashing their potential, and increasing their confidence, independence, and creativity.

IBA-CED is working in partnership with Babson College of Entrepreneurship, Boston in providing the curriculum for the entrepreneurship specialization and also training IBA faculty in electives courses at Babson relating to entrepreneurship studies.

Course Composition

Duration	= 4 Years
Core Courses	= 33
Entrepreneurship Elective Courses	= 13
Language	= 02
Total Number of Courses	= 46
Credit Hours	= 148

- The students will be required to take 33 BBA core courses, and 13 Entrepreneurship Electives.
- In Semester 3-4, the students have to take FME 1 & 2* as the Core Entrepreneurship Course to complete the Entrepreneurship Specialization.
- Every student will have to do a Summer Entrepreneurship Intensive Program in the Sixth Semester, as described below. **
- Students are to take up a minimum of 2 Co-Curricular Activities (Non-Credit) during the 4 year period; these are an integral part of the Entrepreneurship Curriculum.

Entrepreneurship Core Course

Foundation for Management & Entrepreneurship (FME) is a year-long course which encompasses the world of business in which student teams create, develop, launch, manage, and liquidate a business. During the year, students study entrepreneurship, marketing, accounting, organizational behavior, information systems, and operations. The CED, IBA will fund up to Rs.100,000/- as startup money for these student businesses. Each team comprises of approximately 15-20 students, who will start and run the business across 2 semesters. This is a 6-credit hour course, spread over 2 semesters, 3 credits each. The FME course will be taught by two faculty members from different disciplines.

Entrepreneurship Elective Courses

Marketing for Entrepreneurs

This course provides an in-depth study of entrepreneurial marketing strategies for the 21st century. It examines how start-up and small/medium-size companies reach the marketplace and sustain their businesses, within highly-competitive industries. Recognition is given to the need of management to operate flexibly, make maximum effective use of scarce resources in terms of people, equipment and funds, and the opportunities that exist within new and established market niches. Classes focus on a combination of brief lectures, extensive case study analyses and a term-long group assignment involving student-generated entrepreneurial product or service offerings.

Entrepreneurial Finance

This course focuses on the various aspects of funding and managing entrepreneurial ventures through the various stages of business growth and focuses on understanding business models and kinds of organizations and the various ways these can be financed (i.e. corporate, technology, non-profit). Students will learn: 1) the value of pro forma financial planning and what if analysis; b) the various ways to fund and manage the growing firm from inception through harvest with a particular emphasis on deal structure and risk/reward scenarios for different investor types. The class will utilize cases based on real world companies from various industries to cover topics in investment analysis, financing the entrepreneurial firm, managing the growing business and harvesting. Frequent guests ranging from entrepreneurs, private equity venture capital, banking and legal professionals will bring the entrepreneurial experience to life in this course

Business Law for Entrepreneurs

This course teaches entrepreneurs how to manage the law from start-up with contract law and forms of business organization through securities law for public offerings, mergers & acquisitions, and bankruptcy. To succeed, businesses need to effectively manage intellectual property and employment law issues. Managers also must be aware of their legal obligation of loyalty to the firm and seek to manage litigation risks involved with product liability, antitrust and other areas of law. Managers have a legal obligation to society in terms of minimizing crime and tort liability for themselves and their employees.

Description of BBA Entrepreneurship Courses

Entrepreneurial Management

A survey of management topics designed to give students a broad view of the environment and techniques of entrepreneurial business, introducing various disciplines including strategy, entrepreneurship, accounting, finance, marketing, marketing research, organizational behavior, and effective presentations. The backbone of the course is a business plan where student teams create product or service concepts which are then developed into a cohesive and persuasive business plan. At the end of the semester, the plans are presented to and evaluated by a panel of judges including debt and equity capital providers, entrepreneurs, and the teaching team.

Family Business Management

Entrepreneurship is the key to family business success. A family business enterprise must view each challenge from a multigenerational perspective. The business must also examine its goals, objectives, and ability to reinvent itself and its growth. The course is most useful for students interested in the issues, challenges and unique concerns of family business involvement and management and in starting up businesses with family members. It is intended for those who are now affiliated with family firms or may be in the future, or those who may start their own businesses. It is organized around the following themes: mentoring, reinvention, individual development and career planning; management of family structure, conflicts, and relationships; and organizational issues including succession and estate planning, strategic planning, and formalizing the firm.

Developing Entrepreneurial Opportunities

This is a course that will provide students with the knowledge needed to recognize and evaluate entrepreneurial opportunities in a variety of settings. The course is also intended to give students a solid understanding of the vital role played by entrepreneurs and entrepreneurship in the global economy. Entrepreneurial behavior is a human universal and the course will approach it as a way of thinking and acting. The course's emphasis will be on entrepreneurship as a manageable process to be applied in virtually any organizational setting. We will identify the many ways in which entrepreneurship manifests itself and discuss the characteristics and implications of social entrepreneurship, high-tech entrepreneurship,

corporate entrepreneurship, public sector entrepreneurship, family business, and other contexts. It explores entrepreneurial thinking and how thinking affects our behaviors that lead to entrepreneurial action.

Financing Entrepreneurial Ventures

This course focuses on financing entrepreneurial companies, especially startup and early-stage ventures. The overall aim of the course is to understand how entrepreneurs and their financial backers can spot and create value. This involves learning about the topics that trace out the 'venture capital cycle, such as opportunity recognition, valuation and evaluation, negotiating funding, and managing the investment. It will explore the new venture finance from a number of different perspectives: the entrepreneur's, the venture capitalists, that of the investors backing the VC, and stock-market investors. Entrepreneurial ventures often contend with the challenge of raising capital for their development and growth. By addressing issues of risk and return with various providers of capital, this course equips entrepreneurs with an informed perspective in dealing with these parties. The objective and means of building venture value will likewise be studied with the view of maximizing outcomes from possible harvest scenarios. Venture valuation methods will consequently be taught. Finally, management strategies for ventures undergoing financial distress will be explored.

New Technology Ventures

This course introduces the fundamentals of 'technology entrepreneurship', a recent global phenomenon that has driven vital changes in society by empowering individuals to seek opportunity in technological and business solutions when presented with what others see as insurmountable problems. Technology entrepreneurship, in itself, is a spirited approach to business leadership that involves identifying high-potential, technology-intensive commercial opportunities, gathering resources such as talent and capital, and managing rapid growth and significant risks using principled decision-making skills. It is designed to be approachable for all students from all majors, who seek to understand this entrepreneurial process. This course provides a basic understanding of the personal, technical, and market success factors of a new high tech or Internet venture. It will draw heavily on case studies of technology-based businesses. Students will work individually or in small

groups to develop a product concept and a business plan around a new innovation in their concentration area.

Women's Entrepreneurship & Leadership

This course explores leadership roles that have been held by women in politics, social movements, science, engineering, business, religion, and the arts, using readings, movies, and guest lectures. In each case, we consider what difference gender makes. It covers the constraints and enables the unique contribution of these women leaders, what barriers they faced, what are the qualities of a good leader, are they the same for men and women. This course is designed to help you acquire the knowledge, attributes, skills, practices, and resources necessary to achieve your leadership potential. The course will include self-assessment; self-leadership development; and exploration of leadership philosophy, traits and styles within diverse cultures and contexts from a women's perspective. You will emerge from this experience with an enhanced knowledge of your own leadership capacity; an ability to identify and analyze the leadership styles exhibited by others; an expanded network of peer advisors, colleagues and mentors who will contribute to your leadership development; and a clearer understanding of leadership in diverse cultures and contexts.



"Strong work ethic and personal determination are the key drivers towards success."

- G K Chesterton

Sustainable Entrepreneurship Strategies

The purpose of this course is to provide students with practical information on the growing frontier of innovation and entrepreneurial activity at the nexus of business and natural systems. The term “sustainable business” refers to competitively advantageous strategies and practices firms adopt to grow revenues, cut costs, improve market share, enhance brands, and redesign products and processes to reduce or eliminate adverse environmental and health impacts. Students will study trends and science driving the growing demand for clean technology and life cycle product designs. Students will look at drivers of corporate innovation, strategic shifts, and new markets, learn skills to help identify market opportunities, and understand the tools, concepts, and frameworks used by companies currently pursuing sustainable business opportunities. The course examines company strategies and practices while providing history and frameworks for context and comprehension. It provides information, frameworks, and tools for identifying and pursuing sustainable business opportunities. It also informs students on the changing dynamics of nature-human interdependencies globally.

Creativity and Innovation

This course is a comprehensive introduction into innovation from both a practical and theoretical viewpoint. The course addresses thinking, problem solving, domain knowledge, creativity, culture, innovation and entrepreneurship. The innovation process of inspiration, ideation, and implementation are explained. The course is designed to be interdisciplinary and innovative in order to assist students to expand their perception, employ creative skills, develop ideas with their team, sustain a creative climate and manage innovation. It offers methods and processes designed to help identify opportunities and cultivate appropriate skills and attitudes.

Sustainable Entrepreneurship Strategies

This course introduces students to global challenges of poverty, environmental degradation, and public health etc Alternative energy, clean-tech and energy management offer solutions to some of these challenges, but market success and the cost of scaling often requires strong public/private partnerships, technological innovation, and financial capital. This course applies and expands on Management, Entrepreneurship core courses by examining technology development, new venture entry, competition and strategy at three levels of analysis: country, industry

and firm. Students learn by investigating opportunity creation and recognition, and the potential for new venture creation in emerging industries, also the role of entrepreneurial management in private and public sector approaches. It addresses the need for continuous improvement and innovation to meet such challenges by analyzing different sustainable business strategies.

Social Entrepreneurship

Social enterprises are often launched to address problems where government, the private sector and the traditional non-profit sector fail to provide a public good. These organizations adapt various aspects of the market model emphasizing a core value of profit leveraged to a social end, rather than as an end itself. The course emphasis will be on how such organizations are started, how they are sustained, and the various business models that are adopted to achieve an organizational mission. The focus will be on how to bring and adapt business skills to the creation and management of social enterprises. It provides a conceptual framework and techniques for thinking strategically about innovation in the social sector. The students are made to understand that for profit and nonprofit entrepreneurs lead various types of social enterprises involved in a wide range of social sector causes, encompassing education, health care, economic development, youth services, social advocacy, and environment.

Entrepreneurial Sales Strategy

Focusing on sales strategy and execution is one of the most critical success factors in building entrepreneurial ventures. This course will enable students to develop the practical knowledge and specific skills necessary to maximize top-line revenue growth for emerging companies. Topics to be covered include direct, indirect and channel sales strategies; implementing pipeline management principles and forecasting techniques; the use of technology in selling; building a sales organization; and the development of strategic partners and alliances. Also covered are the use of sales tools and skills (presentation, negotiation, territory management, and pipeline development), building successful channel partners, and the keys to successful selling including solution selling vs. product selling.

Corporate Entrepreneurship

In a competitive environment, entrepreneurship is an essential and indispensable element in the success of every business organization - whether small or large, new or long-

established and mature. Intrapreneurship is the practice of entrepreneurial skills and approaches by or within an organization. The essential objective of the course is to develop an awareness and understanding of the range, scope, and complexity of the issues related to the creation of an organizational environment that is supportive of entrepreneurial endeavors as well as to gain insight concerning the effective implementation of technological and organizational innovations in a corporate setting. It examines the challenges and opportunities for both employees and companies in creating and maintaining a culture that fosters intrapreneurial endeavors. The focus is primarily on managerial efforts aimed at the identification, development and exploitation of technical and organizational innovations, the management of new product or process developments, and on effective new venture management in the context of large corporations in manufacturing as well as in service industries.

Co-Curricular Activities

- Hatchery Development & Management
- Venture Accelerator
- Women Entrepreneurship Center
- Youth Entrepreneurship Center

** Summer Entrepreneurship Intensive Program (Sixth Semester)

Each student will have to go through a mandatory Summer Entrepreneurship Intensive Program in the 6th Semester, where they would have to spend 2 months (July – August) working for an Entrepreneurial venture, either in Pakistan or abroad. This will give them a hands-on experience of running a business, including marketing, accounting, organizational behavior, information systems, and operations.

“Public speaking is the art of diluting a two-minute idea with a two hour vocabulary.”

- Mary Case

Ceremony '2011

Participants from Atlas Group

Auditorium in Campus

February 2011





**Faculty of Computer Science
Undergraduate & Graduate Programs**

BS, MS & PhD

2011-12





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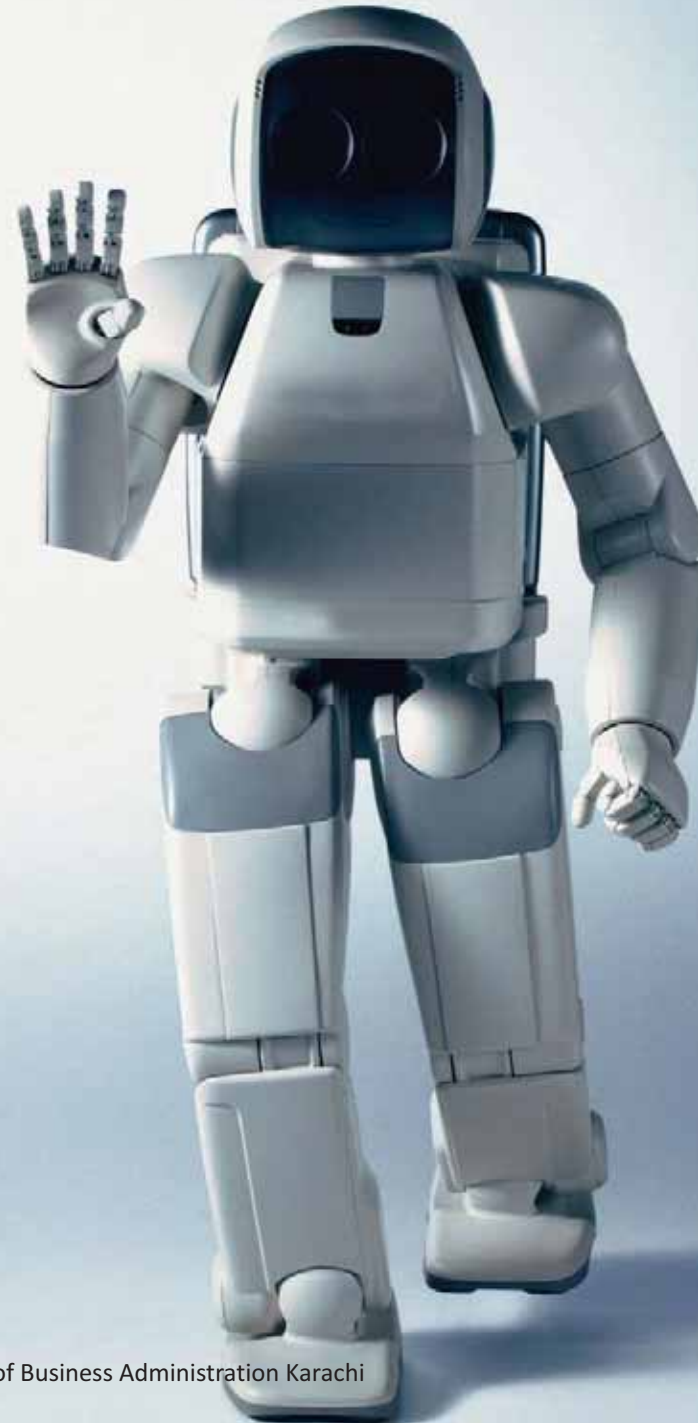
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Program Director Faculty of Computer Science

That the future of business is technology should come as no surprise for us. We have seen an exponential rise in amalgamation of business and technology in recent years. The boundaries between IT and business strategy are blurring day by day – IT has become the backbone of any competitive strategy. Newer social applications are changing the very concepts of value creation and consumption. Mobile marketing, computational finance, virtual manufacturing, intelligent supply chains and virtual communities of practice are just some examples of this trend. Most of the organizational structures of the future will be global, networked, agile and ephemeral, with IT being the key driver of change and momentum.

For today's students it is essential not only to be able to master and predict these trends, but to be innovators and trend setters themselves. The BS program at IBA is uniquely poised to provide students with an in depth knowledge of computer science theoretical foundations as well as an understanding of current and emerging technologies, against a backdrop of business studies and applications. The constant and healthy interaction between BS and BBA students enables both groups to learn from each other and develop a broader perspective as well as enhanced collaboration skills. The BS curriculum has been designed after careful consideration of local contexts as well as global practices embedded in ACM/IEEE model curricula.

Our MS and PhD programs benefit from the expertise of our faculty as well as that available in the industry through our visiting faculty program. Research is an integral part not just of the PhD course work, but also of MIS curriculum. Many of our MS and PhD students have several publications to their name in leading national and international journals and conferences. The research output from the students and faculty continue to rise at FSC, IBA. With world class faculty at hand, IBA's CS program has already achieved the highest rating available in Pakistan and is aiming to compete with the world's best universities in the coming years. We look forward to welcoming you at FCS, IBA.

Dr. Zaheeruddin Asif
Program Director, FCS



“A person who never made a mistake never tried anything new.”

- Albert Einstein

BS (Computer Science) Program

BS (Computer Science) is a 4-year degree program that combines a solid core of theoretical Computer Science courses and a range of applied courses to inculcate problem solving skills in students and to make them ready for the challenges of the practical life. The program consists of 137 credit hours out of which 62 are core CS courses while 36 are from supporting disciplines (Maths, Physics and General Education). In addition to these core requirements, students are allowed to take electives from a wide range of CS courses including but not limited to Enterprise Resource Planning, Supply Chain Management, Social Computing, Introduction to Robotics, Game Programming, Data Warehousing, Distributed Systems, E-Commerce, Software Project Management, etc. This wide selection of courses gives students enough flexibility to pursue a career path of their choice.

In addition, the availability of numerous humanities and management science courses and the prevailing culture at IBA which strongly encourages students to actively participate in a wide-range of student bodies help in developing a well-rounded personality in our students. As CS/IT graduates are required to closely work with members of other professions, this breadth-based approach makes sure that students have enough understanding of the issues they will face after graduation. The placement of IBA BS(CS) graduates in top software houses, financial institutions, business solution providers and multi-national corporations is a living proof of the success of this philosophy.

*“The difference between fiction and reality?
Fiction has to make sense .”*
-Tom Clancy

*“For every sin but the killing of time there
is forgiveness.”*
- Traditional Sufism

BS(CS) Course Structure

Required Courses

Section	Knowledge Area	Credit Hours
A	Core Courses	62
B	Supporting Sciences	21
C	General Education	15
D	Computer Science Electives	21
E	General Electives	18
Total		137

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

A. Core Courses

Course Title	Course Code	Total Credit Hours
Introduction to Programming	CSE141	4
Object Oriented Programming Techniques	CSE142	4
Introduction to Computing	CSE145	4
Numerical Analysis and Algorithms (Analysis of Algorithms)	CSE202	3
Digital Logic Design (DL and Computer Arch)	CSE241	4
Data Communications and Networking	CSE243	4
Data Structures and Algorithms	CSE246	4
Introduction to Artificial Intelligence	CSE307	3
Theory of Automata	CSE309	3
Computer Architecture and Assembly Language	CSE310	3
Software Engineering (Introduction to Software Development)	CSE312	3
System Programming	CSE315	3
Numerical and Symbolic Computation	CSE316	3
Database Systems	CSE341	4
Operating Systems	CSE342	4
Computer Science Project (I & II)	CSE491 & 492	6
Logic and Discrete Structures	MTS 201	3

B. Supporting Science

Course Title	Course Code	Total Credit Hours
Calculus-I (Calculus and Analytical Geometry)	MTS101	3
Introduction to Statistics (Probability and Statistics)	MTS102	3
Linear Algebra	MTS203	3
Calculus-II (Multivariate Calculus)	MTS232	3
Differential Equations	MTS401	3
Physics - I (Electromagnetism)	SCI105	3
Physics - II (Mechanics)	SCI205	3

C. General Education

Course Title	Course Code	Total Credit Hours
Business Communication	MGT211	3
Technical Report Writing	MIS202	3
Audit, Ethics & IS Issues	MIS454	3
English Composition	SSC101	3
One course from Group I	SSCXXX	3

D. Computer Science

Course Title	Course Code	Total Credit Hours
Object Oriented Design and Implementation	CSE311	3
Compiler Design	CSE344	4
Microprocessor Interfacing	CSE448	4
Introduction to Game Programming and Robotics	CSE460	3
Software Project and Quality Management	MIS305	3
Datawarehousing	MIS343	4
Social Computing	MIS406	3
E-Commerce	MIS456	3
Enterprise Resource Planning	MIS458	3
Customer Relationship Management	MIS459	3
SAP ABAP Programming-I	MIS541	4
SAP ABAP Programming-II	MIS542	4
Logistic and Supply Chain Management	MIS550	3

Recommended Courses (not limited to the list above)

E. General Electives

Course Title	Course Code	Total Credit Hours
Principles of Accounting I	ACC111	3
Principles of Microeconomics	ECO103	3
Principles of Macroeconomics	ECO113	3
Introduction to Business Finance	FIN201	3
Principles of Management	MGT201	3
Principles of Marketing	MKT201	3
Social Psychology and Self Development	SSC103	3
Foreign Language (French, German, etc.)	SSCXXX	3

Group I Courses

Course Title	Course Code	Total Credit Hours
International Relations	HUM131	3
Pakistan's History	SSC151	3
General History	SSC152	3
English Literature	SSC112	3



BS Program

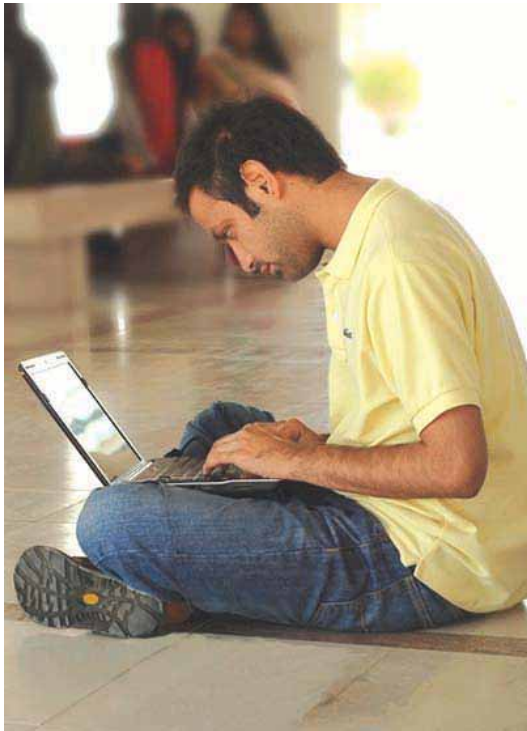
CSE141 Introduction to Programming (3,1,4)

This is a first of a series of programming based courses. It introduces fundamental problem solving skills and algorithm development with the help of a programming language. It covers topics like Variables & Data Types, Selection and Iteration Structures, Methods and Recursive Methods, Arrays and Structures, File I/O and optionally elementary 2D Graphics based on certain toolkits. It also covers flowchart design and pseudo-code approaches for representing solution to problems as well as debugging and testing techniques. Many programming languages support the required functionalities for this course. Spring and Fall.

Prerequisite: None

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

This course describes another paradigm as a better replacement for structured/procedural programming



paradigm (CSE141) for managing large programs to segregate code into reusable chunks called classes. Principles of Abstraction, Encapsulation, Inheritance and Polymorphism are explored as well as developing an understanding of code structuring and design philosophies. It requires a thorough understanding of fundamentals of programming. Topics include class definition, constructors, destructors, access control, method overloading and overriding, inheritance, static and dynamic binding, exception handling, object life cycle and garbage collection, and namespaces. Either Java, C+ or C++ is used as a tool for implementation of concepts learnt in this course. Spring and Fall.

Prerequisite: CSE141, CSE145

CSE145 Introduction to Computing

This course takes a breadth-wise approach to different areas in the discipline of computer science. It overviews topics from number representation, hardware architecture, operating systems, databases, some computing models, languages and grammars, software development and engineering, networking and graphics. Java or C is used to demonstrate certain concepts. Spring and Fall.

Prerequisite: None

CSE208 Digital Logic Design (3,0,3)

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, PLDs, instruction set design, processor implementation techniques, serial and parallel arithmetic units, pipelining, and memory hierarchy. Fall.

Prerequisite: CSE145, MTS201

CSE209 Numerical Analysis & Algorithms (3,0,3)

This course introduces concepts and analysis of numerical methods. Topics covered are solutions of nonlinear equations (interval-halving, linear interpolation, Newton, Fixed point, etc.), Interpolating polynomials, various types of differences, representation of polynomials by difference operators and their relation, symbolic derivation, interpolation with unequal intervals, inverse interpolation, 2nd and 3rd dimensional interpolations, numerical differentiation and integration. Fall.

Prerequisites: CSE246, MTS203

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

This is an introductory course in data communications and networking. It is a 4 credit course comprising of 3 hours of theory and 3 hours of lab teaching per week. It

familiarizes the students with the techniques, applications and control of modern data communications networks. Topics included are network models, digital and analog transmission, multiplexing, circuit and packet switching, LAN, WLAN and WAN Networks. Spring

Prerequisite: None

CSE246 Data Structures and Algorithms (3,1,4)

The purpose of this course is to provide students a solid foundation in the basic concepts of programming: data structures and algorithms. Students are taught how to select and design data structures and algorithms that are appropriate for problems that they might encounter. The course focuses on comparing algorithms and studying their correctness and computational complexity. Students are provided a mixture of theoretical knowledge and practical experience using any programming language (C, C++, C# or JAVA). Other topics covered in the course include analysis of algorithms, primitive types, arrays, stack, queues, recursion, link list, trees, binary search trees, multi-way search trees, priority queues and graphs, sorting, searching, and hash table. Spring and Fall.

Prerequisites: CSE142, MTS201

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

This course provides an overview of the theoretical and practical aspects of designing intelligent computer systems. Students are expected to implement the concepts learned during the course using standard and AI-specific programming languages and tools. Topics included are history and overview of artificial intelligence, state space representation, uninformed and informed search techniques, search in games, decision trees, neural networks, evolutionary algorithms, propositional and predicate logic, inference in logic, probabilistic reasoning, robotics and various machine learning and computational intelligence techniques. Spring.

Prerequisites: CSE246, MTS201

CSE309 Theory of Automata (3,0,3)

This course is about the theoretical foundations of computer science. Mathematical and abstract computational models are explored with special reference to the theory of programming languages. Topics include Kleene's Closure, Regular Expressions and Languages, Deterministic and Non-Deterministic Automata, Transition Graphics, Context Free Grammars and Derivations, Push-Down Automata and Pumping Lemma, Turing Machines and other equivalent machines, and Chomsky Hierarchy of Languages. The domains and limitations of each computational model are also explored. Fall.

Description of Courses

CSE310 Computer Architecture & Assembly Language (3,0,3)

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 macro instructions, arithmetic shifts, overflow and underflow situations, fixed point and floating point data, instruction codes, super scalar structures, VLIW, and other modern CPU architectures. Spring

Prerequisites: CSE141, CSE208

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

This course is an advancement of the techniques learnt in Object Oriented Programming. Topics include Conceptual and Object Modeling, Functional Requirements for a system and produces implementation specifications. Unified Modeling Language is used for representing various phases of analysis and design.

Prerequisites: CSE142, CSE246

CSE312 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. Spring

Prerequisite: CSE246

CSE341 Database Systems (3,1,4)

The course covers the foundations of database systems, database management systems and the design and implementation of database systems using industries top DBMS such as Oracle, SQL Server, etc. Topics included are fundamentals of database architecture, focusing on basics such as the relational algebra and data model, deriving a physical design from the logical design, schema normalization & denormalization, data security, data integrity, query optimization, transactions management,



and introduction to distributed databases, object oriented databases and data warehousing. Spring

Prerequisite: CSE246

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 is carried out 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, Vista are presented. Fall

Prerequisites: CSE246, CSE310

CSE344 Compiler Design (3,1,4)

This course examines the design consideration, constraints and implementation techniques for developing compilers and interpreters. Programming language code translation issues are explored with reference to problem domains, resource requirements and runtime requirements. Topics include Compiler Backend Operations like Scanning, Parsing (top-down and bottom-up parsing), BNF/EBNF and Syntax Trees, Semantic Analysis and Annotated Grammars, and Compiler Frontend Operations like Runtime Environments, Code Generation and Introduction to Code Optimization.

Prerequisites: CSE310, CSE309

CSE406 Principles of Programming Languages

This course develops understanding of programming language design and implementation issues with respect to computational models their domains and ease of use. It covers topics like data types, declarations, static and dynamic binding, evaluation order, scopes and lifetimes, evaluation order and interpretation and compilation as well as just in time compilation. A comparison of fundamental characteristics of structured, scripting, logical and functional languages is also drawn.

Prerequisite: CSE142

CSE443 Modeling & Simulation (3,1,4)

This course looks at simulation, which is one of the most widely adopted techniques in problem solving. It includes an overview of system modeling and simulation, manual example on simulation of discrete event individual life and health insurance, regulation, and insurer operations and functions.

CSE448 Microprocessor Interfacing (3,1,4)

This course covers the fundamentals of Intel x86 assembly language and the basic architecture of the Intel microprocessor. Topics include assembly language, microcomputer system hardware, input / output devices, and bus discipline. In addition, 8051 Microcontroller Programming and Interfacing will also be covered. This course consists mostly of hardware labs in which students develop projects on electronics, leading to a final semester project.

Prerequisite: CSE310

CSE455 Network Security (3,0,3)

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

Prerequisite: CSE243

CSE460: Introduction to Game Programming and Robotics (3,0,3)

The course introduces the fundamentals of game programming and robotics. This is a programming intensive course and students are required to spend a significant amount of time in developing interactive games and creating virtual simulation environments to be used in conjunction with robots. Students will get hands on experience of XNA Studio Express, Microsoft Robotics Development Studio, and Lego Robots. The main focus of the course is on the processes, algorithms, and mathematics necessary to create 3D computer games and to build autonomous robots for various tasks. The course provides great opportunity to students to expand their programming and engineering skills even if they are not interested in pursuing careers in robots or video games development.

Prerequisite: CSE142 and CSE307

CSE491 Computer Science Project I (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. Spring and Fall.

Prerequisites: CSE311, CSE312, CSE341

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

This is the second part of Computer Science Project to be taken after the successful completion of Computer Science Project-I Spring and Fall.

Prerequisite: CSE491

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, and document design. Fall.

Prerequisite: MGT211

MIS343: Datawarehousing (3,1,4)

This course is a study of the techniques for planning, designing, building, populating, and maintaining a successful



datawarehouse. The data warehouse continues to be one of the most organizationally complex and technically interesting projects in Information Technology. This course provides students an in-depth knowledge of the different phases of building data warehouse. Throughout the course, the special focus is given to the practical aspects of dimensional modeling, ETL, Data Quality and cleansing, and decision support through OLAP.

MIS406: Social Computing (3,0,3)

The course focuses on the emerging area of 'Social Computing', which is becoming quite popular and important these days within the discipline of Information Systems. As information systems are becoming more social, Information Systems increasingly require both social and technological perspectives. Social computing hinges on this intersection of social and computer sciences. This course's pedagogy also reflects this new paradigm and is not teacher centric. Rather it is collaborative learning, where peers learn from each other and the role of the teacher becomes that of a guide, resource person and moderator. The students make use of a class wiki as their collaborative learning platform. Typical topics covered include; network theory, theories of social influence, analysis and design of social online environments, blogosphere, business applications of social computing, collective intelligence, computer supported cooperative work, folksonomies, prediction markets, recommender systems, reputation management systems, social collaboration, social network analysis and visualization, tagging, virtual communities of practice, wiki technology and culture.



Description of Courses

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 crimes, fraud, defenses, access controls, audit planning and execution, disaster recovery and risk management.

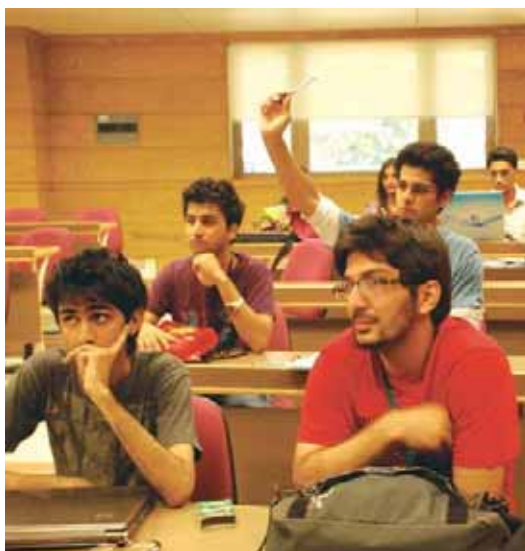
Prerequisite: MIS102

MIS458 Enterprise Resource Planning (3,0,3)

Now a days the corporate world is moving towards ERP Implementations. ERP has become the backbone of modern corporate world and it is hard to imagine a corporation without ERP. The ERP course will give the students a clear understanding what is ERP and what it does and what are the issues in the organizations that lead toward ERP implementation. The ERP course will cover areas such as Fundamental Concepts about ERP, Major ERP Vendors, ERP Selection Process (including ERP Business case development, Business Requirement definition, ERP Budgeting, Request for Proposal and ERP Vendor demos and ERP selection criteria), and Project Management and Information flows in ERP. The course will also cover the overview of SAP modules (Sales and Distribution, Material Management, Production and Supply Chain Management). The Students are required to do presentations and conduct surveys about ERP related topics. A term report will also be submitted at the end of the Semester.

MIS550 Logistic & Supply Chain Management (3,0,3)

Logistics is one of the most important aspect of supply chain and its importance is growing rapidly as the world is moving towards globalization. After completing this course the students will have a clear understanding what is supply chain management and the role of logistics in the modern supply chain paradigm. The course is specifically designed for students who are proactive in their work style and want to sharpen their problem solving and solution designing skills. The students will learn how to identify issues / problems and develop solutions in the areas such as procurement management, supplier management, inventory handling, warehouse management, logistics etc. The course will cover areas such as understanding the supply chain, purchasing management, supplier



management, strategic sourcing , demand forecasting and collaborative planning, inventory management & bull-whip effect (SCM game), domestic and international transport, logistics outsourcing (3pl and 4pl), designing the transport network, performance measurement along the supply chain. A term report will also be submitted at the end of the semester.

MTS101 Calculus-I (3,0,3)

Topics included are real and complex numbers, absolute values, average rate of change of a function, the derivative of a function, the differential of a function, 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, and 1st and 2nd order differential equations. Spring and Fall
Prerequisite: MTS105

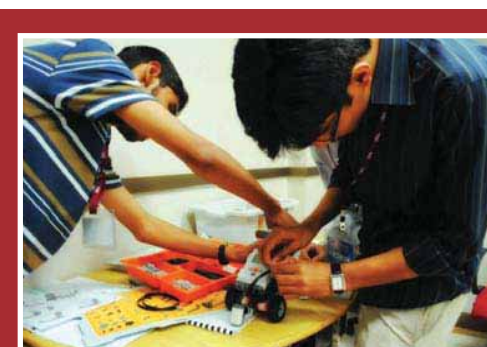
MTS102 Introduction to Statistics (3,0,3)

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). Spring
Prerequisite: MTS105

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. Spring
Prerequisite: MTS105



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. Spring. Prerequisite: MTS105

MTS232 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 & Green. Spring. Prerequisite: MTS 131

MTS401 Differential Equations

This is an advanced course on differential equations. The objective of the course is to impart knowledge about the bits and pieces that help in understanding the different areas of computer science. It is a 3 credit course comprising of 3 hours of theory teaching per week. Topics included are analytic, numerical, and qualitative analysis of ordinary differential equations, linear equations, linear and non-linear systems, application to mechanics, biology, physics, and the social sciences. Existence and uniqueness of solution and visual analysis using computer graphics is a part of this course. Topics selected from Laplace transforms, power

series solutions, chaos, and numerical solutions are taught as well. Fall. Prerequisite: MTS232

SCI105 Physics- I (Electromagnetism) (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. Spring and Fall.



MS (Computer Science)

The Faculty of Computer Science (FCS) at IBA is an exciting place to perform high-impact research and to learn about the latest developments in the constantly developing field of Computer Science. This program provides a solid grounding in the fundamentals of computer science and offers an opportunity to specialize in selected cutting-edge technology areas.

The key objectives of the master's degree in Computer Science are:

- To prepare our students for the increasingly sophisticated application of computers to the needs of industry and society.
- Opportunities for a research-oriented program, in preparation for the Ph.D. program in computer science.
- Transformation from young IT junior positions to middle and senior level techno-managerial positions.
- To provide maximum curriculum flexibility, allowing students to adapt their program to their ambitions and goals as well as to their educational and professional backgrounds.
- Study under accomplished faculty, with the opportunity to specialize in selected areas of interest.
- Possibility of working towards a master's thesis, engaging in directed research under faculty members who are internationally recognized in their fields.

MS (CS) Curriculum:

The MS (CS) curriculum has been designed as per IEEE / ACM guidelines that have been tailored to accommodate the rapidly changing landscape of computer technology. This program offers a powerful, personalized, and in-depth potential for professional growth, which is measured by students' readiness of job market and higher education opportunities. The curriculum has been designed to integrate concepts, tools, and theories to find and formulate problems, think analytically, and recommend technology-based solutions to problems. An option of a capstone thesis is also available that will let students to apply research

techniques on real world problems, synthesize and relate core concepts acquired from the program through research or hands on work.

The MS program in Computer Science is offered in the evening and prepares students in computer and programming theory, design, development and application. It consists of 30 credit hours; for those students opting for MS Thesis, 24 credit hours of coursework and 6 credit hours of research work is required. For students opting for coursework only, 27 credit hours of coursework along with 3 credit hours of Research Survey is required. The MS Thesis will be optional. The coursework may be taken from multiple specialization tracks and a student would be required to take courses from at least two tracks. Specialization tracks include Net-Centric Computing, Human Computer Interaction, Intelligent Systems, Software Engineering, Information Management and Theoretical Computer Science. Within a specialization track a minimum of two to a maximum of 4 courses may be taken. Each track has its own set of prerequisites which are usually BS level courses.

PhD (Computer Science)

If your ambitions lie in carrying out cutting edge research in the field of Computer Science, gaining recognition for it and maintaining social and corporate networks in your field of study then an excellent option for you is to pursue your graduate studies at the IBA Faculty of Computer Science.

The IBA Faculty of Computer Science (FCS) offers PhD programs in the following areas:

- Artificial Intelligence and Cognitive Robotics
- Wireless and Mobile Communications
- Social Computing
- Operations Research
- Information Security
- Numerical Analysis and Computing
- Multimedia and Web
- Human Computer Interaction

The FCS PhD program aims at encouraging those graduate students who can make a significant contribution to their

field through original research. The FCS hosts a number of research labs that are actively engaged in cutting edge research in a number of fields mentioned above. By being a part of this program, you will get an opportunity to establish linkages with international researchers publish scholarly articles and attend reputed conferences worldwide in your chosen discipline. Your quantitative and qualitative research capabilities will be polished and interdisciplinary research along with interaction with the local industry will always be encouraged.

The FCS PhD program motivates independence and originality of thought in the research process. The PhD program at IBA expects that not only will the graduates display excellence in their field of research but that the discipline, research and professional competences they develop from this program will be highly regarded by national and international employers. To achieve this, students are expected to immerse themselves in research in order to develop a strong and vibrant research culture at the institute. The program offers a residency of at least two years where students are expected to complete a specially designed program comprising of advanced courses. During the residency program students are expected to attach themselves to a supervisor in their field of specialization. Students also avail a full Teaching/Research assistantship which comprises of an attractive monthly stipend and full tuition fee waiver.

Research Labs at FCS

As one of Pakistan's leading research institutions, Faculty of Computer Science (FCS) at IBA offers the best possible environment in which to undertake postgraduate research. A student conducting Masters or Doctoral research will be assigned to one of the following research labs, which will not only offer a stimulating environment and allow students to gain rigorous research training, but will also provide interaction with enthusiastic and highly committed people.

- Telecommunications Research Lab (TRL)
- Artificial Intelligence Lab
- Distributed Computing Lab
- Digital Futures Lab

Telecommunications Research Lab

Telecommunications Research Lab (TRL) at the Faculty of Computer Science focuses on research in the areas of wireless and mobile networks. Specific topics under current research include: performance analysis, modeling and simulation of Mobile Ad Hoc Networks (MANETs), call admission control in integrated wireless 802.11e voice and data networks, routing issues in MANETs, and Wireless Sensor Networks, performance analysis and simulation of cluster-based Wireless Sensor Networks using Bayesian Networks, as well as research in Layer 2 and Layer 3 protocols for MANETs and VANETs. The TRL is equipped with modern simulation tools such as Qulanet v5.0, NS2 and Matlab. During 2010/11, the TRL plans to expand research into cutting-edge areas such as Long Term Evolution (LTE) with the acquisition of OPNET simulation software and also creation of a Wireless Sensor research lab. A modern Cisco networking lab on core routing issues, network security and VOIP is also planned. Staff at TRL contributes frequently to publications in international conferences and journals. PhD students attend international workshops and training sessions that contribute to their self development skills in using simulation tools as well as in gaining hands-on experience with advanced networking devices.

Artificial Intelligence Lab

Artificial Intelligence Lab at IBA endeavors to provide a platform for young researchers and experienced professionals to manifest their innovative capabilities through development of sophisticated research projects. Being established in 2008, AI LAB at IBA is a dynamically growing research center focusing in the core areas of AI namely probabilistic reasoning, data mining/machine learning, semantic web, computational intelligence and cognitive/educational robotics. The following is a list of the current active projects:

- AI Lab has partnered with the Innovation and Enterprise Research Lab of the University of Technology, Sydney to form a joint RoboCup Soccer team under 3D simulation league. The team was established in late 2010 and has since then participated in Iran Open 2011 and has also successfully qualified for the World RoboCup to be held in Istanbul, Turkey this year. This is a remarkable achievement for a team that is less than a year old as typically teams have to wait for 2 years before they can qualify for the World RoboCup.
- Several other educational robotics related projects have also been initiated by the lab. This includes the incorporation of a hands-on robotics exposure in "Introduction to Artificial Intelligence" course. Starting from Fall 09, a senior level course, Introduction to Game Programming and Robotics, has also been introduced in the BS(CS) curriculum. A series of robotics workshop for high school students has also been initiated. The purpose of these workshops is to expose our youth to the exciting field of Robotics/Artificial Intelligence.
- AI Lab has developed and released BNOSA (Bayesian Network and Ontology based Semantic Annotation) which is a framework for semantic annotation of unstructured, ungrammatical and incoherent data sources using Ontology and Bayesian networks. The tool can be accessed and tested via the lab website.
- Another tool released by the AI Lab is IBAYes which is a probabilistic reasoning tool that allows a user to model uncertain situations and to perform inference using Bayesian networks and Influence Nets. It is freely available for download from the lab website.
- An Anti-Money Laundering System (AMLS) is currently under development in partnership with Credit-Chex, a consumer credit bureau services and total risk management solution provider. Once fully developed, AMLS would serve as a decision support tool and would aid financial institutions and State Bank in identifying suspicious financial transactions and in curbing anti money laundering activities.



MS (CS) Specialization Tracks

List of Specialization Tracks (Courses and Prerequisites)

1. Net-Centric Computing

Advanced Computer Networks
Mobile Computing
Wireless Communication
Distributed Systems
Information Security

2. Human Computer Interaction

Advanced Human Computer Interaction
Usability Engineering

Interaction Design
GUI Design
Multimedia and Multi-Modal Systems
Advanced Web Technologies

3. Intelligent Systems

Advanced Artificial Intelligence
Knowledge Discovery and Data Mining
Computational Intelligence
Probabilistic Reasoning
Computer Vision

4. Software Engineering

Software Quality Assurance
Requirement Engineering
Software Project Management

Advanced Web Technologies
Web Engineering

5. Information Management

SAP ABAP Programming I
SAP ABAP Programming II
Operations & Technology Management
Enterprise Integration
Social Computing Applications
Information Industry Structure & Competitive Strategy
Advanced Data Warehousing
Knowledge Discovery and Data Mining

6. Theoretical Computer Science

Advanced Analysis of Algorithms
Formal Methods



List of Specialization Tracks

(Courses and Prerequisites)

Net-Centric Computing

Prerequisite: Operating Systems, Data Communications & Networks, Introduction to Statistics

ICT511 Advanced Computer Networks

This course will cover advanced concepts in computer network such as: Advanced Internet addressing (CIDR and NAT), End-to-end protocols, Multicast Address resolution server, Multi protocol over ATM, IP Switching / Tag Switching, Multi protocol label Switching(MPLS), scheduling and congestion control in the Internet, Quality of service in the Internet, Internet Routing Architecture, Border Gateway Protocol (BGP), Resource Reservation Protocol (RSVP), IP version 6, Wi-Fi and Wi-Max, and Mobile IP.

Mobile Computing

This course presents an extensive overview of the technical as well as business aspects of mobile computing and wireless communications. Main topics to be covered are: mobile applications, mobile computing platforms, wireless networks, architectures, security, and management, of mobile computing and wireless communications. The role of wireless Internet and Mobile IP is reviewed and the mobile computing platforms are examined with a discussion of wireless middleware, wireless gateways, mobile application servers, WAP, i-mode, J2ME, BREW, Mobile Internet Toolkit, and Mobile Web Services.

Wireless Communication

The objective of this course is to provide the student with an adequate understanding of the prevalent Mobile Wireless Networks. The course will discuss the protocol reference model(s) that relate to Mobile Wireless Communication Systems. It will mainly cover the physical, data link, and the application layers from user plane perspective as they apply to mobile wireless networks in use today. Additionally, it will cover the management and control plane functions.

Distributed Systems

This course deals with an in-depth understanding of Distributed Systems. Distributed system is a computer

system consisting of several independent computers, connected by a network, that can work together to perform a task or provide a service. Typical examples include: the World Wide Web, networked file systems, DNS, and massive multiprocessor supercomputers. This course focuses on the principles, techniques, and practices relevant to the design and implementation of such systems. The course takes a systems-oriented view of distributed systems, concentrating on infrastructure software and providing hands-on experience implementing distributed systems. The main objectives of this are: to present the principles underlying the functioning of distributed systems; to create an awareness of the major technical challenges in distributed systems design and implementation; to expose students to modern and classic technology used in distributed systems and their software; to expose students to past and current research issues in the field of distributed systems; and to provide experience in the implementation of typical algorithms used in distributed systems.

Information Security

The purpose of this course is to introduce students to the fundamental concepts and issues of information security. Basic principles for information security; threats and defenses; cryptography; introduction to network security and security management are covered in this course. By the end of this course the student should be able to understand the importance of information security in software systems, understand what a security policy is and what are the major mechanisms for implementing security policies, have a background in information security sufficient for the study of computer networking, be familiar with the major educational resources available for information security and be able to effectively present ideas about information security in written, oral, and web formats.

Human Computer Interaction

Prerequisite: Software Engineering, Introduction to HCI

CSE575 Advanced Human Computer Interaction

This course aims to give students an understanding of how interactive systems are developed. The hardware and software issues that determine the usability of an interactive computer system will also be read in this course. Humans are the key deciding factor to make a computer system successful. This course discusses the key issues and their

solutions to make a system more human friendly. Effective design is reliant upon understanding the human context in which a new artifact has to fit. This course provides the necessary knowledge and skills to design, prototype and evaluate usable human-computer interaction in both its narrow sense (the user interface) and its broad sense (information systems, people, organisations, even societies and cultures). It further provides a strategic grounding in both theory and good practice for students to make effective use of applying HCI principles to IS design in their professional work.

CSE576 Usability Engineering

This course introduces methods for usability engineering alongside basic concepts of usability and the design of human computer interfaces. One of the prime requirements of any software is Usability; however the term usability has many facets. Usability is not only determined by the design of the human computer interface, but also by the underlying task model and data model of the software. In practice, usability is determined by a development process that takes users, their environment and tasks into account. The course relies on practical exercises during which participants learn to apply usability engineering methods. In this way participants gather the necessary skills required for improving the usability of their software systems. The course enables participants to apply selected usability engineering methods in their own projects in order to improve the usability of the software systems they develop.



CSE577 Interaction Design

This course provides theoretical knowledge and practical experience in the fundamental aspects of Interaction Design. The course focuses on the process of designing the user experience by examining works of interface design from the perspective of psychology, graphic design, and human-computer interaction conceptual frameworks. Topics included are: concept and planning of Interaction Design, Prototyping, User testing, Market Testing, Iteration, Product Specifications, Production Matrixes, Follow-up and maintenance.

CSE578 GUI Design

This course introduces design and analysis methods for Graphical User Interface design. Relevant perceptual psychology is introduced, and guidelines for user interface design are derived. Design methods are discussed. Analysis of interfaces by experimentation on humans is described. Exploring effective Web applications design through theory and hands-on exercises, exploring user interaction characteristics and incorporating them in application design is also covered in this course.

CSE579 Multimedia and Multi-Modal Systems

This course will extensively cover the growing field of multimedia by introducing advanced programming on different multimedia applications. Topics covered in this course are Multimedia Authoring tools, Graphics and Image data representation, color in image and video, fundamental concepts of digital audio and video, data compression, video compression, MPEG I and II video coding, media communication and retrieval and content based retrieval in digital libraries.

ICT512 Advanced Web Technologies

To deliver in-depth knowledge of the basic concepts and general principles associated with web application development, illustrating specific technologies. To provide an understanding of different concepts, architectures, techniques, and infrastructures for service oriented computing in web development. The course explains the principles and practice of web services. It provides a comprehensive overview of state of the art web services and associated disciplines, relating concepts to practical examples and emerging standards.

Intelligent Systems

Prerequisite: Artificial Intelligence, Object-Oriented Programming, Introduction to Statistics

CSE561 Advanced Artificial Intelligence

This course discusses a breadth of advanced issues in artificial intelligence including but not limited to data mining, machine learning, probabilistic reasoning, evolutionary computation and computer vision. The emphasis on different topics may vary from one offering to the next. The primary audience of this course is those students who are not doing specialization in the AI track but are interested in the application of AI in different fields (computer networks, human computer interaction, software engineering, etc.). Being a graduate level course, students are expected to read a lot of recent research papers and do a research project – preferably on application of AI techniques in a field of their choice.

CSE652 Knowledge Discovery and Data Mining

This course offers the state-of-the-art in knowledge discovery and data mining from a research as well as a practical perspective. Classification and clustering techniques, features ranking and selection, association rules and text mining, performance evaluation of different techniques and data visualization are studied in detail. Students are expected to implement many of the above techniques and to use available open source and commercial softwares to analyze extremely large data sets. A significant amount of time will be spent on the current research issues in data mining. Being a graduate level course, it is expected that students have a decent background in databases, artificial intelligence and statistics.

CSE656 Computational Intelligence

The course presents the fundamentals of computational intelligence. Topics included are evolutionary algorithms, particle swarm optimization, ant colony optimization, artificial immune systems, artificial neural networks, fuzzy systems and hybridization of the above techniques. The course focuses on the applications of these techniques on real world problems and shows how they are designed, implemented and analyzed for a given a problem domain. Real world applications include portfolio optimization in financial domain, control and strategy optimization in robotics, route optimization in path planning and network traffic flows, and so on. A significant amount of time will

be spent on the current research issues in computational intelligence. This is a programming intensive course and students are expected to spend a significant amount of time on implementing all the techniques studied in the course and applying them on a significantly complex problem of their choice.

CSE655 Probabilistic Reasoning

This course provides an in-depth analysis of Bayesian Belief Networks which have become the tool of choice for reasoning under uncertainty. The course focuses on the syntax and semantics of Bayesian Networks and how to use BNs to model and analyze uncertain situations. Models that aim to integrate time and uncertainty such as dynamic Bayesian networks, dynamic Influence Nets, Markov Nets as well as the learning of structure and parameters of a Bayesian network will be discussed in detail. The course is intended for graduate level CS students and a significant amount of time will be spend on the current research issues in the field of probabilistic reasoning. Students are expected to use various softwares and develop their own tool to implement various reasoning and learning algorithms.



CSE660 Computer Vision

Computer Vision is a study in algorithms, tools and techniques that enable computers to extract information out of digital images. Computer Vision is being used extensively for driving autonomous vehicles, planetary exploration, life-saving medical imaging techniques, enhancing the Human-Computer-Interaction experience and preservation of accumulated human wisdom by digitizing books. This course will offer an introduction to the core concepts, some industrial-strength tools and recent breakthroughs in Computer Vision. By the end of this course, students should be able to analyze problems in Computer Vision, break them into simpler problems, associate these simpler problems to established solution techniques, design efficient algorithms using these established techniques and make computer programs based on these algorithms.

Software Engineering

Prerequisite: Object-Oriented Programming, Introduction to Software Engineering

CSE566 Software Quality Assurance

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.

CSE567 Requirement Engineering

Students will learn to gather correct, concise, clear and complete set of requirements. Some of the topics included in this course are requirements engineering process, requirements elicitation and analysis, requirements validation and requirements management. Moreover, advance topics such as Model Based Verification and Formal Specification techniques will also be discussed in class. Students will apply the acquired knowledge to document requirements for a software application.

CSE568 Software Project Management

This course deals with lifecycle of Software Project Management, Project Planning, Software estimation, software project schedules, reviewing work products, system requirements, project automation, software metrics, testing, bugs and diagnosis, change configuration, managing organization, team and project, software process improvement. This course will enable students to have a complete view of Project Management, as described by PMBOK.

ICT512 Advanced Web Technologies

To deliver in-depth knowledge of the basic concepts and general principles associated with web application development, illustrating specific technologies. To provide an understanding of different concepts, architectures, techniques, and infrastructures for service oriented computing in web development. The course explains the principles and practice of web services. It provides a comprehensive overview of state of the art web services and associated disciplines, relating concepts to practical examples and emerging standards.

CSE569 Web Engineering

The aim of this course is to teach the students the technologies and techniques for creating large-scale hypertext information systems on the WWW. Based on recent hypertext research and current WWW standards it will address the issues of publishing individual documents and sites together with the problems of global information management. Course topics will include, principles of web architecture, web information design, searching the web graph, factors that have led development of the web in its present form and current trends in the development of hypertext in the web.

Information Management

Prerequisite: Database Systems

MIS541 SAP ABAP Programming I

The first section of this course comprises of Introduction to SAP ABAP, SAP architecture, and ABAP Development workbench tools. The second section deals with study of ABAP workbench in detail, which includes, study of flow of an ABAP program, ABAP workbench, ABAP dictionary, ABAP language elements, data retrieval, subroutines and ABAP events. The third section of this course is based on in-depth

study of ABAP dictionary, including study of data objects, performance, input checks, object dependencies, views, search and performance monitoring.

MIS542 SAP ABAP Programming II

This course is divided into three sections. The first part deals with Object Oriented paradigm in SAP ABAP. Object Oriented Programming techniques, Repository Objects, Exception handling and RTTS are covered in the first part of this course. The second part is advanced ABAP and covers topics such as ABAP runtime, types and data objects, internal tables and function groups. The third part deals with developing user dialogs within ABAP. This section covers topics such as screen programming, program interface, screen elements, lists and context menus.

MIS502 Operations & Technology Management

Technology is becoming an indispensable tool for companies to stay competitive in the fast changing business environment of today and there is an increasing demand for effectively introducing and managing technology in the corporate world. The course will cover the management of business systems that produce goods, as well as those that provide services. It will discuss key issues in Operations Management including Lean Production, Six Sigma, 5S, JIT, Kaizen, and Continuous Process Improvement and explore the implementation of technology to solve operational problems. It will provide tools for analyzing business processes for improvement and for incorporating and managing technology to provide sustainable competitive advantage to the organization.

MIS503 Enterprise Integration

This course provides students with the theories, models, and analytic techniques required to develop solutions for integrating heterogeneous information systems. Basic concepts that must be applied to enable diverse applications developed in different environments under a variety of rules and standards to process cooperatively will be explored and illustrated. This course serves as a focused introduction to the concept that information systems must be utilized (i.e., re-used) rather than redeveloped and will give consideration to the role of users and the impact of information systems on those people.

Independent and group assignments will provide the students with the opportunity to investigate Enterprise

Integration solutions from the Web and in use in local environments

MIS553 Social Computing Applications

The course will focus on the new area of Social Computing and its Applications, which is becoming quite popular and important these days. The course will examine a sampling of the social, technical and business challenges social web sites must solve to be successful, teach students how to use high-level tools to analyze, design or build online communities, and help them understand the social impact of spending at least part of their lives online.

MIS513 Information Industry Structure & Competitive Strategy

This course draws upon the most recent experience in the impact of information technology upon diverse industries, ranging from securities trading to consumer packed goods relating. It integrates the 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.

MIS552 Advanced Data Warehousing

Data warehouses are databases of a specific kind that periodically collect information about the activities being performed by an organization. This course will discuss advanced topics of data warehousing in order to provide a detailed knowhow of the subject to the student. Topics included in this course are: discussion on conventional data warehousing techniques, spatial data warehousing techniques, temporal data warehouses, designing conventional data warehouses, designing spatial and temporal data warehouses, and ongoing research in warehousing.

CSE652 Knowledge Discovery and Data Mining

This course will offer a comprehensive coverage of well known Data Mining topics including classification, clustering, and association rules. A number of specific algorithms and techniques under each category will be discussed. Methods for feature selection, dimensionality reduction and performance evaluation will also be covered. Students will be exposed to relevant Data Mining research.

Theoretical Computer Science

Prerequisite: Computer Architecture, Algorithms.

CSE651 Advanced Analysis of Algorithms

The objective of this course is to read advanced topics of the core area of computer science which enables students to focus on the study of abstract models of computation. These abstract models allow the students to assess via formal reasoning what could be achieved through computing when they are using it to solve problems in science and engineering. The course exposes students to the computability theory, as well as to the complexity theory. The goal is to allow them to answer fundamental questions about problems, such as whether they can or not be computed, and if they can, how efficiently. The course defines advanced computation models and their properties, and the necessary mathematical techniques to prove more advanced attributes of these models. The students will be able to express computer science problems as mathematical statements and to formulate proofs. Upon completion of this course the students are expected to become proficient in key topics of theory of computation, and to have the opportunity to explore the current topics in this area.



CSE572 Formal Methods

The aim of this course is to expose students to mechanized formal tools which help ensure correctness and hence reliability of computer systems. Students will learn about the theory underlying model checking and will gain experience with model checking tools. Upon completion of this course the student will be able to demonstrate knowledge and understanding of temporal logics, theoretical underpinnings of model checking and model-checking tools and their uses.

CSE573 Advanced Computer Architecture

Comprehensive coverage of the architecture and system issues that confront the design of a high performance workstation/PC computer architectures with emphasis on quantitative evaluation. Topics covered in this course are Quantitative Principles of Computer Design, Instruction Set Principles and Examples, Advanced Pipe-lining and Instruction-Level Parallelism, Memory-Hierarchy Design, Storage Systems, Interconnection Networks and Multiprocessors.



"It's not your aptitude, but your attitude, that determines your altitude."

- Zig Zagler



**Faculty of Business Administration
Graduate & Post Graduate Programs**

MBA, MS & PhD

2011-12



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Vision & Mission Statement of the MBA Program

Vision Statement

To become the first choice of business faculty, MBA students and the MBA recruiters in Pakistan and the Middle East region.

Mission Statement

To provide the best possible learning and development environment in order to produce world class principled, competent and socially sensitive business leaders.

Value Proposition

- From Professional Degree / Engineering to General Management / Business Mindset.
- Experiential Learning / Project Based / Case Method.
- Ethical Business Leaders, not just Business Managers.
- Transformation from Young Managers to Middle and Senior Level Managerial Positions.
- Future Entrepreneurs.



MBA Program Director

Dr. Nasir Afghan
Director MBA Program
Main Campus, Extension (300)
Email: nafghan@iba.edu.pk
Cell #: 0302-8499324

MBA Programs

MBA Morning

The MBA Morning Program is a full-time two year program conducted at the Main Campus and the City Campus of the IBA. The program consists of 16 core courses, 8 electives and an MBA Project (two courses workload). A total of 72 credit units are needed for the MBA program and a minimum of 4 from elective courses are needed to complete a major in a specialized field (Marketing, Management Information Systems, Finance or Human Resource Management). Students will be required to complete a six-week summer internship as well.

MBA Evening

The duration of this program may vary depending on the capacity of the student to complete the course load during each semester. The minimum time allowed is 2 1/2 years, while the maximum duration for completing the program is 7 years. The evening program consists of 14 Core Courses and 10 Electives. A total of 72 credit units are needed for completing the evening program. A minimum of 4 electives are needed to complete a major in a specialized field (Marketing, Management Information Systems, Finance or Human Resource Management).



Admission Process at IBA



- Enrolment
- Payment of Fees
- Structured Interviews
- Group Discussions
- Document Check
- Aptitude Test
- Collection of Admit Card
- Submission of online Application Form

Academic Year 2011-2012

MBA (Morning)

Course Code

Semester 1

ACC506 Financial Accounting and Information Systems
 ECO501 Managerial Economics
 FIN506 Business Finance I
 MGT557 Organizational Behaviour and Leadership
 MKT501 Marketing Management
 MTS506 Quantitative Methods for Decision Making

Course Code

Semester 2

ACC505 Accounting for Decision Making
 ECO502 Macroeconomics
 FIN507 Business Finance II
 LAW501 Legal and Regulatory Environment of Business
 MGT510 Technology and Operations Management
 MIS405 Excel for Business Managers (Non credit)
 MKT505 Advanced and Applied Business Research

Course Code

Semester 3

ECO517 Global Economic and Political Environment
 MGT519 Personal Effectiveness and Communication (Non credit)
 PRJ701 MBA Project (Core Course)
A minimum of four courses from Electives

Course Code

Semester 4

MGT506 Corporate Strategy (Core Course)
 PRJ701 MBA Project (Core Course)
A minimum of four courses from Electives

MBA (Evening)

Course Code

Semester 1

ACC506 Financial Accounting and Information Systems
 ECO501 Managerial Economics
 FIN506 Business Finance I
 MGT557 Organizational Behaviour and Leadership
 MKT501 Marketing Management
 MTS506 Quantitative Methods for Decision Making

Course Code

Semester 2

ACC505 Accounting for Decision Making
 ECO502 Macroeconomics
 FIN507 Business Finance II
 LAW501 Legal and Regulatory Environment of Business
 MGT510 Technology and Operations Management
 MKT505 Advanced and Applied Business Research

Course Code

Semester 3/4

ECO517 Global Economic and Political Environment
 MGT506 Corporate Strategy (Core Course)
A minimum of ten courses from Electives



Core Courses

Semester-1

ACC506 Financial Accounting and Information Systems

This course is designed to provide future business executives with knowledge on the importance of accounting in business decision-making. It also aims to develop an in-depth understanding of fundamental accounting principles and concepts including the accounting equation, the accounting cycle, financial statement preparation and analysis, inventory management and receivables / payables for budgeting in business organizations. Finally, it provides an insight into the key role of modern accounting information systems in information management for business organizations.

ECO501 Managerial Economics

The course prepares students for decision-making using various analytical tools and techniques. These tools thus 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, and theories of markets, statistics, econometrics and mathematics.

FIN506 Business Finance I

This course aims at introducing the students 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 students to evaluate the financial performance of a firm, calculate the measures of risk and return, understand the principles, time value of money and discounted cash flows, net present value, internal rate of return, identify techniques used to manage acceptable levels of net working capital, and ratio analysis.

MGT557 Organizational Behavior and Leadership

This course provides an understanding of how an organization works and the behavior of groups and individuals within it. It aims at inculcating a positive approach in managing productive relationships with peers, superiors and subordinates by examining teams, individuals and

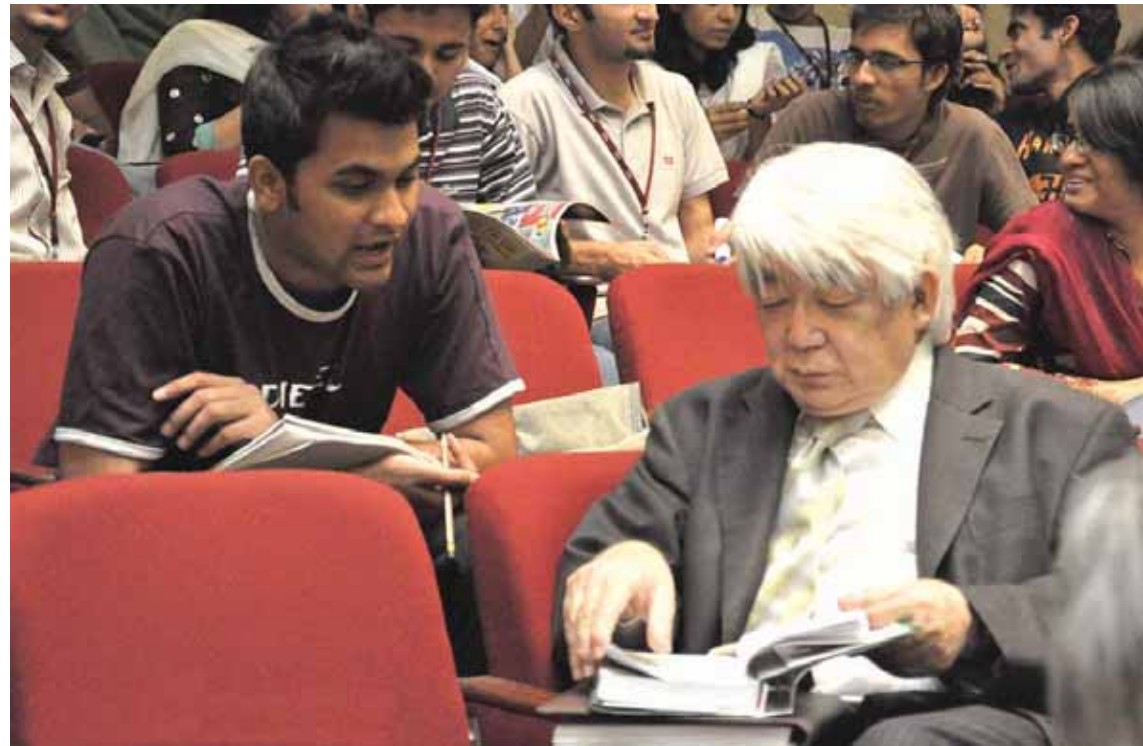
networks in a business environment. Topics such as group culture, individual motivation and behavior, collective and individual performance, decision-making interpersonal communication, corporate vision, organizational culture and leadership; designing effective organizational structure, small group behavior and inter-group conflict are extensively covered. This course exposes students to frameworks for diagnosing and solving problems in organizational settings.

MKT501 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 also involved in conducting marketing audits.

MTS 506 Quantitative Methods for Decision-Making

One of the primal aims of the course is to try to give a thorough insight and understanding of fundamental statistical concepts in the context of social & management sciences, in particular economics and management problem situations. The objective of this core course is to make students critical consumers of statistical analysis using available software packages. The fundamental statistical tools & methodologies enable the student to analyze a wide variety of quantitative and qualitative data collected in diverse problem-situations encountered in the real world. The purpose of the inferential statistics is to test, deduce and infer the validity of different types of hypotheses and models built on the basis of the raw data collected in a variety of problem-situations. Key concepts also include interpretation of regression analysis, time series analysis and decision-making under uncertainty.



Description of Courses

Semester-2

ACC505 Accounting for Decision-Making

This course is designed to provide future business executives with the fundamentals and skills of analyzing and using accounting information for management decision-making, planning and control. Topics include understanding and analysis of financial statements, information management and reporting. Besides, the course focuses on cost and managerial accounting concepts and techniques including cost volume profit analysis, capital budgeting, responsibility accounting, relevant costing, balanced scorecard, transfer pricing, internal control, flexible budgeting and financial measures of performance evaluation for enhancing organizational capabilities.

Prerequisite: ACC506

ECO502 Macroeconomics

This course provides an overview of the following macroeconomic issues: the determination of output, employment, unemployment, interest rates, inflation, monetary and fiscal policies, public debt and international economic issues. This course also introduces basic models of macroeconomics and illustrates principles with reference to Pakistan.

FIN507 Business Finance II

The course builds up on the topics that are covered in the introductory business finance course. It provides the students with an understanding of the financial securities' evaluation and the computation of the cost of capital. The management of corporate capital structure, particularly the choice between debt and equity financing and dividend policy, forecasting techniques, types of financing and investment options are also discussed in this course. Prerequisite: FIN506

LAW501 Legal and Regulatory Environment of Business

Business decisions are made within the context of a complex regulatory framework. This course familiarizes the students with the laws and regulations at both national and global level that are 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, IOSCO etc.

MGT510 Technology and Operations Management

This course includes design, planning, and control of a firm's capabilities and resources. The course 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 and efficient systems. The operations aspect of the course examines the establishment processes that create the products and/or services for a company's market and at the same time increase its competitiveness in terms of cost, speed, quality, innovation, flexibility and dependability.

MKT505 Advanced and Applied Business Research

The purpose of the course is to have the students learn the tools and techniques of Marketing Research. Research is systematic and scientific. Therefore, it carries a huge knowledge bank of dos and don'ts. The methodology used in conducting this course encompasses class discussions as well as out of class and in class assignments. Therefore, the students learn the methods and are able to apply them. Students also encouraged to utilize Internet and library resources to supplement their learning.

Prerequisite: MKT501



"Coins always make a sound but the currency notes are always silent, so whenever your value increases, keep yourself calm and silent."

-Shakespeare

Semester-3

ECOS17 Global Economic and Political Environment

The course aims to develop an understanding and application of social, political and cultural changes and economic development in society (sensitizing students in the history of Pakistan and its social, political and economic development and global economic trends, making them understand the macroeconomic factors affecting business corporations and leadership). Overall, it highlights social, cultural, political, economic, environment and development trends.

MGT519 Personal Effectiveness and Communication (Non-Credit)

This course introduces the students to being more 'self aware and effective leaders' in today's complex business



environment. A key element of 'knowing thyself' is about sorting out what's really important to the students along with a clear sense of their personal principles and priorities. Without these aspects, it's almost impossible to bring the picture of our preferred future or vision sharply into focus. The course includes an introduction to key tenets of effective leadership, which help the students to develop a toolkit of new skills and strategies for leading effectively. It also discusses and develops their interpersonal skills as well as teaches them how to be effective in a team-based environment.

PRJ701 MBA Project (Core Course)

A minimum of four courses from Electives.

Semester-4

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 and learn how firms develop and sustain competitive advantage over time. 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.

PRJ701 MBA Project (Core Course)

A minimum of four courses from Electives.



Elective Courses

Accounting & Law

ACC507 Accounting Information System with SAP

This course is a fully SAP integrated course that covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD. The AIS course is different from other basic accounting courses in that it focuses on the processes and the working and interaction of various organization elements rather than the accounting information itself. As against the traditional AIS curriculum, this course is more focused on business processes in SAP with minimum discussion of the technical aspects of systems development. The course is delivered with hands-on experience on SAP made available through IDES. More than 50% of the course is therefore given through interactive lab sessions.

ACC557 Auditing Theory & Practice

The objective of the course is to develop a framework for determining the nature and scope of the auditing process applicable in different environments. The course focuses on international standards of auditing, techniques for investigation, verification, interpretation and appraisal of accounting information and financial statements, together with accountability and ethical issues.

ACC559 IFRS & Financial Reporting in Pakistan

This course starts with the appreciation of the Framework for Preparation and Presentation of Financial Statements as approved by the International Accounting Standards Board. The course goes on to cover major provisions of some of the important International Financial Reporting Standards as applicable in Pakistan and major SECP pronouncements affecting financial reporting of publicly listed companies.

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 overemphasized. 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 taught largely through case studies and real life business problems, thereby stimulating effective student participation in the learning process.

Prerequisite: ACC501/ACC201

ACC589 Project Evaluation & Financing

The topics covered include developing schematic framework for feasibility studies, conventional and non-conventional measures of investment worth their limitations and problems, developing project cash flows under special decision situations, investment appraisals under conditions of uncertainty and capital rationing, foreign tax credits, pre-investment and excess capacity related issues. The course also focuses on determining cost of capital, identifying, accessing and developing the optimal financing-mix.

Prerequisite: ACC201 or ACC501

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, preparation of income tax returns for individuals, partnerships and joint stock companies.

Prerequisite: MGT201/MGT400

LAW553 Corporate Governance & Practices in Pakistan

In view of increasing corporate frauds arising mainly due to failure of proper internal Corporate Governance causing significant harm to all the stakeholders, the need for effective Corporate Governance and its proper implementation cannot be overemphasized. The topics covered in the course include the need for good Corporate Governance, discussion of Concepts, Principles and Systems of Corporate Governance, benefits of good Corporate Governance and detailed examination and critical evaluation of the Code of Corporate Governance of Pakistan along with their implementation-related issues. Qualifications, responsibilities, powers and functions of the 'Board of Directors', 'Chief Financial Officer (CFO)' and 'Company

Secretary' are thoroughly discussed. Responsibilities of internal and external auditors for financial reporting and corporate compliance are also discussed. This course is conducted on a seminar basis ensuring greater participation of students in the classroom discussions.

Prerequisite: LAW501

Finance

FIN552 International Financial Management

The course begins with the introduction of real world institutions and analysis of financial concepts and uses questions and short problems to clear these concepts. Those cases are used that focus on managerial practices and real world issues and decision problems. The course also deals with how evaluations of the international monetary system provide challenges and also opportunities for the key players in the field.

Prerequisite: ECO501/FIN507

FIN554 Investment Banking & Financial Services

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: FIN507

FIN556 Security Analysis & Capital Markets

The course covers an analysis of the economy, current state of the economy, significance and interpretation of economic indicators, industry analysis and the growth cycle, company analysis, marketing, accounting and dividend policies, capital structure analysis and fundamental security analysis. The course also includes changes in financing patterns of Pakistani companies, their debt-equity ratio and cross-sectional variation in Debt Financing. Short cases and problems are used to clear concepts.

Prerequisite: FIN507

FIN558 Regulation & Financial Markets

The course is designed for studying finance and financial laws, and does not assume any previously studied financial regulations. It is designed to contribute to enhance students' understanding of the ways in which government and public authorities intervene in the operation of financial markets. The course also provides a critical view of current regulatory development with the aim to identify the most appropriate regulatory policies toward increasingly complex financial phenomena and markets.
Prerequisite: FIN507

FIN560 Advanced Corporate Finance

This course covers analytical foundations of corporate financial policies and strategies. It deals with exploration and application of theoretical and empirical literature on firms' investment and financing decisions. Topics include valuation, tax policy, option pricing, mergers and acquisitions, and corporate bankruptcy.
Prerequisite: FIN507

FIN563 Advanced Portfolio Management

This course introduces the 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 portfolio. Topics include designing portfolios, risk diversifications, conceptual framework for making risk management and insurance decisions in order to increase business value and individual welfare, institutional aspects of the managed funds sector in Pakistani 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 are also taught in this course.
Prerequisite: FIN 507

FIN565 Treasury and Fund Management

The course 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: FIN507

FIN567 Risk Management

The course provides students with a 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: FIN507

FIN568 Derivatives & Risk Hedging

This course is designed to provide a thorough knowledge of valuation and hedging of derivatives contracts such as options, futures and forwards. The practice and application of options and futures in risk management is also demonstrated. Empirical hands-on exercises using Microsoft Excel will be assigned throughout the course. The course also examines the issues in regulation of derivative market and their importance in socio-economic settings. The course also enables students to read and analyze current financial news on derivatives trading.
Prerequisite: FIN507

FIN569 Financial Econometrics

This course introduces econometrics 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.
Prerequisite: MTS506/FIN507



FIN574 Financial Modeling

The course teaches how to conceive and build a financial model. The course also deals with how financial models guide commercial decisions, and how to negotiate off the model.
Prerequisite: FIN507

FIN577 Seminar in Finance

The course provides an introduction to empirical research in finance, heavily skewed toward 'Capital Markets'. This course is essentially discussion-oriented. The participants are required to write a paper which is to be an original research or a critical review of an area. Plagiarism will not be tolerated.
Prerequisite: FIN507

Human Resource Management

HRM445 Occupational Health and Safety

The course discusses key technical, political, management and personal issues relating to health and safety in the workplace. It highlights the role and importance of effective health and safety management to business, government organized labor, individual employees and society. It explains the key legal rights and responsibilities of employees and employers with respect to health and safety issues in the workplace.

HRM450 The Legal Environment of HRM

The students will be exposed to diverse areas like 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 employer's rights and how to respond to employee action are also discussed.
Prerequisite: MGT201/MGT400

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 the 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.

Description of Courses

HRM530 Recruitment and Selection Techniques

The course explores recruitment process and techniques and how they contribute to selection process. The students can examine the constructs and dimensions used to predict and measure performance at work, and also the conceptual relationships between these dimensions. It enables students explain the theory and research on individual and group decision-making in organizations, and apply this within the context of selection and assessment. The course further provides for a critical and effective use of several forms of statistical analysis of importance in the examination of the validity and fairness of selection systems.

Prerequisites: 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.

Prerequisite: 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.

Prerequisite: MGT201/MGT400

HRM557 Team Management

The course is about forming, leading and managing teams and groups. 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.

Prerequisite: 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.

Prerequisite: MGT201/MGT400

HRM562 Performance and Compensation Management

The performance of an organization depends on the performance of its people. Everything in an organization gets done by its people. A successful organization is one in which competent people perform at their best and where employees are rewarded according to their work and worth. The course elaborates on the quantum transformation that has occurred in Human Resource Management in the 21st century, how HR strategies impact organizational performance and why performance and compensation management is so critical for organizations. This course will prepare students to become effective managers of human capital by teaching them how to develop, motivate and reward a competent team and maximizing its performance.

Prerequisite: MGT201/MGT400

HRM570 Strategic Human Resource Management.

The course aims to help us understand the value of HRM to contemporary organizations, by looking at its origins and the factors for its emergence in the late 1980s. This is followed by a critical review of the theories which underpin various versions of HRM, explores the links between HR practices and firm performance, analyzing this in an organizational context.

Prerequisites: MGT201/MGT400

HRM571 Training and Development

The aims of this module are to help students assess influence of organizational strategy on the role and practice of training and development. The course enables students to identify training needs of individuals and organizations, select training methods and consider their influence on trainee development and training transfer to work place. The course provides for a critical review of the techniques available for the evaluation of training and to consider their role in practice. The significance of resource based strategies for training and development are used to provide a context for considering different training and development techniques.

Prerequisites: MGT201/MGT400

General Management

MGT513 Business Strategy

A strategy is a set of policies, objectives and resource commitments that determine how a business positions itself to create wealth for its stakeholders. Business strategy is designed to train students in methodologies of formulating and implementing successful strategies. The course primarily uses the case method as a teaching methodology. Topics include the analysis of industry economics, boundaries of the firm, strategic positioning and competitive advantage and the role of resources and capabilities in sustaining and shaping competitive business advantages.

MGT552 Strategic Management

Strategic Management course is designed to give a broad overview of the concepts and applications of state-of-the-art management and presents a horizontal view of the organization. It is an integrative course that pulls together all the functional areas in marketing, finance, human resource, operations/production, labour-management relations, research & development, and general management. It takes a cross-functional view of the organization and prepares it to make an effective response to dynamic external environment by elevating external environmental scan and analysis to functional level importance. As a part of this course, a conceptual base is prepared first that is followed by case analysis to demonstrate how business enterprises effectively steer their course in rapidly changing external environments with a view to accomplishing the mission of the organization. As a part of case analysis, strategic alternatives are generated and a strategic choice is made.

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 topics 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 the Project Management Institute PMBOK standard. Prerequisite: MGT201/MGT400

Management Information Systems

ICT509 Network Architectures for Business

The information architecture of the Internet enabled organization including the use and development of client/server and distributed systems. A detailed analysis of networking and telecommunications including data, voice, image, video, network hardware, and topology concepts, models, architectures, and standards for the design, implementation, integration, security, and management of distributed Internet and Intranet enabled systems and networks is done. This helps to understand the role of the information architecture and distributed systems in organizational design and management strategy.

MIS550 Logistics & Supply Chain Management

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.

CSE555 Network Security

In this course, 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

MIS556 E-Commerce

The course introduces the e-commerce concepts, objectives, market drivers that affect techniques and technologies. The topics in the course 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. It discusses policy and regulatory issues in e-commerce. It also identifies the various e-commerce applications in the areas of finance, securities, trading, auctions, and travel.

CSE557 Advanced Topics on Computer Networking

This course is intended to provide senior level students a thorough understanding of modern networking concepts and technologies. It discusses various networking technologies in detail, 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 Net works, Voice over IP, MPLS, Wireless LAN, 3G Mobile Services, Bluetooth, Mobile/Cellular Networks.

Prerequisite: CSE243

Marketing

MKT551 Advertising

The purpose of this course is to provide students with an understanding of how the practice of advertising is applied in a marketing environment. The course caters to the need to equip students with knowledge of the importance of the role of advertising in the economy, and its place in the media of mass communications. This course emphasizes the preparation and execution of a media strategy. The students will be given an in- depth understanding and study of advertising appeals, product and market research, selection of media, testing of advertising effectiveness and organization of the advertising profession. Students will develop skills in scientific media planning and management.
Prerequisite: MKT501

MKT552 Consumer Behavior

This course provides an overview of consumer behavior. Course topics include focus groups, interviews, qualitative

research, demographic analysis, sensory and perceptual analysis, attitude analysis, and psychographics. The approach is not mathematical, but technical. The course targets those students preparing for positions in brand management, advertising and marketing research.

Prerequisite: MKT501

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 cross-sections of society. This behaviour change relates to habits which are detrimental to the uplift 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 non-profit and non- governmental organizations in addition to social welfare organizations in 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 pedagogical tools of this applied course.

Prerequisite: MKT501

MKT559 Supply Chain Management

While studying SCM, students will be able to understand and appreciate the significance of a strong SCM model, thereby, helping top management in coming up with decisively differentiating options to counter their competition. They will learn the strategic importance of an efficient supply chain design, planning and operation for within the strategic framework. The course will include analysis of these key elements and how they may be used on a conceptual level during supply chain design, planning and operation to improve performance. The course also identifies that the managerial levels require knowledge of analytic methodologies for supply chain analysis and explains these methodologies through discussions utilising excel sheets. The strategic frameworks and concepts are tied together through a variety of examples that show how a combination of concepts is needed to achieve significant improvement in overall performance.
Prerequisite: MKT501

Description of Courses

MKT561 Brand Management

Lack of branding is perceived as a major weakness in marketing in Pakistan, both in domestic market and the international markets. This course is designed to emphasize the need for building powerful brands and brand management. The course focuses on 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 by creating an identity in the minds of consumers. Prerequisite: MKT501

MKT566 Media Management

Media planning is a crucial part of the advertising process and ultimately of the brand planning process, yet there has been little done towards imparting formal education on this relatively new field of Marketing Communications. Since media is closely linked to technology, it is continuously changing in dynamics and affecting the overall brand marketing process, hence closely knitting the subject with Brand Management and Marketing Management. This course is the key to developing a synergized thought process amongst students with a Marketing major. However, the fact that since media is the second highest cost on the P&L for most FMCG or Marketing Services companies, it is equally important for finance-based graduates to go through the course so that they have a fair idea of the subject and its implications to the overall budgeting process involved. Taking this course may not make students media experts but it will provide a solid grounding in the process, terminology, and practice of advertising media planning. Prerequisite: MKT501

MKT586 Retailing

The present day marketer needs to be equipped with a sense of the interface between channels and consumers. An understanding of retailing concepts and strategies as an outcome of this course gives them that critique. An analysis of existing generalizations and principles related to the economic and social role of retailing, competitive strategies, efficiency in retailing, and essential concepts for retail management gives an understanding of the retail channel in the marketing mix. The objective of this course is to familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interact with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest. The

course will focus a great deal on the value of strategic planning, including a detailed review of the titans of retailing. Prerequisite: MKT501

MKT651 Personal Selling

Personal selling gives hands-on training to the students by inviting them to make sales presentations in class. A working insight into the personal selling area is developed so that sales managers can empathize with the sales people and make more informed decisions. The course also emphasizes the connections of personal selling with other marketing activities. Prerequisite: MKT501

MKT653 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 careful territory design is the 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. Prerequisite: MKT501

MKT655 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 international marketing operations. Prerequisite: MKT501

MKT656 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 perishability 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 human resource is a great asset, service differentiation through people is a cornerstone of this course. Prerequisite: MKT501

MKT657 Strategic Marketing

The goal of this course is to help make better business decisions - from high level strategic choices to tactical decisions on product policy, promotions, pricing and distribution, which require a thorough understanding of marketing. Effective marketing results not from simply internalizing marketing facts and institutional detail, but from systematic critical thinking and the reasoned application of underlying principles. The framework applied is described as the 4 C's: Customer, Company, Competition and Collaborator. What sets marketing apart from many other disciplines is its focus on the customer, and a great deal of time will be spent discussing ways in which marketers view customers and how that enhances the quality of strategic business decisions. But given the messy, real-world problems, any framework designed requires a balanced view that includes company, competitive and collaborative factors. This framework will be used to discuss strategies, as well as tactical decision-making that focuses on elements of the marketing mix, often called the 4 P's: price, place (distribution), product and promotion. The course will apply this framework in a variety of settings: from consumer goods to business-to-business marketing, to service markets to e-commerce to business to government. Prerequisite: MKT501

MKT658 Business to Business 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 also covered.

MKT752 Seminar in Marketing

Seminar in marketing is a capstone marketing course. It incorporates discussions on important marketing issues especially with relevance to Pakistan and enables students to make a theoretical and/or practical contribution to the field of marketing. The seminar culminates in student contributions to the field of marketing in shape of seminar. Literature review techniques and research analysis are discussed. Some typical topics include globalization and its impact on marketing in developing countries, marketing in the small vs. large firm, entrepreneurial marketing and history of marketing in Pakistan. Prerequisite: MKT501

Pedagogy

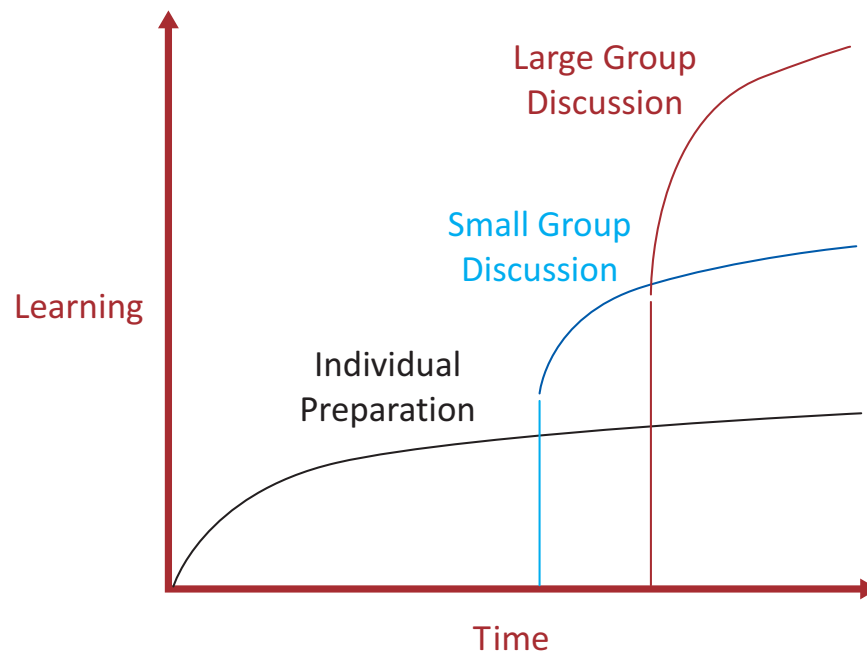
MBA Project

Students in the second year are required to undertake a group project. The aim is to enable students to execute a challenging assignment within the real life business environment. The execution of the project not only helps students to develop problem-solving, interviewing and report writing skills, but also provides an opportunity for them to enhance their decision-making, leadership and team building skills. The MBA Project also helps students in developing job-related networks that are important for their future. The outcome of the MBA Project is a detailed implementation plan on some managerial and organizational problems; it also enhances the final year students' sense of contribution and achievement.

Case Method

Cases are one of the popular and effective tools used in learning all around the world, especially at graduate level. The case method allows students to experience real life situations, pressures and challenges, preparing them to become truly professional in their respective field of work. It is the best way to apply theory to practice and develop analytical, decision-making, application, writing, time management and creative skills. The illustration below shows the growth in learning when cases are discussed in large groups in a short span of time. At IBA, we believe in maximizing the learning process of students using the best tools available.

The Three Stage Learning Process



Grading & Evaluation

The rules pertaining to grading and evaluation of courses in the MBA program are appended as under:

- ✓ The matrix on the right identifies in a comparative manner the particulars of the 'fixed' and 'relative' grading systems that are in use in the MBA program.
- ✓ The final percentage or final scores are not applicable in the relative grading system. A student's final score will determine his/her position and ranking in the class i.e. top 10% to 20%, middle 65% to 75%, lower middle 10% to 20%, and lower 0% to 10% of the class. In a class size of 30 or less, relative grading will not be applicable. In the relative grading system, approximately 10% to 20% top students will receive A or A(-) grades, 60% to 75% will receive B(+) or B grades, 10% to 20% will receive B(-), C(+), C, C(-) grades, and about 0% to 10% students will end up with F grade. However, in the fixed grading system the grades assigned will depend on actual marks obtained by the student.
- ✓ A student with GPA 2.0 to 2.2 will be put on probation for the next semester. A student having less than 2.0 GPA is dropped from the rolls of the Institute forthwith. Probation rules will apply to students on probation. Students having 50% of all their semester results in the lowest grade will require special mentoring and feedback sessions with the faculty, MBA director and faculty mentors.
- ✓ Students can withdraw from the course according to IBA's withdrawal policy and will get 'W' grade (however, it will not be counted as deficiency). It is the choice of the faculty to decide which grading system they would like to apply. Any changes from normal bands (relative grading system) will need prior approval from Dean and Director. MBA students performing extremely poor in MBA project can be assigned an "I" (incomplete grade). Such students will be assigned extra work by the MBA Program Office and the Director MBA program to overcome the incomplete grade. After completing the assigned extra work (small project or case study writing), a maximum "C-" grade can be assigned by the project or case writing supervisor. If a student fails to pass certain courses and yet manages to maintain a CGPA 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 CGPA is computed at the end of each semester including a summer term that a student might have enrolled in.

Grading Matrix

Fixed Grading			Relative Grading		
Grades	Percentage	GPA	Grades	GPA	
A	93 - 100	4.00 grade points	A	4.00 grade points	} Approx. 10% - 20% Students
A-	87 - 92	3.67 grade points	A-	3.67 grade points	
B+	82 - 86	3.33 grade points	B+	3.33 grade points	} Approx. 65% - 75% Students
B	77 - 81	3.00 grade points	B	3.00 grade points	
B-	72 - 76	2.67 grade points	B-	2.67 grade points	} Approx. 10% - 20% Students
C+	68 - 71	2.33 grade points	C+	2.33 grade points	
C	64 - 67	2.00 grade points	C	2.00 grade points	
C-	60 - 63	1.67 grade points	C-	1.67 grade points	} Approx. 0% - 10% Students
F	0 - 59	0.00 grade points	F	0.00 grade points	
			W	Withdraw from the course	
			I	Incomplete grade	

GPA Requirement for Award of MBA Degrees

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 applicable), otherwise only a transcript of credits shall be issued.

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. 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.

Evaluations

The summer internships for full-time students are closely monitored and evaluated. Interns are encouraged to

discuss their problems with the faculty members during the follow-up meetings arranged for this purpose during the internship period. Faculty members frequently visit the organizations to keep abreast of the progress of internees. At the end of the internship, students submit an internship report and are also interviewed in detail. Feedback about the performance of the internee is also obtained from the supervisors of the internee. A final grade is awarded to the internee on the basis of the interview, the follow-up meetings and visits, the internship report and the company's evaluation.

Work Experience Requirement for Admission

Work requirement for admission to IBA's MBA program will comprise of two years of work for multinationals, large domestic corporations, and large family business. For self employed and smaller family businesses the Work Evaluation Committee will decide that if the experience is acceptable for admission to IBA. This committee will comprise of the members of the Admission Committee, Director MBA Program and an IBA alumnus with at least 10 years work experience. This work requirement will only be considered after applicants have obtained 16 years of education. However, such work experience will be post 16 years education. The education requirement should also meet the criteria established by HEC.

Comprehensive Examination

Every student is required to pass a comprehensive examination on completion of all MBA courses. This examination tests the students' grasp of the total course offerings and provides them with an opportunity to recapitulate and integrate their knowledge prior to earning the MBA degree. The student is eligible for a transcript/degree only after passing the comprehensive examination. However, he may obtain a provisional certificate on completion of the course requirement. The MBA Director is responsible for providing the comprehensive exam, evaluation of the exam copies and the final results. The controller of examination is responsible for conducting this exam. The six-hour examination is held after every regular semester. A maximum of three attempts are allowed to clear the examination. Students who fail to pass the comprehensive examination are eligible only for the individual course certificates.

MBA Foundation Course

MBA (Morning) students will be required to take courses of Managerial Communication, Business Mathematics and Statistics if not - their performance is to be considered unsatisfactory for the IBA MBA test. These students will be required to pass the foundation MBA semester which is essential to prepare students for the intensive and rigorous IBA MBA program. The duration of the Pre MBA semester is 5 weeks and classes will be held at the City Campus from 9 AM to 5 PM every day except Sunday.

International Exchange Students

This is a new effort of IBA to provide international exposure to its students in a foreign university. Under this program, a few students will be selected and exchanged with a well-known foreign university for one whole semester. This will help them to achieve the experience of learning in a foreign university environment, interact with people of different cultures and also learn about a different setup and system. This exercise will improve students' personal growth and will be helpful once they enter their professional lives.

MBA Program Office

General

Both Campuses of the IBA have spaces dedicated to the management of its various programs. The MBA offices at both locations are located in the Admin Block. The staff of the MBA Program Office is dedicated to providing students with the best possible educational environment. To this end, we strive to ensure that our students have the assistance that is essential to the delivery of the MBA Program through timely information flows, the establishment of a strong support network, and the encouragement of student involvement in IBA life.

Role in Academic Life

The MBA Program Office is committed to being the best service unit of its kind, providing the highest levels of courtesy, responsiveness, and professionalism. It will work towards fairness and consistency in the design and implementation of policies, while being attentive to students' individual needs. The academic policies and functions of the office are designed in concert with other offices, faculty, and students. Other major responsibilities include:

- Organizing Pre-Term
- Managing course registration
- Course scheduling
- Setting the academic calendar
- Maintaining student records
- Monitoring of students' program requirements, majors, and waivers
- Course audits for degrees and graduation requirements
- Directing international programs
- Publishing primary sources of information
- Nominating resource persons and information guides
- Issuing class bulletins
- Maintaining Program Office website

Advising Role

MBA Program Office is the MBA student's help center and advisor. It will counsel the students on academic issues such as selection of course and teacher. It also provides an opportunity to students to discuss their personal issues (such as managing stress related to academic and other problems). Its advising role includes:

- Academic and program reviews
- Dual degree advising
- Tutor referrals
- Course selection
- Information about other resources

Our Role in Student Activities

MBA Program Office will create opportunities for cultivating and maintaining a strong sense of community. Students who actively engage in IBA activities will experience a first-hand sense of community service aimed at promoting a richer overall IBA experience. It facilitates student involvement through their work with:

- Distinguished Guest Lecture Series
- Seminars & Conferences
- IBA-wide social events
- IBA club activities

Opportunities for Student and Faculty Involvement

To become directly involved with the MBA Program Office, students can join the (MBAPO) Advisory Board. Advisory Board members will include both students and faculty, who will work to improve MBAPO services and provide critical input in shaping processes and policies and managing office tasks.

Career Counseling

IBA's educational approach is designed to help the students identify a field of interest, acquire the knowledge, skills and experience to excel in that field. The goal is to help the students find the right job in the right field with the right employer through:

- Supporting the students in their career development
- Aligning the needs of employers with the competencies of our graduates
- Organizing professional lectures, seminars, panel discussions and workshops on career development and related skills.

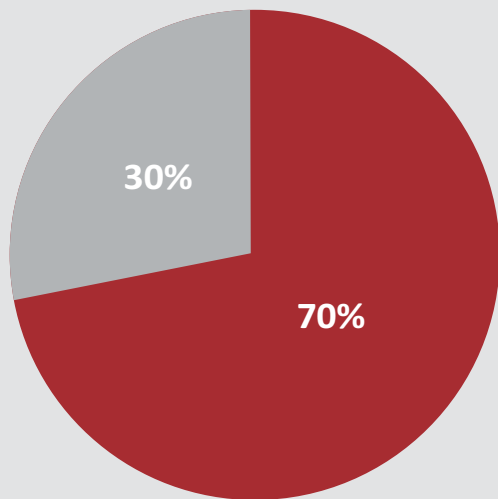
"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion."

-Anonymous

Our Graduates

MBA Class of 2010

■ Male ■ Female



“ We are what we are today because of the choices we made yesterday .”

-Anonymous

Employers of MBA Graduates

- 3M Pakistan Private Limited
- Abbott Laboratories
- Aga Khan University
- ARY Digital Network
- BASF Pakistan (Pvt.) Limited
- Chevron Pakistan Limited
- Colgate Palmolive Limited
- Engro Chemical Pakistan Limited
- GlaxoSmithKline Pakistan Limited
- ICI Pakistan Limited
- JCR-VIS Credit Rating Co. Limited
- Lakson Tobacco Company Limited
- Meezan Bank Limited
- Novartis Pharma Pakistan
- Pakistan Tobacco Company
- Reckitt Benckiser Pakistan Limited
- Sidat Hyder Murshad Associates
- Standard Chartered Bank (Pak) Limited
- Sui Southern Gas Company Limited
- The Hong Kong & Shanghai Banking Corp. Limited
- Unilever Pakistan Limited
- A. F. Ferguson & Co.
- ABN AMRO Bank Limited
- Alfaisal University, Saudi Arabia
- Bank Alfalah Limited
- BOC Pakistan Limited
- Citibank NA
- Dubai Islamic Bank Pakistan Limited
- Faysal Bank Limited
- Habib Bank Limited
- Indus Motor Company
- Karachi Stock Exchange
- Maersk Pakistan (Pvt) Limited
- Nestle Pakistan
- Pakistan State Oil Company Limited
- Procter & Gamble Pakistan Pvt. Limited
- Shell Pakistan
- Siemens Pakistan Engg. Co. Limited
- State Bank of Pakistan
- The Habib Bank Group
- The Securities and Exchange Commission of Pakistan
- United Bank Limited



MS (Economics)

MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. This program emphasizes on applied economics, and caters to the growing market for economic analysts.

Option will be available to students either to join morning session or the evening session. However, the morning session will start only if sufficient number of students enroll.

Credit Hours

Credit hours of coursework	: 45 (15 Courses)
MS Thesis	: 09
Total credit hours in MS program	: 54

Duration

Duration of evening program is 2-2.5 years. The minimum time required is 2 years while the maximum time allowed is 7 years.

Eligibility

- Minimum 16 years of education/equivalent degree recognized by HEC with minimum 2.5 out of 4.0 CGPA or 60% marks in the last degree. All equivalency claims shall be evaluated by HEC.
- Experience is not mandatory for admission to MS Economics program.

Note: IBA allows the candidates to apply for admission whose final results are yet to be announced. All admissions are conditional pending submission of the required results within the specified date i.e. the date of commencement of classes.

Course Requirements

S. No.	Course Code	Course Title	Credit Hours	Prerequisites
1	ECO531	Microeconomic Theory I	3	Co-requisite: ECO533
2	ECO532	Macroeconomic Theory I	3	-
3	ECO533	Mathematics for Economists	3	-
4	ECO534	Microeconomic Theory II	3	ECO531
5	ECO535	Macroeconomic Theory II	3	ECO532
6	MTS536	Mathematical Statistics and Linear Algebra	3	-
7	ECO537	Econometrics I	3	-
8	ECO538	Econometrics II	3	ECO537
9	ECO539	International Trade	3	ECO531
10	ECO548	Development Economics and Issues in Pakistan Economy	3	ECO531/ECO532
11	ECO549	Graduate Research Seminar for MS	3	ECO538, ECO534 & ECO535
12		Elective I	3	(Given in the list)
13		Elective II	3	(Given in the list)
14		Elective III	3	(Given in the list)
15		Elective IV	3	(Given in the list)
16	ECO599	Thesis	9	-

List of Elective Courses

S. No.	Course Code	Course Title	Credit Hours	Prerequisites
1	ECO561	Environmental and Resource Economics	3	ECO533/ECO534
2	ECO562	Financial Economics	3	ECO531/ECO533
3	ECO563	Health Economics	3	ECO543
4	ECO564	History of Economic Thought	3	-
5	ECO565	Islamic Economics	3	ECO534/ECO535
6	ECO566	Monetary Economics	3	ECO532
7	ECO567	Public Economics	3	ECO535
8	ECO568	Transport Economics	3	ECO533/ECO534
9	ECO571	Industrial Economics	3	ECO534
10	ECO572	General Equilibrium and Welfare Economics	3	ECO533/ECO534
11	ECO573	Game Theory and Competitive Strategy	3	ECO534

Admission Criteria

Admissions to all programs at the IBA are granted on merit, and there are no reserved seats. The criterion for admission is the performance of the applicant in admission test and interview. The admission test is a written test of three subjects: English, Mathematics and Economics.

Candidates who have a minimum 650 score in quantitative section of GRE (International) or 160 score in quantitative section of Revised GRE (International) are exempted from the IBA admission test. The candidates who pass the admission test qualify for the interview.

PhD (Economics)

PhD program in Economics provides graduate students an opportunity to make contribution in the development and application of knowledge in Economics. This program will also enable students to conduct quality research in their specialized fields.

Students after successfully completing their doctoral degree from IBA are prepared for careers in universities, business enterprises, government organizations, and multinational companies.

PhD program in Economics is a full time morning program. IBA will offer teaching/research fellowship to all students enrolled in the PhD program for which they are paid a monthly stipend and tuition waiver.

Credit Hours

Credit hours of coursework : 33 (11 Courses)
 PhD Dissertation : 27

Total credit hours in PhD program : 60

Duration

Duration of the PhD program is 4-5 years. The maximum time allowed is 8 years.

Eligibility

- M.S./M.Phil/Equivalent degree in Economics or related discipline from HEC recognized local and foreign universities with minimum 3 out of 4 CGPA or 60% marks in the last degree. All equivalency claims shall be evaluated by HEC.
- Experience is not mandatory for admission to PhD program.

Note: IBA allows the candidates to apply for admission whose final results are yet to be announced. All admissions are conditional pending submission of the required results within the specified date i.e. the date of commencement of classes.

Course Requirements

S. No.	Credit Title	Credit Hours	Prerequisites
1	Microeconomic Theory II	3	-
2	Macroeconomic Theory II	3	-
3	Econometric Analysis I	3	-
4	Microeconomic Theory III	3	Microeconomic Theory II
5	Macroeconomic Theory III	3	Macroeconomic Theory II
6	Econometric Analysis II	3	Econometric Analysis I
7	Elective I	3	-
8	Elective II	3	-
9	Elective III	3	-
10	Elective IV	3	-
11	Graduate Research Seminar for PhD	3	Econometrics Analysis II, Microeconomic Theory III Macroeconomic Theory III
	PhD Dissertation	27	



Admission Criteria

Admissions to all programs at the IBA are granted on merit, and there are no reserved seats of any category. The criterion for admission is the performance of the applicant in admission test and interview. The admission test is a written test from three subjects: English, Mathematics and Economics. Candidates who have a minimum 650 score in quantitative section of GRE (International) or 160 score in quantitative section of Revised GRE (International) are exempted from the IBA admission test. The candidates who pass the admission test qualify for the interview. Candidates are required to submit statement of purpose and two reference letters from the institute/university last attended before the interview.

Comprehensive Examinations

Students are required to pass comprehensive examinations for Microeconomic Theory and Macroeconomic Theory. A

maximum of three attempts will be allowed for the comprehensive examinations. However, students are required to pass both comprehensive examinations within two years from the commencement of PhD program.

Oral defense of the PhD dissertation proposal

At the end of the third year, students are expected to present and defend their Ph.D. proposal before the dissertation committee.

Dissertation Defense

We expect students to submit and defend their dissertation (27 credit hours) within the next two years.

Major Areas of Specialization

- Macroeconomics
- Development Economics
- International Trade
- Public Finance
- Monetary Economics
- Environmental Economics
- Industrial Organization
- Financial Economics
- Labor Economics

Note: New courses can be added to the list depending on the availability of faculty.







**Faculty of Business Administration
Executive MBA Programs**

EMBA
EMBA

**Banking & Financial Services, Corporate Managers
and Public Sector Executives**

2011-12



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Serving the needs of in-service professionals

This flagship program offers a unique opportunity for the in-service professionals to enrich their knowledge and skills without sacrificing their job commitment and earning stream. This weekend program presents a fast track route to the Masters in Business Administration from the prestigious IBA. Executive MBA program is more suitable for the professionals aiming at acquiring leadership role and moving on the highest levels of the corporate ladder especially under C-suite (CEO, CFO, COO etc.) or an entrepreneurial role. The program format, courses, methodology and contents are developed in consultation with leading experts and worthy faculty members. In order to address the specific needs of different target groups, three programs were launched in the year 2009. These are:

- Executive MBA for Corporate Managers
- Executive MBA – Banking and Financial Services
- Executive MBA for Public Sector Executives

Since launching it attracted over 250 professionals serving at 100 multi business segments. The first batch of qualified Executive MBAs will InshaAllah enter into market by early 2012.

IBA Corporate Leaders Advisory Board (ICLAB)

At IBA we believe in creating meaningful collaboration between the industry and academia so that all our programs should be reflective of the aspiration and needs of the business and industry. In order to ensure regular interaction with the corporate leaders a high level Advisory Board has been formed:

S.No.	Name	Designation	Organization
1	Dr. Ishrat Husain	Dean & Director	IBA
2	Mr. Humayun Bashir	Country GM	IBM
3	Mr. Khalid Rahman	MD	Pakistan Petroleum
4	Mr. Salman Burney	MD	GlaxoSmithKline
5	Mr. Tariq Wajid	MD & GM	Sanofi Aventis Pak. Ltd.
6	Mr. Jamal Mustafa Siddiqui	MD	Makro Habib Pak. Ltd.
7	Mr. Hasan Ali Khan	MD	Continental Biscuits
8	Mr. Asad S. Jafar	Chairman & CEO	Philips
9	Mr. Farouq Rahimtoola	Chairman	Rahimtoola Group
10	Mr. Saquib H. Shirazi	CEO	Atlas Honda
11	Mr. Sirajuddin Aziz	CEO	Bank Alfalah
12	Ms. Ayesha Aziz	MD	Pak Brunei Invest. Co.
13	Mr. Nadeem Hussain	President	Tameer Micro
14	Mr. Najam Ali	CEO	Next Capital
15	Mr. Tahir Ahmed	CEO	New Jubilee Insu.
16	Mr. Hasan A. Bilgrami	CEO	BankIslami
17	Mr. Tabish Gauhar	CEO	KESC
18	Mr. Ahmed Kuli Khan	CEO	Ghandhara Nissan
19	Mr. Christian Allbech	CEO	Telenor Pvt. Ltd.
20	Mr. Sikander M. Khan	Chairman	Millat Group of Co.



Program Director

Muhammad Saleem Umer
 Director Executive MBA
 Main Campus, Extension (224)
 Email: msumer@iba.edu.pk

Executive MBA for Corporate Managers

Preparing leaders for the corporate world

- **Intermediate & Advanced Business Theory, Skills**
To create solid technical and theoretical background, 18 courses covering key disciplines of business administration have been offered, including leadership and business strategy courses.

- Course Curriculum

The course curriculum is responsive to the needs of the industry and is endorsed by an Advisory Board drawn from among the expert practitioners of the industry and academia

- Project Reports

Each participant will be required to develop 2 projects on a subject of critical importance duly approved by the Subject Advisory Committee / Director Executive MBA Program.

- Format

Learning sessions are scheduled on:
Saturdays - 6:00 pm to 9:15 pm
Sundays - 10:00 am to 5:15 pm

- Degree

Executive MBA degree from IBA Karachi shall be awarded on qualifying:
Course work with minimum 2.2 CGPA
Comprehensive exam
Completion of research project (s)

- Eligibility Criteria

In-service professionals having:

- ✓ 16 years education with three years' post qualification work experience; or
- ✓ 14 years education with six years' post qualification work experience.
- ✓ Satisfactory performance in the IBA admission test and interview.

- Fee Structure

Rs. 600,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

Courses

S. No.	Course Code	Course Title	Credit Hours
1	MGT503	Managerial Communication	3
2	ECO212	Business Economics	3
3	MTS506	Quantitative Methods for Decision Making*	4
4	MKT501	Marketing Management*	3
5	ACC506	Financial Accounting & Information System*	4
6	LAW501	Legal & Regulatory Environment of Business*	3
7	MGT552	Strategic Management	3
8	MGT557	Organizational Behavior and Leadership*	3
9	ACC505	Accounting for Decision Making*	4
10	MGT512	Strategic HR Management	3
11	MGT506	Corporate Strategy*	4
12	MGT510	Technology & Operations Management*	4
13	MGT516	Leadership in Organization	3
14	FIN503	Managerial Finance	4
15	ECO517	Global Economics & Political Environment*	3

* Course Description in respect of these Courses is available in the MBA Program portion.

Electives

S. No.	Course Code	Course Title	Prerequisite(s)
1	MKT561	Brand Management	Marketing Management
2	MKT559	Supply Chain Management	Marketing Management
3	FIN560	Advance Corporate Finance	Managerial Finance
4			
5		Principles of Islamic Finance	
6	FIN567	Risk Management	Managerial Finance
7	ACC507	Accounting Information System with SAP	Financial Accounting & Info. System
8	MGT507	Entrepreneurial Management	Marketing Management, Managerial Finance, Strategic Management

Participants

Existing participants are serving at the following prestigious companies:

- | | | |
|--------------------------------------|---|--|
| 1. Unilever Pakistan Ltd. | 13. World Wide Chemtech Pvt. Ltd. | 24. Attock Petroleum Ltd. |
| 2. Glaxo Smithkline Pakistan | 14. Armstrong International Pvt. Ltd. | 25. Johnson & Johnson Pakistan Pvt. Ltd. |
| 3. Procter & Gamble Pakistan | 15. Novartis Pharma Pakistan Ltd. | 26. Wi-Tribe Pakistan |
| 4. IBM | 16. ICI Azkonobel Pakistan Ltd. | 27. Kalsoft |
| 5. Siemens Pakistan Engineering Ltd. | 17. IGI Funds | 28. Orient Advertising Pvt. Ltd. |
| 6. Standard Chartered Bank | 18. Mobilink | 29. PARCO |
| 7. Shell Pakistan Ltd. | 19. Telenor Pakistan Ltd. | 30. Media Max Pvt. Ltd. |
| 8. Ernst & Young | 20. Adamjee Enterprises | 31. Lakson Tobacco Company Ltd. |
| 9. British Oxygen Company Pakistan | 21. Bayer Pakistan Pvt. Ltd. | 32. Lotte-Pakistan PTA Ltd. |
| 10. Transasia Refinery Ltd. | 22. Sheraton Karachi Hotel | 33. KSB Pumps Company Ltd. |
| 11. Engro Corporation | 23. BP Pakistan Exploration and Production Inc. | 34. Inbox Business Technologies |
| 12. Roche Pharmaceuticals | | |

Executive MBA - Banking & Financial Services

Developing future leaders of Banks & Financial Services

- Intermediate & Advanced Business Theory, Skills
To create solid technical and theoretical background, 18 courses covering key disciplines of business administration, banking and Financial Services have been offered, including leadership and business strategy courses.

- Course Curriculum

The course curriculum is responsive to the needs of the industry and is endorsed by an Advisory Board drawn from among the expert practitioners of the industry and academia.

- Project Reports

Each participant will be required to develop 2 projects on a subject of critical importance duly approved by the Subject Advisory Committee / Director Executive MBA Program.

- Format

Learning sessions are scheduled on:
Fridays - 6:00 pm to 9:15 pm
Saturdays - 10:00 am to 5:15 pm

- Degree

Executive MBA degree from IBA Karachi shall be awarded on qualifying:

Course work with minimum 2.2 CGPA
Comprehensive exam
Completion of research project (s)

- Eligibility Criteria

In-service professionals having:

- ✓ 16 years education with three years' post qualification work experience; or
- ✓ 14 years education with six years' post qualification work experience.
- ✓ Satisfactory performance in the IBA admission test and interview.

- Fee Structure

Rs. 600,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

List of Courses

AAA: Fundamental business theory and skills

S. No.	Course Code	Course Title
1	MGT503	Managerial Communication
2	MTS506	Quantitative Methods for decision making
3	ECO212	Business Economics
4	ACC505	Accounting for Decision Making
5	LAW501	Legal and Regulatory Environment of Business
6	MKT501	Marketing Management
7	FIN542	Managerial Finance
8	MGT516	Leadership in Organization
9	MGT506	Corporate Strategy
10		Customer Relationship Management

BBB: Hard core banking and financial services

S. No.	Course Code	Course Title
1	FIN533	Financial Systems
2	FIN531	Financial Intermediation
3	FIN532	Advance Credit Management
4	FIN567	Risk Management
5	FIN541	Strategic Management in Banks

CCC: Portfolio of Electives

S. No.	Course Code	Course Title	Prerequisites
1	MKT561	Brand Management	Marketing Management
2	MKT559	Supply Chain Management	Marketing Management
3	FIN560	Advance Corporate Finance	Managerial Finance
4	MGT507	Entrepreneurial Management	Marketing Management, Managerial Finance, Strategic Management
5	ACC507	Accounting Information System with SAP	
6	-	Principles of Islamic Finance	
7	-	Corporate and Investment Banking	
8	-		
9	-	Treasury and Financial Derivatives	

Participants

1. State Bank of Pakistan
2. Habib Bank Limited
3. United Bank Limited
4. Allied Bank Limited
5. MCB Bank Limited
6. Alfalah Bank Limited
7. Bank Al Habib Limited
8. Standard Chartered Bank
9. Faysal Bank Limited
10. Silk Bank Limited
11. Habib Metropolitan Bank
12. HSBC
13. Citi bank
14. NIB
15. First Women Bank
16. My Bank
17. Dawood Islamic Bank
18. Dubai Islamic Bank
19. Engro Fertilizer
20. Gul Ahmed Textile Mills
21. Ameer Microfinance
22. JS Global
23. AKD Securities
24. KASB Group
25. Karachi Stock Exchange
26. Habib Modaraba
27. National Insurance Company
28. Pak Oman Investment Company
29. UBL Fund Managers
30. Bank of Khyber



Executive MBA for Public Sector Executives

Empowering to serve the nation even better

- Fundamental Business Theory and Skills

To create a solid technocracy and theoretical background, 18 courses covering key disciplines of business administration have been introduced, which will culminate into the leadership and business strategy courses.

- Course Curriculum

The course curriculum will be responsive to the needs of the industry and endorsed by an Advisory Committee drawn from among the expert practitioners of the industry.

- Project Reports

Each participant will be required to develop two projects on a subject of critical importance duly approved by the Subject Advisory Committee / Director EMBA Program.

- Format

Learning sessions are scheduled on:
 Saturdays - 6:00 pm to 9:15 pm
 Sundays - 10:00 am to 5:15 pm

- Eligibility Criteria

In-service professionals having:

- ✓ 16 years education with three years' post qualification work experience; or
- ✓ 14 years education with six years' post qualification work experience.
- ✓ Satisfactory performance in the IBA admission test and interview.

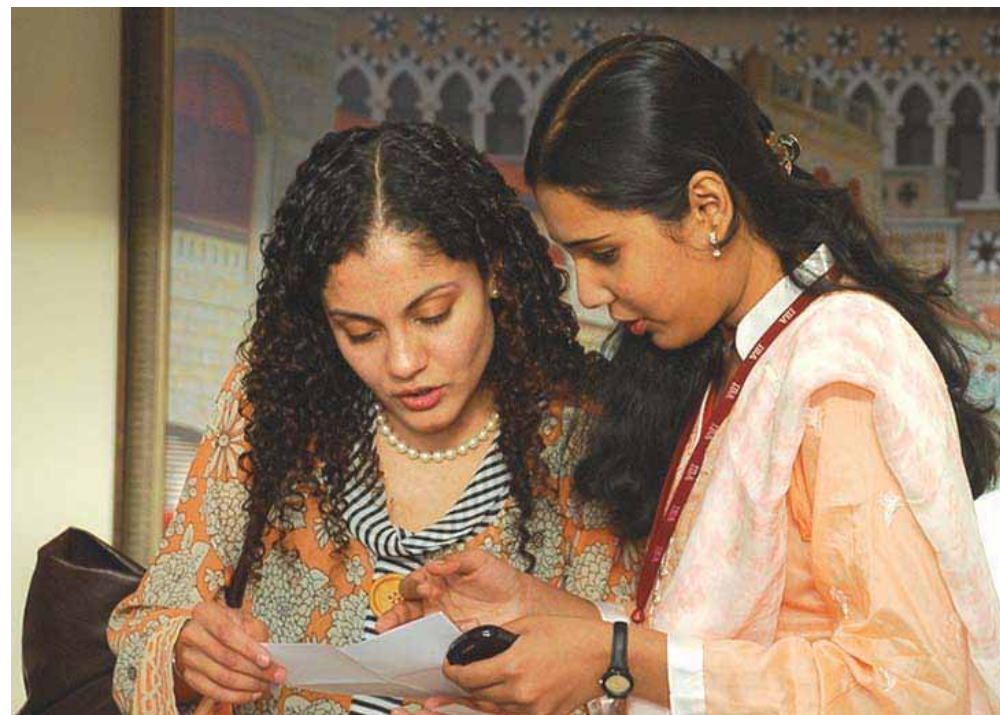
- Fee Structure

Rs. 240,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

Courses

S. No.	Course Code	Course Title
1	MGT503	Managerial Communication
2	ECO531	Business Economics & Economics of Public Sector
3	MTS506	Quantitative Methods for Decision Making
4	MKT501	Marketing Management
5	ACC506	Fin Accounting & Info System
6	LAW501	Legal & Regulatory Environment of Business
7	MGT552	Strategic Management
8	ECO536	Research Methodology
9	ECOXXX	Issues in Pakistan Economy
10	ACC505	Accounting for Decision Making
11	MGT221	Organizational Behavior
12	MGT510	Technology & Operations Management
13	MGT506	Corporate Strategy
14	MGT531	Project Evaluation & Management
15	MGT512	Strategic HR Management
16	MGT518	Leadership in Organization
17	FIN503	Managerial Finance
18	ECO517	Global Economics & Political Environment



EMBA Program

ECO212 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.

Prerequisites: ECO103 Principles of Microeconomics, ECO113 Principles of Macroeconomics

Eco Issues in Pakistan Economy

The course "Issues in Pakistan Economy" is designed with the objective of helping students in learning about the working of Pakistan economy. It is therefore a blend of Macroeconomics, economic policy analysis and International trade and Finance. I will be using Issues in Pakistan's Economy by Mr. Akbar Zaidi as the main text book and will refer to quite a few research papers written in international as well as Pakistani context. We will have at least 3 guest speakers during the course who will be renowned experts in their fields. Mr. Sabir will speak about the NFC Award while Dr. Qazi Masood will be speaking about Fiscal Policy and fiscal issues faced by Pakistan. Lastly the Additional Chief Secretary P&D will speak about the political economy of Budget making and finalization of Annual Development Program.

FIN503 Managerial 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 students 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. Topics include discounted stock, bond duration, and the term structure of interest rates, portfolio theory, and asset pricing models, cash flow valuation and bond valuation, capital budgeting under certainty and uncertainty and efficient markets.

FIN567 Risk Management dynamics, dimensions and mitigates

The course is designed to develop a broader understanding of Risk Management perspectives giving due consideration to the global outlook and local challenges in light of international regulations and national regulatory framework. Focusing on the strategic level, program will explore the current risk management practices, modern risk management approaches and techniques. Participants will be presented case studies that will engage them in discussions on areas like strategic risk taking, macro level considerations, policy implications and regulatory requirements. Will have the opportunities to discover and critically examine Basel II approaches that are currently in vogue. They will be confronted with challenges that banks face while implementing and adapting to the said requirements Vis a Vis the SBP regulatory requirements.

Customer Relationship Management

Customer Relationship Management explains the circular relationship amongst the Bank, technology, and customers - which together provide the infrastructure for customer support in banking business environment. Managing relationships with customers has become a critical organizational competency for all financial institutions. Get winning strategies for acquiring and retaining customers by leveraging the latest advanced technologies. This course will teach the students how to select the right CRM tools for the banking business, so it can grow today and on into the future.

FIN533 Financial system – process, players, status and prognosis

The Course will cover detailed study of the financial system significance and role in the Economy, Financial institutions, financial markets, financial instruments – term and type based, financial services, monetary policy, Forex and debt management, financial sector reforms: analysis and suggestions, financial system: issues and challenges, global financial crisis and lessons learnt, macro prudential financial stability framework, financial safety nets / ensuring financial soundness and financial infrastructure

FIN531 Financial Intermediation

This course reviews the evolution of financial intermediaries in the global economy. The role played by financial intermediaries to integrate the financial system would be

discussed. It will expose the participants to analyze recent global credit and subprime crises and develop a comprehensive understanding of the integrated financial system. Focused discussion will take place with respect to Pakistan market and participants would be required to develop intermediary solution for further broadening of the financial markets along with the legal and regulatory prospective.

FIN532 Advance credit management

Credit is the bread and butter of banking. It is the core function of every bank, without which a bank cannot sustain. Recent banking crisis has highlighted the importance of sound credit management across the world. The course will include introduction to credit management, fundamentals of credit management, classic credit analysis, Credit-related regulations in Pakistan, Principles for management of credit, Program-based vs. Relationship-based credit management, Credit management under Basel-ii, Credit portfolio management, Credit rating, Credit documentation, Problem credits management.

FIN541 The Strategic Management of Banks

The top leader of a bank, the visionary has to have an eye on all critical areas, including but not restricted to; products, customers, competitors, Board of Directors, human resource, regulators, policies, financial and non financial resources, operations, controls, risk factors, liquidity, profitability and reputation. Banking is becoming more complex and exposed to multidimensional risks. The global financial crisis 2007-8, depicted how the big guns/ giants have failed to see the impending danger and take timely action. The eventual hit was taken by the tax payers and the system will swallow the bitter pill. This course is aimed at raising all these issues to offer a holistic view to the future leaders of the bank.

MGT503 Managerial Communication

To train the participants to deal with communication tasks faced in a business environment. At the end of the course the Participants should be able to understand the communication process and communication in organizational settings, compose clear, correct, and coherent business messages (letters, memos, reports and proposals), prepare and deliver effective presentations, participate effectively in meetings and other team work situations and communicate across cultures.

Description of Courses

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 the 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.

MGT516 Leadership in Organization

This course is designed to guide students towards a better understanding of executive leadership and analyze the impact of leadership in large, complex organizations. The course intends to balance the students as they walk on this tight rope, and to meet the expectations of the galaxy of stakeholders. Students are given a conceptual framework to develop their own innovative solutions to deal with issues related to the expectation and demand of these stakeholders. Growing expectations of stakeholders for increased share in corporate profits is a big challenge for corporations. The course will be taught through case method and augmented with required text and industry academia interaction.

Electives

ACC507 Accounting Information System with SAP

This course has been revamped from what it was in the last three semesters for value addition. The course is a fully SAP integrated course which covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD.

The AIS course is different from other basic accounting courses in that it focuses on the processes and the working and interaction of various organization elements rather than the accounting information itself.

Principles of Islamic Finance

This course will cover the fundamental principles of Islamic Finance and banking. Islamic banking refers to a system of banking or banking activity that is consistent with Islamic law (Shariah) principles and guided by Islamic economics. In particular, Islamic law prohibits usury, the collection and

payment of interest, also commonly called riba. Generally, Islamic law also prohibits trading in financial risk (which is seen as a form of gambling). In addition, Islamic law prohibits investing in businesses that are considered unlawful, or haraam.

FIN560 Advanced Corporate Finance

This course covers analytical foundations of corporate financial policies 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.

Prerequisite: Business Finance

MGT507 Entrepreneurial Management

The objectives of this course are:

- A. To appreciate the role of entrepreneurship in economic growth and thereby personal career growth of business managers.
- B. 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 & entrepreneurial process, business lifecycle, principle concepts and general guidelines for establishing a new business enterprise at a small or large level in a dynamic business environment.

Prerequisites: Principles of Management/Introduction to Business Finance

MKT559 Supply Chain Management

While studying SCM, students will be able to understand and appreciate the significance of a strong SCM model, thereby, helping top management in coming up with decisively differentiating options to counter their competition. They will learn the strategic importance of good supply chain design, planning and operation for every firm within the strategic framework, and will identify and study key elements like facilities, inventories, transportation, and information as key drivers of a supply chain performance. The course will include analysis of these key elements and how they may be used on a conceptual level during supply chain design, planning and operation to improve performance. The course entails how utilizing the managerial levels require knowledge of analytic methodologies for supply chain analysis

and to know about these methodologies with discussions explained through excel sheets. The strategic frameworks and concepts are tied together through a variety of examples that show how a combination of concepts is needed to achieve significant improvement in overall performance.

Prerequisite: Marketing Management

MKT561 Brand Management

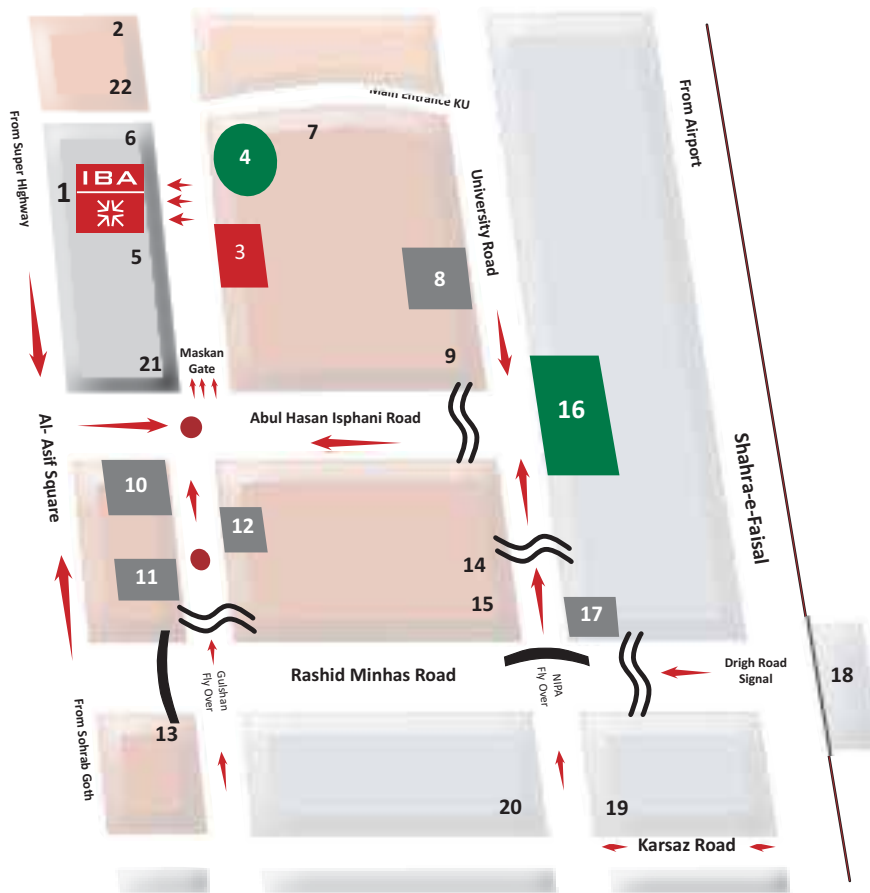
Lack of branding is perceived as a major weakness in marketing in Pakistan, both in domestic market and the international markets. This course is designed to inculcate the practice of building powerful brands and brand management. The course studies all the component parts of a brand, that is, its name, 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.

Prerequisite: Marketing Management



Direction Map

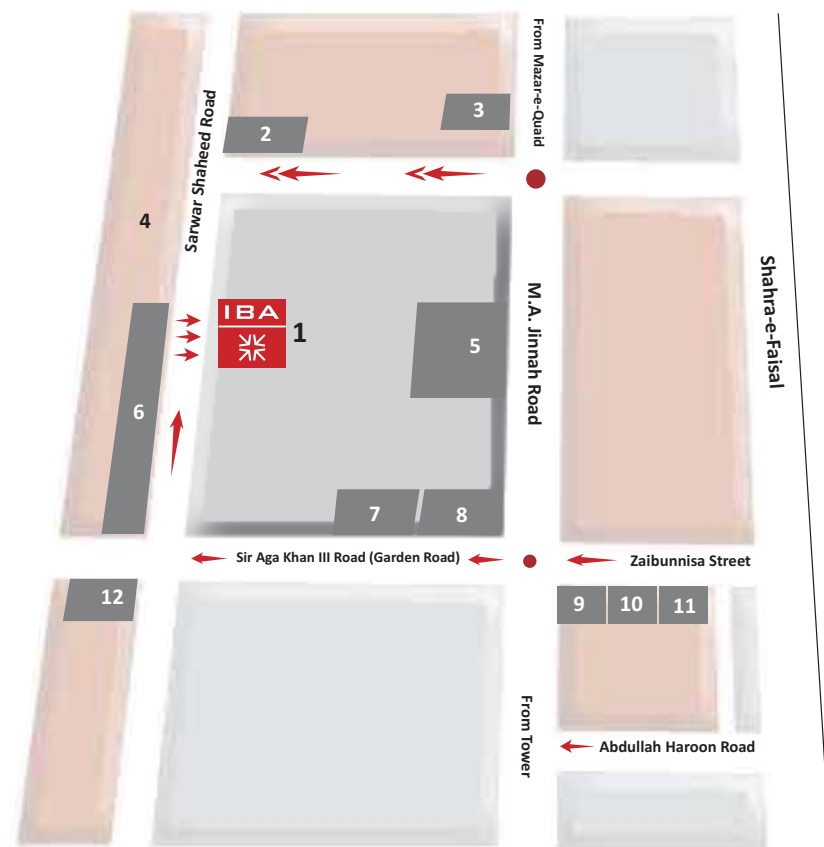
Main Campus



- | | | |
|-------------------------------------|-----------------------------|--------------------|
| 1 IBA Main Campus | 11 Disco Bakery | 21 Bhayani Heights |
| 2 IBA Staff Town | 12 KFC | 22 HEJ |
| 3 IBA Boys Hostel | 13 Oxford School | |
| 4 Cricket Ground | 14 Petrol Pump | |
| 5 Commerce Department | 15 Nadeem Medical Centre | |
| 6 Applied Economics Research Center | 16 Safari Park | |
| 7 United Bank Limited | 17 NIPA | |
| 8 NED University | 18 Drigh Road Train Station | |
| 9 SGTC | 19 Civic Center | |
| 10 Maskan Apartments | 20 Hasan Square | |

	Traffic Signal / Square
	Long Distance
	Fly Over
	Park / Ground

City Campus



- | | |
|-------------------------------------|------------------------|
| 1 IBA City Campus | 11 Star Cinema |
| 2 OMI Hospital | 12 Anklesaria Hospital |
| 3 Prince and Princess Cinema | |
| 4 Headquarters Pakistan Coast Guard | |
| 5 Nishat Cinema | |
| 6 APWA Building | |
| 7 Pakistan Medical Association | |
| 8 Kandawala Building | |
| 9 Lyrics Cinema | |
| 10 Bambino Cinema | |

	Traffic Signal / Square
	One-Way Traffic

The Karachi Edge



The City of Karachi encapsulates a multitude of cultures, nations, architecture, sight-seeing places, career opportunities and so much more. It is a standing monument to the efforts of the Father of the Nation, whose dream is now a reality and which we now live in today. The 3rd largest city in the world with regard to population and the 20th largest metropolis in the world, its flyovers, high rises and expansive roads present never-ending opportunities for ambitious and creative minds looking for innovation and challenges. While holding its glorious title as the gateway to Asia, the city generates 65% of the total national revenue and is the major port city of the country.

This industrial, financial and commercial powerhouse of the country has more than 600 listed companies on its stock exchange and is the headquarters of most of the local and multinational companies in Pakistan. It offers ample career opportunities in various market sectors including financial institutes, oil and petroleum industry, FMCGS, multinationals, telecommunication / media, television, production, publishing, software production, business and market research, education and tourism and so many more.

Karachi also opens a whole new avenue for shopping; from Zamzama and Gulf to Sunday Bazar, from Zainab Market to Tariq Road and from Paposh to Hyderi, where you can find a never ending variety in branded ware to local specialties. Apart from the conventional marketplaces, here you will also find modern trade stores like Macro and Metro. Students' hang-out places range from the very affordable Students' Biryani, Cafe Mubarak, Bovichic and Subway to the food street at Boat Basin, Nandos, Arizona and Food Courts at Park Towers, The Forum, Dolmen Mall and the Millennium Mall.

Looking for recreation? This city will not disappoint you. Bowling, go-carting, Cineplex, amusement and water parks like Aladdin and Dream world, gaming zones, boating, and crabbing: it's all here. The Arena offers you the best ice-skating, rock-climbing and swimming experiences while concerts, theatres and drive-in cinemas await to give you the movie experience of your life.

That's not all. A city is incomplete without any landmarks of its history and culture and you will find plenty of these in the

City of Lights. Top of the list is the white marble glory of the Quaid-e-Azam's Mausoleum. The most visited sight of all, this memorable place is home to hundreds of tourists who come to pay respects to the Father of the Nation and admire the beauty of the structure and the impressive change of guards' ceremony. In addition, you will find museums and art galleries like the Maritime, PAF and National Museums, the Fayzee Rahman Art Gallery, and Sadequain Gallery in Frere Hall, among others. And not to forget, the ancient and compelling splendor of the Mohatta Palace, Bhanbore, Thatta, and Mohenjo-Daro, to name a few.

Finally, purely from a professional point of view, it is noteworthy that this city is a hub of local and international business organizations. All major employers of Pakistan are located in the City of Karachi, making it a perfect choice for a business school. IBA Karachi welcomes you to this extraordinary city and promises you the experience of your lifetime!



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

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