



*Leadership and Ideas for Tomorrow*



**PROGRAM ANNOUNCEMENT**  
**2006-07**



**Title:** Mr. Asim Ali Raza and Ms. Muniba K. Khalid, selected to participate in P&G Seminar at Geneva. The IBA is the Only University/Institute in the world with two students participating; IBA has always been a star producer.



*Leadership and Ideas for Tomorrow*

## **A NEW LOGO TO SUIT THE IBA IN THE NEW WORLD**

Constantly developing technology and steadily developing educational and business collaborations and exchanges around the world are creating conditions for cultural, social and economic development of all the people of the world.

The new logo symbolizes the IBA's openness and commitment to advance knowledge and practice by working with new and established economic enterprises, choosing the finest young students and working with outstanding managers, scholars and researchers of Pakistan as well as scholars and researchers from all other nations with cutting edge methods, technologies and innovative approach to study, research and business.

It also suggests that open, goal-oriented work at the ever self-renewing IBA leads to development of stars – people and businesses that excel and shine brightly.

# THE IBA

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(Governor of Sindh)

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ntity



# Vision

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



*On the occasion of IBA's 1st International Conference on Information & Communication Technology.  
1st Line (From Left to Right) Gen. Pervez Musharraf, President of Pakistan, Dr. Ishratul Ebad Khan,  
Governor of Sindh/Patron IBA & Mr. Danishmand, Director IBA.  
2nd Line (From Left to Right) Mr. Justice Khilji Arif Hussain, Chairman BOG, IBA & Dr. Atta-ur-Rehman, Chairman HEC.*





*On the occasion of IBA's Special Convocation to confer degree of doctorate of laws (Honoris Causa) upon Mr. Shaukat Aziz, Prime Minister of Pakistan.*

*1st Line (From Left to Right) Mr. Danishmand, Director IBA, Dr. Ishratul Ebad Khan, Governor of Sindh/Patron IBA, Mr. Shaukat Aziz, Prime Minister of Pakistan & Mr. Justice Khilji Arif Hussain, Chairman BOG, IBA.*

*2nd Line Col. Mozaffer Zaidi, SI(M), (Retd.), Director Administration IBA.*





*On the occasion of Inaugural Ceremony of MBA (Tax Management) program for CBR Probationers at IBA.  
(From Left to Right) Dr. Salman Shah, Advisor to Prime Minister on Finance, Mr. Umar Ayub Khan, Minister of State for Finance & Mr. Danishmand, Director IBA.*



*On the occasion of IBA visit.  
(From Left to Right) Mr. Danishmand, Director IBA, Dr. Kim Howells, M.P. Minister of State for External Affairs, UK & Mr. Hamish Daniel, OBE, Deputy High Commissioner, UK.*





*On the occasion of Mr. Tsunenari Tokugawa's address to IBA faculty, students and corporate guests – "Transition from Tokugawa Shogunate to modern Japan". (From Left to Right) Tsunenari Tokugawa, President of Tokugawa Memorial Foundation, Advisor to Nippon Yusen Kaisha (NYK), Mr. Danishmand, Director IBA & Mr. Fujita Toshio, faculty member.*



*Dr. Vijay Mahajan, Chairperson, Dept. of Marketing University of Texas, Austin, and Former Dean of Indian Business School addressing IBA faculty, students and corporate guests on "Marketing Strategies for Emerging Economies".*





*Army officers who attended certificate course at IBA in 2006.*



*Award winners of Convocation-2005.*



# IBA 50 Years of Excellence 1955 ~ 2005

## Commemorative Postage Stamps

IBA – established in 1955 as a US AID financed project – is now one of the leading business schools in this part of the world. Over a period of 50 years, IBA has provided world-class professional managers and entrepreneurs for the business and industry in Pakistan and is committed to provide a solid foundation to prepare students to encounter future challenges.

A salient feature of IBA's educational program is its emphasis on the application of knowledge acquired by the students who are encouraged to take responsibility for their own learning, to become active participants and leaders, and apply their knowledge in the real world context. The IBA strives continuously to improve in all constituents of its system, culture, people and infrastructure, to turn bright and diligent students with leadership potential into outstanding business leaders for Pakistan and around the world.

The main pillars of IBA are its strong values and clear focus on its mission. The core values of IBA being merit, truth, integrity, creativity, discipline, tolerance and humility. IBA's commemorative postage stamps signify 50 years of excellence and resolve to maintain all those ethics that have defined IBA since its inception.





# Core Values

MERIT

TRUTH

INTEGRITY

CREATIVITY

DISCIPLINE

TOLERANCE

HUMILITY

Core Values

# Contents

Message from the Dean & the Director	• • • • • • • •	01
Introduction	• • • • • • • •	03
Campus and Facilities	• • • • • • • •	07
Life at the IBA	• • • • • • • •	11
Programs of Study	• • • • • • • •	15
Admission Requirements	• • • • • • • •	19
Curriculum	• • • • • • • •	23
Evaluation and Grading	• • • • • • • •	35
Rules and Regulations	• • • • • • • •	39
Departments	• • • • • • • •	
• Department of Accounting	• • • • • • • •	43
• Center for Computer Studies	• • • • • • • •	48
• Department of Economics and Finance	• • • • • • • •	65
• Department of Management	• • • • • • • •	76
• Department of Marketing	• • • • • • • •	82
• Department of Social Science	• • • • • • • •	84
• Center for Executive Education	• • • • • • • •	86
The IBA Faculty	• • • • • • • •	89
Academic Calendar 2006-07	• • • • • • • •	103
Fee Structure	• • • • • • • •	109
Admission Form		



# Message from The Dean & The Director

The IBA is the oldest business school outside North America. It has produced nearly 7,500 graduates to-date, each one an outstanding professional. The IBA graduates have worked and matched in performance with the graduates of the most renowned business schools of the world; that is why the most successful multinationals prefer to hire the IBA graduates. More and more local banks and other industries also rely on the IBA graduates for professional leadership in their organizations.

Prime Minister Shaukat Aziz affirms:

“IBA is an island of excellence, and it has always been that and will always be; because it practices meritocracy, teaches good values, teaches you to be competent, teaches you to be thorough, moulds you. It is one institution in my view which moulds your personality rather than just give you a degree.”

Consul General of Sri Lanka, Her Excellency Ms. Manel de Silva, had these kind words for one of our students early this year: “He was polite, efficient and did not get flustered at any time. He could take decisions with such confidence that initially I thought I was dealing with a person who had work experience. If this is the quality of the students of IBA, I am not surprised that the IBA has such a high reputation.”

The IBA system of merit, truth, diligence, tolerance and humility has established a culture in which outstanding young men and women and outstanding teachers create a community dedicated to quality, innovation and challenge. The IBA standards demonstratively are the highest in Pakistan. Every graduate truly earns his degree.

Two of our students; Muniba Mahmood and Asim Ali Raza, have been chosen to go to Geneva in an international seminar. They will join 30 other business students from around the world. The IBA is the only school in the world which has the distinction of having two students accepted for this seminar. Last year our Asnia Asim topped contestants from 109 countries to win the World Bank Essay Contest.

The IBA ensures that no student is deprived of education at the IBA because of financial constraints. Specially low fees are offered to nearly half of the best candidates who join the IBA. Besides this, a number of scholarships are available. The IBA also arranges loans which the students can repay in installments after completion of their degrees. Every student has to meet high demands of work and standards every day. Many of the most attractive employers have told us that they cannot have enough IBA graduates for their organizations.

An important recent recognition of the IBA quality and capability is that the United States has chosen the IBA for establishing a Centre for Entrepreneurship in Pakistan under its broader Middle East and North Africa Initiative. We hope this Centre would start functioning by end of 2007. We are also planning to introduce a world-class major in Production Management in our MBA Program.

The IBA has linkages with outstanding business schools in South Asia as well as Europe and the US. The IBA was the first business school in Pakistan to sign strategic collaboration agreement with Microsoft. The IBA offers courses and programs which are relevant to the needs of the market; its programs are widely adopted by other schools. The IBA's MBA is the best established brand in business education. Now its Computer Science program is also recognized for its creative, functional design and high quality. The IBA has also launched a Ph.D. program in MIS, Computer Science and Engineering.

The IBA was the first professional institution in Pakistan to start a 4-year undergraduate program to bring Pakistani educational standard and design in line with those prevalent in USA. The first batch of the 4-year BBA and BCS programs is graduating in May 2006. Many multinationals have recognized that these graduates have the best broad-based business education and are hiring these graduates for their organizations.

The IBA looks forward to continue to change, adapt, and be among the best business schools in the world, always producing leadership and ideas for tomorrow.

We are excited at the opportunity and challenges for business and business education. We are eager to welcome a new batch of the brightest, confident, young men and women who are eager to work in an environment of merit, to think for themselves, to innovate, to change, to lead, work hard and succeed.

**Danishmand**  
Dean & Director, the IBA

# Introduction



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

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



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

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

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

## The IBA Philosophy

The recurrent theme of the 50 years of IBA's existence is that business education should be relevant and looking to the future.

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

The IBA programs are designed to provide world-class professional managers and entrepreneurs for the business and industry in Pakistan.

Students take part in a broad variety of activities ranging from volunteering for charity work and participating in athletic events to organizing conferences on a variety of business issues. A spirit of involvement is important because teamwork, leadership and being a responsible citizen are the fundamentals of the IBA experience.



### High Profile Faculty

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

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

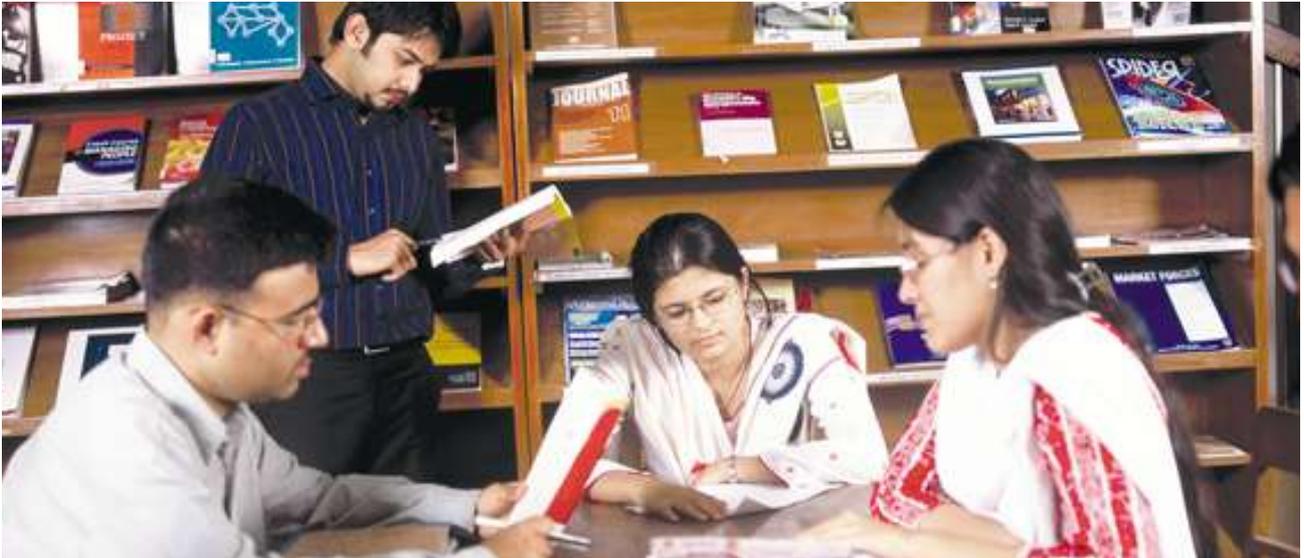


### The Alumni Network

The IBA's nearly 7,500 graduates create lifelong relationships within the largest and distinguished alumni network of any business school in Pakistan. The IBA alumni have achieved phenomenal success in the corporate world and a large number of them occupy top positions not only in Pakistan but around the world. They have excelled as business leaders, entrepreneurs, policymakers and bureaucrats, and have made immense contribution towards the development of the country, bringing a good name to Pakistan beyond its borders.

The IBA maintains an official website for all alumni. It offers numerous features including an online alumni directory that lists graduates of the Institute as far back as 1958. Alumni can stay in touch and network with fellow graduates through this online alumni directory.

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



## Career Opportunities

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

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

## Research Wing

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

This Wing is the repository of all core research done by the IBA faculty, scholars and students. The research papers written are documented, archived and made available to other researchers and industry. The IBA faculty and students can access these research papers via IBA intranet.

# Campus & Facilities



## Location

The IBA is located in Karachi, a sprawling and vibrant metropolis having a population of over 12 million. Being the largest financial and industrial center of the country, Karachi is home to most of the nation's largest banks, brokerage houses, industrial complexes, consulting houses and commodity firms. Being in the hub of economic and trading activity, the IBA campuses, due to their prime location, provide a unique opportunity to students to mingle and interact with the leaders and managers of the largest corporations and business houses in the country.

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

## Facilities

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

The IBA Main Campus is a large complex of buildings spread around lush green sprawling lawns, which serves as a backdrop to an extremely conducive environment for academic pursuit. It houses the program offices, faculty offices, a library, an auditorium, two computer labs and eleven classrooms.



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

The IBA Main Campus cafeteria has been constructed as a double storey building with a capacity of 120 students. The IBA City Campus cafeteria has also been built with the seating capacity of 60 students. Both the cafeterias are air-conditioned. The Executive Dinning Area is under construction and has a seating capacity of 60 individuals; the facility is aimed to provide meal, snacks and beverages to faculty and students of executive classes.

The construction of new classrooms at both the campuses is to begin in the current year. Each air-conditioned classroom is designed for 40 students and is also fully-equipped with latest audiovisual facilities to enhance the over all learning experience.

A Reception Centre is being built to provide information and assistance to visitors of Center for Executive Education, Executive, CCS and Evening programs at

City Campus. A Centre for Entrepreneurs is soon to be established at City Campus in order to support the promotion of entrepreneurial activity in the country. A modern Prayer Area is available to offer prayers. A geyser is installed to facilitate ablution with warm water in winter season.

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

A 400kVA generator is being installed at Main Campus to take care of frequent power breakdown causing interruption in academic activity. All facilities at both campuses are accessible to the students, faculty and course participants.



## The Libraries

The IBA libraries contain more than thirty thousand books on business management and related subjects. The libraries subscribe to more than eighty international and forty-two local journals and periodicals.

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

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

Refurbishment of libraries at both the campuses is underway.

## IT Infrastructure and Services

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

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

- Over 425 PCs nodes connected through latest networking equipments such as high speed LAN, CAT 6 Ethernet cables, fiber optics, HP pro-curve managed switches, Cisco routers and 11Mbps

Radio link establishes connectivity between the two campuses of IBA.

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

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

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

## Placement Services

Placement Services at the IBA lends support to both prospective employees and employers. It also provides advice and assistance to the IBA's existing students in terms of their placement in internship programs and jobs in various organizations. Furthermore, it helps the IBA alumni in their job search/placement procedures.

Apart from offering assistance in placing the students in various internship programs and jobs, the networking of placement services ensures that the transition from classroom to career is smooth and successful through:

**Employer Seminars** – CEOs and heads of various functions including Human Resources visit the IBA,



interact with the students, conduct on-the-spot interviews and extend job offers.

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

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

**Career Solutions for Graduates** – Career network and job hunting does not end when IBA students graduate. They can find a job or post a job by clicking on the appropriate link on the IBA alumni website ([www.iba.edu.pk/alumni](http://www.iba.edu.pk/alumni)).

## Student Residences

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

The hostel provides many facilities to its residents; it is equipped with a gymnasium and an indoor table tennis room. Students use the TV lounge, which is equipped with a big screen television and a satellite decoder.

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

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

Accommodation is usually in high demand and allotment is done on a first-come-first-serve basis. The construction of new boys' hostel building is to begin in the current year. This hostel will consist of 150 single rooms, gymnasium, an indoor table sports hall, TV lounge and dining facilities.

The IBA has recently received approvals for major funding from the HEC which will enable LAN and radio link connectivity to the boys hostel.

## Transportation

The IBA has its own 2 buses and 2 coasters serving different routes for the convenience of the students. Besides this, private and public transports also serve both the campuses. The City Campus, being located in the downtown area, is accessible from all parts of the city with buses, taxis and rickshaws available at all hours. Spacious parking facilities are available at both campuses for students who wish to bring their own cars/motor bikes.

# Life at the IBA



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

## **Student Clubs**

The Business Administration Student Club (BASC), Executive Students Forum (ESF) Business and Information Technology Students Forum (BITS) and Business Administration Society of Evening Students



(BASES) are student bodies with office-bearers elected by students. Elections to these posts are usually preceded by highly charged pre-election campaigns. The members of these clubs elect a vice-president, general secretary and treasurer for each calendar year. The Director IBA is the president of all the clubs and is assisted by the students' counselor for managing student affairs.

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



## Societies

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

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

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



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

#### Drama Club

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

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

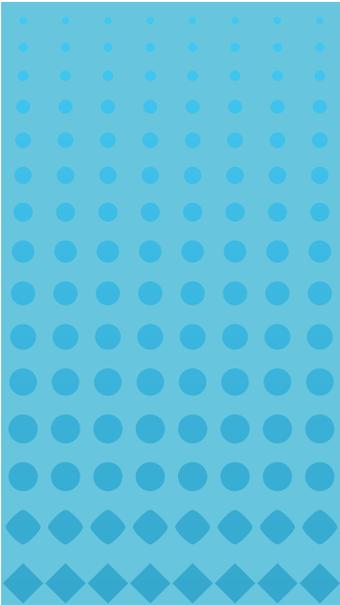
**Seminar Society:** The Seminar Society organizes symposiums with highly accomplished guests from the corporate world. IBA business conferences organized by this society are events of national importance, managed wholly by the students. In an attempt to cover all of modern business and economy,

the Seminar Society forms teams that deals with subjects such as Marketing, Management, Economics, Finance, Human Resource, Advertising, Investment and Information Systems. These teams are responsible for developing proposals for seminars and conferences that concerns an issue that is current and is also of importance to the future of the field they are assigned. These proposals are evaluated on their relevance and the teams with best proposals are allowed to proceed to the seminar organization stage.

Apart from these, the students manage an Arts Council, Urdu and English Literary Societies, Iqra Society, Economics Society, and the Management and Marketing Societies that organize debates, grand quiz shows and competitions among the students.







# Programs of Study



## Academic Programs

The IBA offers full-time business programs both at the Main and City Campus. It also offers a variety of part-time programs at the City Campus in the evening. It is not uncommon to find entrepreneurs, practicing managers, government employees and technocrats attending these programs. The diversity in their work backgrounds makes interaction, inside as well as outside the class, a rich and educative experience. Specialized executive education programs are conducted by the newly established Center for Executive Education (IBA-CEE) for professionals from the corporate world.

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

The programs of the study are as follows:

### **Doctor of Philosophy – Ph.D. (MIS / ICT / CSE)**

The Institute of Business Administration is offering graduate studies leading to a Ph.D. degree in the areas of Management Information Systems / Computer Science and Engineering / Information and Communication Technologies. Admission to the Ph.D. program shall be offered from fall 2005 and is conditional on clearance of an IBA entrance test and interviews. The successful Ph.D. candidates will be offered Research / Teaching assistance for which they shall be offered monthly stipend and tuition waiver. The program is composed of course work credits and dissertation credits. The duration of the Ph.D. program is from a minimum of 3 years to a maximum of 6 years. Further details of the program are



available upon request from the CCS program office, and available on the website.

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

#### **Master of Business Administration – MBA (Morning Program)**

The IBA offers full-time two year MBA programs at the Main Campus and the City Campus. These programs consist of 24 courses of 66 credit hours cumulative. Out of these, 20 courses are compulsory and 4 are elective.

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

MBA-MIS is a two-year morning program offered at the City Campus. It is aimed at preparing MIS professionals with sound foundation in technology and business fields. The program offers a blend of computer and business-related courses spread over four semesters of classroom teaching and practical sessions on the computer. This program consists of 24 courses of 77 credit hours cumulative. Out of these, 23 courses are compulsory and 1 is elective. Students are required to work and qualify a final project, which is compulsory, after they have completed their coursework.

#### **Executive Education**

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

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

### MS Economics Program

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

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

### MS Finance Program

The IBA offers a full-time two-year MS Finance Program. MS Finance Program combines management and finance courses to give students comprehensive professional education. The program's finance offerings are designed to impart the tools and knowledge needed for analysis, decision-making and management in a wide variety of organizations, including non-financial corporations, banks, insurance companies, investment firms and government units. The course is an application of the modern theory of finance and financial modeling techniques to financial decision-making and risk management of all financial institutions.

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

### Master of Business Administration – MBA (Evening Program)

MBA evening program is offered at the City Campus. The prerequisite of this program is a Postgraduate Diploma in Business Administration. The duration of this program may vary depending on the capacity of the student to complete the course load each semester. Students must complete the entire course work within 5 years of completion of Postgraduate Diploma to qualify for the degree. This program consists of 11 courses for cumulative 33 credit hours. Out of these, 9 courses are compulsory and 2 are electives.

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

MBA-MIS evening program is offered at the City Campus. The duration of this program may vary from 3-6 years, depending on the capacity of the student to complete the course load each semester. This program consists of 24 courses of 77 credit hours cumulative. Out of these, 23 are compulsory and 1 is an elective course.

### Postgraduate Diploma in Business Administration – PGD (Evening Program)

PGD is offered at the City Campus in the evenings. The duration of this program may vary from one and a half to three and a half years, depending on the capacity of the student to complete the course load each semester. The student must complete the coursework in 7 consecutive semesters. The course



load for PGD students is three in the regular semester and two in the summer semester. This program consists of 11 courses of 33 credit hours cumulative, all of which are compulsory. This program lead to MBA (Evening) degree.

**Certificate Courses (Evening Program)**

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

**Visiting Students Program (Evening Program)**

The Institute also admits, without any prerequisite, visiting students in single PGD and MBA courses in the evening program, provided seats are available. These students are not allowed to take regular examinations. The visiting participants are awarded a certificate without any grade for attending the course, if they maintain the attendance requirement. Visiting students are not allowed to have their status changed to a regular student during the semester.

**Bachelor of Business Administration – BBA (Morning Program)**

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

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

BBA-MIS Program, offered at the City Campus, is a full-time four-year program. This program consists of 43 courses of 138 credit hours cumulative. Out of these, 40 courses are compulsory and 3 are elective. Students are also required to do a project in their last semester of study.



**Bachelor of Computer Studies – BCS (Morning Program)**

A BCS Program is offered at the City Campus. It is a full-time four-year program, preparing students in computer and programming theory, design, development, and application. This program consists of 42 courses of 137 credit hours cumulative. Out of these, 39 courses are compulsory and 3 are electives.



# Admission Requirements

## **Undergraduate Programs**

Applicants to the BBA, BBA (MIS) and BCS programs must have completed their intermediate or equivalent at the time of appearing for the interview. The candidate must possess a Higher Secondary Certificate (with a minimum of 50%) or A' Level (with a minimum of 'C' grade in three principal subjects; no credit applicable for any subsidiary, general, or advanced subsidiary paper) or an American High School Diploma (with a minimum of 70%) or an International Baccalaureate (at least 28 points out of 45).

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

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

## **Graduate Programs**

Applicants to the MBA and MBA-MIS programs must have a bachelor's degree (with a minimum of 50%



marks) or equivalent from a recognized university in any area of study at the time of appearing for the interview.

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

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

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

The IBA undergraduates have a choice to continue in graduate programs either without industry experience or having obtained 2-3 years industry experience.

There is no provision for transfer of credits from any other university/institution.

### **MS Programs**

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

### **Admission Procedure**

Admissions to all programs at the IBA are granted on merit and there are no reserved seats of any category. The main criterion for admission is the performance of the applicant in a series of tests conducted by the IBA. Initial screening is done through an aptitude test. The successful candidates then appear in an interview. Those who pass the interview are evaluated through

a group discussion where their communication skills, confidence, maturity and leadership potential are assessed.

### Application Submission

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

### Aptitude Test

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

### Interview Requirements

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

At the time of the interview, candidates are required to bring the following documents in original:

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

### Group Discussion

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



## Registration and Enrollment

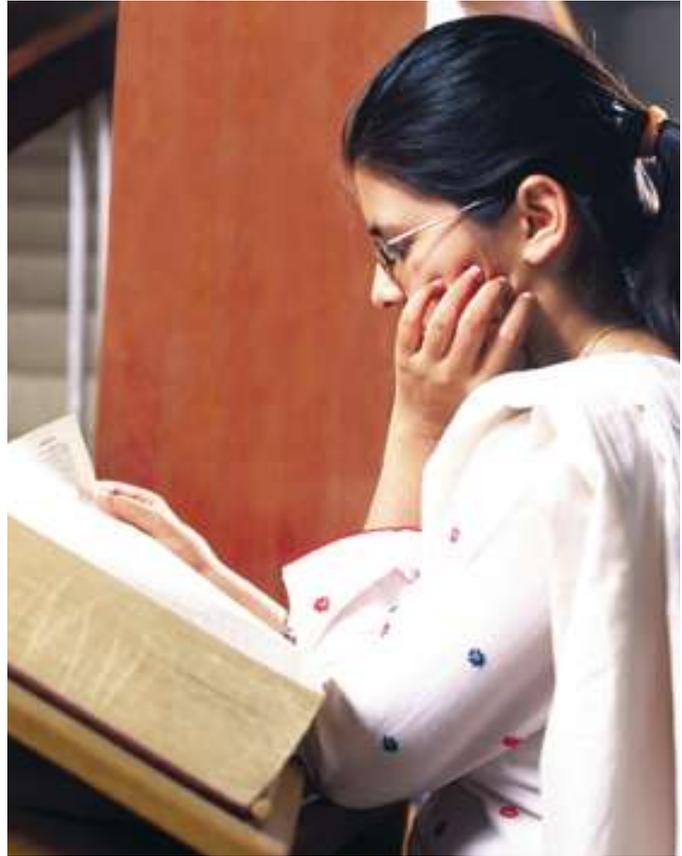
Students who have been granted admission to any of the IBA programs (except visiting candidates) must submit the following documents to complete the registration and enrollment process:

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

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

## Validity of Admission Offer

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



# Curriculum



## Undergraduate Programs COURSE REQUIREMENTS

**Bachelor of Business Administration (BBA)**  
**Bachelor of Business Administration (BBA-MIS)**  
**Bachelor of Computer Science (BCS)**

	<b>BBA</b>	<b>BBA-MIS</b>	<b>BCS</b>
Number of Courses	47	46	47
Duration	4 Years	4 Years	4 Years
Credit Hours	141	146	150

<b>Semester 1</b>				
Principles of Microeconomics	ECO101			
English Grammar	SSC101			
Human Behavior	SSC102			
Social Psychology and Self Development	SSC103			
College Algebra	MTS105			
Introduction to Computer Applications	MIS103			
Introduction to Programming*	CSE141			
Principles of Accounting I	ACC111			
Principles of Management	MGT201			
Management Information Systems	MIS102			
Business Mathematics	MTS103			
Calculus I	MTS101			
Physics	SCI101			

<b>Semester 2</b>				
Principles of Accounting I	ACC111			
Principles of Macroeconomics	ECO113			
English Composition	SSC111			
Information Management	MGT111			
Introduction to Statistics	MTS102			
One Course from Group I				
Introduction to System Administration*	MIS141			
Business Communication	MGT211			
Calculus I	MTS101			
Calculus II	MTS111			
Object Oriented Programming Techniques*	CSE142			
Logic and Discrete Structures	MTS201			
Circuit Analysis	SCI104			

**Group I - Courses**

Pakistan History	SSC121			
General History	SSC122			
International Relations	SSC131			
English Literature	SSC112			

\* 4 credit hour course

## Undergraduate Programs

### COURSE REQUIREMENTS

		BBA	BBA-MIS	BCS
<b>Semester 3</b>				
Principles of Accounting II	ACC201			
Introduction to Business Finance	FIN201			
Speech Communication	SSC201			
Principles of Management	MGT201			
Business Mathematics	MTS103			
One course from Group II				
Principles of Macroeconomics	ECO113			
Introduction to Statistics	MTS102			
System Analysis and Design	MIS211			
Database Systems*	CSE341			
Principles of Marketing	MKT201			
Introduction to Statistics	MTS102			
Computer Architecture & Assembly Language	CSE207			
Data Structures and Abstraction	CSE205			
Software Engineering	CSE211			
Digital Logic Design*	CSE241			
Linear Algebra	MTS203			

#### Group II - Courses

Physical Science	SCI103			
Sociology	SSC211			
Logic	SSC221			
Anthropology	SSC231			

<b>Semester 4</b>				
Analysis of Pakistani Industries	ECO211			
Business Communication	MGT211			
Organizational Behavior	MGT221			
Principles of Marketing	MKT201			
Calculus I	MTS101			
Management Information Systems	MIS102			
Information Systems Development*	MIS241			
Introduction to Business Finance	FIN201			
Technical Report Writing	MIS202			
Data Communication and Networking*	CSE243			
Organizational Behavior	MGT221			
Statistical Inference	MTS202			
Microprocessors and Interfacing*	CSE242			
Requirement Analysis and Modeling	CSE212			
Numerical Analysis and Algorithms	CSE202			
Principles of Macroeconomics	ECO113			

\* 4 credit hour course

## Undergraduate Programs

### COURSE REQUIREMENTS

	BBA	BBA-MIS	BCS
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Semester 5			
Company Law	LAW202		
Financial Institutions and Markets	FIN301		
Development Economics	ECO301		
Business and Society	MGT301		
Statistical Inference	MTS202		
Introduction to System Administration	MIS141		
Operating Systems*	CSE342		
Object Oriented Design and Implementation	CSE311		
Decision Support Systems	MIS302		
Methods in Business Research	MKT301		
Business Process Modeling and Simulation*	MIS341		
Advance Databases/Datawarehousing	MIS243		
Fundamentals of Managerial Accounting	ACC311		
Database Systems*	CSE341		
Business and Company Law	ACC301		
CS/MIS Elective			
One Course from Group I			

Semester 6			
Fundamentals of Managerial Accounting	ACC311		
Philosophy of Islam	SSC301		
Production and Operations Management	MGT311		
Methods in Business Research	MKT301		
Management and Organization of Pakistan's Economy	ECO311		
Financial Management	FIN401		
Change Management and BPR	MIS402		
E-Commerce	MIS403		
Software Project & Quality Management	MIS305		
Introduction to Business Finance	FIN201		
Technical Report Writing	MIS202		
Principles of Marketing	MKT201		
Theory of Automata	CSE309		
CS/MIS Elective I			
CS/MIS Elective II			
Business Elective I			

Other Requirements			
Internship (Six Weeks) after Semester 6			

\* 4 credit hour course



## Undergraduate Programs

### COURSE REQUIREMENTS

	BBA	BBA-MIS	BCS
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Semester 7			
Managerial Accounting	ACC401		
Marketing Issues in Pakistan	MKT401		
Small Business Management	MGT401		
Laws of Taxation	LAW301		
Information Systems Management	MIS401		
Financial Management	FIN401		
Entrepreneurship	MGT421		
Software Project & Quality Management	MIS305		
Compiler Design*	CSE344		
Computer Science Project	CSE491		
Business Elective I			
Business Elective II			
CS/MIS/B Elective I			
CS/MIS Elective II			
CS/MIS Elective III			

Semester 8			
Comparative Management	MGT411		
Entrepreneurship	MGT421		
Managerial Policy	MGT502		
Strategic Management	MGT555		
MIS Project	MIS491		
Modeling & Stimulation*	CSE443		
Human Computer Interface	CSE206		
Introduction to Artificial Intelligence	CSE307		
Computer Science Project II	CSE492		
CS/MIS Elective III			
CS/MIS Elective IV			
Business Elective II			
Business Elective III			
Business Elective IV			

\* 4 credit hour course

## Graduate Programs (Morning)

### COURSE REQUIREMENTS

#### Master of Business Administration (MBA)

#### Master of Business Administration (MBA-MIS)

	MBA	MBA-MIS
Number of courses	24	24
Duration	2 Years	2 Years
Credit Hours	66	77

Semester 1			
Financial Accounting	ACC501		
Business Economics	ECO212		
Principles of Management	MGT201		
Introduction to Business Finance	FIN201		
Statistics and Mathematics for Business	MTS205		
Principles of Marketing	MKT201		
Data Communications and Networking	CSE243		
Management Information Systems	MIS102		
Database Systems*	CSE341		

Semester 2			
Managerial Accounting	ACC502		
Managerial Economics	ECO501		
Legal and Regulatory Environment of Business	LAW501		
Quantitative Methods for Business Decisions	MTS501		
Managerial Communications and Negotiations	MGT503		
Operations and Technology Management	MGT504		
Marketing Management	MKT501		
Information Industry Structure and Competitive Strategy	MIS513		

\* 4 credit hour course



## Graduate Programs (Morning)

### COURSE REQUIREMENTS

	MBA	MBA-MIS
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Semester 3			
Entrepreneurial Management	MGT552		
Leadership, Teamwork and Corporate Responsibility	MGT505		
Marketing Management	MKT501		
Human Resource Management	HRM401		
Enterprise Integration	MIS503		
Legal and Regulatory Environment of Business	LAW501		
Managerial Communications and Negotiations	MGT503		
Multidisciplinary Project 1*			
Elective I (Research Elective from Group I)			
Elective II			

#### Group I - Courses

Advanced Econometrics and Research Methodology	ECO 506		
Advanced Marketing Research	MKT502		

Semester 4			
Advanced Corporate Finance	FIN501		
Corporate Strategy	MGT506		
Elective I			
Elective II			
Elective III			
Elective IV			
Elective V			
Elective VI			
Multidisciplinary Project*			
<b>Technology and Operations Management Elective Courses</b>			
Management Information Systems (MIS)			
Information and Communications Technology (ICT)			
Computer Science and Engineering (CSE)			
Operations Management (OPS) & Maths and Stats (MTS)			

#### Note:

A minimum of two electives must be Technology/Operations Management electives and a minimum of two from Business electives

Other Requirements			
Internship (Six Weeks)			
Comprehensive Examination			
Thesis			

\*3 credit hour course

## Graduate Programs (Evening)

### COURSE REQUIREMENTS

#### Postgraduate Diploma (Business Administration)

#### Master of Business Administration - MBA (Evening)

#### Master of Business Administration - MBA MIS (Evening)

	PGD (Bus. Adm.)	MBA (Evening)	MBA-MIS (Evening)
Number of Courses	11	11	24
Duration	1-1/2 to 3-1/2 Years	1 to 1-1/2 Years	3-1/2 to 6 Years
Credit Hours	33	33	77
Prerequisite	-	PGD (B/A)	

Financial Accounting	ACC501			
Principles of Management	MGT201			
Business Communications	MGT211			
Statistics and Mathematics for Business	MTS205			
Introduction to Programming*	CSE141			
Fundamentals of Managerial Accounting	ACC311			
Macroeconomics	ECO202			
Introduction to Business Finance	FIN201			
Principles of Marketing	MKT201			
Statistical Inference	MTS202			
Management Information Systems	MIS102			
Business Economics	ECO212			
Object Oriented Programming Techniques*	CSE142			
Systems Analysis & Design	MIS211			
Database Systems*	CSE341			
Introduction to Computer Applications	MIS103			
Microeconomics	ECO201			
Development Economics	ECO301			
Labor Law	LAW203			
Cost and Managerial Accounting	ACC302			
Managerial Accounting	ACC381			
Methods in Business Research	MKT301			
Marketing Management	MKT501			
Human Resource Management	HRM401			
Information Systems Development*	MIS241			
Software Project & Quality Management	MIS305			
Financial Management	FIN401			
Data Communication & Networking*	CSE243			
Business Elective I				
Business Elective II				
Management Information Systems	MIS102			
Managerial Policy	MGT502			
Change Management & BPR	MIS402			
Information Systems Management	MIS401			
MIS Project (Thesis)	MIS491			

Other Requirements			
Comprehensive Examination			
Thesis			

\* 4 credit hour course



## MS Programs COURSE REQUIREMENTS

### MS (Economics)

### MS (Finance)

	MS (Economics)	MS (Finance)
Number of Courses	12	12
Duration	2 Years	2 Years
Credit Hours	42	42

Semester 1		
Microeconomics Theory	ECO502	
Macroeconomics Theory	ECO503	
Econometrics	ECO504	
History of Economic Thought	ECO505	
Managerial Economics	ECO501	
Analysis of Financial Statements	ACC561	
Quantitative Methods for Finance	MTS501	
Theory of Finance	FIN501	

Semester 2		
General Equilibrium and Welfare Economics	FIN502	
Advance Econometrics and Research Methodology	ECO506	
International Trade	ECO511	
Development Economics*	ECO507	
Strategic Management for Financial Managers	MGT503	
Macroeconomics and Financial Markets	ECO508	
Portfolio Theories and Investment Analysis	FIN503	
Financial Econometrics	FIN569	

Semester 3		
Monetary Economics	ECO509	
Public Finance	FIN504	
Financial Markets and Regulations*	FIN505	
International Financial Management	FIN552	
Elective I		
Elective II		

Semester 4		
Thesis*		

\* 6 credit hour course

**Note:**

The course code indicates the level of the course. Students should look at the course codes instead of looking at the course name.

## Elective Courses

<b>Accounting</b>	
Cost and Management Accounting	ACC302
Activity Based Costing/Management and BSC	ACC551
Computerised Accounting	ACC552
Cost of Quality	ACC553
Managerial Accounting and Control Systems	ACC554
Accounting Theory and Practice	ACC555
Advanced Financial Accounting	ACC556
Auditing Theory and Practice	ACC557
International Accounting and Taxation	ACC558
IAS and Financial Reporting in Pakistan	ACC559
Management Advisory Services	ACC560
Analysis of Financial Statements	ACC561
Accounting Project	ACC562
Accounting Information System	ACC563
Cost Management Systems and Control	ACC564
Cost Management Systems Design	ACC565

<b>Economics</b>	
Game Theory and Comparative Strategy	ECO551
Game Theory	ECO651
Environment and Resource Economics	ECO652
Industrial Economics	ECO653
Regulatory Economics	ECO654
Financial Economics	ECO655
Islamic Economics	ECO656
Health Economics	ECO657
Transport Economics	ECO658

<b>Operations Management</b>	
Quantitative Methods for Business Decisions	OPS501
Operations Strategy	OPS502
Information Technology as an Integrating Force in Manufacturing	OPS503
Six Sigma Simulation	OPS504

<b>Finance</b>	
International Finance	FIN551
International Financial Management	FIN552
Security Analysis	FIN553
Investment Analysis and Portfolio Management	FIN554
Corporate Finance	FIN555
Fixed Income Securities	FIN556
International Banking	FIN557
Regulation of Financial Markets	FIN558
Islamic Finance	FIN559
Strategic Financial Management	FIN560
Venture Capital and Private Finance	FIN561
Risk Management	FIN562
Financial Econometrics	FIN563
Derivatives	FIN564
Treasury and Fund Management	FIN565
Investment Banking	FIN566
Project Evaluation	FIN567
International Corporate Governance	FIN573
Risk and Insurance	FIN666
Fixed Income Securities and Interest Rate Derivatives	FIN669

<b>Information and Communications Technology (ICT)</b>	
Mobile & Ubiquitous Commerce	ICT501
Strategic Computing and Communications Technology	ICT502
Generating Business Value from IT	ICT503
Enabling Technologies	ICT504
Information Technology and Business Transformation Seminar	ICT505
Information Technology Essentials	ICT506
Telecommunications Management	ICT507
Enterprise Networking	ICT508
Network Architectures for Business	ICT509
Telecommunications Technology and Competitive Strategy	ICT510



## Elective Courses

### Computer Science & Engineering

Business Telecommunication & Distributed Systems	CSE451
Computational Geometry	CSE452
Information Storage & Processing	CSE453
Network Security	CSE455
Network Management	CSE457
Advanced Web-Based Development & Applications	CSE458
Call Center Design & Management	CSE551
Cryptography	CSE552
Image Analysis & Computer Vision	CSE553
Pattern Recognition	CSE554
Robotics	CSE555
Internetworking	CSE556
Advance Topics on Computer Networking	CSE557
Mobile Computing	CSE558
Knowledge Management Systems	CSE501
Information Security for Managers	CSE502
Systems Analysis, Design, and Implementation	CSE503
Database and Information Management Systems	CSE504
Data Mining	CSE505
Data-Based Decision-Making	CSE506

### Marketing

Advertising	MKT551
Consumer Behavior	MKT552
Export Marketing	MKT553
Personal Selling	MKT554
International Business	MKT555
Sales Management	MKT556
Industrial Marketing	MKT557
International Marketing	MKT558
Services Marketing	MKT559
Strategic Export Marketing	MKT560
Brand Management	MKT561

### Mathematics and Statistics

Operations Research	MTS451
Mathematical Modeling and its Application in Finance	MTS502

### Management Information Systems

Management of e-Business	MIS453
Audit, Ethics & IS Issues	MIS454
Business Process Reengineering	MIS455
E-Commerce	MIS456
Enterprise Resource Planning	MIS458
Customer Relationship Management	MIS459
Supply Chain Management	MIS551
Operations and Technology Management	MIS502
Enterprise Integration	MIS503
Electronic Commerce	MIS504
Technology and E-Business Consulting	MIS505
Management of Organizational Data	MIS506
Enterprise-Wide Computing Solutions	MIS507
Coordinating and Managing Supply Chains	MIS508
Managing Health Care Technology and Operations	MIS509
Managing in the Information Age	MIS511
Information Systems Engineering: Redesigning the Future	MIS512
Information Industry Structure and Competitive Strategy	MIS513
Decision Support Systems	MIS514
Technology and Markets	MIS515
Global Information Systems	MIS516
Fundamentals of Digital Business Strategy	MIS517
Business Continuity Management	MIS518
Managing Emerging Technology	MIS519
Multidisciplinary Project - I	MIS520
Multidisciplinary Project - I	MIS521

### Management

Management of Business-Government Relationship and Managerial Ethics	MGT551
Entrepreneurial Management	MGT552
Operations and Supply Chain Management	MGT553
Change and Innovation Management	MGT554
Strategic Management	MGT555

## Elective Courses

<b>Banking</b>	
Investment Banking and Financial Services	FIN569
Strategic Management of Credit Risk and Loan Policy	FIN570
Applied Portfolio Management and Modeling	FIN571
Entrepreneurial and Small Business Finance	FIN572
International Corporate Governance	FIN573
Real Estate Finance and Investment	FIN575
Derivatives and Risk Management Techniques	FIN576
Property Risk Management	FIN578
Liability Risk Management	FIN579
Life and Health Insurance	FIN580
Bank Marketing	FIN581
International Banking	FIN582
e-Banking	FIN584
Management of Banking Companies	FIN585
Banking Operations	FIN587

<b>Human Resource Management</b>	
Human Resource Management	HRM401
Employee Staffing and Training	HRM414
Personnel Research Techniques and Human Resources Information Systems	HRM425
Recruitment and Selection Techniques	HRM430
Training Techniques and Practices	HRM435
Design and Administration of Compensation Plans	HRM440
Occupational Health and Safety	HRM445
The Legal Environment	HRM450
Executive Leadership	HRM455
Foundations of Human Resource Development	HRM550
Industrial Relations Management	HRM551
Organizational Development	HRM552
Human Resource Development	HRM553
Compensation and Benefits Management	HRM554
Succession Planning	HRM555
Conflict Management	HRM556
Team Management	HRM557
Leading the Change Process	HRM558
Operational HRM	HRM559
Managerial Decision-Making	HRM560



# Evaluation & Grading



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 monthly 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.

Monthly examinations called hourlies at the IBA are administered in the first week of every month. A student sits for three such examinations for each course every semester (the two best scores are counted towards the final grade). A number of surprise quizzes are also taken during the semester to monitor the performance of the students.

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

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



In determining the course grade, 60 percent of the final grade is based on the semester work and 40 percent on the semester final examination. However the Institute reserves the right to modify these weights. No make-up examination is allowed in any course under any circumstances for full-time students.

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

Sum of (credit hrs x grade points) / Sum of credit hours

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

### Minimum GPA Requirements

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

A student securing a GPA between 2.0 and 2.2 is put on probation for one semester and is required to improve his/her GPA and bring it to the required minimum 2.2 in the immediately following semester. No regular semester break is allowed during this time.

As mentioned in preceding paragraphs, CGPA of the Evening Program students is calculated on the basis

of final six courses taken by them in order to decide probation/ drop-out cases. Withdrawals and failures, if any, are also counted.

If a student fails to pass certain course(s) 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 upto 2.2 with the following conditions:
  - (a) If the students succeeds in improving the CGPA (minimum 2.2) he/she will be eligible to be promoted to MBA Program and for the award of the BBA degree.
  - (b) If the student fails to improve the CGPA, he/she will not be eligible to be promoted to MBA or for the award of BBA degree. Such students shall be issued transcript of credits earned.



- II. An MBA Program student whose CGPA in the final semester is less than 2.2 but not below 2.0 shall also be required to repeat one semester of the lowest academic standing/or certain courses in order to be eligible for the award of MBA degree. If the student improves the CGPA (minimum 2.2), degree shall be awarded (other conditions apply) otherwise only a transcript of credits shall be issued.
- III. BBA Program students are promoted to MBA Program with one deficiency in BBA courses.

Following conditions shall apply to such students.

- i) Their CGPA in BBA Program should not be less than 2.2 after removing the deficiency.
- ii) 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.
- iii) 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 within one year.

### Improvement of Grades

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

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

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

	Marks (%)	Grade Point	Grade
Old Grade:	68	1.33	D+
Improved Grade:	92	3.67	A-
Average Grade:	$(68+92)/2 = 80$	2.67	B-

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

### Summer Semester

Students undertaking 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 a deficiency in one course during the summer semester. Advanced credit courses cannot be taken in a regular semester. Students not doing an internship can clear up to two deficiencies, or enroll for two advanced courses in the summer semester.

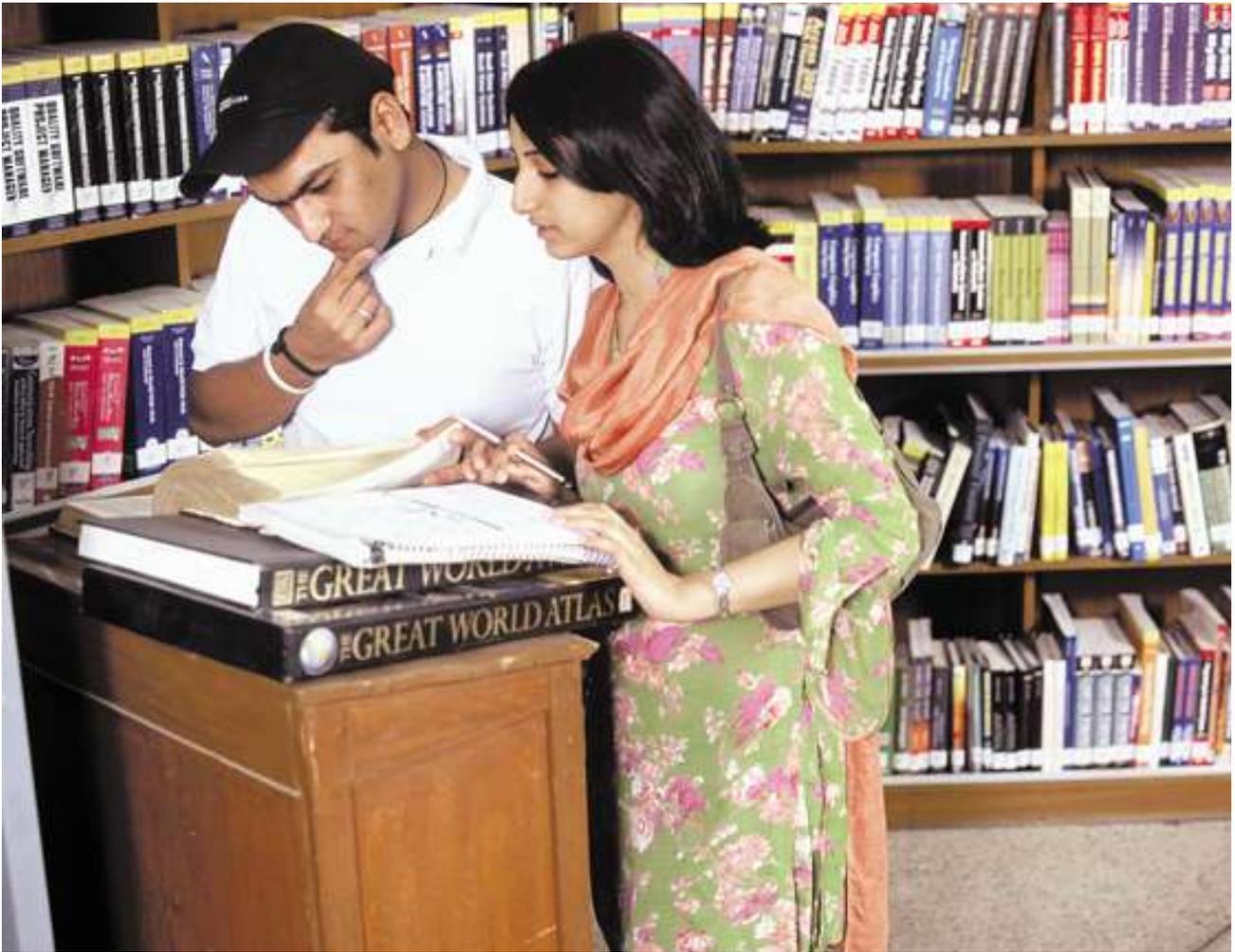
Students may withdraw from one course during the summer semester. Withdrawal should be sought within a week after the announcement of the mid-term examination result.

### Internship Evaluation

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

### Thesis

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



## Comprehensive Examination

Every graduating student is required to pass a comprehensive examination on completion of coursework. This four to six-hour examination is held after every regular semester. After completion of coursework, the maximum period allowed to clear the comprehensive examination is five years. There is however no restriction on the 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.

# Rules & Regulations



## **Discipline**

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

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

## **Attendance**

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

Students are required to attend lectures, laboratory sessions, seminars and fieldwork as may be specified for a course each semester.

The teacher takes attendance in each class daily. Latecomers are marked absent even if late by one minute. No excuse is accepted.

If a student accumulates more than the permissible absences, he/she is awarded an 'F' in that particular course.



**Full-time students** are allowed 6 absences in a 42-session course, 4 in a 28-session course and 3 during a summer course.

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

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

#### **Withdrawal from a Course**

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

Part-time students are allowed to withdraw from some or all of the courses for which they have registered in a semester. Permission to withdraw from a course must be made on the prescribed form available from the Evening Program office before the third hourly

examination or within one week after the announcement of mid-term examination results in the summer semester.

#### **Policy on Cheating**

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

#### **Transfer of Credit in Required Courses**

1. Students of Postgraduate Diploma in Business Administration and MBA Evening Programs may seek advance credit for not more than two required courses, which they may have successfully completed while being students in the Certificate Program, subject to the following conditions:
  - i) The student must have held a bachelor's degree with 50% marks at the time of admission to the Certificate Program
  - ii) The semester final grade in the course was at least 'B'
  - iii) The course for which the credit is sought was completed within two years from the date of admission in the PGD



2. 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:
  - i) The student must have completed a minimum of five PGD courses.
  - ii) The remaining PGD courses are not available to the student in the evening.
  - iii) The student is unable to remove his course deficiency in the Morning Program due to his/her occupation.
  - iv) The student removes his PGD course deficiency as soon as the remaining courses are available to him/her.
  
3. MBA-MIS (Evening Program) students who switch to MBA (Evening Program) may seek advance credit for courses which they may have successfully completed while being students in MBA-MIS Evening, subject to the following conditions:
  - i) Grades in the course/s was/were at least 'B'.
  - ii) The course for which credit is sought was completed within two years from the date of admission to PGD.

### Course Load

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

### Make-up Examinations

A make-up for only the semester final examination is allowed to Evening Program students in case of an official engagement or serious illness, on producing a letter from his/her employer or a medical certificate before the examination. The student may appear in the make-up examination within six weeks of the original examination on payment of Rs. 1,000 as examination fee for one course.

### Rechecking of Final Paper

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



## Transcript of Record

Students of MBA, BBA and Postgraduate Diploma programs can get a transcript of their grades from the Institute within two weeks on payment of Rs. 500. Urgently required transcripts can be obtained within three working days on payment of an additional Rs. 500.

## Rules for Determining Academic Merit

### I. BBA Gold Medal

1. All credit courses shall be counted.
2. 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.
3. 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.
4. A student with 'C' or lower grades in any subject shall not be eligible.

### II. MBA (Overall) Gold Medal

1. Gold Medal shall be awarded on the basis of CGPA obtained in MBA final (3rd and 4th semesters) courses only, with the provision that the MBA (direct) student should not have any 'C' in 24 courses and MBA through BBA student should not have any 'C' in 10 courses of MBA.
2. 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.

### III. MBA Marketing & Finance (Specialization) Gold Medal

1. A student must have a minimum of 2 electives.
2. He must have an "A" in both subjects.
3. If a student has more than 2 electives in the field of specialization, the best 2 shall be counted, provided that the student has no "C" in the field of specialization, and has no failure in MBA 3rd and 4th semesters.
4. If more than one student has the same grades, than the student with the higher cumulative percentage in the 2 electives shall be eligible.
5. Each student shall declare his field of specialization in writing at the beginning of MBA 4th semester.
6. No non-credit course taken by a student in the 3rd and/or 4th semester shall be convertible in a credit course for the purpose of determining merit.



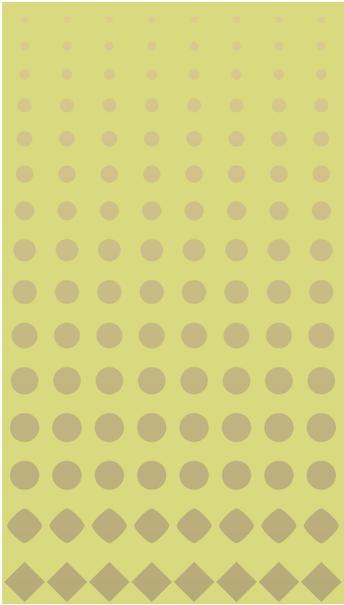
7. A meritorious student pursuing Bi-Major would be entitled to a Gold Medal in only one field of specialization.

### IV. 1st Three Positions in Each Semester

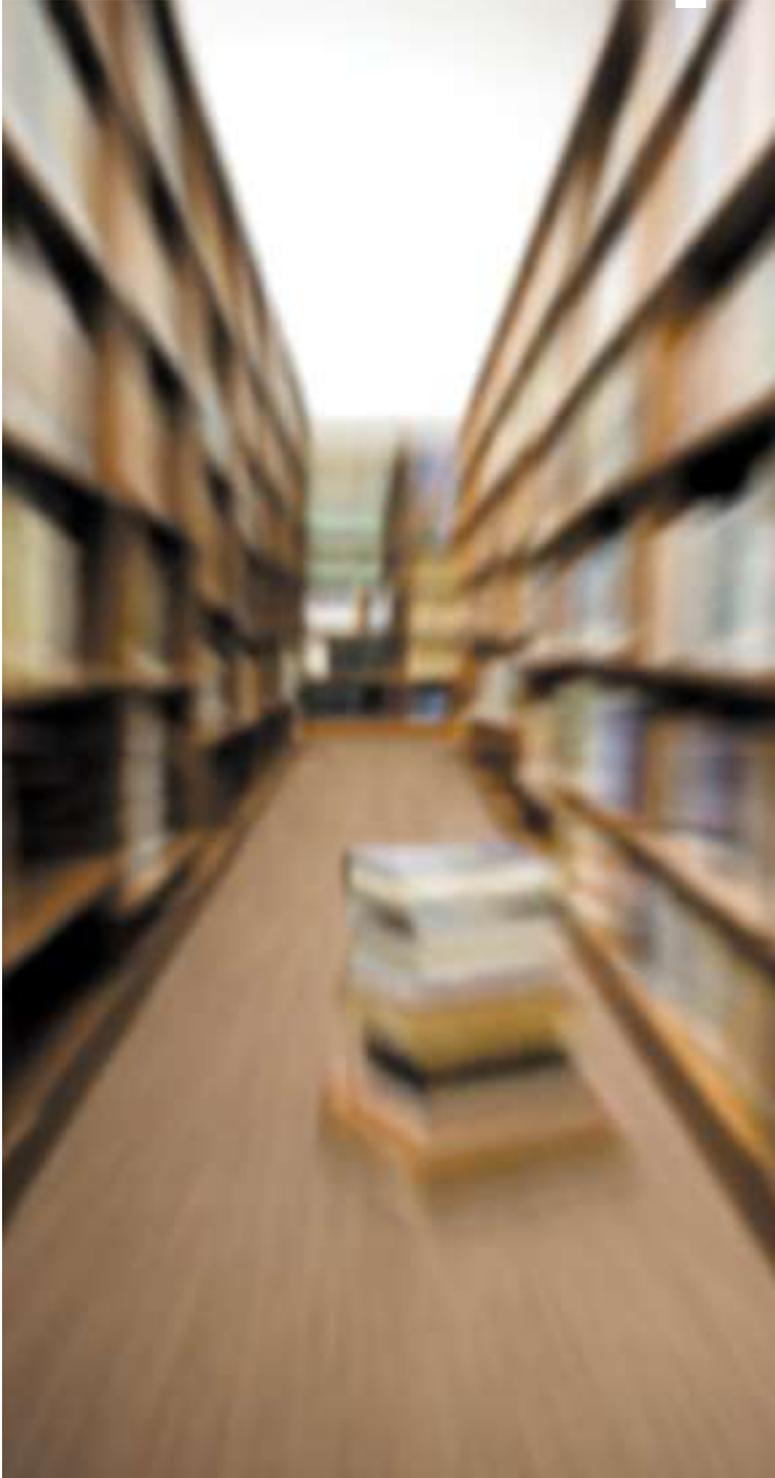
1. All credit courses shall be counted in the respective semester.
2. The students who have the highest GPA in that semester, without any failure, shall be eligible.
3. In case of a tie where the GPA is the same, the students with the highest average percentage shall be eligible for the award of semester positions.
4. In case a student has dropped a course in that particular semester, he/she shall NOT be eligible.
5. If a student has done any course of that particular semester in advance he/she shall NOT be eligible.
6. If a student is doing a deficiency course after dropping any course of that particular semester he/she shall NOT be eligible.
7. If a student is doing a deficiency course without dropping any course of that particular semester he/she shall be ELIGIBLE.

### Good Standing

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



# Departments

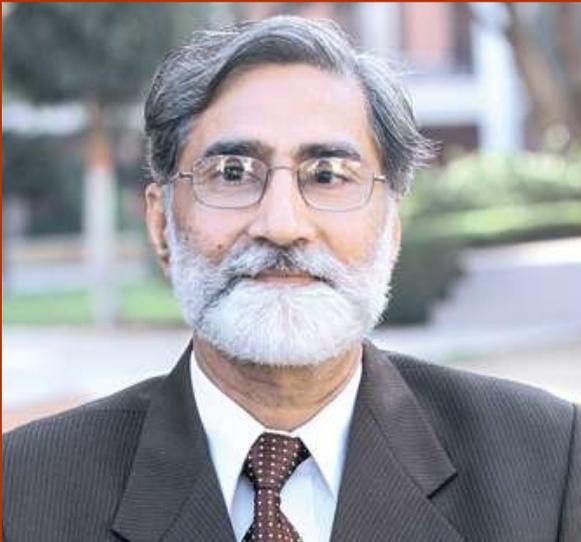


## Department of Accounting

Department of Accounting is an integral part of the degree and non-degree programs at the IBA. The Accounting program offers courses in the graduate and undergraduate programs and prepares students for careers such as the independent practice of public accounting, controllership, and general accounts management.

This Department is a source of quality accounting education and research and is committed to achieving excellence in the development, dissemination, and application of financial and managerial accounting, knowledge about the functioning of private, public and not-for-profit organizations in a global environment.

The teaching mission of the Department of Accounting is to produce outstanding graduates by offering comprehensive, state-of-the-art educational programs. It seeks to provide students with unique opportunities for personal and professional growth by increasing their competence and improving their skills for learning, analyzing, and critical thinking. The department aims to prepare the students for stewardship function in the organizations they work for. It also organizes an annual faculty workshop in the methods of teaching of accounting.

**Chairperson:**

Rao Nisar A. Khan

**Email:**

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**Telephone:**

Main Campus:

111-422-422 (Ext. 201)

City Campus:

111-677-677 (Ext. 14)

## Courses offered

### ACC111 Principles of Accounting I

Students are introduced to the basic structure of accounting, accounting cycle for service, manufacturing and merchandising concerns. Concepts included are deferrals and accruals, inventory and plant assets, liabilities and investments. Fundamentals of corporate accounting are also discussed.

### ACC201 Principles of Accounting II

This course presents accounting principles and their applications to various businesses; covers income determination, asset valuation, and financial reporting. Students are exposed to internal controls, analysis of financial statements, basic cost accounting principles and other related managerial accounting concepts. Prerequisite: ACC111

### ACC301 Business and Company Law

Business and Labor Law acquaints students with the laws governing business-enterprises and business relationships. Emphasis is placed on limited liability companies, partnerships and the laws governing the working of these in detail. Besides, the course covers general provisions of substantive law affecting business and industry.

### ACC302 Cost & Managerial Accounting

This course introduces the fundamental elements of production costs, budgeting, principles and procedures of job order costing, process costing and standard costing. It enables the student to acquire skills necessary to interpret and analyze accounting data. The students will acquire an understanding of the principles used to prepare financial statements, learn how to read and understand financial statements and to observe the effects of routine business transactions on them. It will also enable the student to read, interpret and perform calculations for accounting reports related to cost control and profit planning.

Prerequisite: ACC501

### ACC311 Fundamentals of Managerial Accounting

The objective of this course is to introduce students to the basic concepts of managerial accounting including cost accounting, financial planning, control and decision-making. The topics covered include cost concepts; cost volume profit analysis, budgeting process and problems, and variance analysis. Students are exposed to the process of short-term and long-term perspectives.

### ACC401 Managerial Accounting

The objective of this course is to build upon the managerial accounting concepts previously learnt. Topics covered include cost analysis for managerial decision-making, activity based costing, cost analysis for control and standard cost accounting, performance

appraisal and evaluation, and designing of cost management systems.

Prerequisite: ACC311

#### **ACC402 Cost Management and Control**

The objective of this course is to build upon the previously learnt cost accounting concepts. It covers cost analysis for managerial decision-making, joint costs, systems of cost determination, cost analysis for control and standard cost accounting, including performance appraisal and evaluation of cost control systems.

Prerequisite: ACC311

#### **ACC501 Financial Accounting**

This course introduces the basic concepts, standards and practices of financial reporting. It covers basic accounting structures, including accounting cycle of a service, merchandising and manufacturing organizations. It equips the students to analyze the financial statements, and understand the relationship of financial statements for different business entities.

#### **ACC502 Managerial Accounting**

This course deals with the use of internal accounting information for managerial decision making. Modern value proposition theories of EVA/MVA, and how they add to the value of all stakeholders shall be discussed.

Cost allocation, budgeting, and pricing decisions shall be discussed in a multi-dimensional setting. Critical analysis and decision making, having a given set of constraints shall be emphasized. The balanced scorecard theory for strategic management shall be the guiding principle for this course. After taking this course students should have a clear understanding of the advanced concepts in performance evaluation and corporate strategy tools of managerial accounting. Furthermore, Students shall learn to design a cost management structure, flexible to internal demands, yet adhering to the financial reporting regulatory framework.

#### **ACC551 Activity Based Costing / Management and BSC**

This specialized course equips students with the tools to measure organizational productivity. The focus is on management of costs driven organizational activities. It includes contemporary cost concepts, such as value chain analysis, cost management, theory of constraints, life cycle cost management and strategic accounting

responsibilities. Developing student's understanding of productivity and efficiency enhancement is the special feature of this course.

Prerequisite: ACC311

#### **ACC552 Computerized Accounting**

This course is designed to orient students with the electronic accounting systems and the application of accounting concepts using EDP environment. The course also covers comparison of different computer based accounting packages.

Prerequisites: ACC111 and ACC201 or ACC501

#### **ACC553 Cost of Quality**

This course encompasses topics like organization and management of quality, process control, inspection and testing. Determining the cost of quality, reporting of quality activities in terms of value added control, internal quality audit and documentation are discussed in detail.

Prerequisite: ACC311

#### **ACC554 Managerial Accounting and Control Systems**

This course emphasizes the use of managerial accounting information and concentrates on the development, interpretation, and its application for planning activities, controlling operations and making decisions. Topics discussed are cost accounting systems, activity based costing and process issues in the design and operation of cost management and control systems.

Prerequisite: ACC311

#### **ACC555 Accounting Theory and Practice**

This course provides a theoretical framework for understanding the nature of accounting problems and appreciating the purpose of different accounting practices. It examines both conventional and emerging problems associated with varying assets and liabilities valuation, advanced revenue recognition practices, theories of capital maintenance and philosophy of equities.

Prerequisites: ACC111, ACC201, ACC311

#### **ACC556 Advanced Financial Accounting**

This course covers accounting and reporting principles practiced in a variety of business entities. Course covers revenue recognition methods, mergers and

acquisitions, accounting in multinational firms, segment reporting, accounting for leasing, consolidated financial statement, and accounting for branch operations. Coursework also includes accounting in governmental and not-for-profit entities.

Prerequisites: ACC111, ACC201

### **ACC557 Auditing Theory and Practice**

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

Prerequisites: ACC111, ACC201

### **ACC558 International Accounting and Taxation**

The objective of the course is to develop an understanding of the international accounting issues. It encompasses the operations of multinationals and foreign activities of national/local corporations and provides a framework to resolve them. It also introduces currency translation methodology, foreign exchange risk management, and accounting for cross-border taxation issues and transfer pricing.

Prerequisites: ACC111, ACC201

### **ACC559 IAS and Financial Reporting in Pakistan**

This course discusses IAS/IFRS and their adoption to the regulatory framework in Pakistan. Financial reporting processes and disclosure principles are emphasized throughout the course work. Issues in adoption and application of IFRS in Pakistan.

Prerequisites: ACC111, ACC201

### **ACC560 Management Advisory Services**

The course prepares participants for management advisory service careers, especially in the areas of accounting and business systems design. Areas of attention include contemporary developments in management accounting and their role in the value chain. Dynamics of project management and change management are also part of the course.

Prerequisite: ACC311

### **ACC561 Analysis of Financial Statements**

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

Prerequisites: ACC111 and ACC201

### **ACC562 Accounting Project**

The students in this course are required to work on a real life project. Developing an accounting system and accounting manual for business enterprises are part of the course work. The study requires that participants complete the accounting cycle up to financial statements with the help of actual data and learn the entire process of accounting through a do-it-yourself technique.

Prerequisite: ACC111

### **ACC563 Accounting Information System**

The course provides students with an understanding of the concept of information systems and how they help improve managerial decision-making. It also introduces wide range of systems analysis, particularly systems flowcharts, evaluation of internal control, audit and the designing of accounting systems.

Prerequisites: ACC111, ACC201

### **ACC564 Cost Management System and Control**

This course builds upon the concepts of value chain analysis. Distinction is made between financial accounting and cost management with respect to their integration. This course covers topics like JIT effects, lifecycle cost management, cost of quality, productivity measurement and control etc. It also includes concepts and techniques to control cost driven activities.

Prerequisite: ACC311

### **ACC565 Cost Management Systems Design**

The contents of the course include principles of system design with reference to the accounting systems. Management information needs with reference to cost analysis are an important part of the course. All stages of evolution of cost management systems and integration of financial accounting, financial reporting



and costing systems of enterprise are also discussed.  
Prerequisite: ACC311

## LAW COURSES

### **LAW101 Contracts & Agency Law**

This course lays the foundation for advanced study of business law. The contracts portion of the course will deal with topics such as formation and breach of contracts, statutory interpretation of the Contracts Acts and Sale of Goods Acts. This course will also provide a comprehensive understanding of Agency and Partnership laws and the Partnership Act.

### **LAW202 Company Law**

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

### **LAW203 Labor Law**

This course focuses on the labor laws and practices of Pakistan. Laws discussed include Factories Act and Payment of Wages Act, the Industrial Relations Ordinance and Standing Orders Ordinance, and environment protection laws. Students' understanding of the basic concepts will be tested through application of the laws to factual situations in class discussions and case studies.

### **LAW301 Laws of Taxation**

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

### **LAW501 Legal and Regulatory Environment of Business**

Business decisions are made within the context of complex regulatory framework. This course familiarizes

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

### **LAW551 Globalization and International Law**

This advanced elective course discusses the phenomenon of globalization and international law with reference to MNC's, foreign direct investment and other contemporary issues involved. The course objectives include initiating a debate and dialogue amongst the students to relate to macroeconomic, legal and political issues in context of globalization. Prerequisites: Micro Economics, Macro Economics, Principles of Management



## Center for Computer Studies

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

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

Its highly qualified regular faculty, supplemented by professional visitors, is responsible for teaching the courses for the computer science majors. The graduates are hired for IT related careers in industry, government, and education, sometimes after postgraduate study.

Programs offered by this Center are BCS, BBA-MIS, MBA-MIS Morning and Evening programs.

### Chairperson:

Dr. Sayeed Ghani

### Email:

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111-677-677 (Ext. 28)

City Campus:

(021) 9215497

## Courses offered\*

### COMPUTER SCIENCE & ENGINEERING COURSES

#### **CSE141 Introduction to Programming (3,1,4)**

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

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

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

Prerequisite: CSE141

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

**CSE143 Visual Programming (3,1,4)**

This course introduces elementary programming techniques using the Visual Basic programming language. The students will also write a wide range of primarily non-mathematical programs.

Prerequisite: CSE141

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

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

Prerequisites: CSE205, MTS203

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

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

Prerequisite: CSE141

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

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

Prerequisite: CSE141

**CSE211 Software Engineering (3,0,3)**

This course introduces students to the fundamental

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

Prerequisite: CSE141

**CSE212 Requirements Analysis & Modeling (3,0,3)**

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

Prerequisite: CSE211

**CSE241 Digital Logic Design (3,1,4)**

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

**CSE242 Microprocessors and Interfacing (3,1,4)**

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

Prerequisite: CSE207

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

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

Prerequisite: Instructor's consent

**CSE301 Database Design (3,1,4)**

This course discusses the latest in database technology. It covers schemes, EP diagrams, DBMS, relational algebra, SQL, Views, normalization, and design of a relational database. Topics included are security, performance, replication, ODBC connectivity, database design and programming in procedural SQL, use of visual tools for query, definition, creation and updating, relational, object relational and extended relational models.

Prerequisite: CSE205

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

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

Prerequisites: CSE205, MTS201

**CSE309 Theory of Automata (3,0,3)**

This course introduces Turing machines, recursive functions, formal languages, non-deterministic automata and pushdown automata. Theoretical models such as finite state machines, pushdown stack machines, and Turing machines are developed and

related to issues in programming language theory, languages. It also covers the application of Boolean algebra to design of finite state machines, formal systems, symbolic logic, computability, halting problem, Church's thesis, and the main ideas of the theory of computation.

Prerequisites: CSE141, MTS201

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

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

Prerequisites: CSE205, CSE211

**CSE341 Database Systems (3,1,4)**

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

Prerequisite: CSE205

**CSE342 Operating Systems (3,1,4)**

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

implementation of distributed operating systems, both by introducing basic concepts and considering examples of current systems: UNIX and recently developed operating systems such as Linux, Window NT are presented.

Prerequisite: CSE205

### **CSE343 Human Computer Interaction (3,1,4)**

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

Prerequisites: CSE141, CSE212

### **CSE344 Compiler Design (3,1,4)**

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

Prerequisite: CSE309

### **CSE412 Parallel Processing (3,0,3)**

The course examines parallel processing components, modern processor architecture, operating system support features for parallel processing and programming strategies for parallel processing. It also compares systems with implicit parallelism, parallel compiling and distributed computing.

Prerequisite: CSE301

### **CSE442 Computer Graphics (3,1,4)**

The content of this course includes hardware and software elements of graphics systems. It introduces basic computer graphics algorithms for transformations, clipping, windowing and polygon filling, circle generation, parametrical representations of curves and surfaces, 3-D viewing, hidden line and surface removal, and shading/color models.

Prerequisites: CSE205, MTS111, MTS201

### **CSE443 Modeling & Simulation (3,1,4)**

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

Prerequisite: CSE141

### **CSE451 Business Telecommunication & Distributed Systems (3,1,4)**

Students in this course examine key telecommunications opportunities in business, use of existing and emerging technology to design and implement new products and trade-offs between technical needs and costs. Topics covered are strategic planning and network technology, telecommunication decision sequence, networked business applications, LANs, FDDI, WAN's, network design evaluation, total quality operations, network management and security distributed computing, middleware internet, and future of telecommunications.

Prerequisite: CSE243

### **CSE452 Computational Geometry (3,1,4)**

This course introduces basic concepts of geometric computing, illustrating the importance of this new field for computer graphics, solid modeling, robotics, pattern recognition, statistical analysis, algorithms for geometric problems. Additional fundamental techniques like convex hulls, Voronoi diagrams, intersection problems and multidimensional searching are also presented.

Prerequisite: MTS203

### **CSE453 Information Storage & Processing (3,1,4)**

This course discusses data models and database design. It illustrates modeling the real world, the entity relationship to data modeling (including network hierarchical and object-oriented), relational model and use of existing database system for the implementation of information systems.

Prerequisites: CSE301, MTS201

**CSE455 Network Security (3,1,4)**

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

Prerequisite: CSE243

**CSE457 Network Management (3,1,4)**

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

Prerequisite: CSE243

**CSE458 Advanced Web-Based Developments & Applications (3,1,4)**

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

Prerequisite: CSE141

**CSE491 Computer Science Project (0,3,3)**

This is a 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.

**CSE501 Knowledge Management Systems**

Knowledge management (KM) can be defined as a strategy for improving organizational performance through a set of processes, tools, and incentives designed to help people to create, share, and integrate knowledge. Information systems that support KM efforts

are collectively known as Knowledge Management Systems (KMS). To understand the purpose and functioning of KMS within organizations requires a solid understanding of KM from both operational and strategic standpoints. This course thus builds a foundation for understanding KMS by establishing an awareness of the core underlying issues that must be addressed in any KM initiative. With a firm grounding in KM, students can develop an integrated perspective of how technology can help (or hinder) organizational performance.

**CSE502 Information Security for Managers**

This course will explore the various issues pertinent to maintaining acceptable levels of Information Security within organizations. Topics include risk analysis, resource identification, a basic introduction to information security architecture and infrastructure, policy development and deployment, and legal and regulatory issues, including those pertaining to privacy. The course is intended to raise awareness of information security issues across organizations and will be targeted towards managers in all areas, not just information systems.

**CSE503 Systems Analysis, Design, and Implementation**

This course is about the problem of designing, developing, and managing large, complex systems. This problem is regularly faced by nearly all managers and other professionals throughout their careers. The purpose of the course is twofold. First, we aim to familiarize students with the issues involved in conceiving, designing, building, and maintaining the kinds of large-scale, complex information systems now required for commercial (and governmental) purposes. Second, we aim to provide students with experience working with the main tools and techniques in systems analysis, design, and implementation. Special focus will be given to modern object-oriented design methodologies, and methodologies appropriate for Internet-based electronic commerce (e.g., UML and modern CASE tools).

**CSE504 Database and Information Management Systems**

Data and information are critical to the modern organization. Whether used in knowledge management,



business intelligence, enterprise resource planning (ERP), product design, marketing, personalization and other aspects of managing customer relationships (CRM), the underlying principles of data management are the same. This course aims to provide a practical introduction to the fundamental principles. Examples and exercises will cover the relational database tools at the core of ERP, CRM and on-line exchanges and portals. However, the course will also use the same basic foundations to consider emerging technologies and standards such as XML, ebXML, UDDI, etc.

### **CSE505 Data Mining**

Data mining, the process of extracting managerially useful knowledge from a set of data, involves applying techniques from statistics and artificial intelligence/expert systems to multivariate numerical and categorical information. Data mining is used extensively in marketing, for analysis of scanner and consumer data from traditional transactions and over the web, and in finance. In this course, we will discuss methods and software for several of the more popular approaches (discriminate analysis, logistic regression, clustering, neural nets, tree/rule induction, and case-based reasoning). Commercial data mining software is used in this course, so a laptop is required. Prerequisites: Introduction to Statistics and Database Systems.

### **CSE506 Data-Based Decision-Making**

This course focuses on collecting, organizing, and using data as an aid to making managerial decisions. It has two related threads. The first focuses on advanced statistical and machine learning techniques for data analysis. The second is concerned with business data base organization and construction, including data collected from visits to Web sites. Students manipulate and use large data sets that they collect from corporate sources, field projects, or library files. Topics include advanced regression analysis, analysis of time series, forecasting, discriminate analysis, classification trees, clustering, neural networks, relational data bases, data mining, and data warehousing. Guest speakers from industry discuss applications of these techniques.

### **CSE551 Call Center Design & Management (3,1,4)**

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

Prerequisite: Instructor's consent

### **CSE552 Cryptography (3,1,4)**

This course serves as an introduction to cryptography. The focus is on precise definitions, theoretical foundations, and mathematical proofs of security. Topics included are formal definitions of security, pseudo-randomness, digital signatures and one-way hash functions, authentication, symmetric (i.e. shared-key) encryption, public-key encryption, and zero-knowledge proof systems.

Prerequisite: Instructor's consent

### **CSE553 Image Analysis & Computer Vision (3,1,4)**

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

Prerequisite: CSE205

### **CSE554 Pattern Recognition (3,1,4)**

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

topic are automated speech recognition, fingerprint identification and optical character recognition.

Prerequisite: MTS102

### **CSE555 Robotics (3,0,3)**

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

Prerequisite: MTS203

### **MIS303 Distributed Computer Information Systems (3,1,4)**

This is an extensive course that includes Distributed System case studies, transparency in Distributed Systems, principles of middleware, CORBA, COM, RMI, programming language heterogeneity, representation heterogeneity, dynamic invocation, advanced communication, principles of persistence, distributed object concurrency control, distributed object transactions, properties of wireless PANS, LANS, WANS, MAC and radio link protocols, transport protocols, satellite networks, overview of use of intelligence in mobile systems, power management issues and, file systems.

Prerequisite: Instructor's consent

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

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

### **MIS341 Business Process Modeling & Simulation (3,1,4)**

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

Prerequisite: MIS211

### **MIS401 Information Systems Management (3,0,3)**

This course covers issues arising from the interactions of Information Systems (IS) with organizational and business concerns. It includes IS strategy and planning, management of inter-organizational systems (linkages with customers, suppliers, banks etc.) and management of internal systems integration. It also examines managing IS-organization, IS employees, IS-IS, IS-environment, IS-IT, IS-organizational structure, valuation of IS, and managing issues of controls, audit, and security.

### **MIS402 Change Management & BPR (3,0,3)**

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

Prerequisite: Instructor's consent

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

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

Prerequisite: MIS102



### **MIS202 Technical Report Writing (3,0,3)**

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

Prerequisite: MGT211

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

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

### **MIS241 Information Systems Development (3,1,4)**

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

### **MIS243 Advance Databases / Datawarehouse (2,1,3)**

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

### **MIS302 Decision Support Systems (3,0,3)**

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

Prerequisite: MIS211

### **CSE556 Internetworking (3,0,3)**

This course introduces the concepts behind connecting networks with each other to form large inter networks.

Issues in Layer 2 inter networking using bridges and switches, transparent bridges, source-routing bridges and translation bridges, as well as in Layer 3 internetworking distance vector versus link-state routing, standard internetworking protocols such as RIP, OSPF, IS-IS and BGP, scalability and security are discussed.

Prerequisite: CSE243

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

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

Prerequisite: CSE243

### **CSE558 Mobile Computing (3,0,3)**

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

Prerequisite: CSE243

## MANAGEMENT INFORMATION SYSTEMS COURSES

### **MIS102 Management Information Systems (3,0,3)**

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

### **MIS103 Introduction to Computer Application (3,1,4)**

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

### **MIS403 E-Commerce (3,0,3)**

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

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

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

e-business implementations by studying cases.  
Prerequisite: Instructor's consent

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

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

### **MIS458 Enterprise Resource Planning (3,1,4)**

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

### **MIS459 Customer Relationship Management (3,0,3)**

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

### **MIS491 MIS Project (0,3,3)**

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

### **MIS502 Operations and Technology Management**

This course offers students a foundation for dealing with technology and operating issues as a general manager. The course is based on the premise that operations can be a significant source of competitive advantage for a firm, and prepares students to identify

and implement operating improvements that directly affect firm performance. The course objective is to help students understand the concepts, frameworks, tools, and techniques that enable an operating manager to diagnose an existing situation, identify its challenges and opportunities, and craft a plan of action that will result in a dynamic, distinctive advantage in the market place. Topics encompass: process analysis, cross-functional and cross-firm integration, product development, and technology and operations strategy.

### **MIS503 Enterprise Integration**

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

### **MIS504 Electronic Commerce**

Organizations of all kinds have found that electronic commerce technologies offer many opportunities. Examples abound that illustrate the possibilities. Firms can launch new businesses, provide greater customer support, market products and services in a new way, achieve competitive advantage, win leverage over suppliers, and afford substantial cost savings. Business models include applications that integrate customers, businesses, and internal operations, in all possible combinations. This course covers five main areas in electronic commerce: (1) technologies, (2) opportunities, (3) cautions, (4) strategies, and (5) tactics. Lectures, guest speakers, case discussions, issue discussions, and two group projects will be used as teaching tools. The group projects will require creating an E-business plan and building a corresponding web site to be presented to the class. Prerequisites: Management Information Systems (may be taken concurrently), or permission of instructor.

### **MIS505 Technology and E-Business Consulting**

This course will build on the concepts and applications

developed in the Electronic Commerce course. Students, working in teams, will be required to complete a project and present it to the class and/or management of the company. Each project team will include a mentor from the sponsoring firm and/or consulting firm with expertise in the project topic. A number of class discussions and presentations will evolve around managing an e-commerce based consulting project, with some guest speaker presentations from seasoned e-commerce consultants. The course will include visits to selected consulting firms which are actively involved in helping firms launch and manage e-commerce initiatives. All projects will require an up-to-date presentation of the current state of the company's e-business initiatives and skill (strengths and weaknesses) and a rigorous discussion of the industry and competitive environment to assess threats and opportunities. The developed business plan should incorporate financials, benchmarks, and timing of the various project stages

### **MIS506 Management of Organizational Data**

A primary role of any manager is to organize and utilize business data for decision making purposes. The objective of this course is to help one fulfill this role effectively and efficiently using the basic concepts of database management. The specific topics covered include the conceptual data model, the relational data model, and the structured query language (SQL). The major ideas and techniques are reinforced through the work on successive segments of a group project.

### **MIS507 Enterprise-Wide Computing Solutions**

Today's advanced information technology has the capability to enable and transform business processes. For example, enterprise-wide application software such as SAP R/3 or Oracle Financial allows organizations to link disparate business units along the supply chain with shared and integrated information. Moreover, today's organizations are increasingly expected to operate globally. Advanced information technology often becomes the basis for the development of global IT solutions, which can dramatically impact a firm's ability to define and support global business processes. Thus there is a growing demand for advanced information technology to transform and enable domestic and global processes, and more and more organizations are implementing enterprise-wide application software to meet this need. This course has several purposes (i) to examine the business drivers for domestic enterprise-wide

applications and for global IT solutions; (ii) to survey the IT solutions themselves; and (iii) to consider the implementation strategies for enterprise-wide applications and global IT solutions. Prerequisites: System Analysis and Design.

#### **MIS508      Coordinating and Managing Supply Chains**

The course starts with a focus on operational coordination within a firm and gradually transitions to include inter-function, inter-firm, and inter-national coordination. The course ends with a discussion of the role of supply chain intermediaries. Cases in the course cover a range of diverse industries such as personal computers, apparel, bicycles, food products, and transportation. Specific modules in the course focus on retail operations and the role of supply chain intermediaries (e.g. distributors and sourcing agents).

#### **MIS509      Managing Health Care Technology and Operations**

The course aims to give students an understanding of the complex interaction between science, medicine, health care delivery and the practice of management. It will discuss the way this interaction influences the choice of appropriate system design, and improvement, and marketing strategies. It will enable students to take leadership positions in health care organizations and new ventures. The course is designed to expose students to some of the new management research in the healthcare field.

#### **MIS511      Managing in the Information Age**

This course's objective is to provide familiarity on the full range of issues a general manager must deal with in guiding the company's development and use of networks, computers and databases in an information-mediated world. No special technical background is assumed or required. The course, however, will introduce a set of acronyms you will become comfortable with. The course is generalist in focus, but leaves the student well positioned to converse with both CIOs and general managers on these topics. It is particularly relevant to students who plan to work in industries where the competitive landscape is being impacted by information technology. The case materials are global in context.

#### **MIS512      Information Systems Engineering: Redesigning the Future:**

This course looks at the information systems phenomena that are revolutionizing organizations (e.g., clicks & mortar shopping, net-centric value chains, telemedicine, emergent communities, online democracy, etc.). To be effective in this milieu, organizations must do more than just push new information technology. They need to determine how to harness the new technology to manage complexity and to maximize stakeholder value. Processes need to be systematically analyzed and redesigned all along the value chain from supplies and procurement to electronic storefronts and customer support, from campaign headquarters to voter booth, etc. This course examines design principles, task and information process modeling and analysis methodologies, and a range of underlying information technologies (e.g., webserver design, transaction processing, warehousing, datamining/knowledge management, bots and agents, XML, security, information theory/complexity, and more) that will help the modern organization or community to maximize its strategic objectives. We also examine failure case studies and derive lessons learned.

#### **MIS513      Information Industry Structure and Competitive Strategy**

The nearly instantaneous transmission and processing of information is changing the structure of entire industries, and is altering the profitable opportunities available to many firms. The ability to target profitable market segments and to identify individual customers is reducing the value of scale-based operations and the strategic advantage of large firms with existing market share. The ability to monitor the performance of units abroad, without regard to distance or time zones, is increasing the value of cooperative partnerships. This is leading to greater reliance upon outsourcing, benefiting many service industries and once again reducing the advantage of many large firms. At the same time, the impact of information technology on the transparency and efficiency of securities markets is destroying the profits of entire segments of financial services. All aspects of the firm – production, service, sales, marketing, strategy – will be affected. Clearly, some firms will win and others will lose; nearly all will have to change. And yet,



fundamental laws of economics have not been repealed. How can previous economic theory, and previous experience with rapid technological change, provide insights for the development of strategy in an increasingly digital age? This course draws upon the most recent experience in the impact of information technology upon diverse industries, ranging from securities trading to consumer packaged goods retailing. It integrates that experience with relevant theory to develop a theory of competitive strategy for electronic commerce, and for information-based strategies more generally. It is not a 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.

#### **MIS514     Decision Support Systems**

The past few years have seen an explosion in the amount of data collected by businesses and have witnessed enabling technologies such as database systems, client-server computing and artificial intelligence reach industrial strength. These trends have spawned a new breed of systems that can support the extraction of useful information from large quantities of data. Understanding the power and limitations of these emerging technologies can provide managers and information systems professionals new approaches to support the task of solving hard business problems. This course will provide an overview of these techniques (such as genetic algorithms, neural networks, data warehousing) and discuss applications such as fraud detection, customer segmentation, trading, marketing strategies and customer support.

#### **MIS515     Technology and Markets**

This course covers the role of technology in today's market environments. The focus is on the function of technology as an enabler of markets and as a tool that increases the efficiency of markets. Some topics covered are the role of technology in consumer-to-consumer markets, electronic clearing mechanisms, technology enabled methods for improving business-to-consumer market efficiency, the effect of Internet based systems on markets for procurement and the use of information systems in today's financial markets. At the end of the course, students are expected to understand how to use technology as a strategic tool in competitive environments, as well as the current state of technology applications in markets from a general manager's point of view.

#### **MIS516     Global Information Systems**

Explores critical issues of communications and connectivity among global and internet-based information systems from strategic, organizational, and technical perspectives. Strategic connectivity: globalization and integration of information, competitive forces, interlinked value chains. Physical connectivity: protocols and technologies of local-area and wide-area, and internet communications networks. Logical connectivity: distributed databases, data extraction from web sites, semantic reconciliation among heterogeneous sources. Organizational connectivity: loosely coupled organizations, development of standards, motivating strategic alliances.

#### **MIS517     Fundamentals of Digital Business Strategy**

Fundamentals of digital business strategy with an emphasis on Internet technology and its use in business and commerce. Economics of digital goods, including text, music, software, video and other types of content. Pricing, bundling, subscription and advertising-based models. Software agents, auctions, and implications for consumer search and competition. Personalization, security, encryption and targeted communications. Privacy and intellectual property. Principles of information-based organization and e-business. Tools and techniques for managing business transformation. Guest speakers, lecture, cases, and projects.

#### **MIS518     Business Continuity Management**

Information technology is an important part of any modern firm's operations. When an organization's information systems (IS) fail to work properly, organizations often must cease operations until the problems are addressed. At the same time, systems are increasingly complex, dynamic, and imperfect. Hence, it is difficult (if not impossible) to develop and maintain reliable operations. Yet this is exactly what managers must do. This course examines the challenges associated with developing and managing systems and processes in support of reliable operations. Specifically, this course investigates: (i) the types of business continuity problems that managers face; (ii) techniques and strategies that organizations can use to address these problems; and (iii) the challenges managers face when attempting to support ongoing business continuity management programs.

### **MIS519 Managing Emerging Technology**

This project course is concerned with the strategic management of technology in particular the prediction of implementable technology. Even assuming competent project management and operational support, only some technologies are successful and make major contributions to a company's and industry's success. However, other technologies are neutral with no particular benefit to exceed their cost while many merely increase costs. Students are introduced to a set of models and tools that enable the prediction of likelihood of success for a particular technology.

- Multidisciplinary Project – I: MIS520
- Multidisciplinary Project – I: MIS521

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

### **MIS551 Supply Chain Management (3,0,3)**

This course provides basic definitions and concepts for planning and controlling the flow of materials into, through, and out of an organization. Topics include: elements of the supply chain, customers, 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

## **MATHEMATICS AND STATISTICS COURSES**

### **MTS101 Calculus-I (3,0,3)**

The course teaches De Moivre's theorem and its applications, real and complex numbers, absolute values, inequalities, rectangular coordinates, functions and graphs, limits and continuity functions, higher derivatives, differentiation of algebraic functions, applications of derivatives, fundamental theorems of differential calculus and techniques of integration. Prerequisite: MTS103 / Instructor's consent

### **MTS102 Introduction to Statistics (3,0,3)**

The course content includes: types of data, frequency distributions, measures of central tendency and dispersion, exploratory data analysis, introduction to set and probability theory, events and laws of probability, independence, conditional probability, Baye's theorem, interpolation, index numbers and time series analysis and linear regression and correlation.

### **MTS103 Business Mathematics (3,0,3)**

This course introduces the applications of mathematics to solve the problems of business and industry. Topics included are elements of algebra, functions and graphs, linear equations, depreciation, ratios, proportions, payroll, taxes, percentages, simple interest and discount, averages, compound interest, commission and basic statistical measures. Prerequisite: MTS102

### **MTS105 College Algebra (3,0,3)**

The students are introduced to basic mathematical tools such as elements of algebra, functions and graphs, matrices, linear equations, basic differential and integral calculus. Students also solve problems using basic linear programming and are introduced to the concepts of the time value of money, annuity and their application in capital budgeting.

### **MTS111 Calculus-II (3,0,3)**

This course covers topics of definite integrals, improper integrals, Laplace transformations, infinite sequences, fourier series, curves in two dimensions, three dimensional geometry, gradient, divergence and curl, directional derivatives and theorems of Gauss and Green. Prerequisite: MTS101



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

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

### **MTS202 Statistical Inference (2,1,3)**

The content of this course includes distribution of random variables, some special discrete and continuous probability distributions, sampling theory, estimation of statistical parameters, testing of hypothesis, inferences about mean, proportion and variance for one and two populations, analysis of variance, one-way and two-way classifications, inferences about regression, categorical data analysis, non-parametrics, statistical process control and lab assignments using Minitab, SPSS or Eviews.

Prerequisite: MTS205 (for Direct MBA students), MTS103 (for BBA students)

### **MTS203 Linear Algebra (3,0,3)**

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

Prerequisite: MTS111

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

This course is taught with two objectives in mind: (1) to enable students to acquire basic knowledge of mathematics and statistics; (2) to prepare students for advance work in quantitative business analysis. Topics covered are functions and graphs, linear and quadratic

equation, logarithm, algebra, element of differential and integral calculus, frequency distribution time series, measures of central tendency, measures of dispersion and index numbers.

### **MTS451 Operations Research (3,0,3)**

This course is an introduction to Operations Research. Topics include optimization concept, linear programming models, graphical and Simplex methods, duality, transportation and assignment models, inventory models, PERT/CPM: networking models, queuing models, types of queues, basic properties, simulation models.

### **MTS502 Mathematical Modeling and Its Application in Finance**

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

### **MTS503 Quantitative Methods for Business Decisions**

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

## SCIENCE COURSES

### SCI101 Physics (3,1,4)

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

### SCI103 Physical Sciences (3,0,3)

This course will teach the major laws and essentials of physics and chemistry. The aim of this particular subject is to make sure that business students have developed familiarity with the scientific disciplines. It also presents a broader range of topics than standard science courses and highlights the interdependence of the scientific disciplines.

### SCI104 Circuit Analysis (3,0,3)

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

Prerequisite: SCI111

### ICT501 Mobile & Ubiquitous Commerce

This course explores the convergence of telecommunications, computer, telephone, and Internet technologies, framed in terms of their strategic impact in the business environment as the INFOTAINMENT (INFORMATION – enterTAINMENT) industry. This course will analyze how the Internet, Instant Messaging, VoIP, and Secure Socket Layer (SSL) work. Packet switching versus circuit switching is contrasted. Mobile communication is studied. Different standards such as TDMA, CDMA, GSM, Wi-Fi, WiMAX, Bluetooth are introduced.

### ICT502 Strategic Computing and Communications Technology

Factors strongly impacting the success of new computing and communications products and services (based on underlying technologies such as electronics and software) in commercial applications. Technology trends and limits, economics, standardization, intellectual property, government policy, and industrial organizations. Strategies to manage the design and marketing of successful products and services.

### ICT503 Generating Business Value from IT

Provides concepts, frameworks, practice and evidence to help managers generate business value from information technology in their enterprises. Takes the strategic perspective of the general manager and studies how leading firms get more value from their IT investments. Focuses on the business value that can be achieved rather than the details of the technology. Topics include: business models; IT portfolios; IT investment and justification; business strategy and IT alignment; IT infrastructure; IT architecture and IT governance.

### ICT504 Enabling Technologies

Technology is a vital input to the process of wealth creation in a networked economy. This course is about understanding emerging technology enablers with the goal of stimulating thought on new applications for commerce. The class is a comprehensive overview of various emerging technologies and culminates in a class-driven identification of new and novel businesses that exploit these enablers. No prerequisite or technical background is assumed. Students with little prior technical background can use the course to become more technologically informed. Those with moderate to advanced technical background may find the course a useful survey of emerging technologies. The course is recommended for students interested in careers in consulting, investment banking and venture capital in the tech sector.

### **ICT505 Information Technology and Business Transformation Seminar**

Seminar presents a framework and cases and consists mostly of speakers who are Chief Executive Officers, Chief Information Officers, and consultants. The purpose is to enrich student understanding of the world of information technology use and management, particularly as it affects the transformation to digital business with concomitant radical change in operations and strategy. CEOs are drawn from companies which are heavily digital or providing technology as vendors. Consultant presenters are focused on the use of IT in business transformation or advising top management on IT and digital business issues. Class interaction with the speakers, including follow-up communications, is encouraged.

### **ICT506 Information Technology Essentials**

Subject covers technology concepts and trends underlying current and future developments in information technology, and fundamental principles for the effective use of computer-based information systems. Special emphasis on networks and distributed computing, including the web. Other topics include: hardware and operating systems, software development tools and processes, relational databases, security and cryptography, enterprise applications and business process redesign, and electronic commerce. Hands-on exposure to web, database, and graphical user interface (GUI) tools.

### **ICT507 Telecommunications Management**

This course focuses on the management of corporate telecommunications networks, including voice and data communications, text and image. The objective of the course is to provide students with a technical introduction of telecommunications as well as the current management issues and how they influence the business setting. Prerequisite: Management Information Systems, or permission from the instructor.

### **ICT508 Enterprise Networking**

This course examines fundamental cutting-edge networking technologies providing the business process foundation of today's Internet-enhanced organization. This course adopts the perspective of a contemporary organizational IT manager and attempts

to understand the cost/benefit tradeoffs involved in making new technological investments in enterprise network architecture. Procedures involved in outsourcing network solutions, including technological, financial and strategic due-diligence research are examined. Additionally reporting on the research results, making well-founded predictions, and writing a request for proposal (RFP) for a particular new networking technology are also undertaken. Salient analysis and design considerations in the following areas are discovered and examined : client hardware, software and operating systems, server hardware, software and operating systems, network operating systems, middleware, wireless networking, wireless/wired networking security, and the integration of internet, intranet and web-based technologies. We also get some hands-on experience with LINUX and one or more varieties of middleware (i.e. Coldfusion and/or PHP).

Prerequisite: Telecommunications Management.

### **ICT509 Network Architectures for Business**

The information architecture of the Internet enabled organization including the use and development of client server and distributed systems. 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. Understand the role of the information architecture and distributed systems on organizational design and management strategy.

### **ICT510 Telecommunications Technology and Competitive Strategy**

Telecommunications technology is changing rapidly, with profound implications for quality of everyday life and the competitive position of firms in all industries. Regulators, sociologists, executives and even those responsible for planning for firms in the telecommunications industry as yet poorly understand these changes. This course presents a broad summary of telecommunications including the basics of analog and digital media, long-haul and local data communications technology, and the emerging structure of telephony. It addresses the implications for competitive strategy, both within and outside the

telecommunications industry. The course is recommended for students in strategic management, especially those with an interest in high technology firms, and for students with an interest in the communications industry. No background in technology is required, though an understanding of technology-driven competitive strategy is helpful. Students completing this course will have acquired a basic understanding of the competitive implications of modern telecommunications technology and the implications of this technology for the future structure of commerce.

#### **OPS501 Quantitative Methods for Business Decisions**

This course introduces the basic concept of quantitative approaches to decision making. It is designed to provide students with a sound conceptual understanding of the role that management science plays in the decision making process. It emphasizes the application of a wide variety of quantitative techniques to the solution of business and economic problems. Topics covered include: Introduction, Problem solving and decision making, Quantitative analysis, and review of mathematical Model; Decision models: Linear programming, forecasting, Inventory model decision analysis, and transportation problem; Network models, project planning PERT; Waiting Line models, Markov Process and Simulation. The emphasis is on models that are widely used in diverse industries and functional area, including finance, operations, accounting and marketing.

#### **OPS502 Operations Strategy**

In this course, students will develop the ability to identify and frame complex strategic issues in operations, design operating strategies that address those issues, and take effective action to achieve the full potential of the decisions. The course exposes students to a range of concepts, tools, and techniques for addressing issues such as the design and evolution of multi-site operating networks, the selection and development of process technologies, and the creation of operating systems that effectively connect operations with customers, distribution channels, and suppliers.

#### **OPS503 Information Technology as an Integrating Force in Manufacturing**

Focus on the key role that information technology plays in enabling organizational change and integration, especially in manufacturing. Topics include: trends in core technologies, including computer hardware, software, communications, and networks; the development and evolution of the internet and web; business models for electronic commerce; reinventing business processes and supply chain management; evaluating and managing the use of advanced information technologies in manufacturing; and new technology-enabled forms of working and organizing.

#### **OPS504 Six Sigma Simulation**

Six Sigma as a data-driven business strategy has really turned into the hot-button issue of the day. The strategy involves rigorous training in the use of specialized measurement and statistical tools. These help to improve customer satisfaction by reducing defects in products, processes, and services. In turn, costs that are passed onto the customer are cut, reducing cycle time and its variation, which translates into on-time delivery. The course is focused on Six Sigma as a business strategy, as well as a rigorous problem prevention/solving methodology. A key aspect of the Six Sigma strategy is DMAIC, a scientific/disciplined approach to problem prevention/solving –Define, Measure, Analyze, Improve, and Control. Each of these steps requires a fundamental understanding of the business process being investigated.



## Department of Economics and Finance

The objective of the Department of Economics and Finance is to provide the curriculum and environment that fosters development of effective practitioners and scholars.

The Department offers specialization in Economics, Finance and in Banking. The primary objective of the specialization is to develop knowledgeable and capable executives for key positions in the Financial Services Sector.

This Department provides a sound educational experience to students, which develops critical thinking abilities so essential in the fields of economics, banking and finance. The conveyance of knowledge through formal coursework and informal mentoring and counseling is the foremost objective of the Department. These efforts are enhanced by continuous involvement in the development and dissemination of improved instructional material and methods. This has proven to be a solid foundation for individuals who have gone directly to the work force in financial services sector or business financial management. The Department has also provided a strong background for those who have decided to continue their education in graduate business and other professional fields.

The Economics and Finance Department has a strong internationally trained & recognized faculty. Besides the regular faculty, many adjunct faculty members with foreign degrees and rich professional experience also teach courses in the Department.

### Chairperson:

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## Courses offered

### 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) is also discussed. This course also introduces concepts of general equilibrium, efficiency, and public goods.

#### **ECO113 Principles of Macroeconomics**

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

#### **ECO201 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. In addition, the course also provides an understanding of topics

encompassing factor markets, game theory, Pareto efficiency and externalities.

### **ECO202    Macroeconomics**

This course analyzes a variety of issues such as recession, inflation, unemployment, debt crises, trade deficits and economic growth. The course content includes topics like the 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 Pakistan 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.

### **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, ECO113

### **ECO301    Development Economics**

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

Prerequisites: ECO103 or ECO201, ECO113 or ECO202

### **ECO311    Management and Organization of Pakistan's Economy**

The purpose of this course is to give students a comprehensive view of Pakistan's economy. Major

topics covered in this course are analysis of each sector of the Pakistani economy, their respective contribution to GDP growth and national exchequer and their linkages with other sectors. The course also reviews governmental interventions like fiscal policy, monetary policy, trade policy and income policies. Also included in this course are topics like institutional reforms, deregulation, denationalization, globalization and other policies/factors that affect business environment in Pakistan.

Prerequisites: ECO103, ECO113

### **ECO501    Managerial Economics**

The course prepares students for decision-making using various analytical tools and techniques. The analytical tools developed in this course are helpful for decision making in areas such as organization, production, marketing and evaluation of data. Students learn a variety of scientific management tools like problem-solving techniques using consumer theory, producer theory, theory of markets, statistics, econometrics and mathematics.

Prerequisites: ECO103, ECO113

### **ECO511    International Trade**

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

Prerequisites: ECO113, ECO202

### **ECO551    Game Theory and Competitive Strategy**

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

Prerequisite: ECO103/ECO201

## FINANCE COURSES

### **FIN201 Introduction to Business Finance**

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

### **FIN301 Financial Institution and Markets**

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

### **FIN401 Financial Management**

The course, building upon the background provided in the core accounting and finance courses, aims to enhance students' understanding of the theory and practice of the financial management of a firm. Topics covered include financial analysis and planning, capital budgeting process, long term financing, working capital management and mergers and acquisitions.  
Prerequisite: FIN201

### **FIN501 Advanced Corporate Finance**

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

### **FIN551 International Finance**

This course concentrates on the role of external finance and foreign exchange in a macroeconomic context. The topics covered include a study of the major institutions of international finance, the balance of payments analysis, theories of foreign exchange rate determination, international risk exposures and risk management.  
Prerequisites: ECO111, FIN201

### **FIN552 International Financial Management**

The course equips the students for taking decisions in the highly technical international financial environment. Whereas international banking is tilted towards the procedures involved, this course strives to educate students to know, decide, direct and manage international money and capital transfers.  
Prerequisite: FIN201

### **FIN553 Security Analysis**

This course covers various types of investment securities, application of tests of income risk and marketability in the selection of securities, diversification and management of funds, methods of security analysis and the use of technical aids in the appraisal of investment values. This course gives students practical investment experience and introduces them to various styles of investing and security analysis. It exposes them to the operations of money management-related processes and investment culture of the Karachi Stock Exchange.  
Prerequisite: FIN201

### **FIN554 Investment Analysis and Portfolio Management**

This course introduces the theory and practice of investment analysis and portfolio management. The course surveys various quantitative applications and asset valuation models and their use in constructing profitable investment portfolios. Topics include designing portfolios, risk diversification, market structure and market efficiency, security valuation models, setting investment goals and policies, equity and fixed income portfolio strategies and portfolio performance.  
Prerequisite: FIN201

### **FIN555 Corporate Finance**

This course is aimed at building a deeper understanding of corporate financial decision-making. It examines the fundamental question in finance i.e., the ability of companies to make profitable financial decisions using financial theories put forward by different scholars. The course also deals with controversies regarding what businesses do in order to maximize firm value.  
Prerequisite: FIN201

**FIN556 Fixed Income Securities**

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

Prerequisite: FIN201

**FIN557 International Banking**

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

Prerequisite: FIN201

**FIN558 Regulation of Financial Markets**

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

Prerequisite: FIN201

**FIN559 Islamic Finance**

This course introduces the Islamic financial and banking system and how the present institutions can be progressively transformed. The course discusses

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

**FIN560 Strategic Financial Management**

The course deals with the development of the corporate financial plan within the framework of the firm's overall strategic plan. Topics covered include long-term financing, bankruptcy reorganization, bankruptcy liquidation and arrangements to avoid bankruptcy. Case method is the predominant teaching tool used in this course.

Prerequisites: FIN201, FIN401

**FIN562 Risk Management**

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

Prerequisite: FIN201

**FIN563 Financial Econometrics**

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

Prerequisites: MTS102, ECO101, FIN201

**FIN564 Derivatives**

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

Prerequisite: FIN201

**FIN565 Treasury and Fund Management**

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

Prerequisite: FIN201

**FIN566 Investment Banking**

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

Prerequisite: FIN201

**FIN567 Project Evaluation**

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

Prerequisite: FIN201

**FIN568 Venture Capital and Private Finance**

The course is aimed at examining not only the different facets of the venture capital industry, including the financing of startups and management buyouts, the different stages of funds generation, valuation of equity, and timing and pricing of exit strategies, but also the basics of converting an idea into reality, including the basics of company formation, financial analysis, market and competitor analysis, and the development of business plan for soliciting venture capital financing. The course will also involve examination of case studies of successful startups.

Prerequisites: FIN201, FIN401

**BANKING COURSES****FIN569 Investment Banking and Financial Services**

This course traces the evolution of investment banking, focusing on securities and mergers related aspects of the business. Issues covered include policy, strategy, and administration of investment banking firms. Topics include asset pricing and valuation under certainty and uncertainty, portfolio management, determination of interest rates, immunization strategies and derivative securities. This course is designed to develop a student's facility in applying financial theories to the making of investment decisions. The course examines how investors and portfolio managers can use data and empirical analysis to guide their investment decisions. Concepts associated with this approach will be examined in conjunction with the development of analysis techniques. Computer applications are used to analyze financial data.

**FIN570 Strategic Management of Credit Risk and Loan Policy**

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

### **FIN571 Applied Portfolio Management and Modeling**

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

### **FIN572 Entrepreneurial and Small Business Finance**

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

### **FIN573 International Corporate Governance**

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

### **FIN575 Real Estate Finance and Investment**

This course will focus on understanding, calculating, and analyzing potential cash flow, tax, and future benefits for representative real estate asset types from

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

### **FIN576 Derivatives and Risk Management Techniques**

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

### **FIN578 Property Risk Management**

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

### **FIN579 Liability Risk Management**

The course introduces the fundamentals of property and liability insurance and a framework for designing and analyzing insurance contracts. The course examines property and liability loss exposures and their management, with primary emphasis on insurance. Topics include a study of the liability insurance industry, including the economic and financial issues inherent in liability insurance markets, determinants of insurance costs and prices, corporate governance and organizational form, financial pricing models, solvency measurement, solvency regulation and market discipline, reinsurance and catastrophic risk, underwriting and risk selection, rate making techniques, and underwriting cycles.

**FIN580 Life and Health Insurance**

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

**FIN581 Bank Marketing**

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

**FIN582 Banking Law and Regulations**

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

**FIN583 Risk Management in Banking**

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

**FIN584 E-Banking**

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

**FIN585 Management of Banking Companies**

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

**FIN586 Business Policy and Management**

The objective of the course is to familiarize students with legal concepts which they would encounter as business managers and to introduce them to the operational legal environment.

**FIN587 Banking Operations**

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

**FIN588 Control Systems and Audit**

The course is designed to enable students to conceptualize, design and implement control systems in financial organizations. Two major building blocks, the control structure and the control process, are used in discussing the concepts. The former deals with the design of responsibility centers and the latter with the set of activities that the systems carry out and the way participants behave within such organizational systems. This course includes analysis of auditing and its relationship to financial reporting. Statistical sampling, the role of the internal auditor, compilation and review of reports are some of the topics discussed.

## MS ECONOMICS & MS FINANCE COURSES

**FIN505 Financial Markets and Regulations**

The aim of the course is to introduce students to all the important facets of regulation of the financial markets that is the concepts, rationale, tools and framework of financial regulations at the national and global level. The scope of the course includes the statutory (SBP, SECP) as well as the self-regulatory organizations (stock exchanges). It also includes supra national forums like the Basle Committee of Banking Supervision, IOSCO, etc. as well as private sector regulatory initiatives, like credit ratings.  
Prerequisite: FIN201

**ECO505 History of Economic Thought**

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

**FIN502 General Equilibrium and Welfare Economics**

This course covers exchange with price-taking behavior (utility and non-utility approaches), exchange without price-taking, the role of numbers in competition, Nash bargaining solutions, social welfare functions, expenditure functions and compensating variations,

production of a general equilibrium model, the effects of income and commodity taxes in general equilibrium, labor supply with taxes and transfers, general equilibrium with variable labor supply.

**ECO501 Managerial Economics**

The course prepares students for scientific decision-making using various analytical tools and techniques. The analytical tools developed in this course are helpful for decision making in areas such as organization, production, marketing and evaluation of data. Students learn a variety of scientific management tools like problem-solving techniques using consumer theory, producer theory, theory of markets, statistics, econometrics and mathematics.

**ECO506 Advance Econometrics and Research Methodology**

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

**ECO507 Development Economics**

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

**ECO509 Monetary Economics**

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



institutional characteristics of the banking system and financial markets

### **ECO513 Public Finance**

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

### **ECO657 Health Economics**

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

### **ECO652 Environment and Resource Economics**

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

### **ECO651 Game Theory**

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

strategic moves, exploiting hidden information, and limited rationality.

### **ECO655 Financial Economics**

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

### **ECO658 Transport Economics**

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

### **ECO654 Regulatory Economics**

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

### **FIN571 Applied Portfolio Management and Modeling**

To apply classroom learning to an active management of a student managed portfolio. Applied Portfolio Management allows the students to go through the actual process of running an investment fund. This will cover the full range of activities from assessing the client's needs, designing a strategy to meet those needs, selling the idea to the client, and ultimately implementing the investment strategy.

**FIN666 Risk and Insurance**

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

**FIN669 Fixed Income Securities and Interest Rate Derivatives**

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

**FIN569 Investment Banking and Financial Services**

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

**FIN552 Advanced Financial Management**

The complexities of financial markets and emergence of various financial instruments pose challenges as

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

**MTS501 Quantitative Methods for Finance**

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

**FIN501 Theory of Finance**

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

**FIN503 Portfolio Theories and Investment Analysis**

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

**ECO508 Macroeconomics and Financial Markets**

This course presents the analysis of macroeconomic theory with a current events perspective. Topics would include economic statistics, GDP, price indices, productivity and the nature of the business cycle, monetary policy, the SBP and other central banks, interest rates - indexed bonds and the term structure, aggregate demand and the determination of income and interest rates, money and inflation - the Velocity Approach, reaction of financial markets to economic



data, inflation, inflationary expectations and the Phillips Curve, supply-side shocks and macro-dynamics, international balance of payments, the current account and capital flows, determination of exchange rates, exchange rate systems, purchasing power and interest rate parity.

### **ECO502    Microeconomics Theory**

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

### **ECO503    Macroeconomics Theory**

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

### **ECO504    Econometrics**

This course focuses on the application of statistical methods to the testing and estimation of economic relationships. After developing the primary tool in empirical analysis – the method of least squares – the common problems associated with this method are discussed with an examination of methods for resolving them. The course also covers the identification, estimation, and testing of simultaneous equation models.

### **ECO656    Islamic Economics**

Islamic Economics aim to co-relate the teachings of Quran and Sunnah with contemporary economic theories and practices with a view to augment the knowledge imparted and make it all encompassing. The Islamic system of economics is actively practiced within Islamic states in their financial institutions and industries since hundreds of years. The current economic system relies on experimental revisions and

updating by experts who propagate their theories in different parts of the world in diverse time dimensions. It, therefore, lacks structure, connectivity and coherence in thought process, whereas Islamic Economic System is universal emanating from divine roots and enfolding all kinds of economic activities that are to be confronted by mankind, wherever they may be.

### **ECO653    Industrial Economics**

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



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## Department of Management

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

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

The department consists of 12 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad. The

department also invites senior professionals from the business and industry to conduct courses as visiting faculty. Most of them hold senior managerial positions and have foreign qualifications. The faculty at the department is engaged in a wide range of research and publication activities as well as presenting and participating in national and international conferences. The department also supervises 10-12 seminars organized by various student societies every year.

## Courses offered

### MANAGEMENT COURSES

#### **MGT111 Information Management**

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

#### **MGT201 Principles of Management**

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

**MGT211 Business Communication**

The course focuses on the theory and practice of effective communication techniques in business environments. It polishes verbal and non-verbal communication skills for effective participation in business meetings and other activities. It prepares students to write formal business reports and add value to previous work through further library search 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 the context of the following areas: group culture, individual motivation and behavior, collective and individual performance, decision making, interpersonal communication, small group behavior and inter-group conflict. It exposes students to frameworks for diagnosing and dealing with problems in organizational settings.

**MGT301 Ethics in a Corporate Society**

The course examines the pertinence of ethics in a corporate society. It highlights the need to draw an analytical distinction between the ethical and the moral, the good and the right in order to formulate a criterion of judgment for the socially responsive behavior. We shall examine the relationship between value judgment and attitude formation, informed by the teleology of various ethical theories. The thought here is to identify the ethical relevance of such values as honesty, justice, fairness and equity in relation to the dynamics of corporate society. 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. The Quranic admonition to "enjoin the good and forbid the wrong" will guide our ethical and moral, social and corporate deliberations.

Prerequisites: MGT201, ACC301, MKT201

**MGT311 Production and Operations Management**

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

Prerequisites: MGT201, MKT201, FIN201

**MGT401 Small Business Management**

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

Prerequisites: MGT201, MKT201, FIN201

**MGT411 Comparative Management**

The purpose of teaching Comparative Management is to provide students comprehensive knowledge of various management styles practiced by managers in different countries, with the aim of preparing them to manage international organizations successfully. The course includes the study of various models such as the Japanese model, the western model, the socialist model, the third world model and the Islamic model.

Prerequisites: MGT201, MKT201, MGT221

**MGT421 Entrepreneurship**

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

Prerequisites: MGT201, FIN201, MGT401, MKT201

**MGT422 Entrepreneurship & Small Business Management**

The Objectives of this course are :-

- a) To appreciate the role of entrepreneurship in economic growth and there by 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 content aim at introducing non-business graduates the basic concepts of entrepreneurship and entrepreneurial & intrapreneurial characteristics for

self-assessments. General guidelines for setting a small business or managing its operations by adapting corporate business principles to suit the type and size of small business are also a part of this course.

Prerequisites: MGT201, FIN201, MKT201

### **MGT502 Managerial Policy**

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

Prerequisites: MGT201, MGT221, FIN201, MKT201, MGT211

### **MGT505 Leadership, Teamwork and Corporate Responsibility**

The students learn the multifaceted role of leaders in corporate world. How successful modern-day business leaders build and run systems that ensure effective teamwork and meet the responsibilities towards a variety of stakeholders. This course employs case-method as primary teaching technique.

### **MGT506 Corporate Strategy**

Corporate strategy is designed to train the students in methodologies of formulating and implementing successful strategies. Students learn to view, analyze and solve business problems from an integrative perspective. The valuable insights acquired in various functional areas are applied within an integrated conceptual framework. The course uses case-method as primary teaching methodology.

### **MGT551 Management of Business-Government Relationship and Managerial Ethics**

Government involvement in business activity takes many forms and can be seen as an attempt by the government to tackle the problems caused by the operation of the free market. This course provides an overview of business-government relationship in Pakistan and addresses issues related to ethics and managerial decision-making.

Prerequisites: MGT201, MGT221, MGT301

### **MGT552 Entrepreneurial Management**

This course focuses on the concepts, skills, attitudes, alternatives and knowledge relevant for an entrepreneur.

It emphasizes the role of creating and recognizing business opportunities and gives an insight into appropriate systems, resources and regulations governing the entrepreneurial activities. The course allows students to make a career change directly into entrepreneurial ventures, to return to the field with the necessary frameworks and skills, to opt for the field of management consulting and to enter into small companies with a strong growth curve.

Prerequisites: MGT201, MGT421

### **MGT553 Operations and Supply Chain Management**

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

Prerequisites: MGT201, MGT311

### **MGT554 Change and Innovation Management**

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

Prerequisites: MGT201, MGT211, MGT221

### **MGT555 Strategic Management**

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

Prerequisites: MGT201, MGT221, MKT201

## HUMAN RESOURCE MANAGEMENT COURSES

### HRM401 Human Resource Management

This course focuses on the human element of the firms and provides a framework for understanding and thinking strategically about employment relations and the management of human resources in organizations. The course covers the overview of the following areas: impact of economic, legal, social, psychological and cultural forces on employment relations, performance evaluation, compensation and benefits, promotion, job design, training, layoffs, retention and turnover and the human resource implications of business strategies. Prerequisite: MGT201

### HRM410 Performance Management: Leading for Greater Results

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

Prerequisites: MGT201, MGT221, MGT211

### HRM415 Employee Staffing and Training

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

Prerequisites: MGT201, MGT211

### HRM425 Personnel Research Techniques and Human Resources Information Systems

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

interpreting data relating to human resource activities. Prerequisites: MGT201, MIS102, MGT211

### HRM430 Recruitment and Selection Techniques

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

Prerequisites: MGT201, MGT211

### HRM435 Training Techniques and Practices

Students will gain experience in needs assessment, program design and implementation and evaluation techniques. Learn the use of appropriate training methodology and techniques by presenting in-class facilitation sessions. Identify principles which facilitate adult learning and apply these practically. Develop observable and measurable learning objectives to be used in designing program content and evaluation methods. Apply basic needs assessment, development, implementation and evaluation techniques to produce effective instructional designs.

Prerequisites: MGT201, MGT211

### HRM440 Design and Administration of Compensation Plans

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

Prerequisites: MGT201, FIN201

### 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, MGT311

#### **HRM450 The Legal Environment**

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

Prerequisite: MGT201

#### **HRM455 Executive Leadership**

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

Prerequisites: MGT201, MGT221

#### **HRM550 Foundations of Human Resource Development**

The course will investigate the theory, practice, and issues associated with human resource development in organizations. Human resource development is the expansion of employees work-related abilities for the attainment of organizational and personal goals. The course discusses the major roles of HRD professional, learning specialist, administrator, and consultant and researcher/evaluator.

Prerequisite: MGT201

#### **HRM551 Industrial Relations Management**

The course is centered on management of labor relations. Socio-political factors affecting labor relations, principles and strategies of negotiation, trade unionism,

its benefits and drawbacks, as well as means of evaluating union demands are some of the topics discussed in this course.

Prerequisites: MGT201, MGT211

#### **HRM552 Organizational Development**

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

Prerequisites: MGT201, MGT211, MGT221

#### **HRM553 Human Resource Development**

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

Prerequisite: MGT201

#### **HRM554 Compensation and Benefit Management**

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

Prerequisite: MGT201

#### **HRM555 Succession Planning**

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

Prerequisite: MGT201

**HRM556 Conflict Management**

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

Prerequisites: MGT201, MGT221, MGT211

**HRM557 Team Management**

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

Prerequisites: MGT201, MGT221, MGT211

**HRM558 Leading the Change Process**

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

Prerequisites: MGT201, MGT221, MGT211

**HRM559 Operational HRM**

The course addresses the key tasks of operational human resource management. Recruitment and selection, training and development, and performance appraisal and feedback are the main topics of discussion in this course. Other areas covered include assessment tests, theories of motivation and evaluative criteria.

Prerequisite: HRM401

**HRM560 Managerial Decision-making**

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

Prerequisite: HRM401


**Chairperson:**

Humayun Sultan Ansari

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## Department of Marketing

Marketing is one of the important activities a business organization has to undertake. Marketeers have to do two things; serve the customers and innovate. Marketing however is too important to be left to the marketing department alone, the whole organization must be geared towards marketing. In this way all other departments serve as support functions to marketing.

We in marketing department help create this strong customer focus in our graduates. Strictly speaking marketing is one and cannot be separated into parts. For the sake of convenience we have areas of concentration starting with required basic courses and electives. We take students from the basic level to the highest conceptual areas and philosophy of marketing. In all courses, maximum benefit is derived from the real world practitioners working in the corporate sector. As most of the course material is foreign, main challenge of faculty is to localize it through their practical experience and judgment. Foreign and local cases are used extensively to inculcate effective decision-making in marketing matters.

### Courses offered

**MKT201 Principles of Marketing**

The course introduces students to the fundamentals of marketing. Areas of study include determining how to identify consumer needs and satisfy them by making appropriate products, and making them available through suitable distribution channels at the right price. This course creates appreciation of the role of marketing in business and provides basic concepts for further specialization in this field.

**MKT301 Methods in Business Research**

The course considers gathering of marketing-related data from individuals and organizations and using it effectively to yield valuable information. Particular emphasis is placed on problem formulation, research design, questionnaire construction, and sampling. Also studied are relevant statistical methods and tools for data analysis for obtaining accurate quantitative results.  
Prerequisite: MTS202

**MKT401 Marketing Issues in Pakistan**

This course introduces students to fundamental marketing issues as they exist in Pakistan. Areas of study include integration of marketing environment with new product development process, strategic marketing development, integrated marketing, product pricing, sales management, globalization, services management, and marketing for non-profit organizations.  
Prerequisite: MKT201

**MKT501 Marketing Management**

The course takes an analytical approach to the study of marketing problems of various organizations. It evaluates, based primarily on case studies, the influence of the marketplace and the marketing environment on marketing decisions, the determination of the organizations' products, prices, channels, and communication strategies and the organizations' system for planning and controlling its marketing efforts.  
Prerequisite: MKT201

**MKT551 Advertising**

The course provides a balanced analysis of advertising strategy and execution. It includes selection of a target audience for advertising, stresses the importance of customer insight as a basis of creating coherence between target and position, and examines how

planning is made operational in terms of advertising and other communication devices. Approaches to measuring effectiveness of various media and advertising are also reviewed. Throughout the course, extensive use is made of various advertising campaigns to stimulate discussion on advertising strategy.

Prerequisite: MKT201

### **MKT552 Consumer Behavior**

The course provides an overview of the consumer behavior. Course topics include focus group interviews and qualitative research, demographic analysis, sensory and perceptual analysis, attitude analysis, and psychographics. The approach is not mathematical, but technical. The course is directed at students preparing for positions in brand management, advertising, and marketing research.

Prerequisite: MKT201

### **MKT553 Export Marketing**

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

Prerequisite: MKT201

### **MKT554 Personal Selling**

Personal selling gives 'hands on' training to the participants by involving 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 role of personal selling among other marketing activities.

Prerequisite: MKT201

### **MKT555 International Business**

The economic, cultural, political and social environment of international business and ways firms adapt their strategies and operations as they internationalize are studied, with emphasis on the financial, production, human resource and marketing challenges for the multinational firms.

Prerequisite: MKT201

### **MKT556 Sales Management**

Sales Management exposes students to the methods of determining sales objectives, planning sales programs, supervising the sales effort and measuring sales performance. It includes a study of sales territories,, sales force compensation methods,

customer relations and managing customers service.  
Prerequisite: MKT201

### **MKT557 Industrial Marketing**

This specialized course in marketing is concerned with management of business-to-business marketing transactions. The course discusses modern concepts of interaction, role of technology, value and vendor analysis and appraisal of the industrial marketing environment. It also includes a study of the development of industrial products, industrial selling and promotion techniques, service and distribution strategies and pricing methods.

Prerequisite: MKT201

### **MKT558 International Marketing**

The course deals with principles and application of marketing in the international environment and focuses on economic, socio-cultural, political and ethical constraints on the marketing function in multinational firms. Development of product, promotion, pricing and distribution strategies appropriate for global markets are some of the topics covered in this course.

Prerequisite: MKT201

### **MKT559 Services Marketing**

The course examines the marketing and managerial implications of the differences between goods and services. A wide variety of services are examined (e.g. travel, professional services, hospitals, banks, hotels, sports clubs, theme parks, etc.). The course discusses many service marketing concepts, including relationships between service providers and customers, real-time process experience of services, customer satisfaction and service quality.

Prerequisite: MKT201

### **MKT560 Strategic Export Marketing**

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

Prerequisite: MKT201

### **MKT561 Brand Management**

The course gives exposure to students of the rapidly growing field of Brand Management. Issues like branding strategies, brand positioning, brand extensions, co-branding, brand relationship spectrum and measuring brand equity are covered in detail through class discussions and case studies. Topics like development of new products and promotion of existing products are also covered.

Prerequisite: MKT201



## Department of Social Sciences

The objective of the Department of Social Sciences is to enable students to make analytical connections between social theory and managerial policy, in order to make clear, informed and consistent reasoning in the articulation and presentation of ideas.

The department is committed to provide students with an overall understanding of the basic social & behavioral sciences in order to make them aware of the social environment, to help them to become better managers.

The grouping of scholars at the department is from diverse social science disciplines such as Anthropology, Archaeology, History, International Relations, Language, Philosophy, Political Science, Religion, Science & Technology and Sociology.

### Courses offered

#### **SSC101 English Grammar**

The course provides the essential skills students need to communicate in English. The aim of teaching basic grammatical concepts is to develop skills in writing, reading, understanding and responding. The emphasis of the course content is on the sentences and discourse level of grammar, enabling students to organize language better.

#### **SSC102 Human Behavior**

Human behavior 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

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Dr. Javed Husain

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in an organization and understand why people behave the way they do and not the way they should.

#### **SSC103 Social Psychology and Self Development**

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

#### **SSC111 English Composition**

English writing skills reflect a student's knowledge and thinking. The aim of this course is to enhance a students' communicative competence by developing accuracy, fluency, flexibility and novelty. Students are trained in a broad variety of genres and in using different forms of writing for a wide range of audiences. They are taught fiction writing, reporting and other creative writing skills.

#### **SSC112 English Literature**

The course encompasses the study of the history of English literature and introduces major writers of different ages. Noteworthy works of some of these writers are studied to sharpen insight and develop analytical skills of students. The course content also includes literary work of some contemporary authors.

#### **SSC113 Psychology**

The study of psychology introduces students to topics such as perception, consciousness, development, cognition, emotion, motivation, psychopathology,

decision-making, and social behavior. This introductory level course improves the students' understanding of research and theory in social psychology.

### **SSC121 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.

### **SSC122 General History**

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

### **SSC131 International Relations**

This course attempts to outline and explain the major developments in the world since the Second World War. It stimulates discussion and analysis of various forces and events active in the world today. Contemporary issues such as the global war against terrorism, conflict resolution through peaceful means, globalization, environment and human rights shall be addressed.

### **SSC201 Speech Communication**

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

### **SSC211 Sociology**

This course introduces the basic concepts of sociology, method of sociological research, relationship between individual, culture and society, and the influence of social and cultural forces on personal experience and social 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.

### **SSC221 Logic**

Effective communication and decision making requires that the business executive has precision in linguistic

expressions and sound reasoning. This course is taught to students of business and information management with the objective of helping them improve their skills in logical thinking and use of language. Course contents include identification of deductive and inductive arguments truth and validity of thought, vagueness and ambiguity, agreements and disagreements, resolution of disputes, language functions, empirical and necessary sentences, forms of discourse and types of fallacies, the philosophy of logic and logic in use.

### **SSC231 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.

### **SSC239 History of Ideas**

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

### **SSC301 Philosophy of Islam and the Religious World-Views**

In this introductory course, philosophy is defined as a way of thinking in which solutions to human problems and various interpretations of society, history and politico-economic ideas could be sought. Basic assumptions of different schools of philosophy (i.e., idealism, materialism, pragmatism, naturalism and existentialism) are examined to appreciate their world-views. The Ways of Religion will be discussed with reference to Hinduism, Buddhism, Zoroastrianism, Confucianism, and the Judeo Christian tradition. Particular emphasis will be laid on the Islamic World-View. The dynamics of Islamic socio-economic, political and moral systems will be compared with modern systems, especially in relation to the ideals of good governance and management. Pertinence of studying Islamic philosophy will be stressed with reference to its transcendental orientation and the principle of movement in Islamic culture.



## Center for Executive Education

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

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

### Executive Education Programs

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

In addition to key operational areas such as marketing, finance, accounting, operations, technology, human resources and strategy, the Center also offers courses and workshops on topics such as corporate law, creativity, innovation and personal career development,

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enabling the participants to gain and refresh their knowledge to become effective organizational leaders.

The Center, in consultation with the faculty, designs course material that is relevant and caters to the organizational needs. Industry and business leaders are also invited as speakers during programs, to give insight on a topic relevant to the program.

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

### Client Specific Programs

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

The top management of the client organization is involved to ensure that a program supports their corporate mission and key business objectives.

### Management Consultancy

The Management Consulting Group works on strategic projects that impact the overall performance of the client company, whether a foreign investor looking for

a local partner or an indigenous corporation, wanting to restructure its operations and become more competitive. The engagements focus on:

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

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

### IBA-CEE Faculty

The Centers' executive education programs are developed and taught by the top quality IBA faculty and other specialists who are distinguished academicians, skilled educators, ground-breaking researchers and entrepreneurs in their respective fields. Representing various disciplines, they remain close to practice through relationships with business and industry leaders and personal involvement as consultants for top companies.

### Business Research

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

### Physical Infrastructure

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

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

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

### The way we work in partnership



## Courses Offered at IBA-CEE

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

### For Senior Managers:

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

### Personal Development Courses:

- Managing Your Time
- Managing Stress at Work
- Building High Performance Teams
- Managing Conflict to Advantage
- Effective Interpersonal Communication
- Creative Thinking and Problem Solving
- Emotional Intelligence at work
- Executive Decision Making
- Effective Office Management
- Increasing Personal Power and Effectiveness
- Assertiveness Skills Training
- Presentation Skills

- Precision Management
- Powerful Peoples' Skills
- Win-Win Negotiations
- Motivational Power
- Goal Setting and Reaching One's Potential
- Encouraging Innovation

### For Junior Managers:

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

### For Mid-Level Managers:

- Effective Production Management
- Effective Field Force Management
- Analysis of Financial Statements
- Coaching Techniques
- Effective Negotiations
- Software Project Management Tools and Techniques
- Strategic Human Resource Management
- Delegating for Results
- Accounting for Management Planning and Control
- Client Relationship Management
- Effective Appraisal and Performance Review
- Influencing and Impacting Performance
- Training of the Trainers



*On the occasion of certificate distribution ceremony to the Participants of CBR Capacity Building Program. (From L to R) Ms. Sumera Muhammad, Coordinator CEE, Mr. Abdus Salam, Additional Director, Training and Research (Income Tax), Mr. Danishmand, Director IBA, Mr. M. Abdullah Yousuf, Chairman CBR, Mr. Talha, Member HR, CBR & Dr. Sayeed Ghani, Chairperson, MIS and CS Department, IBA.*

# The IBA Faculty



### Setting Goals and Targets

The ultimate purpose of education is to draw the future into the fold of the present tense meaning of learning.

“And over each learned man there is one more learned”  
(XII:76)



## Full-Time Faculty

### Aamir, Naila

Lecturer

M.B.A., Institute of Business Administration

- Currently pursuing a MS (Computer Science) at SZABIST
- 5 years software development experience at Excelsior Watch Co. (Pvt) Ltd.
- IBM gold medal in programming languages (MBA-MIS program)
- IBM certification for Oracle Financials in A/P track
- NCR certification in Teradata and Data Warehousing
- Areas of special interest are Databases, BPR, Programming Languages, Data Warehouse, Business Intelligence, Oracle 9i and Teradata

### Ahmad, Qazi Masood

Associate Professor

Ph.D., Center for Fiscal Studies, Bath, England

- 15 years research and consulting experience in the fields of public finance, agriculture and trade. Served as a member of the Task Force, Tax and Tariff Reforms Commission, Government of Pakistan
- Author of over 40 research publications
- Awarded Best University Teacher Award for 2002 by HEC, Government of Pakistan
- Areas of special interest are Monetary Economics and Public Finance

### Ahmed, Naved

Associate Professor

Ph.D., Northeastern University, Boston, USA;

M.Phil., Quaid-e-Azam University, Islamabad;

M.Sc., University of Karachi

- 11 years teaching experience
- Author of several research papers published in journals of international repute
- Manuscript reviewer of the Journal of Developing Areas
- Awarded Hina Ahmed Gold Medal, 1991 and President and Chancellor Gold Medals, 1994.
- Member of Omricon Delta Epsilon and Pakistan Society of Development Economists.
- Extensive teaching and research experience at AERC
- Areas of special interest include Development Economics, International Economics and Econometrics

### Ahmed, Shama

Lecturer

MS., University of Manchester, UK;

M.Com., University of Karachi;

ACMA (II), Institute of Cost and Management Accounting

- Nine years teaching experience in the area of Finance
- Author of a number of research articles

- Areas of special interest are Capital Structure and Asset Pricing Models

### Ahmed, Zeeshan

Lecturer

Ph.D., Mississippi State University, USA;

M.B.A., Institute of Business Administration

- Ex-Management Consultant, Fergusons Associates
- Areas of special interest are Investments, Financial Markets and Islamic Finance

### Amir, Huma Samir

Lecturer

M.B.A., Institute of Business Administration

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

### Ansari, Hamayun Sultan

Acting Chairperson, Dept. of Marketing.

M.B.A., Institute of Business Administration

- Ex-Associate Professor and Head of Marketing Department, Hamdard Institute of Management Sciences
- Teaching experience with the IBA, Hamdard University, Bahria Institute of Management Sciences, PAF-KIET, University of Karachi and CIBE
- Course Facilitator for conducting courses for Chartered Institute of Marketing (CIM) UK
- Facilitator Capacity Extension, Export Promotion Bureau
- Professional experience with Buffinton (Pvt) Ltd., Solar System Division, United Distributors (Pakistan) Ltd., B.P. Solar Pakistan, Forbes Campbell & Co. Ltd. and Pakistan Industrial Gas Limited

### Ansari, Tahira

Lecturer

M.B.A., Institute of Business Administration

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

### Asghar, Sana Fatima

Lecturer

M.B.A., Institute of Business Administration

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

### Ashfaq, Sara

Lecturer

M.B.A., Institute of Business Administration

- Cleared CFA level 1 and registered for level 2
- Taught financial accounting and microeconomics at Bahria University
- Taught financial accounting and cost accounting at CAMS
- One and a half year experience as a money market dealer (treasury department) at Emirates Bank

#### **Asif, Zaheer-ud-din**

Assistant Professor

M.B.A., Institute of Business Administration;  
PGD, Institute of Business Administration

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

#### **Bari, Khadija**

Assistant Professor

D.B.A., University of Strathclyde, Glasgow, UK;  
M.Sc., University of Strathclyde, Glasgow;  
M.A., University of the Punjab, Lahore

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

#### **Basic, NedZad S.**

Professor (HEC)

Ph.D., University in Bihac, Bosnia Herzegovina;  
M.L.L., University of Belgrade, Yugoslavia

- Professional teaching experience with University in Bihac
- Seasonal lecturer with St. Thomas University, Canada
- Teaching experience with University in Mostar and Tuzla as well as International Business School, Sarajevo-London
- Visiting scholar for various universities including George Washington University, USA and Concordia University, Canada

#### **Danishmand**

Dean and Director

M.B.A., Institute of Public and Business Administration;  
FCMI, UK

- Ex-Chairman and CEO, Suzuki Motorcycles Pakistan Ltd. (1992 – 2002)
- Ex-Group Director, Atlas Group of Companies (1977 – 1991)
- Ex-CEO, Atlas Honda Limited (1982 – 1991)
- Ex-CEO, Allwin Engineering Industries Limited (1981 – 1982)
- Ex-Executive Director, Muslim Insurance Company (1980 – 1981)
- Associate Professor, IBA (1971 – 1976) and

- Deputy Director, City Campus (1972 – 1976)
- Assistant Professor and Chairman, Department of Management, San Fernando Valley State University, USA (1965 – 1971)
- Author of 2 books; 'Management Survey of Training Needs' and 'Communications in Business and Industry' (Co-author)
- Author of a number of publications in the areas of Communications, Economic Policy, Administration and Ethics in Management
- Received "Award of Excellence and Lifetime Achievement" from Marketing Association of Pakistan

#### **Din, Inayat N.**

Associate Professor

M.B.A., Institute of Business Administration

- Areas of special interest are Human Resource Management, Business Communications, Research and Report Writing, Accounting and Economics

#### **D'souza, Carissa Prima Simplicia**

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

- Recipient of Higher Education Commission Overseas Ph.D. Scholarship (2005)
- Awarded Marketing Gold by the Institute of Business Administration, Karachi (2003).
- Recipient of Pakistan State Oil Gold Medal (2003).
- Conducted a number of workshops in the area of Effective Presentations and Organizational Communication
- Co-Introduced the Qualitative Research Paradigm at the IBA
- Worked as Manager Enrolment and Degree at the IBA.
- Areas of research & teaching interest include Family Decision Making and Metrosexuality, Consumer Behavior, Marketing Research, Services Marketing and Brand Management.

#### **Ejaz, Lalarukh**

Lecturer

M.A., York University, Toronto, Canada;

M.A., University of Karachi

- Obtained a distinction in M.A., York University in 2002
- Rashid Minhas Shaheed Gold Medal in 2000 for first-class first position in Economics at the University of Karachi
- Silver Medal, University of Karachi in 2000, for achieving overall second position in the Arts Faculty
- Professional experience with the State Bank of Pakistan
- Areas of special interest are Public Choice Theory, Law & Economics, Development and Macroeconomics

#### **Farid, Saneeah**

M.B.A., Institute of Business Administration

- One year work experience in corporate banking at Meezan Bank Ltd. as Relationship Manager.

- One year teaching experience with IBA.
- Fields of interest are Finance and Economics.

#### **Fatima, Mahnaz**

Associate Professor

Ph.D., USA; M.B.A., Institute of Business Administration;  
B.E. (Mech), NED Engineering College

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

#### **Fujita, Toshio**

Senior Volunteer, JICA

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

- 12 years professional experience with Japan Devp. Co. Ltd., TOCOS Enterprises Co. Ltd. and United Petroleum Co. Ltd.
- Served in Singapore and Jordan as Senior Volunteer for 'Human Resource Development'

#### **Ghani, Sayeed**

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

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

#### **Ghauri, Maheen**

Lecturer

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

- Worked as Assistant Manager, Corporate Finance for Standard Chartered Bank
- Worked as Analyst Programmer for Citibank in collaboration with Infosys Software Consultants
- Areas of interest include Web Designing / Development, Web Marketing, Management Information Systems, Information Systems Analysis and Corporate Marketing
- Research Area: "Ergonomics: Implications on Computer End-users"
- Ex-acting Chairperson, Library Committee at IBA
- Member, Library Committee at IBA

#### **Haider, Shabih**

Lecturer

M.B.A., Institute of Business Administration;  
B.E., NED University

- 19 years experience in the engineering field with organizations like International Aeradio of UK, Zelin Pvt. Ltd., NESPAK and Alcatel of France
- Worked on various projects including Aga Khan University Hospital, Islamabad Hospital, Prime Minister House Islamabad, Jinnah Terminal Karachi, etc.
- Areas of special interest are Cost Accounting and Mathematics for Business

#### **Haque, Ziaul**

Assistant Professor

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

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

#### **Hasan, Fazle**

Associate Professor

M.B.A., Institute of Business Administration;  
M.B.A., Western Illinois University, USA

- Acting Director IBA, 1999
- Extensive work experience with Habib Bank Limited and Parke Davis & Company
- Author of a number of articles and case studies
- Areas of special interest are Financial Accounting, Cost Accounting, Financial Management, Security Analysis, and Analysis of Financial Statements

#### **Hasan, Mudeeha Khalil**

Lecturer

M.B.A., Lahore University of Management Sciences;  
B.Sc. (Hons.), Lahore University of Management Sciences

- Former Instructor, Finance Department, CBM
- Areas of special interest are Asset Liability Management and Credit Risk Analysis

**Hashim, Sadia**

Lecturer

M.B.A. (Marketing);

B.B.A. (Hons.), Institute of Business Administration

- Professional work experience in Retail Marketing at Pakistan State Oil
- Areas of interest include Brand Management, Advertising and Consumer Behavior

**Hasnie, Shazia**

Assistant Professor

Ph.D., Australian National University, Australia;

B.E., NED University

- Currently on leave
- Professional experience with Nokia Research Center, Helsinki, Finland
- Areas of special interest are Broadband Networks, Mobile and Wireless Communication and Mobile Computing

**Husain, Javed**

Professor and Chairman,

Department of Social Sciences

Ph.D., University of Cambridge, UK;

M.A. Archaeology, University of Peshawar

- Former Chairman and Professor, Department of General History, University of Karachi
- More than 25 years teaching and research experience at the university level
- Visiting faculty for various universities such as Aga Khan University, NED University, BCCI FAST, Sir Syed University and Hamdard University
- Conducted several field training programs
- Extensive research experience and several research publications in journals of international repute
- Awarded UNESCO's Hirayama Silk Roads Fellowship
- Areas of special interest are Archaeology, Anthropology and Pakistan History

**Hussain, Fehmida**

Lecturer

M.C.S., FAST-ICS;

B.S., University of Houston, Texas, USA

- Currently on leave
- Ten years experience in the software industry and education
- Areas of special interest are Theory of Computation, Compiler Construction, Data Structures, E-commerce and Management of Information Technology

**Hussain, Mirza Sardar**

Chairman Department of Management,

M.E.M., Yale University, USA;

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

B.E., NED University

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

**Imtiaz, Amber**

Lecturer

M.B.A., Institute of Business Administration

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

**Iradat, Faisal**

Lecturer and Assistant Student Counselor

M.C.S., University of Karachi

- Currently pursuing a MS (Computer Science) at SZABIST
- Areas of special interest include Broadband Wireless Networks, Network Management, Network Traffic Modeling, Modeling and Simulation, Artificial Intelligence, Computer Architecture, and Logic & Discrete Structures

**Islamuddin, Tajuddin**

Professor (HEC)

Ph.D., University of Windsor

- 30 years teaching experience
- Held several merit scholarships including University of Windsor Scholarship for 4 years
- Over a dozen research papers published in well reputed international Statistical journals.
- Refereed number of research papers and master's thesis.
- Provided consultation for applications of Statistics in medicine, engineering and social sciences
- Areas of interest are Computing, Simulation, Data Analysis and Testing Hypothesis

**Ismail, Zeenat**

Professor

Ph.D., Institute of Clinical Psychology, University of Karachi

- 33 years teaching experience at the Department of Psychology, University of Karachi and the IBA

- Member Academic Board IBA
- Ex-Deputy Director IBA
- Ex-Chairperson and Professor Department of Psychology, University of Karachi
- Ex-Student Counselor IBA
- Author of 23 research articles
- Areas of special interest are Human, Organizational and Consumer Behavior, Business Communication and Social Psychology

#### **Jaffery, Tahira Mariam**

Lecturer

M.B.A., Institute of Business Administration

- Two years work experience with PSO
- Areas of interest include Management, Human Resources, and Strategic Management

#### **Kashif, Sadia**

M.B.A., Institute of Business Administration

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

#### **Kazi, Saadia**

Assistant Professor

M.B.A., Institute of Business Administration

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

#### **Khadim, Azhar**

M.Sc., University of Southern California, USA;

B.E., University of Engineering and Technology, Pakistan

- Professional experience with National Insurance Company, Elixir Technologies, Askari Information Systems, Seagate Technology and Calypso Software Systems.
- Areas of interest are Software engineering and Project Management.

#### **Khalidi, Manzoor A.**

Assistant Professor

Ph.D., University of Southampton, UK;

M.Sc., University of Southampton;

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

B.E., NED University

- Work experience in the area of Development Banking with Habib Bank and Pak-Libya Holding Company
- ESRC Research Fellow (Single European Market Project University of Southampton)

- Author of several research publications
- Areas of special interest are Regulation of Banking and Securities Markets, International Banking, Entrepreneurship, Globalization and Postmodern Philosophy

#### **Khan, Abdul Wajed**

Lecturer

M.C.S., University of Karachi

- Areas of special interest are Programming and Scripting Languages, Graphics, Numerical Computing and Operating Systems

#### **Khan, Israr H.**

Professor

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

- Ex-Professor and Dean at KU Business School, Karachi University
- Ex-Professor and Dean at AMI Iqra University, Karachi
- Teaching experience in Statistics, Bio Statistics, Mathematics, Operational Research and Econometrics
- Consultant Statistician, Granada Institute of Consultancy
- Publications in major international journals
- Experience of working in various academic environments in different countries
- Knowledge of Development Economics, Statistical Techniques and Operational Research

#### **Khan, Matin A.**

Professor Emeritus

D.B.A., University of Southern California, USA;

M.A., Wharton School of Finance and Commerce,

University of Pennsylvania, USA

- Dean and Director, IBA (1972 – 1977)
- Professor and Dean of the Faculty of Management Sciences, Hamdard University
- Ex-Visiting Professor, Ahmad Bello University, Nigeria
- Ex-Project Director, JRP-IV, a research project on Slum Improvement
- Author of several research papers and a book 'Research Methodology for Social and Business Methods'

#### **Khan, Nida Aslam**

M.B.A., Institute of Business Administration

- One year teaching experience at IBA.
- Areas of special interest are Brand Management, Advertising, Industrial Marketing and Consumer Behavior.

#### **Khan, Rao Nisar Ahmed**

Assistant Professor and Chairman,  
Department of Accounting and Law

Postgraduate; Institute of Business Administration;  
M.B.A., Institute of Business Administration

- Professor of Economic Policy and International Accounting at University of Bihae, Bosnia & Herzegovina
- 20 years professional experience in private and state enterprises in senior management positions
- Actively involved in consultancy and research
- Author of a number of case studies in Accounting
- Areas of special interest are Accounting, Finance, Research Methodology, Systems Design and Globalization
- Co-editor Research Papers published by University of Bihae

#### **Khan, Saqib Ahmed**

Lecturer

M.Sc., University of Karachi;

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- Currently on leave pursuing a Ph.D. at University of Western Ontario, Canada
- Areas of special interest are Statistics, Mathematics and Operations Management

#### **Khan, Sara**

Lecturer

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

M.A., University of Lancaster, UK

- Currently on leave pursuing a Ph.D. at University of Lancaster
- Obtained a distinction in the Masters' Program, University of Lancaster
- Areas of special interest are Human Resource Development and Management Learning

#### **Khan, Waseem A.**

Professor (HEC)

Ph.D., University of Sheffield, UK; B.E., NED University

- Former Associate Professor, King Abdul Aziz University, Jeddah
- Former Associate Professor, Karachi Institute of Information Technology
- Former Assistant Professor, Pakistan Navy Engineering College
- Former Assistant Professor, GIK Institute of Technology
- Former Assistant Engineer, SUPARCO, Karachi
- Author of several research papers in local and foreign journals
- Areas of special interest include Operation Research, Virtual Reality, Robotics, Education Management and Virtual Manufacturing

#### **Mansoor, Kiran**

Lecturer

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

D.A.I.B.P. (Diploma Associate of the Institute of Bankers Pakistan)

- Two years work experience with UBL at the Credit Risk Management Department.
- Recipient of the State Bank of Pakistan Gold Medal for the year 2005 and six other prizes from various banks for outstanding achieving at the Banking Diploma examination
- Areas of special interest are Management and Finance.

#### **Mazhar, Sarah**

Lecturer

M.B.A., Institute of Business Administration

- Professional experience as Relationship Manager- Corporate Banking Group, Habib Bank Limited.
- Area of interest is Marketing.

#### **Meenai, Yaseen Ahmed**

M.Sc., KU, Pakistan

- Pursuing M. Phil./Ph.D. in Multivariate Analysis.
- Teaching experience with the Department of Statistics, Department of Economics, University of Karachi, Pakistan.
- Professional experience with Chamber of Agriculture traders and products.
- Fields of special interest are Bio Statistics, Numerical Computing and Discrete Mathematics.

#### **Mian, Ejaz A. (On Leave)**

Assistant Professor and Chairman,  
Department of Marketing

M.B.A., University of Toronto, Canada;

M.A., University of Karachi; B.E., NED University

- Currently on study leave pursuing PhD from University Sins Malaya.
- 20 years professional experience with Siemens, Imperial Electric Co. Ltd., PAEC and Texas Instruments, Canada
- Areas of special interest are Marketing Management, Export Marketing, Advertising and Business Communications

#### **Mir, Shahid**

Assistant Professor and Student Counselor

Ph.D., Adamson University, Philippines;

B.E., NED University

- 15 years professional experience in public and private sector organizations
- Life member of the Royal Aeronautical Society, UK and an ISO 9000 lead auditor
- Awarded Fellowship by Canadian International Development Agency (CIDA)
- Areas of special interest are Research Methodology, Materials Management and Marketing Management

**Mirza, Salma**

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

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

**Mukhtar, I.A. Sitara-e-Imtiaz**

Professor Emeritus  
Ph.D., Columbia University, USA

- Was conferred Sitara-e-Imtiaz by the President of Pakistan
- Was conferred the Honorary Doctorate of Law degree by the Institute of Business Administration.
- Member, Academic Board, IBA
- Ex-Dean and Director, IBA
- Served as Executive Director, Atlas Group of Companies, (1973 - 77)
- Founder Member, First Executive Committee of the Management Association of Pakistan
- Panel Member of Economists, Fourth Five-Year Plan
- Member, Advisory Committee of the Ministry of Industries
- Visiting Senior Specialist, East-West Center, University of Hawaii
- Author of several research papers and case studies

**Nabi, S. Irfan**

Lecturer  
M.S., George Washington University, USA;  
B.Sc., University of Engineering and Technology, Peshawar;  
PGD, Technical Education, Islamic University of Technology, (OIC) Dhaka

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

**Naeem, Mohammed**

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

- Professional experience in Systems Design/Analysis and marketing of computer based products. Marketing Research experience with Aftab Associates
- Areas of special interest are Computer Applications to Business, Computer Concepts, and Methods in Business Research and Financial Accounting

**Nishat, Mohammed**

Professor and Chairman,  
Department of Economics and Finance

Ph.D., University of Auckland, New Zealand;  
M.A.Sc. (Management Sciences),  
University of Waterloo, Canada

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

**Omar, Asia Ahmed**

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

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

**Qureshi, Tufail Ahmed**

Professor  
Ph.D., State University of New York, USA;  
M.A. (Psychology), University of Sindh;  
M.A. (Philosophy), University of Sindh;  
B.A. (Hons.), University of Sindh

- 13 years teaching experience with Bayero University, Kano, Nigeria
- Five years teaching experience with State University of New York, Buffalo, USA
- One year teaching experience with COE College, Cedar Rapids, Iowa, USA
- Four years teaching experience with Antioch College, Yellow Spring, Ohio, USA
- Four years teaching experience with University of Sindh, Hyderabad, Pakistan
- Two years teaching experience with College of Business Management, Karachi, Pakistan and Senior Research Fellow
- Editor-in-Chief of several journals including Pakistan Review, USA
- Author of several research papers

**Qutb, Semre**

Lecturer  
M.P.A., University of Karachi

- Worked as a Trainer, Employers Federation of Pakistan

- Presented the 'Best Young Teacher Award' IBA, 2001
- Awarded Gold Medal in the MPA Program at University of Karachi
- Teaching experience at the graduate level at University of Karachi and other private institutions
- Involved in executive education as a Trainer at IBA-CEE
- Areas of special interest are Strategic Management, Human Resource Management and Business Communications

#### **Raza, Sultan**

Lecturer

Postgraduate Diploma, NILAT;

M.B.A., Institute of Business Administration

- 14 years professional experience with a multinational organization
- 10 years experience of operating a family owned business
- Areas of special interest are Entrepreneurship, Small Business Management and Human Resource Development

#### **Robotka, Bettina**

Professor (HEC)

Ph.D., Humboldt University

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

#### **Saeed, S.M.**

Lecturer

M.B.A., Institute of Business Administration

- Over 20 years experience in various multinational and national companies in general management and marketing positions
- Areas of special interest are Management, Marketing and HRM

#### **Saiyed, Aman U.**

Lecturer

M.B.A., Georgia State University, Atlanta, USA;

C.P.A., Texas, USA;

C.A. Finalist, Chartered Institute of Management Accountants, UK

- Executive Director and COO, KASB Securities (1999 - 2000)
- 19 years experience with Chevron Corp. (1980 - 1999)
- Member, privatization team that opened the Tengiz oil field in Kazakhstan
- Won Chevron "Better than the Best" award for developing the Kutubu Development Project in Papua New Guinea

- Areas of special interest are Designing and Implementation of MIS in large organizations, Strategic Planning and Activity Based Cost Accounting Systems
- Work experience in quality assurance with Tyco Healthcare Group/ Kendall, Commerce, Texas, USA
- Served as the Assistant Vice President for the Financial Management Association at Texas A&M University, College Station, USA
- Areas of special interest are Investments, Financial Management, Valuations, Mergers and Acquisitions, and Risk Analysis

#### **Saleem, Zehra**

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

DAIBP, Institute of Bankers, Pakistan;

CPM., Asia Pacific Marketing Federation, Singapore

- Professional experience with Habib Bank Limited as Assistant Brand Manager
- Fields of interest include Marketing and Sales Management

#### **Shah, Ahmed Ali**

Professor

Ph.D., University of Kent, Canterbury, England

- 28 years experience of teaching and research
- Registered consultant in Australia and the UK
- Author of a number of research papers in international journals
- Areas of special interest include Numerical Analysis, Systems of Linear Equations, Mathematical Modeling, Logic & Discrete Structures, Operational Research, Numerical Integration, Statistical Inference, Business Mathematics, Design of Algorithms and their Applications in Computer Science and Business Development Strategies

#### **Shah, Aniq**

Lecturer

M.B.A., Institute of Business Administration

- Work experience with Faysal Bank Limited
- Areas of special interest are Marketing, Management and Statistical Inference

#### **Shaheen, Rozina**

Lecturer

M.Phil., University of Karachi;

M.A.S., University of Karachi;

M.A. (Economics), University of Karachi

- Ex-Senior Lecturer at College of Business Management
- Research Economist at Eastern Capital Securities

**Shaikh, Muhammad Arshad**

Assistant Professor  
M.S., University of Bridgeport, Connecticut, USA;  
B.E., NED University

- Currently on leave
- Ex-Lecturer, NED University
- Areas of special interests are Statistics, Statistical Inference and Programming Languages

**Sharf, Zareen**

Lecturer  
M.C.S., University of Karachi

- Work experience includes teaching at SZABIST
- Areas of special interest are Databases, Networking Essentials, Procedural & Object Oriented Programming and Operating Systems

**Siddiqui, Hammad-us-Sabah**

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

- Currently on leave pursuing a Ph.D. at Northern Illinois University, USA
- Former Credit Analyst, Habib Bank A.G. Zurich
- Areas of special interest include Economics, Mathematics and Finance

**Siddiqui, Mehreen Junaid**

Lecturer  
L.L.M., Temple University;  
L.L.B., Thames Valley University, London, UK;  
Certificate of Judicial Training, Sindh Judicial Academy, High Court of Sindh, Karachi

- Six years professional experience in civil litigation as an advocate with Burney & Burney, Law Associates
- Member of Pakistan Women Lawyers Association (PAWLA)
- Areas of special interest are Service and Labor Laws

**Siddiqui, Mohammad Ahsan**

M.B.A., Colorado State University, USA;  
MS., Pennsylvania State University, USA

- Professional experience as research analyst with Invisor Securities, Boxelder Sanitation District, USA.
- Adjunct Professor Finance, Colorado State University, USA
- Areas of special interest are Project Management, Operations Management, Environment Management

**Taha, Syed Mohammad**

Ph.D., University of Karachi, Pakistan;  
MS State University of New York, USA

- Project Director, Institute of Public Administration, University of Karachi.
- Assistant Secretary, Institute of Central and West Asian Studies, University of Karachi
- Human Resource and Policy Consultant in Human Capital Development Services
- Guest Speaker in NIPA, Quetta.
- Number of research publications in reputable national journals.
- Area of interest is Human Resource Management

**Zafar, Naeem-uz**

Lecturer  
M.B.A., Institute of Business Administration;  
B.E., NED University

- Currently on leave pursuing a Ph.D. at Northern Illinois University
- Extensive work experience with Pakistan Machine Tool Factory and as Operations Engineer at Pakistan Atomic Energy Commission
- Ex-Assistant Professor, CIBE
- Areas of special interest are Financial Management, Economics and Business Mathematics

**Zafar, Yasmin**

Assistant Professor  
M.B.A., University of San Francisco California;  
M.B.A., Institute of Business Administration

- Eight years teaching experience at the IBA
- 15 years experience of marketing of financial services at The Chase Manhattan Bank, Muslim Commercial Bank and Banker's Equity
- Two years experience at Ziauddin Medical Hospital, Karachi
- Ex-Chairperson Marketing Department
- Areas of special interest are Consumer Behavior, International Marketing, Export Marketing, Brand and Product Management

**Zaheeruddin**

Assistant Professor  
M.B.A., Wharton School of Finance and Commerce, University of Pennsylvania, USA;  
M.A., Aligarh Muslim University, India;  
L.L.B., Aligarh Muslim University, India

- Former Professor of Finance and Accounting, Hamdard University
- Former Senior Corporate Planning Advisor, Exxon Chemicals Pakistan Ltd.
- Former Associate Professor of Accounting and Finance, University of Dar-es-Salam, Tanzania
- Areas of special interest include Managerial Accounting, Project Evaluation, Financial Management and Analysis of Financial Statements.

## Adjunct/Visiting Faculty

### Abbasi, Erum

M.S., SZABIST, Karachi;  
M.B.A., College of Business Management

### Abdullah, Arshad

M.B.A., Institute of Business Administration;  
I.T.P., Harvard Business School

### Abdullah, Shadia

M.A., English Literature;  
M.A., English Linguistics, University of Karachi

### Agrawalla, Najeeb

M.Sc., UMIST, Manchester;  
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### Ahmed, Imtiaz

M.B.A., Institute of Business Administration

### Akhtar, Kanwar Ali

M.B.A., Institute of Business Administration

### Akhtar, Nadeem

M.C.S., West Chester University of Pennsylvania, USA

### Alam, Khursheed

M.Sc. (Statistics), University of Karachi

### Ali, Babar S.

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

### Ali, Zahid

M.S., Hamdard University, Karachi,  
Postgraduate Training, Computer Systems  
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### Amir, Samir

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### Aslam, M.

M.B.A., Institute of Business Administration;  
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### Farooqui, Jalees

M.B.A., Institute of Business Administration;  
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### Ghaus, Khalida

Ph.D., International Relations, University of Karachi

### Ghayur, Rehan

M.Sc., Griffith University, Australia;  
PGD, Griffith University, Australia

### Ghulam Ahmed, Shaida

M.B.A.; MAS (Economics); Diploma in AVNCS Eng;  
Radar Eng, Computer Hardware and Networking.

### Gokal, Abul Hasan

M.B.A., Institute of Business Administration

### Halai, Mariam

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### Haq, Imranul

M.B.A., Institute of Business Administration;  
B.Sc., D.J. Sindh Government Science College, Karachi

### Hassan, Imran Javed

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M.B.A., Institute of Business Administration;  
M.S., University of Minnesota, USA

### Hoodbhoy, Abdul Rasool

Postgraduate, Institute of Business Administration;  
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M.A., USA; M.Sc., Punjab University;  
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### Hussaini, Sibghat-ullah

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MIS, Technology, DePaul University, Chicago, IL, USA

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M.B.A., Institute of Business Administration

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M.A., University of the Punjab;  
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M.B.A., Institute of Business Administration;  
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**Khan, Muhammad Amir**

M.S., Software Engineering

**Khan, Muhammad Khalid**

M.S., Computer Science, SZABIST, Karachi

**Khan, M. Hussain**

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**Khan, M. Yousuf**

M.Com., University of Karachi;  
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**Khan, Rao Adil**

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M.B.A., Institute of Business Administration;  
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B.E. (Electronics), Sir Syed University of Engineering  
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**Mazhar, Nadir**

Ph.D., Pacific University, USA

**Mirza, Faisal**

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**Mirza, Omair Yusuf**

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Canterbury University, University of Kent, Kent, UK

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Ph.D., University of Karachi

**Munir, Sara**

M.B.A., Institute of Business Administration

**Nadeem, Aftab**

Ph.D., McMaster University, Ontario, Canada

**Naqvi, Mohsin Ali**

B.Sc., University of Bradford, England;  
B.Sc., University of Karachi

**Omar, Khursheed**

D.B.A., University of Memphis, USA;  
M.B.A., University of Southern California;  
M.B.A., Institute of Business Administration

**Pereira, Jason**

M.Sc., Electrical Engineering, Virginia Polytechnic  
Institute and State University (Virginia Tech) Blacksburg,  
Virginia, USA

**Poonawala, Mazher**

M.B.A., Florida Institute of Technology, USA

**Qadir, Syed Ghulam**

M.B.A., Yale School of Management, USA;  
M.B.A., Institute of Business Administration

**Qureshi, Muhammad Shahid**

M.Phil. and M.Sc., University of Karachi

**Qureshi, Siamah**

Ph.D., University of Peshawar

**Rahman, Hafeez-ur-**

M.B.A., Institute of Business Administration;  
Fellow, IBP

**Rahman, Saad-ur**

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B.E., NED University

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M.Sc. (Electrical Engineering), Wichita State University,  
Wichita, Kansas, USA

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M.Sc. (Statistics), University of Karachi

**Raza, Syed Ali**

M.Phil., University of East London; B.E, UET, Lahore

**Rizvi, Nighat**

M.A., University of Karachi

**Rizvi, Syed Haider Abbas**

M.Phil., University of Karachi

**Saad, Shah M.**

M.B.A., Institute of Business Administration

**Saeed, Abdul Ghani**

M.B.A., Institute of Business Administration; also studied  
at Harvard, Stanford and ITC

**Saeed, Nadia**

M.B.A., Institute of Business Administration

**Saleem, Abdul Qadeer**

Ph.D., University of Karachi; M.A., Philosophy;  
M.A., Islamic Studies, University of Karachi

**Salman, Faryal**

M.B.A., Institute of Business Administration

**Samad, Nayar**

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**Saud, Yasmin**

M.A., Peshawar University

**Shahid, Arjumand**

M.B.A., Institute of Business Administration

**Shaikh, Ayesha**

M.B.A., Cardiff Business School, University of Wales

**Shamsi, Sheba**

M.A., University of Karachi

**Sheerazi, Syed Sabeeh Ali**

Postgraduate, Hamdard University, Karachi

**Sheikh, Muhammad Ali**

M.B.A., Institute of Business Administration

**Siddiqi, Arshad B.**

Ph.D., Portland State University, USA;  
M.B.A., Portland State University

**Siddiqi, Rosheena**

M.Sc., University of Manchester Institute of Science  
and Technology, UK

**Siddiqi, Arshad**

M.S. (M.Phil.) Management Sciences, SZABIST

**Siddiqi, Asrar**

Ph.D., Hawaii, USA

**Sultan, Hamid**

B.S. (Computer Sciences), University of Wisconsin/  
Madison, USA

**Tabassum, Shaista**

Ph.D. (International Relations), University of Karachi

**Tirmizi, Nauman (Capt.)**

M.B.A., Institute of Business Administration

**Usmani, Muhammad Imran Ashraf**

Ph.D., University of Karachi

**Valjee, Tehseen**

M.B.A., Institute of Business Administration

**Wasay, Ejaz**

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**Wizarat, Talat**

Ph.D.; M.A., University of Karachi

**Yousaf, Humair**

B.S., MIT, US

**Zahid, Wali**

M.A., UK

**Zia, Hisham**

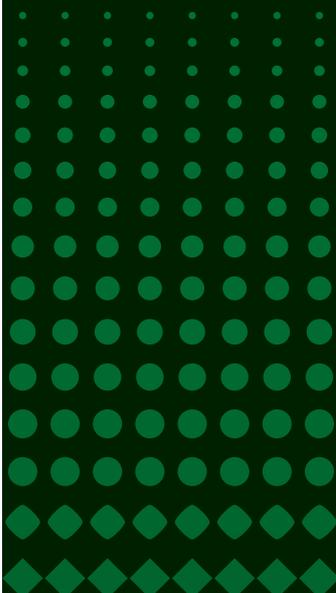
M.B.A., Institute of Business Administration

**Zia-ur-Rahman**

M.B.A., Institute of Business Administration

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F. Inst. Directors, UK



# Academic Calendar



## 2006-07

### **Rising Towards a Prosperous Future**

In pursuit of your ideal, laden with confidence and hope, as you move forward into the future, always keep in mind that a “man can have nothing but what he strives for” (53:39) and that he will not be more successful than his internal beliefs about himself and his vocation will allow him to be.

## ACADEMIC CALENDAR 2006

### SUMMER SEMESTER 2006

Semester begins: May 29, 2006 (Monday)

	Total days	Sundays	Holidays	Exam. days	Working days
May 29, 2006	3	-	-	-	3
June	30	4	-	2	24
July 12, 2006	12	2	-	-	10
<b>Total Working days</b>					<b>37</b>

#### Exam. Schedule

Mid-term Exams.	June 19 & 20, 2006	(Monday & Tuesday)
Prep. Holiday	July 13, 2006	(Thursday)
Final Exams.	July 14 & 15, 2006	(Friday & Saturday)

### FALL SEMESTER 2006

Semester begins: August 3, 2006 (Thursday)

	Total days	Sundays	Holidays	Exam. days	Working days
August 3, 2006	29	4	1	-	24
September	30	4	-	3	23
October	31	5	6	3	17
November	30	4	1	3	22
December 1, 2006	1	-	-	-	1
<b>Total Working days</b>					<b>87</b>

#### Exam. Schedule

First Hourly Exams.	September 4, 5, 6, 2006	(Monday, Tuesday, Wednesday)
Second Hourly Exams.	October 2, 3, 4, 2006	(Monday, Tuesday, Wednesday)
Third Hourly Exams.	November 2, 3, 4, 2006	(Thursday, Friday & Saturday)
Prep. Holiday	December 2, 2006	(Saturday)
Final Exams.	December 4-13, 2006	(Monday to Wednesday)

## ACADEMIC CALENDAR 2007

### 1ST SEMESTER 2007

Semester begins: January 4, 2007 (Thursday)

	Total days	Sundays	Holidays	Exam. days	Working days
January 4, 2007	28	4	2	-	22
February	28	4	-	3	21
March	31	4	2	3	22
April	30	5	-	3	22
May 4, 2007	4	-	1	-	3
<b>Total Working days</b>					<b>90</b>

### Exam. Schedule

First Hourly Exams.	February	1, 2, 3, 2007	(Thursday, Friday, Saturday)
Second Hourly Exams.	March	1, 2, 3, 2007	(Thursday, Friday, Saturday)
Third Hourly Exams.	April	2, 3, 4, 2007	(Monday, Tuesday, Wednesday)
Prep. Holiday	May	5, 2007	(Saturday)
Final Exams.	May	7-15, 2007	(Monday-Tuesday)

### SUMMER SEMESTER 2007

Semester begins: May 28, 2007 (Monday)

	Total days	Sundays	Holidays	Exam. days	Working days
May 28, 2007	4	-	-	-	4
June	30	4	-	2	24
July 11, 2007	11	2	-	-	9
<b>Total Working days</b>					<b>37</b>

### Exam. Schedule

Mid-term Exams.	June	18 & 19, 2007	(Monday & Tuesday)
Prep. Holiday	July	12, 2007	(Thursday)
Final Exams.	July	13 & 14, 2007	(Friday & Saturday)

## ACADEMIC CALENDAR 2007

### FALL SEMESTER 2007

Semester begins: August 02, 2007 (Thursday)

	Total days	Sundays	Holidays	Exam. days	Working days
August 2, 2007	30	4	1	-	25
September	30	5	-	3	22
October	31	4	6	3	18
November	30	4	1	3	22
<b>Total Working days</b>					<b>87</b>

### Exam. Schedule

First Hourly Exams.	September 3, 4, 5, 2007	(Monday, Tuesday, Wednesday)
Second Hourly Exams.	October 1, 2, 3, 2007	(Monday, Tuesday, Wednesday)
Third Hourly Exams.	November 1, 2, 3, 2007	(Thursday, Friday, Saturday)
Prep. Holiday	December 1, 2007	(Saturday)
Final Exams.	December 3-11, 2007	(Monday-Tuesday)





## Tentative List of Holidays 2006

S.No.	Name of the Days	No. of Days	Dates	Days
1	Independence Day	One day	14/8/2006	Monday
2	Eid-ul-Fitr (1, 2, 3 Shawwal 1427 H)	Three days	23/10/2006 24/10/2006 25/10/2006	Monday Tuesday Wednesday
3	Iqbal Day	One day	9/11/2006	Thursday
4	Quaid-e-Azam's Birthday/Christmas	One day	25/12/2006	Monday
5	Eid-ul-Azha (10, 11 Zil-Haj 1427 H)	Two days	30/12/2006 31/12/2006	Saturday Sunday

**NOTE:** *Islamic holidays are subject to appearance of the moon.*

## Tentative List of Holidays 2007

S.No.	Name of the days	No. of Days	Dates	Days
1	Yum-e-Ashoorā (9, 10 Moharram 1428 H)	Two days	28/1/2007 29/1/2007	Sunday Monday
2	Pakistan Day	One day	23/3/2007	Friday
3	Eid Milad-un-Nabi (12 Rabi-ul-Awwal 1428 H)	One day	31/3/2007	Saturday
4	Labor Day	One day	1/5/2007	Tuesday
5	Independence Day	One day	14/8/2007	Tuesday
6	Eid-ul-Fitr (1, 2, 3 Shawwal 1428 H)	Three days	12/10/2007 13/10/2007 14/10/2007	Friday Saturday Sunday
7	Iqbal Day	One day	9/11/2007	Friday
8	Eid-ul-Azha (10, 11 Zil Haj 1428 H)	Two days	20/12/2007 21/12/2007	Thursday Friday
9	Quaid-e-Azam's Birthday/Christmas	One day	25/12/2007	Tuesday

**NOTE:** *Islamic holidays are subject to appearance of the moon.*

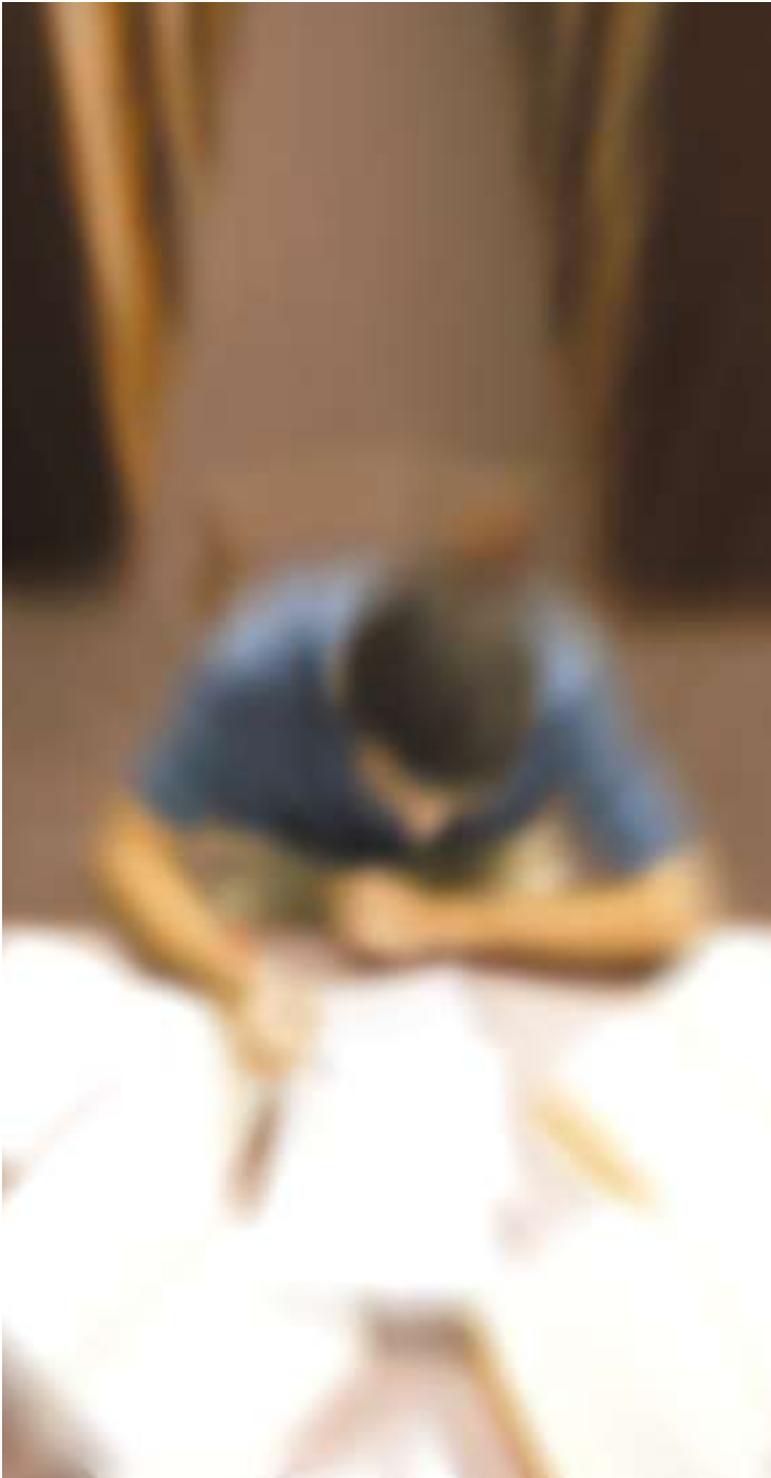


# Fee Structure

## FALL-06

### **Education is an Asset**

Economic motive in education is a very dubious sentiment. Education is not a commodity; it is virtue. Good education beautifies the mind and ennoble the character. More and more, in the modern world, corporate business rest on rectitude, honor and good moral judgment. Such value-added education is not an expense; it is an asset.



### FULL-TIME STUDENTS

PARTICULARS	CONCESSIONAL FEES (BBA, MBA, MBA-MIS)	FEES (BBA, MBA, BCS, BBA-MIS, MBA-MIS)
<b>Tuition Fee</b>	26,155	70,035
Lab cum Lib Charges	1,500	1,500
Student Activity Charges	2,000	2,000
<b>Total Recurring Charges (per semester)</b>	<b>29,655</b>	<b>73,535</b>
Caution Money (Refundable)*	5,000	5,000
Enrollment Fee	2,000	2,000
Development Charges	25,000	-
<b>One Time Charges (at the time of admission)</b>	<b>32,000</b>	<b>7,000</b>
Transcript Fee	1,000	1,000
<b>One Time Charges (for final semester)</b>	<b>1,000</b>	<b>1,000</b>

### PART-TIME STUDENTS

PARTICULARS	CONCESSIONAL FEES (PGD, MBA, CERTIFICATE)	FEES (MBA-MIS)
Tuition Fee		
One Course	9,778	11,673
Two Courses	14,420	23,345
Three Courses	19,062	35,018
Four Courses	23,703	46,691
Lab cum Lib Charges (per course)	250	250
Student Activity Charges	500	500
<b>Total Recurring Charges (per semester)</b>		
One Course	10,528	12,423
Two Courses	16,420	24,345
Three Courses	20,312	36,268
Four Courses	25,203	48,191
Caution Money (Refundable)*	5,000	5,000
Enrollment Fee	2,000	2,000
Development Charges	5,000	-
<b>One Time Charges (at the time of admission)</b>	<b>12,000</b>	<b>7,000</b>

\* Caution Money is refundable within a period of one year after completion of coursework.

For those students, who wish to use the transport/hostel facilities:

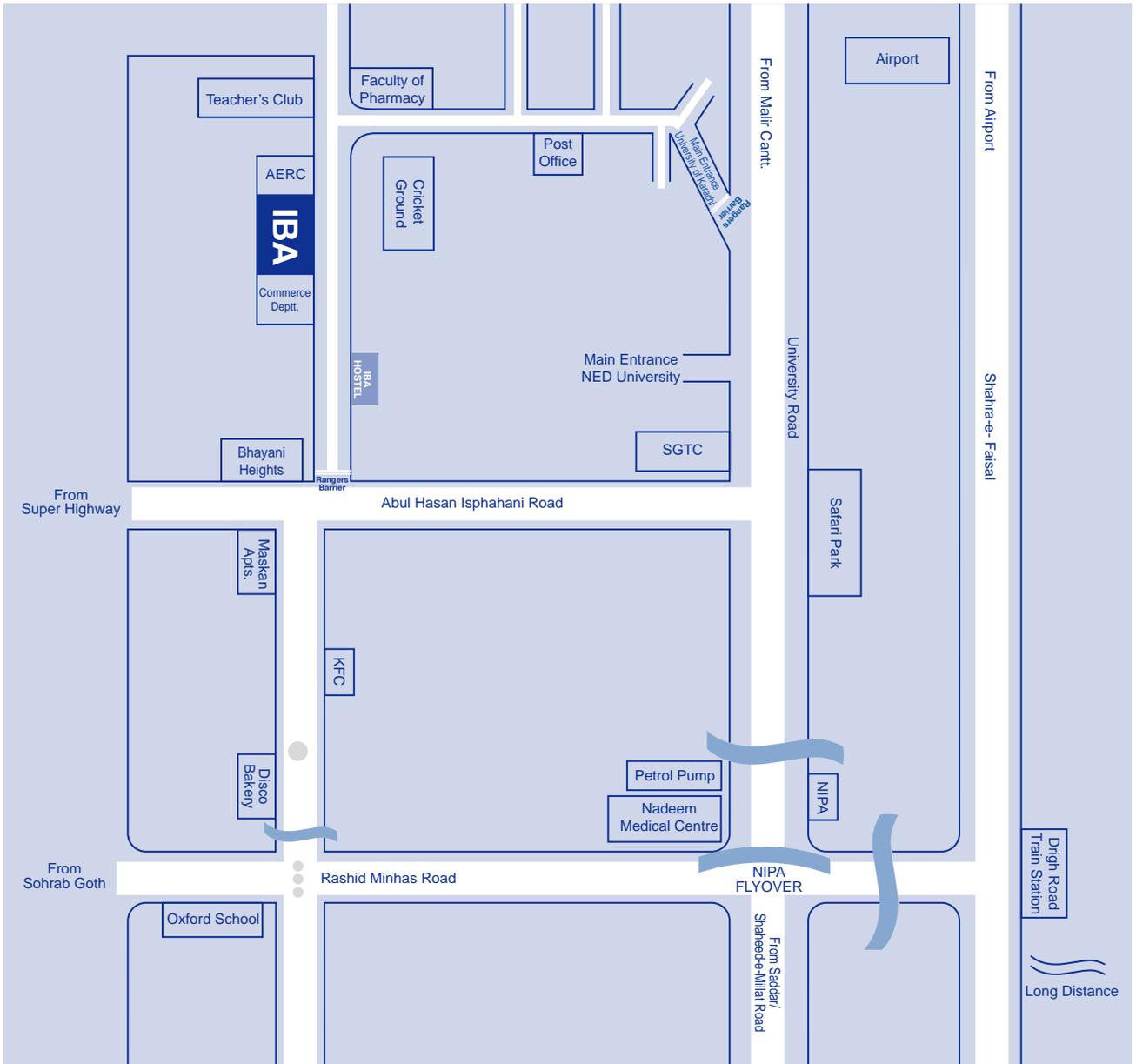
Transport Fee	Rs. 5,000/- Per Semester
Hostel Fee	Rs. 1,200/- Per month
Hostel Security (Only New Students)	Rs. 1,000/- (Refundable)

**NOTE:**

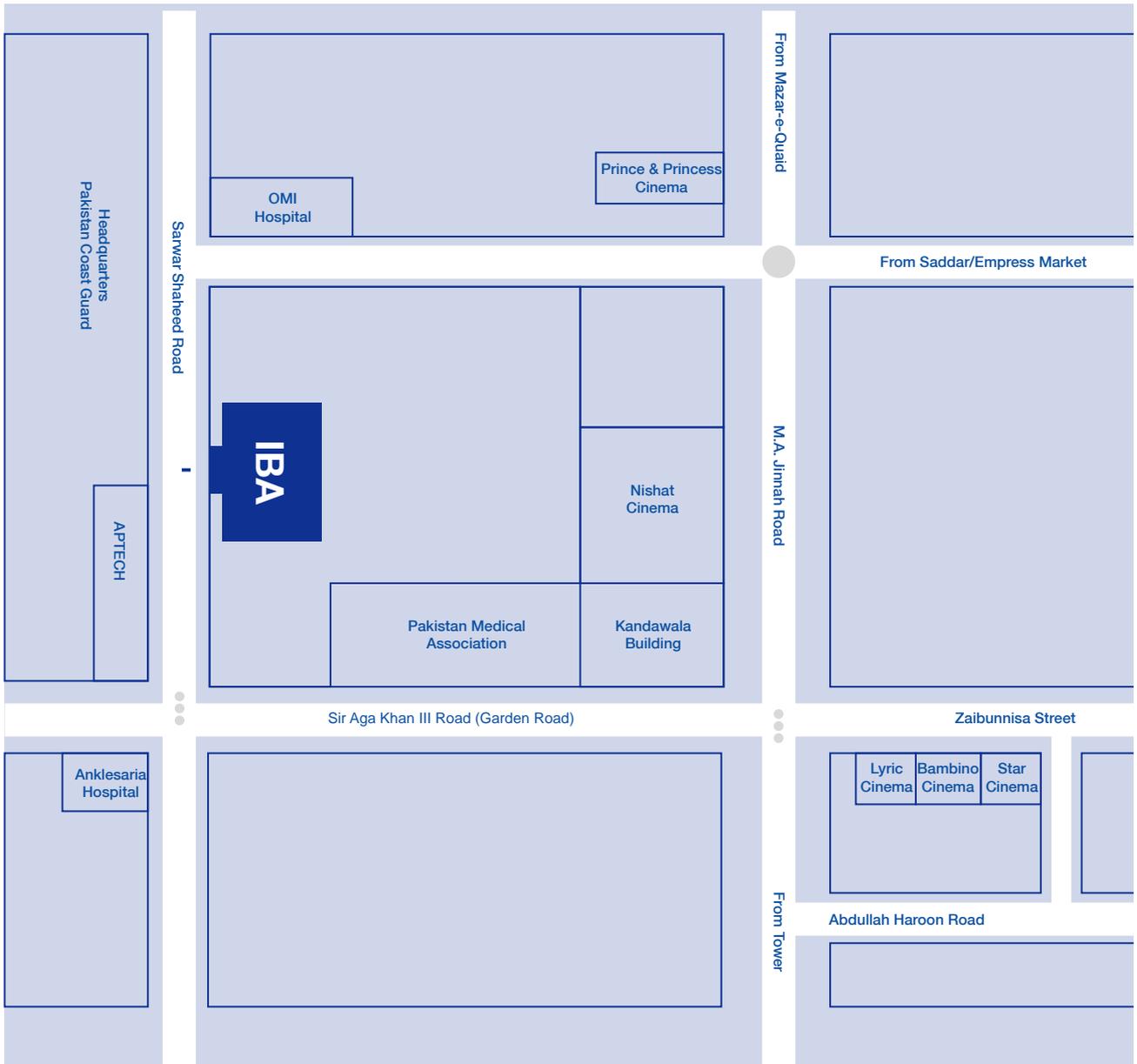
The Charges mentioned are for the first semester.  
The IBA reserves the right to revise the fee structure without prior notice.

## THE DIRECTION MAP

### MAIN CAMPUS



## CITY CAMPUS



## Contact IBA

### Main Campus

UAN: 111-422-422 Tel: (021) 924-3841 Fax: (021) 924-3421  
Email: info@iba.edu.pk

### City Campus

UAN: 111-677-677 Tel: (021) 921-5458 Fax: (021) 921-5528  
Email: info@iba.edu.pk

	Contact Person	Phone
<b>Office of Admissions</b>		
Day Programs	Mr. Manoj Babulal	111-422-422 Ext. 237
Evening Programs	Mr. Muhammad Shafi	111-677-677 Ext. 34
Executive Programs	Mr. Kamran Abdullah	111-677-677 Ext. 35
CCS Programs	Mr. Zahid Iqbal	111-677-677 Ext. 29
Business English & Prep. Programs	Ms. Anjum Sheikh	111-677-677 Ext. 32
<b>Office of Financial Aid</b>	Ms. Farzana Munaf	111-422-422 Ext. 226
<b>Office of Testing Services</b>	Dr. Shahid Mir	111-422-422 Ext. 240
<b>Students Counselor</b>	Dr. Shahid Mir	111-422-422 Ext. 212
<b>IT Services</b>	Mr. Azam Sardar	111-677-677 Ext. 48
<b>MIS Services</b>	Mr. Rehan Ghayur	111-677-677 Ext. 39

For more information log on to:  
[www.iba.edu.pk](http://www.iba.edu.pk)

**DISCLAIMER:**

IBA reserves the right to revise its Programs of Study, Admission Requirements, Curriculum, Evaluation & Grading, Rules & Regulation, Academic Calendar, Fee Structure or any other matter published in this Program Announcement without prior notice.



Extra-curricular Activities \_\_\_\_\_

Have you appeared in the IBA Aptitude Test for admission previously?  Yes  No

If Yes, when? \_\_\_\_\_ What was the score? \_\_\_\_\_ Selected  Yes  No

Have you taken any Test administered by Educational Testing Service (ETS), USA during the last three years?  Yes  No

TOEFL \_\_\_\_\_ Date \_\_\_\_\_ Score \_\_\_\_\_

SAT \_\_\_\_\_ Date \_\_\_\_\_ Score \_\_\_\_\_

GMAT \_\_\_\_\_ Date \_\_\_\_\_ Score \_\_\_\_\_

GRE \_\_\_\_\_ Date \_\_\_\_\_ Score \_\_\_\_\_

### WORK EXPERIENCE

<input type="checkbox"/> Name of the Company	Title/Position	From (month/year)	To (month/year)

### REFERENCES (One reference may be from your teacher / instructor)

Name _____	Name _____
Designation _____	Designation _____
Organization _____	Organization _____
Address _____	Address _____
Telephone _____	Telephone _____

*If you are a Ph.D. candidate, please attach two reference letters from the institute you last attended.*

I hereby certify that the information given above is correct and I take full responsibility for any incorrect information. I clearly understand that acceptance of my application form and appearance in the test does not mean approval of my admission.

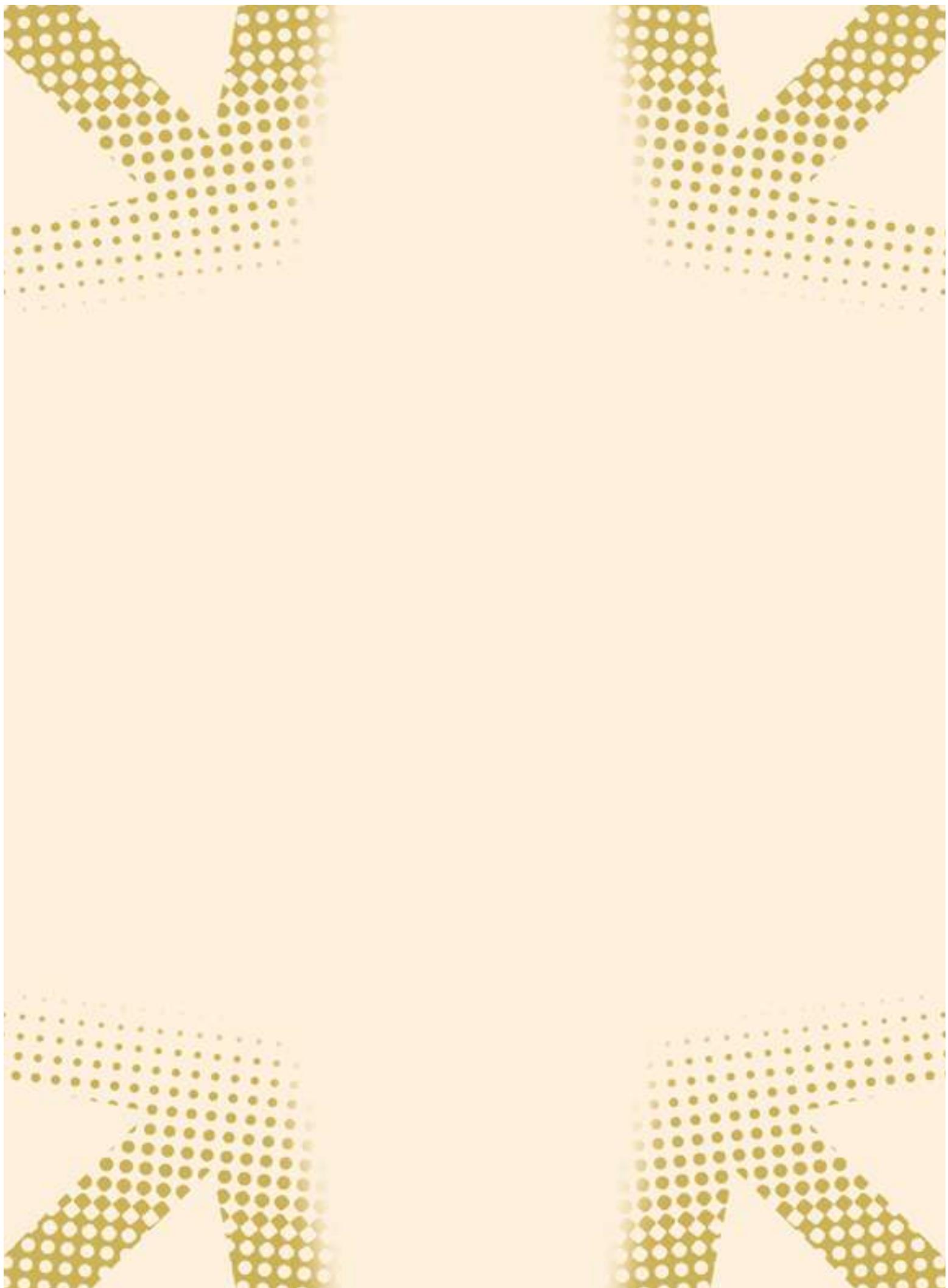
I hereby agree to abide by the rules and regulations of the IBA, as applicable currently, and revised/updated/enforced, during the currency of the program.

Date: \_\_\_\_\_

Applicant's Signature \_\_\_\_\_

### FOR OFFICIAL USE ONLY

	Vocabulary	Quantitative	Intelligence	General Knowledge	Total
Cut-off Score					
Student Score					



[www.iba.edu.pk](http://www.iba.edu.pk)



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Business Administration  
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