

Graduate Programs 2010-11

MBA, EMBA, MS & PhD



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

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MBA Vision Statement

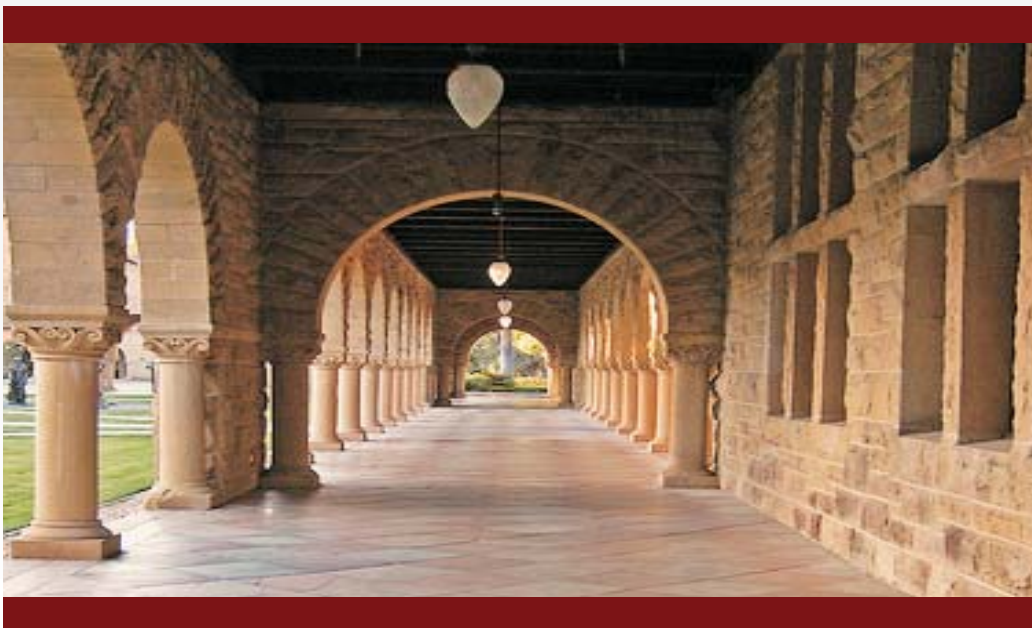
To become the first choice of business faculty, MBA students and the MBA recruiters in Pakistan and in the Middle East region.

MBA Mission Statement

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

MBA Value Proposition

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



MBA PROGRAMS



MBA Morning Program

The MBA Morning Program is a full-time two year program conducted at the Main Campus and the City Campus of the IBA. These programs consist of 13 core courses, 9 electives and an MBA Project (*two courses workload*). A total of 72 credit units are needed for this MBA program and a minimum of 4 from elective courses are needed to complete a major in a special field (*Marketing, Management Information Systems, Finance or Human Resource Management*). Students will be required to complete a 6- week summer internship as well.

MBA Evening Program

The MBA Evening Program is offered only at the City Campus. The duration of this program may vary depending on the capacity of the student to complete the course load during each semester. The minimum time allowed is 2 1/2 years, while the maximum duration for completing the program is 7 years. The evening program consists of 12 Core Courses and 12 Electives. A total of 72 credit units are needed for completing the evening program. A minimum of 4 electives are needed to complete a major in a specialized field (*Marketing, Management Information Systems, Finance or Human Resource Management*).



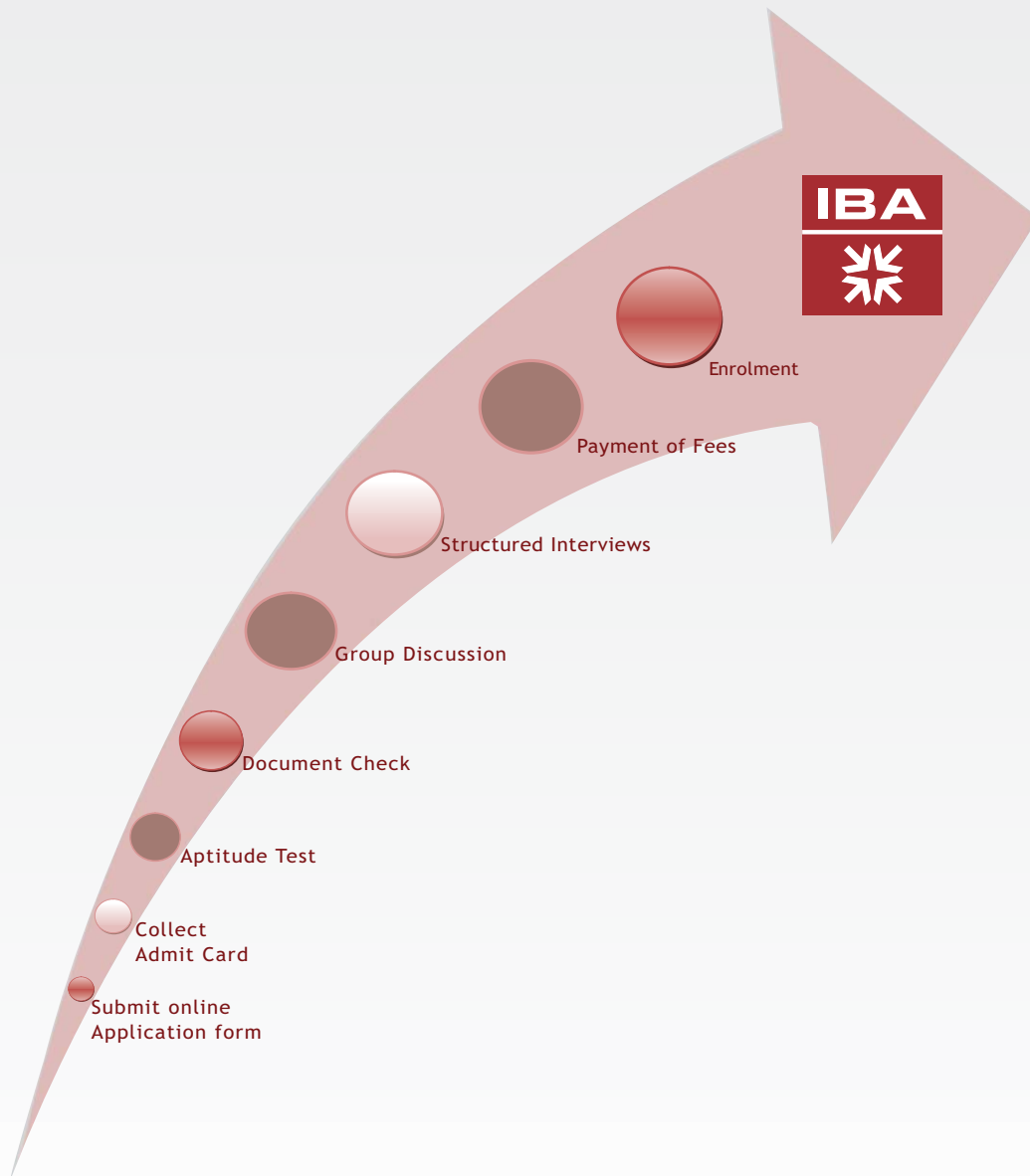
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Admission Process at IBA





Core Courses

Course Code	Semester 1
ACC506	Financial Accounting and Information Systems
FIN506	Business Finance I
MTS 506	Quantitative Methods for Decision-Making
MKT501	Marketing Management
ECO502	Macroeconomics
MGT557	Organizational Behavior and Leadership
Course Code	Semester 2
ACC505	Accounting for Decision-Making
FIN507	Business Finance II
MGT 510	Technology and Operations Management
ECO 501	Managerial Economics
LAW501	Legal and Regulatory Environment of Business
ECO517	Global Economic and Political Environment
MIS405	Excel for Business Managers (<i>Non-credit</i>)
Course Code	Semester 3
MGT519	Personal Effectiveness and Communication (<i>Non-credit</i>)
PRJ701	MBA Project (Core Course)
	Minimum five Courses from Electives
Course Code	Semester 4
PRJ701	MBA Project (Core Course)
MGT 506	Corporate Strategy (Core Course)
	Minimum four Courses from Electives

Description of Core Courses

Semester-1

ACC506 Financial Accounting and Information Systems

This course is designed to provide future business executives with an introduction to accounting, explain the importance of accounting in business decision-making, develop an in-depth understanding of fundamental accounting principles and concepts including the accounting equation, the accounting cycle, financial statement preparation and analysis, inventory management, receivables and payables, budgeting, business organizations, and finally the key role of modern accounting information systems in information management for business organizations.

FIN506 Business Finance I

This course aims at introducing the students to the theory and principles of business finance. The course starts with the goals of a corporation and the basic financial decisions. Successful completion of this course will enable the students to evaluate the financial performance of a firm, calculate the measures of risk and return, understand the principles, time value of money and discounted cash flows, net present value, internal rate of return, identify techniques used to manage acceptable levels of net working capital, and ratio analysis.

MTS506 Quantitative Methods for Decision-Making

One of the primal aims of the course is to try to give a thorough insight and understanding of fundamental statistical concepts in the context of social & management sciences, in particular economics and management problem situations. The fundamental statistical tools & methodologies enable the student to analyze a wide variety of quantitative and qualitative data collected in diverse problem-situations encountered in the real world. The purpose of the inferential statistics is to test, deduce and infer the validity of different types of hypotheses and models built on the basis of the raw data

collected in a variety of problem-situations. Key concepts also include interpretation of regression analysis, time series analysis and decision-making under uncertainty. The objective of this core course is to make students critical consumers of statistical analysis using available software packages.

MKT501 Marketing Management

This course takes a simulation approach so that the principles of marketing can be applied for planning, analyzing, implementing and controlling marketing strategies. Product, Price, Place and Promotion programs are discussed in detail, along with cases, highlighting the impact of changes in the elements of the marketing mix on profitability and productivity. Students are also involved in conducting marketing audits.

ECO502 Macroeconomics

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

MGT557 Organizational Behavior and Leadership

This course provides an understanding of how an organization works and the behavior of groups and individuals within it. It aims at inculcating a positive approach in managing productive relationships with peers, superiors and subordinates by examining teams, individuals and networks in a business environment. Topics such as group culture, individual motivation and behavior, collective and individual performance, decision-making interpersonal communication, developing a corporate vision, organizational culture and leadership, designing effective organizational structure, small group behavior and inter-group conflict are extensively covered. This course exposes students to frameworks for diagnosing and dealing with problems in organizational settings.

Semester-2

ACC505 Accounting for Decision-Making

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

Prerequisite: ACC506

FIN507 Business Finance II

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

Prerequisite: FIN506

MGT510 Technology and Operations Management

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

The operations aspect of the course examines the establishment processes that create the products and/or services for a company's market and at the same time increase its competitiveness in terms of cost, speed, quality, innovation, flexibility and dependability.

ECO501 Managerial Economics

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

LAW501 Legal and Regulatory Environment of Business

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

ECO517 Global Economic and Political Environment

The idea of the course is to develop an understanding and application of social, political and cultural changes and economic development

in society (locally, sensitizing students in the history of Pakistan and its historical, social, political and economic development and global economic trends, making them understand the Macroeconomic factors affecting business corporations and leadership). Overall, it highlights social, cultural, political, economic, environment and development trends.

Semester-3

MGT519 Personal Effectiveness and Communication (Non-Credit)

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

PRJ701 MBA Project (Core Course)

Minimum 5 Courses from Electives.

Semester-4

PRJ701 MBA Project (Core Course)

MGT506 Corporate Strategy

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

Minimum 4 Courses from Electives.

Elective Courses

MARKETING

- ✓ MKT505 Advanced and Applied Business Research*
- ✓ MKT551 Advertising
- ✓ MKT552 Consumer Behavior
- ✓ MKT556 Social Marketing
- ✓ MKT558 Customer Ascendency
- ✓ MKT559 Supply Chain Management
- ✓ MKT561 Brand Management
- ✓ MKT566 Media Management
- ✓ MKT586 Retailing
- ✓ MKT651 Personal Selling
- ✓ MKT653 Sales Management
- ✓ MKT654 Industrial Marketing
- ✓ MKT655 International Marketing
- ✓ MKT656 Services Marketing
- ✓ MKT657 Strategic Marketing

HUMAN RESOURCE MANAGEMENT

- ✓ HRM445 Occupational Health and Safety
- ✓ HRM450 The Legal Environment of HRM
- ✓ MGT512 Strategic Human Resource Management
- ✓ HRM530 Recruitment and Selection Techniques
- ✓ HRM562 Performance and Compensation Management
- ✓ HRM564 Training Need Assessment and Career Management
- ✓ HRM565 Leading and Managing Change in Organization
- ✓ HRM566 Conflict Resolution and Negotiations in Organization
- ✓ HRM567 Industrial Relations Management

GENERAL MANAGEMENT

- ✓ MGT513 Business Strategy
- ✓ MGT518 Leadership Development in Organization
- ✓ MGT552 Strategic Management
- ✓ MGT555 Project Management
- ✓ MGT568 Managing Organizational Politics

FINANCE

- ✓ FIN552 International Financial Management
- ✓ FIN554 Investment Banking and Financial Services
- ✓ FIN556 Security Analysis and Capital Markets
- ✓ FIN558 Regulation of Financial Markets
- ✓ FIN560 Advanced Corporate Finance*

- ✓ FIN563 Advanced Portfolio Management
- ✓ FIN565 Treasury and Fund Management
- ✓ FIN567 Risk Management*
- ✓ FIN568 Derivatives and Risk Hedging
- ✓ FIN569 Financial Econometrics*
- ✓ FIN574 Financial Modeling*
- ✓ FIN577 Seminar in Finance

ACCOUNTING & LAW

- ✓ ACC507 Accounting Information System with SAP
- ✓ ACC557 Auditing Theory & Practice
- ✓ ACC559 IFRS & Financial Reporting in Pakistan
- ✓ ACC561 Analysis of Financial Statements
- ✓ ACC589 Project Evaluation and Financing
- ✓ LAW301 Laws of Taxation
- ✓ LAW553 Corporate Governance-Code & Practices in Pakistan

MANAGEMENT INFORMATION SYSTEMS

- ✓ MIS503 Enterprise Integration
- ✓ MIS504 Strategic Analysis of ICT
- ✓ ICT509 Network Architectures for Business
- ✓ MIS541 Information Systems Development: Theory & Practice
- ✓ MIS550 Logistics & Supply Chain Management
- ✓ CSE555 Network Security
- ✓ MIS556 E - Commerce
- ✓ CSE557 Advance Topics on Computer Networking
- ✓ MIS576 Social Computing for Business**

**** Subject to the approval of Academic Board**

ADDITIONAL ELECTIVES

- ✓ MIS405 Excel For Business Managers (Non-credit)
- ✓ Managing Agribusiness
- ✓ Enterprise Resource Management
- ✓ Strategic CSR (Corporate Social Responsibility)

***These courses are required for respective specialization**

Description of Elective Courses

Marketing

MKT505 Advanced and Applied Business Research

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

Prerequisite: MKT501

MKT551 Advertising

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

Prerequisite: MKT501

MKT552 Consumer Behavior

This course provides an overview of consumer behavior. Course topics include focus 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 those students preparing for positions in brand management, advertising, and marketing research.

Prerequisite: MKT501

MKT556 Social Marketing

Pakistan ranks very low in social indicators and the majority of the population is living below the poverty line. Social marketing as opposed to commercial marketing focuses on behaviour change of various factions of society. This behaviour change relates to habits which are detrimental to the healthy development of society. Through a combination of theory and demonstration of practical projects, the students are exposed to the techniques of social marketing. This exposure will broaden the employment prospects of students in non-profit and non-governmental organizations plus social welfare organizations in Pakistan.

MKT558 Customer Ascendancy

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

Prerequisite: MKT501

MKT559 Supply Chain Management

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

The course entails how utilizing the managerial levels require knowledge of analytic methodologies for supply chain analysis and to know about these methodologies with discussions explained through excel sheets. The strategic frameworks and concepts are tied together through a variety of examples that show how a combination of concepts is needed to achieve significant improvement in overall performance.

Prerequisite: MKT501

MKT561 Brand Management

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

Brand management practices are also considered so that purchasing behaviour is influenced through creating an identity in the minds of consumers.

Prerequisite: MKT501

MKT566 Media Management

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

Prerequisite: MKT501

MKT586 Retailing

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

At times like this, most companies enter into an internal and classic debate of whether to invest scarce and precious marketing budgets into brand building or enhancing the consumer's experience at the store, consumer promotions, enhanced training on customer service, etc. It's a difficult choice but the logical one would be to build the brand at the moment of truth for the consumer-

and that is at the store itself. The course will focus a great deal on the value of strategic planning, including a detailed review of the titans of retailing.

Prerequisite: MKT501

MKT651 Personal Selling

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

Prerequisite: MKT501

MKT653 Sales Management

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

Prerequisite: MKT501

MKT654 Industrial Marketing

This specialized course in marketing is concerned with management of business-to-business marketing transactions and developing marketing strategies for industrial, corporate and institutional customers. The course discusses the industrial marketing environment, modern concepts of interaction, buying behaviour of businesses, role of technology, industrial marketing research and planning. The development of industrial products, industrial selling and promotion are also covered.

MKT655 International Marketing

The purpose of this course is to provide students with an understanding of how the practice of marketing is applied in an international environment. Globalization of markets, its impact on consumer behaviour, international, economic, political and cultural environment, entry and exit barriers, international marketing institutions and rapidly developing regional organizations like ASEAN, NAFTA, EU and the impact of these groupings on the international markets are studied. This course will help students who are interested in establishing international marketing operations.

Prerequisite: MKT501

MKT656 Services Marketing

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

Prerequisite: MKT501

MKT657 Strategic Marketing

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

Prerequisite: MKT501

Human Resource Management

HRM445 Occupational Health and Safety

The course discusses key technical, political, management and personal issues relating to health and safety in the workplace, 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.

HRM450 The Legal Environment of HRM

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

Prerequisite: MGT201/MGT400

MGT512 Strategic Human Resource Management

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

HRM530 Recruitment and Selection Techniques

A basic study of the principles, issues, trends and legislative requirements affecting recruitment and selection is undertaken. 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. In addition, positive health and safety initiatives taken by proactive employers are also examined.

Prerequisite: MGT201/MGT400



General Management

MGT513 Business Strategy

A strategy is a set of policies, objectives and resource commitments that determine how a business positions itself to create wealth for its stakeholders. Business strategy is designed to train students in methodologies of formulating and implementing successful strategies. The course primarily uses the case method as a teaching methodology.

Topics include the analysis of industry economics, boundaries of the firm, strategic positioning and competitive advantage and the role of resources and capabilities in sustaining and shaping competitive business advantages.

MGT552 Strategic Management

Strategic Management course is designed to give a broad overview of the concepts and applications of state-of-the-art management and presents a horizontal view of the organization. It is an integrative course that pulls together all the functional areas in marketing, finance, human resource, operations/production, labour-management relations, research & development, and general management. It takes a cross-functional view of the organization and prepares it to make an effective response to dynamic external environment by elevating external

environmental scan and analysis to functional level importance. As a part of this course, a conceptual base is prepared first that is followed by case analysis to demonstrate how business enterprises effectively steer their course in rapidly changing external environments with a view to accomplishing the mission of the organization. As a part of case analysis, strategic alternatives are generated and a strategic choice is made.

MGT555 Project Management

This course introduces a structured approach to managing projects. It helps students gain managerial practice through the development of project execution manual for a real-life project selected by a group of students. The project focuses more on technology rather than financial management. The course includes topics such as Management Process, Utilization of Project Management, and Strategic Context of the Project, Project Planning & Scheduling, Project Information Management System, Project Communication, Project Control, Project Change Management, Project Teams and Successful Completion of Projects. These topics are taught with reference to the Project Management Institute PMBOK standard.

Prerequisite:MGT201/MGT400



Finance

FIN552 International Financial Management

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

Prerequisite: ECO501/FIN507

FIN554 Investment Banking & Financial Services

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

Prerequisite: FIN507

FIN556 Security Analysis & Capital Markets

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

Prerequisite: FIN507

FIN558 Regulation & Financial Markets

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

Prerequisite: FIN507

FIN560 Advanced Corporate Finance

This course covers analytical foundations of corporate

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

Prerequisite: FIN507

FIN563 Advanced Portfolio Management

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

Prerequisite: FIN 507

FIN565 Treasury and Fund Management

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

Prerequisite: FIN507

FIN567 Risk Management

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

Prerequisite: FIN507



FIN568 Derivatives & Risk Hedging

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

Prerequisite: FIN507

FIN569 Financial Econometrics

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

Prerequisite: MTS506/FIN507

FIN574 Financial Modeling

The course teaches how to conceive and build a financial model from beginning to end, followed by due diligence. The course also deals with how financial models guide commercial decisions, and how to negotiate off the model.

Prerequisite: FIN507

FIN577 Seminar in Finance

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

Prerequisite: FIN507

Accounting & Law

ACC507 Accounting Information System with SAP

This course is a fully SAP integrated course which covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD. The AIS course is different from other basic accounting courses in that it focuses on the processes and the working and interaction of various organization elements rather than the accounting information itself. As against the traditional AIS curriculum, this

course is more focused on business processes in SAP with minimum discussion of the technical aspects of systems development. The course is delivered with hands-on experience on SAP made available through IDES. More than 50% of the course is therefore given through interactive lab sessions.

ACC557 Auditing Theory & Practice

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

ACC559 IFRS & Financial Reporting in Pakistan

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

ACC561 Analysis of Financial Statements

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

Prerequisite: ACC501/ACC201

ACC589 Project Evaluation & Financing

The topics covered include developing schematic framework for feasibility studies, conventional and non-conventional measures of investment worth their limitations and problems, developing project cash flows under special decision situations, investment

appraisals under conditions of uncertainty and capital rationing, foreign tax credits, pre-investment and excess capacity related issues. The course also focuses on determining cost of capital, identifying, accessing and developing the optimal financing-mix.

Prerequisite: ACC201 or ACC501

LAW301 Laws of Taxation

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

Prerequisite: MGT201/MGT400

LAW553 Corporate Governance & Practices in Pakistan

In view of increasing corporate frauds arising mainly due to failure of proper internal Corporate Governance causing significant harm to all the stakeholders, the need for effective Corporate Governance and its proper implementation cannot be overemphasized. The

topics covered in the course include the need for good Corporate Governance, discussion of Concepts, Principles and Systems of Corporate Governance, benefits of good Corporate Governance and detailed examination and critical evaluation of the Code of Corporate Governance of Pakistan along with their implementation-related issues. Qualifications, responsibilities, powers and functions of the 'Board of Directors', 'Chief Financial Officer (CFO)' and 'Company Secretary' are thoroughly discussed. Responsibilities of internal and external auditors for financial reporting and corporate compliance are also discussed. This course is conducted on a seminar basis ensuring greater participation of students in the classroom discussions.

Prerequisite: LAW501



Management Information Systems

ICT509 Network Architectures for Business

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

MIS550 Logistics & Supply Chain Management

This course provides basic definitions and concepts for planning and controlling the flow of materials into, through, and out of an organization. Topics include: elements of the supply chain, customer, operating environments, financial fundamentals, manufacturing resource planning, total quality management, marketplace-driven customer expectations and definition of value, customer relationships, demand management, transformation of demand into supply, design, capacity management, planning, execution and control, performance measurements, supply, inventory, purchasing, and physical distribution system.

Prerequisite: Instructor's consent.

CSE555 Network Security

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

Prerequisite: CSE243

MIS556 E-Commerce

The course introduces the e-commerce concepts, objectives, market drivers, 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 taught.

CSE557 Advanced Topics on Computer Networking

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

Prerequisite: CSE243



Teaching Pedagogy



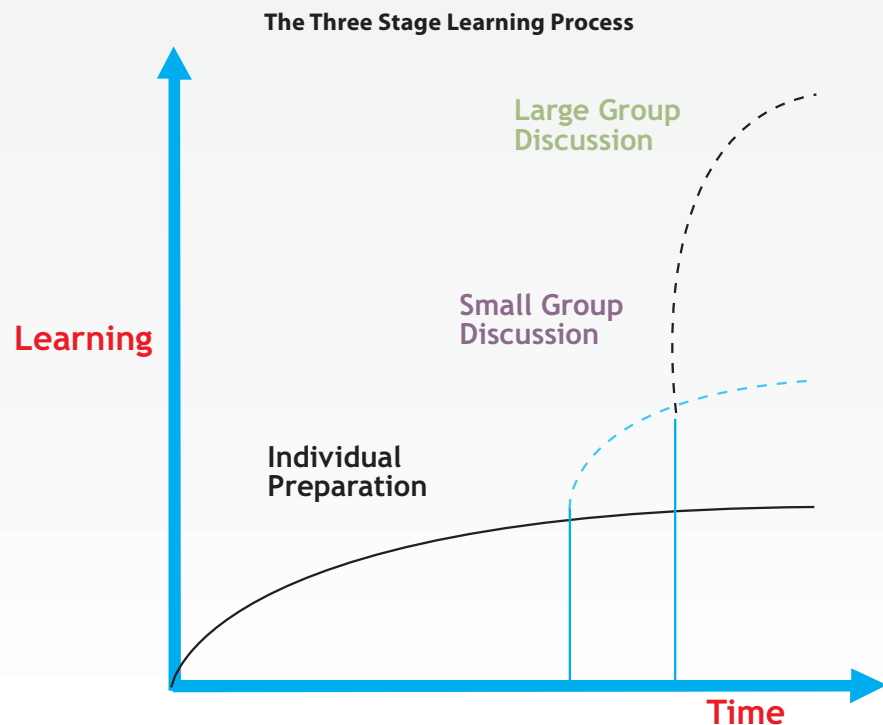
MBA Project

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

Case Method

Cases are one of the popular and effective tools used in learning all around the world, especially at graduate level. The case method allows students to experience real life situations, pressures and challenges, preparing them to become truly professional in their respective field of work. It is the best way to apply theory to practice and develop analytical, decision-making, application, writing, time management and creative skills.

The figure shows the growth in learning when cases are discussed in large groups in a short span of time. At IBA, we believe in maximizing the learning process of students using the best tools available.



Grading & Evaluation

In amplification of the grading and evaluation information given in the primary booklet, the following information specific to the MBA Program is promulgated as under. The matrix appended below identifies in a comparative manner the particulars of the 'fixed' and 'relative' grading systems that are in use in the MBA program.

Grading Matrix

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

The final percentage or final scores are not applicable in the relative grading system. A student's final score will determine his/her position and ranking in the class i.e. top 10% to 20%, middle 65% to 75%, lower middle 10% to 20%, and lower 0% to 10% of the class. In a class size of 30 or less, relative grading will not be applicable.

In the relative grading system, approximately 10% to 20% top students will receive A or A(-) grades, 60% to 75% will receive B(+) or B grades, 10% to 20% will receive B(-), C (+), C, C(-) grades, and about 0% to 10% students will end up with F grade. However, in the fixed grading system the grades assigned will depend on actual marks obtained by the student.

A student with GPA 2.0 to 2.2 will be put on probation for the next semester. A student having less than 2.0 GPA is dropped from the rolls of the Institute forthwith. Probation rules will apply to students on probation.

Students having 50% of all their semester results in the lowest grade will be in trouble and will need special mentoring and feedback sessions with the faculty, MBA director and faculty mentors. Students can withdraw from the course according to IBA's withdrawal policy and will get 'W' grade (however, it will not be counted as deficiency). It is the choice of the faculty to decide which grading system it would like to apply. Any changes from normal bands (relative grading system) will need prior approval from Dean and Director.

MBA students performing extremely poor in MBA project can be assigned an "I" (incomplete grade). Such students will be assigned extra work by the MBA Program Office and the Director MBA program to overcome the incomplete grade. After completing the assigned extra work (small project or case study writing), a maximum "C-" grade can be assigned by the project or case writing supervisor.

If a student fails to pass certain courses and yet manages to maintain a CGPA equal to or above 2.2, he / she will be allowed to repeat and clear the course(s) or substitute(s) wherever permissible, before the degree is awarded to him / her. The CGPA is computed at the end of each semester including a summer term that a student might have enrolled in.



Improvement of Grades

Students having C+, C, & C- grades are allowed to repeat courses. The repetition of courses is, however, not allowed for students dropping out in the same semester. Higher grades (from both exams) will be included in calculating CGPA (*sum of credit hours x grade points/sum of credit hours*). The initial CGPA of the 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.

GPA Requirement for Award of MBA Degrees

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

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

Summer Semester

Students doing an internship during the summer semester are not allowed to register for an advanced credit or additional course. However, such students are allowed to remove deficiency in one course during the summer semester. Students not doing an internship can clear up to two deficiencies, or enroll for two advanced courses in the summer semester. Students may withdraw from one course during the summer semester. Withdrawal should be sought within a week after the announcement of the mid-term examination result.





Evaluations

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

Comprehensive Examination

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

MBA Foundation Course

MBA (Morning) students will be required to take courses of Managerial Communication, Business Mathematics and Statistics if they have performed low in the IBA MBA test. These students will be required to pass the foundation MBA semester. This foundation semester is essential to prepare students for the intensive and rigorous IBA MBA program. The duration of the Pre MBA semester is 5 weeks and classes will be held at the City Campus from 9 AM to 5 PM every day except Sunday.

International Exchange Students

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



MBA Program Office



General

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

Role in Academic Life

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

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

Advising Role

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

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

Our Role in Student Activities

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

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



MBA Program Office (Contd.)

Opportunities for Student and Faculty Involvement

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

Career Counseling

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

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



Program Coordinator



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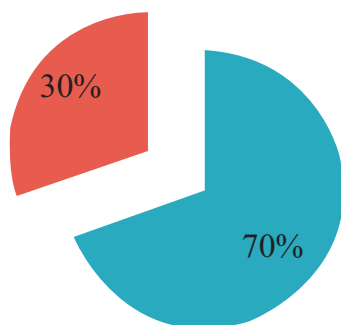
Our Graduates



Gender-Wise Percentage

MBA Class of 2009

■ Males ■ Females

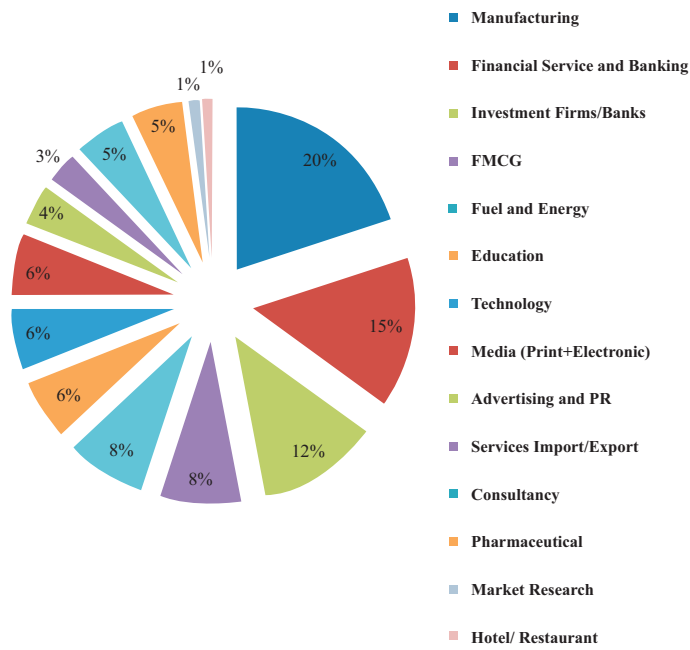


Employers of MBA Graduates

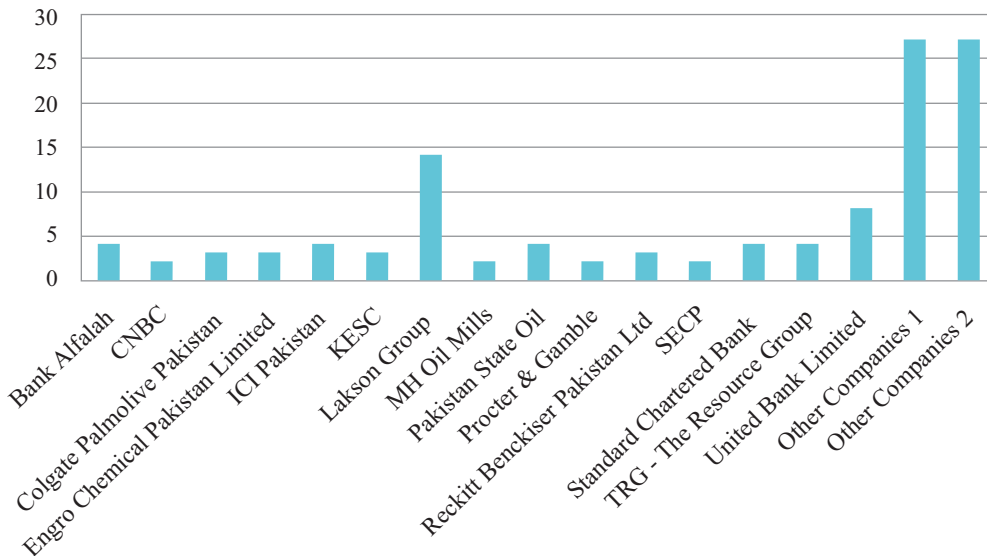
- ✓ 3M Pakistan Private Limited
- ✓ Abbott Laboratories (Pakistan) Limited
- ✓ Aga Khan University
- ✓ ARY Digital Network
- ✓ BASF Pakistan (Pvt.) Limited
- ✓ Chevron Pakistan Limited
- ✓ Colgate Palmolive (Pakistan) Limited
- ✓ Engro Chemical Pakistan Limited
- ✓ GlaxoSmithKline Pakistan Limited
-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



Industry-Wise Job Placement of MBA Graduates 2009



Major Employers of MBA Graduates 2009



MS (Economics Program)



MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. This program emphasizes on applied economics, and caters to the growing market for economic analysts. MS Economics program consists of **16** courses of 51 credit hours and a thesis of 9 credit hours. Currently, this program is being offered at the City Campus as an evening program with the duration of 2 to 2.5 years. If a sufficient number of students is available, only then the morning session will also be started. Work experience is not required for admission to MS Economics program.

Credit Hours:

Credit hours of coursework = 51 (16 courses)
 MS Thesis = 09
 Total credit hours in MS program = 60

Duration:

Duration: 2-2.5 years as an evening program
 Maximum time allowed: as per policy for MBA evening program

Note:

Option will be available to students either to join morning session or the evening session. However, if a sufficient number of students is available, only then morning session will also be started.

Eligibility:

- (1) Education requirement: 16 years of education (Bachelor's or Master's degree in any discipline) recognized by HEC with minimum 2.5 out of 4.0 CGPA or 60 % marks in the last degree.
- (2) Work experience is not required.

S. No.	Course Code	Course Title	Credit Hours	Prerequisite(s)
1	ECO531	Microeconomic Theory I	3	-
2	ECO532	Macroeconomic Theory I	3	-
3	ECO533	Mathematics for Economists	3	-
4	ECO534	Microeconomic Theory II	3	ECO531
5	ECO535	Macroeconomic Theory II	3	ECO532
6	ECO536	Research Methodology	3	-
7	ECO537	Econometrics I	3	ECO533
8	ECO538	Econometrics II	3	ECO537
9	ECO539	International Trade	3	ECO531
10	ECO548	Seminar on Issues in Pakistan's Political Economy	4	-
11	ECO549	Seminar on Issues in Development Economics	4	ECO531/ECO532
12	ECO591	Research Report	4	-
13		Elective I	3	(Given in the list)
14		Elective II	3	(Given in the list)
15		Elective III	3	(Given in the list)
16		Elective IV	3	(Given in the list)
17	ECO599	Thesis	9	



MS (Economics Program) (Contd.)

Elective Courses

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



Program Director



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PhD & MS (Computer Science)

The PhD programs at IBA aim at encouraging those graduate students who can make a significant contribution to their field through original research. The various stages in the program are meant to ensure a thorough knowledge of their broader discipline. Quantitative and qualitative research capabilities are encouraged and interdisciplinary research along with interaction with the local industry is considered very positively. The PhD programs motivate independence and originality of thought in the research process. The PhD program at the Faculty of Computer Science expects that not only should graduates display excellence in their field of research but that the discipline, research and professional competences they develop from their program should be very highly regarded by national and international employers. The successful PhD candidates are offered Research/Teaching assistance for which they are paid a monthly stipend and tuition waiver.

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

Research Labs at Faculty of Computer Science, IBA

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

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

Telecommunications Research Lab (TRL) at the Faculty of Computer Science focuses on research in the areas of wireless and mobile networks. Specific topics under current research include: performance analysis, modeling and simulation of Mobile Ad Hoc Networks (MANETs), call admission control in integrated wireless 802.11e voice and data networks, routing issues in MANETs, and Wireless Sensor Networks, performance analysis and simulation of cluster-based Wireless Sensor Networks using Bayesian Networks, as well as research in Layer 2 and Layer 3 protocols for MANETs and VANETs.

The TRL is equipped with modern simulation tools such as Qulanet v5.0, NS2 and Matlab. During 2010/11, the TRL plans to expand research into cutting-edge areas such as Long Term Evolution (LTE) with the acquisition of OPNET simulation software and also creation of a Wireless Sensor research lab. A modern Cisco networking lab on core routing issues, network security and VOIP is also planned. Staff at TRL contributes frequently to publications in international conferences and journals. PhD students attend international workshops and training sessions that contribute to their self development skills in using simulation tools as well as in gaining hands-on experience with advanced networking devices.

Artificial Intelligence Lab at IBA endeavors to provide a platform for young researchers and experienced professionals to manifest their innovative capabilities through development of sophisticated research projects. Being established in 2008, AI LAB at IBA is a dynamically growing research centre focusing in the core areas of AI. Currently, the following projects are actively being developed at the lab:

- BNOSA is a framework for semantic annotation of unstructured, ungrammatical and incoherent data sources using Ontology and Bayesian networks.

- IBAYes is a probabilistic reasoning tool that allows its users to model uncertain situations and to perform inference using Bayesian networks and Influence Nets.





MS (CS) Specialization Tracks

List of Specialization Tracks (Courses and Prerequisites)

1. Net-Centric Computing

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

- ✓ Advanced Computer Networks
- ✓ Mobile Computing
- ✓ Wireless Communication
- ✓ Information Security
- ✓ Distributed Systems

2. Human Computer Interaction

- ✓ Human Computer Interaction
- ✓ Usability Engineering

3. Intelligent Systems

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

- ✓ Advanced Artificial Intelligence
- ✓ Data Mining
- ✓ Evolutionary Computation
- ✓ Probabilistic Reasoning
- ✓ Mechatronics

4. Software Engineering

Prerequisite: Object-Oriented Programming, Introduction to Software Engineering

- ✓ Software Quality Assurance
- ✓ Requirement Engineering
- ✓ Software Project Management
- ✓ Web Engineering

5. Information Management

Prerequisite: Database Systems

- ✓ SAP ABAP Programming I
- ✓ SAP ABAP Programming II
- ✓ Data Warehousing
- ✓ Data Mining
- ✓ Social Computing

6. Theoretical Computer Science

- ✓ Analysis of Algorithms
- ✓ Advanced Theory of Computation
- ✓ Formal Methods
- ✓ Advanced Computer Architecture

Executive MBA Programs (EMBA)



- ❖ **EMBA-Banking & Financial Services**
- ❖ **EMBA-Corporate Managers**
- ❖ **EMBA-Public Sector Executives**

- ✓ **Be among the top tier of leaders of the industry, be counted.**
- ✓ **Increase your sphere of influence and network.**
- ✓ **Journey to exceptional professional & personal development.**
- ✓ **Open avenues to unlimited opportunities through 2 years' rigorous efforts.**
- ✓ **Avail a unique opportunity to join the reputed IBA alumni.**

Why an EMBA from IBA ?

Our History

55 years ago, the Institute of Business Administration (IBA) Karachi, led the concept of business school outside North America, and is still innovating all its programs. We have produced outstanding graduates, who have worked and matched in performance with graduates of most renowned global business schools.

Inspirational Faculty

Top level faculty with rich experience of serving in public and private sector organizations will steer the program with high quality input and constant quality checks. Prominent and successful leaders of related fields will be invited to share their experiences with the participants. Webinars through modern video conferencing facilities shall be conducted where needed, to facilitate global learning and experience sharing with international speakers.

Our promise to individual potential and career growth

IBA is proud to have developed Pakistan's top business leaders to handle business complexities. IBA brings together diverse and high caliber peer groups and creates a multitude of perspectives to foster rich learning and sharing of experience. The renowned faculty with their expertise in business management further enriches the learning experience through interactive discussions, case applications. Through our rigorous program, we develop and equip students with the ingredients necessary for their success.

Interaction with a large alumni base

We provide a unique opportunity to benefit from the business acumen of the largest alumni base of any business school in the Asian region.

Program Directors



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Email: msumer@iba.edu.pk



Shahid Zaki
Director EMBA-CM&PSE
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City Campus, Extension (1342)
Email: szaki@iba.edu.pk

Executive MBA – Banking & Financial Services *“Developing future leaders of Banks & Financial Services Institutions”*

IBA in its true spirit of pioneering excellence in education offers a unique Executive MBA program in the field of Banking & Financial Services (EMBA-BFS). The first, second and third batches inducted since October 2009 are now receiving high quality learning at the newly developed Centre for Banking & Financial Services. The participants are senior and mid-career professionals from:

- | | | |
|----------------------------|------------------------------|--------------------------|
| 1. State Bank of Pakistan | 11. Dubai Islamic Bank | 21. BBSYDP |
| 2. HBL | 12. First Women Bank | 22. Silk Bank |
| 3. Bank Al Habib | 13. Atlas Bank | 23. HSBC |
| 4. Bank Alfalah | 14. Arif Habib Investment Co | 24. Allied Bank |
| 5. UBL | 15. Habib Modaraba | 25. Faysal Bank |
| 6. Habib Metropolitan Bank | 16. Dawood Islamic | 26. KASB Group |
| 7. Standard Chartered Bank | 17. Deutsche Bank | 27. CDC |
| 8. Citi Bank | 18. JS Global | 28. Tameer Micro Finance |
| 9. NIB | 19. Karachi Stock Exchange | 29. AKD Securities |
| 10. MCB | 20. My Bank | 30. National Bank |

EMBA-BFS is a unique and high value learning program, exclusively designed for the in-service professionals of banks, Financial Services Industry and relevant services. It is aimed at providing the participants exposure to modern banking, concepts and techniques and to equip them with the knowledge, expertise and understanding vital to handle emerging challenges. This program has been developed in consultation with bankers, financial service professionals, leading experts and the senior faculty members of the IBA, and is approved by the Academic board and the Board of Governors of the Institute. Aimed at developing future leaders of the Financial Services Industry (FSI), it is a comprehensive program covering key areas of Business Administration, Banking and Financial Services.

EMBA-BFS is a 2 year program, consisting of 6 trimesters of 4 months each, with a bearable academic load of 18 courses evenly distributed throughout the period and is steered by a seasoned faculty drawn both from the IBA and the FSIs with high quality input & constant quality checks. Prominent & successful leaders of the banking & finance industry are invited to share their experiences with the participants. The course curriculum is responsive to the needs of the industry and is endorsed by a high level Advisory Committee drawn from the practitioners of the industry.

IBA Advisory Board for EMBA BFS

- | | |
|------------------------------|---|
| 1. Dr. Ishrat Husain | Dean & Director, IBA |
| 2. Dr. Abrar Baig | SEVP/Group Chief HR, NBP |
| 3. Dr. Razi Azmat | HR Head, HBL |
| 4. Dr. Asrar Siddiqui | HR Head, MCB |
| 5. Dr. Imran Usmani | Shariah Advisor, Meezan Bank |
| 6. Mr. Ahsan Kamal | Director, SBP |
| 7. Mr. Ahmed Saeed Siddiqui | GM, Bank Al Habib |
| 8. Mr. Najam Ali | Chairman, Mutual Fund Association |
| 9. Mr. Nadeem Hussain | President, Tameer Microfinance |
| 10. Mr. Fakhir A. Rahman | Chairman, Insurance Association |
| 11. Mr. Adnan Afridi | MD, Karachi Stock Exchange |
| 12. Mr. Monis Mirza | HR Head, Standard Chartered |
| 13. Ms. Ayesha Aziz | MD, Pak Brunei Investment |
| 14. Ms. Mehreen Amin | SEVP/HR Head, Faysal Bank |
| 15. Ms. Sanam Kohati | Country Head HR, Citi Bank |
| 16. Mr. Muhammad Saleem Umer | Director EMBA, Banking & Financial Services |

Activity Brief

The Program	Executive MBA Banking and Financial Services
Duration	2 year, 72 credit hours, Trimester format
Days and Timing	Friday 6.00 PM to 9:00 PM & Saturday 3:00 PM to 9:00 PM
Target Group	In - service professionals of banks and financial services
Prerequisites	16 years education plus 3 years relevant experience OR 14 years education plus 6 years relevant experience
Group size	Thirty (30)
Program Format	18 courses of 3 credit hours each, plus 3 term reports/ projects of 6 credit hours each, spread over 6 trimesters.
Academic Clusters	a. Fundamental business theory and skills (50%) b. Hard core banking and financial services (30%) c. Specialization (20%) in: i) Commercial Banking ii) Islamic Banking iii) Asset Management iv) Insurance v) SME financing vi) Micro Finance vii) Capital Market
Pedagogy	A combination of: a. Class room – Discussion mode b. Syndication/group work c. Case studies method d. Term paper, projects e. Business simulation f. Video conferencing
Faculty & Experts	A team of quality resource persons both from Academia and practicing professionals will steer the sessions. Prominent and successful leaders of banking and financial services will share their experiences with the participants.
Advisory Board	The course curriculum will be responsive to the needs of the industry and will be endorsed by a high powered Advisory Board.
Participation Fee	Rs.600, 000 payable in 6 equal installments



List of Courses

- a. Fundamental Business Theory and Skills** **9 Courses**
1. Managerial Communications
 2. Quantitative Methods for Decision-Making
 3. Financial and Managerial Accounting
 4. Managerial Finance
 5. Business Economics
 6. Legal and Regulatory Environment of Business
 7. Marketing Management
 8. Leadership in Organization
 9. Business Strategy
- b. Hard Core Banking and Financial Services** **5 Courses**
1. Financial System: process, players, status and prognosis
 2. Financial Intermediation: process and products
 3. Customer Relationship Management
 4. Risk Management dynamics, dimensions and mitigates
 5. Strategic Financial Management of Banks
- c. Specialization Options** **4 Courses**
1. Commercial Banks
 2. Islamic Banking
 3. Asset Management
 4. Insurance
 5. SME Financing
 6. Micro Finance
 7. Capital Market

Key Features of the Program

- ❖ **Fast track:** 2-year 6 trimester program
- ❖ **Convenience:** learning sessions on weekends
- ❖ **Teaching quality:** top tier faculty and a powerful learning environment



Executive MBA for Corporate Managers

"Preparing leaders for the corporate world"

This program provides an opportunity for experienced professionals to obtain a Master's degree in Business Administration on a schedule that minimizes disruption of work and personal pursuits. Such programs include a group-class structure that offers a planned curriculum in an executive setting.

Executive MBA-CM programs are designed for senior business leaders who want to strengthen their expertise. IBA offers these unique training programs for working executives who wish to advance to the highest levels of the corporate ladder, especially managers who are seeking C-suite (CEO, CFO, COO etc.) or entrepreneurial roles.

Activity Brief

Participants' Eligibility	In-service professionals in corporate sector having 1. 16 years education with 3 years relevant experience; or 2. 14 years education with 6 years relevant experience Satisfactory performance in the IBA admission test and interview.
Group Size	Thirty (30) in-service professionals/mid-career managers.
Degree Awarded	Executive MBA degree from IBA Karachi, shall be awarded on qualifying : - Coursework with minimum 2.2 CGPA - Comprehensive exam - Completion of two research projects
Duration	2 years program
Program Venue	IBA City Campus, Garden Kiyani Shaheed Road, Karachi
Program Format	- Students work full time while studying - Classes are scheduled on Sat 6:00 pm to 9:00 pm Sun 10:00 am to 5:00 pm - 18 core courses and term reports / projects of 6-credit hours each, evenly distributed throughout the period. - Comprehensive Examination after completion of the course
Pedagogy	A combination of : - Interaction with top level faculty from academia and business experts - classroom sessions - syndication - group work - case studies - term paper - business simulation
Start Dates	December, April and August
Fee Structure	Rs. 600,000/- payable in 6 equal installments

Program Overview

Learning Clusters

Executive MBA for Corporate Managers has a unique blend of the following learning clusters:

1. Fundamental Business Theory and Skills

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

2. Course Curriculum

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

3. Project Reports

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

Executive MBA for Public Sector Executives

"Empowering to serve the nation even better"

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

Activity Brief

Participants' Eligibility	In-service professionals in corporate sector having <ol style="list-style-type: none"> 16 years education with 3 years relevant experience; or 14 years education with 6 years relevant experience Satisfactory performance in the IBA admission test and interview.
Group Size	Thirty (30) in-service professionals/mid-career managers.
Degree Awarded	Executive MBA degree from IBA Karachi shall be awarded on qualifying : <ul style="list-style-type: none"> Course work with minimum 2.2 CGPA Comprehensive exam Completion of 2 research projects
Duration	2-years program
Program Venue	IBA City Campus, Garden Kiyani Shaheed Road, Karachi
Program Format	<ul style="list-style-type: none"> Students work full time while studying Classes are scheduled on <ul style="list-style-type: none"> Sat 6:00 pm to 9:00 pm Sun 10:00 am to 5:00 pm 18 core courses and term reports / projects of 6-credit hours each, evenly distributed throughout the period. Comprehensive Examination after completion of the course
Pedagogy	A combination of : <ul style="list-style-type: none"> Interaction with top level faculty from academia and business experts classroom sessions syndication <ul style="list-style-type: none"> group work case studies <ul style="list-style-type: none"> term paper business simulation
Start Dates	December, April and August
Fee Structure	Rs. 230,000/- payable in 6 equal installments

Program Overview

Learning Clusters

Executive MBA for Public Sector Executives has a unique blend of the following learning clusters:

Fundamental Business Theory and Skills

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

Course Curriculum

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

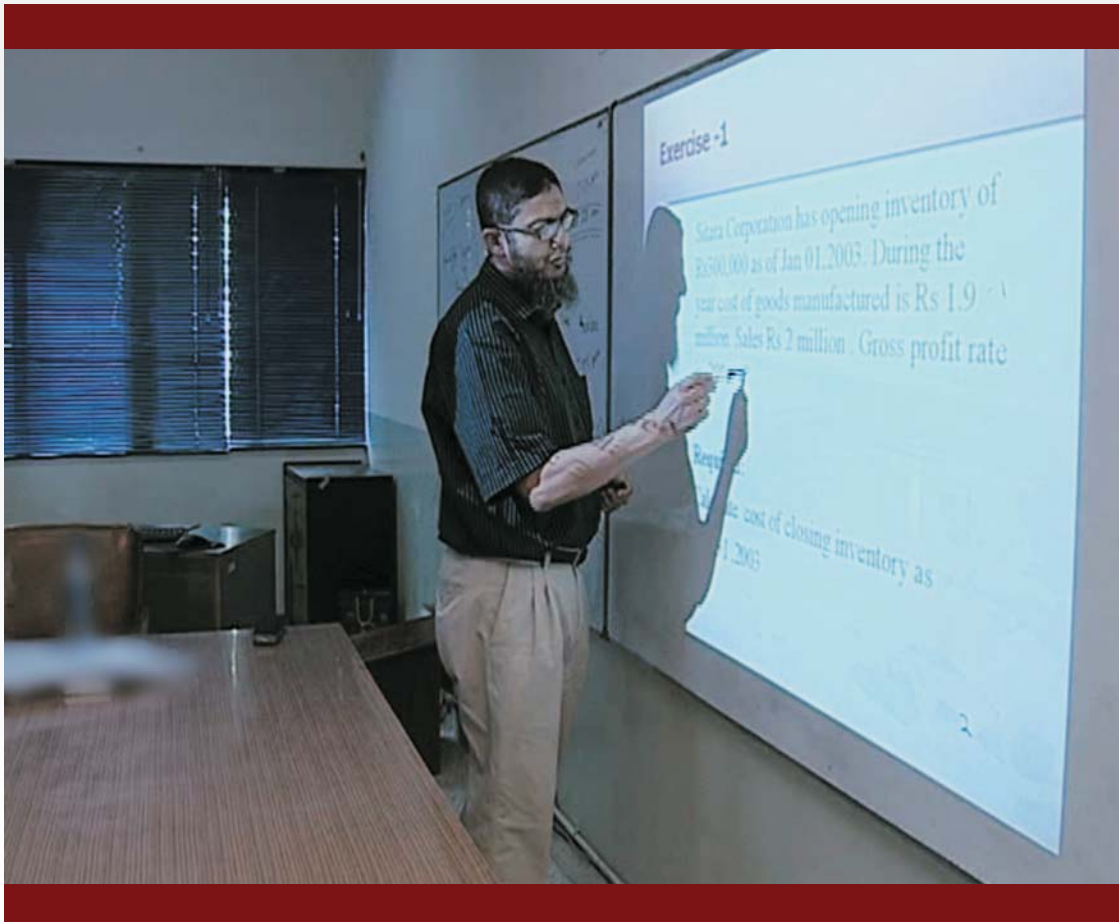
Projects Assignment

The 1st project will be assigned in the 2nd trimester and will be required to be completed within the 3rd trimester before the final exam of the stated trimester.

The 2nd project will be assigned in the 4th trimester and will be required to be completed within the 5th trimester before the final exam of the stated trimester.

Project Reports

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



Main Campus: University Road, Karachi
UAN: (021) 111-422-422

City Campus: Garden / Kayani Shaheed Road, Karachi.
UAN: (021) 111-677-677

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