



# Program Announcement 2010-11



Institute of  
Business Administration  
Karachi

*Leadership and Ideas for Tomorrow*

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### Encl:

- + *Undergraduate Programs*
- + *Graduate Programs*

Creating leaders who dare to  
envision and succeed



Empowering and equipping  
Managers & Executives to  
serve the nation even better



The preferred choice of  
employers, both in private &  
public sectors



# Welcome to the IBA

A business school is known by the quality of its students, the professionalism of its faculty, the dedication and leadership of its management, and the value its alumni add to society. In the global village, a business school has to maintain the highest standards of excellence, inculcate strong ethical values and encourage inquisitiveness and lifelong learning.

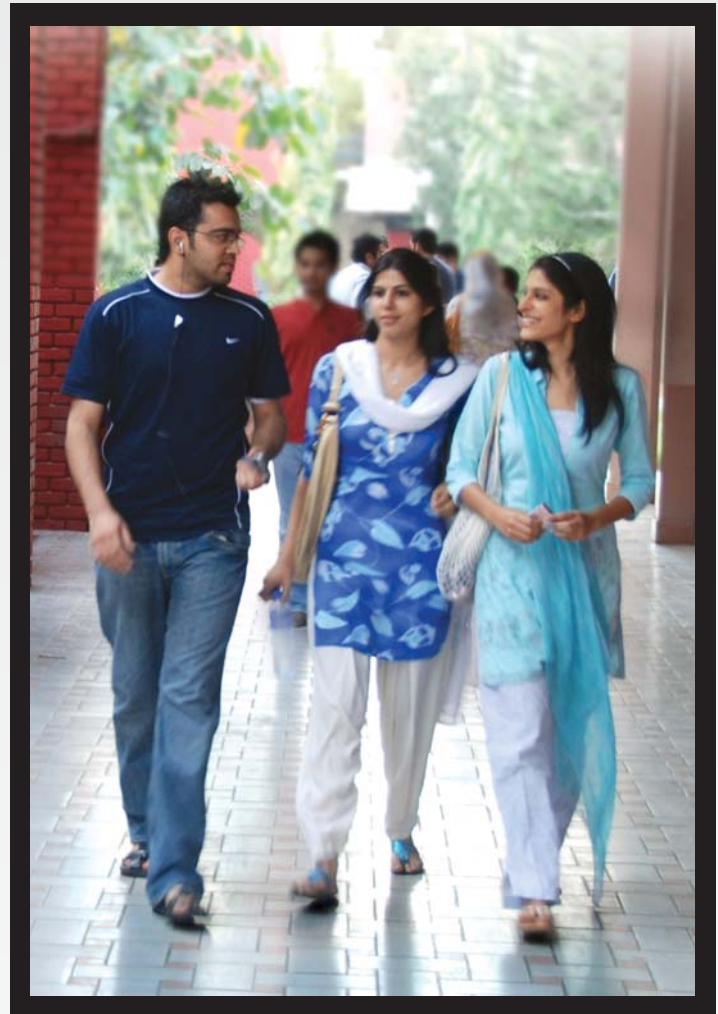
IBA, the oldest business school outside North America, was established in 1955 with the collaboration of Wharton School of Finance, University of Pennsylvania, the leading business school in the world.

We offer an enabling environment to learn through a unique blend of theory and practice, equipping our graduates with the skills required to manage tomorrow's businesses.

Our faculty consists of educationists with high academic achievements as well as leading business practitioners. The former provide a sound theoretical grounding while the latter show how that can be applied to real world problems.

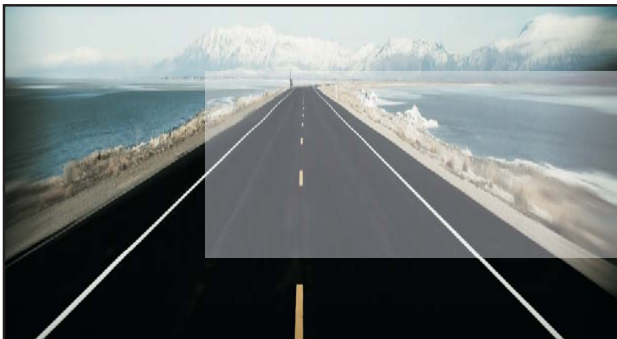
IBA has a 54-year old heritage that has produced over 8,000 graduates, now working as top entrepreneurs, key decision-makers, strategic planners and opinion leaders in organizations, both in Pakistan and abroad.

Our students acquire knowledge and skills through practical and unique processes that inspire and enable their understanding of business concepts and issues, encourage them to think independently and make coherent choices in experiences of the real world.



## Our Vision

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



# Major Milestones in the Journey of Excellence

- 1955** IBA Established as a USAID-financed project in YMCA building in Karachi with technical support from the Wharton School of Finance & Commerce, University of Pennsylvania, USA
- 1956** Facilities set up in collaboration with the University of Southern California. Faculties trained at USC for MBA Program  
Evening Programs in MBA commenced
- 1961** IBA shifted to Kandawalla Building, M. A. Jinnah Road
- 1964** Civil works completed and morning and evening classes commenced at Main & City Campuses respectively
- 1968** BBA 2-Year Program introduced
- 1982** BBA (Hons) 3-year Program introduced
- 1983** Center of Computer Studies established in collaboration with IBM, Pakistan
- 1987** IBA declared as Center of Excellence by US Government through USAID
- 1994** IBA received Charter-Degree Awarding Status
- 1998** BBA (MIS) Program introduced
- 1999** BCS Program introduced
- 2002** 4-year Undergraduate Program introduced  
Center for Executive Education established
- 2004** Center for Entrepreneurial Excellence established
- 2005** Center for Business & Economic Research established  
PhD Programs commenced
- 2008** Work commenced at both campuses on major renovation, uplift of infrastructure and facilities
- 2009** EMBA Programs launched for executives in Banking & Finance, Corporate and Public Sectors  
MBA Programs revamped and launched as flagship Programs of IBA  
Center for Computer Studies upgraded to the status of Faculty of Computer Science  
MS Economics and MS Computer Science Programs introduced
- 2010** Work commenced on establishment of Center for Entrepreneurial Development at the Main Campus in collaboration with USAID  
Enterprise Resource Planning (ERP) introduced using Cloud Computing Concept  
Radio IBA and Web TV launched  
Video conferencing facilities commissioned at both Campuses

## *Thrust of the Strategic Direction 2010-2015*

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>➤ Better Governance and Internal Management</li> <li>➤ Technology Upgradation</li> <li>➤ Infrastructural Expansion</li> <li>➤ Faculty Development</li> <li>➤ Quality Assurance and Future Academic Program Development</li> </ul> | <ul style="list-style-type: none"> <li>➤ Establishment of :               <ul style="list-style-type: none"> <li>◆Center for Entrepreneurship Development (CED)</li> <li>◆Center for Access to Finance (CAF)</li> </ul> </li> <li>➤ Increase External Linkages, Collaborations and Partnerships</li> <li>➤ Improve Community Outreach Programs</li> <li>➤ Establish multi-storied premises with state-of-the-art facilities at the City Campus</li> </ul> |
|--|---|



# The Policy Makers

## Patron

**Dr. Ishrat ul Ebad Khan**  
Governor of Sindh

## Board of Governors

### Chairman

**Mr. Justice Munib Akhtar**  
Judge  
High Court of Sindh

### Members

**Prof. Dr. Pirzada Qasim Raza Siddiqui**  
Vice Chancellor  
University of Karachi

**Dr. Nazir A. Mughal**  
Vice Chancellor  
University of Sindh

**Dr. Ishrat Husain**  
Dean & Director  
Institute of Business Administration, Karachi

**Mr. Muhammad Siddique Memon**  
Secretary Education  
Government of Sindh

**Prof. Dr. Sohail H. Naqvi**  
Executive Director  
HEC, Islamabad

**Mr. Abdul Majid Haji Muhammad**  
President  
KCCI

**Mr. Waqar Hassan Siddique**  
Executive Director  
Abraaj Capital

**Dr. Manzoor Ahmad**  
Chairman  
Executive Board, Usman Institute of  
Technology

**Mr. S. Ali Raza**  
Chairman & President  
National Bank of Pakistan

**Mr. Qasim Rabbani**  
Director  
Invest Capital and Investment Bank

**Mr. Sohail Wajahat H. Siddiqui**  
M.D. & CEO  
Siemens Pakistan Engineering Ltd.

**Mr. Zahid Bashir**  
Chairman  
The Premier Insurance Co. Pakistan Ltd.

**Mr. Iftikhar A. Allawala**  
Director  
Speciality Printers (Pvt) Limited

**Dr. Nasir Touheed**  
Professor  
Institute of Business Administration, Karachi

**Dr. Qazi Masood Ahmed**  
Professor  
Institute of Business Administration, Karachi

## Audit & Finance Committee

### Chairman

**Mr. Zahid Bashir**  
Chairman  
The Premier Insurance Co. Pak Ltd.

### Members

**Dr. Ishrat Husain**  
Dean & Director, IBA

**Mr. Qasim Rabbani**  
Director  
Invest Capital and Investment Bank

**Mr. Sohail Wajahat H. Siddiqui**  
M.D. & CEO  
Siemens Pakistan Engineering Ltd.

**Mr. Iftikhar A. Allawala**  
Director  
Speciality Printers (Pvt) Limited

## Selection Board

### Chairman

**Dr. Ishrat Husain**  
Dean & Director, IBA

### Members

**Dr. Manzoor Ahmed**  
Chairman  
Executive Board, UIT  
Karachi

**Mr. Fayyaz Ali Khan**  
Member, Sindh Public  
Service Commission

**Mr. Asad Umar**  
President, CEO Engro  
Chemical Pakistan

**Mr. Tariq Kirmani**  
Former Chairman & MD  
Pakistan International  
Airline

**Mr. Jalees Ahmed Siddiqui**  
IGI Insurance Ltd Karachi  
Pakistan

## Academic Board

### Chairman

**Dr. Ishrat Husain**  
Dean & Director  
IBA

### Members

**Dr. I.A. Mukhtar**  
Professor Emeritus  
IBA

**Dr. Matin A. Khan**  
Professor Emeritus  
IBA

**Dr. Zeenat Ismail**  
Professor  
IBA

**Dr. Mohammad Nishat**  
Professor  
IBA

**Dr. Mahnaz Fatima**  
Professor  
IBA

**Dr. Nasir Touheed**  
Professor  
IBA

**Dr. Qazi Masood Ahmed**  
Professor  
IBA

**Dr. Talat Wizarat**  
Professor  
IBA

**Dr. Wasim A. Khan**  
HEC Professor  
IBA

**Dr. Ahmed Ali Shah**  
Associate Professor  
IBA

**Dr. Heman Das Lohano**  
Associate Professor  
IBA

**Dr. Huma Naz Baqai**  
Associate Professor  
IBA

**Dr. Zaheeruddin Asif**  
Assistant Professor  
IBA

**Dr. Zubair Ahmed Shaikh**  
Director  
National University of  
Computer & Emerging  
Sciences

**Mr. Etrat H. Rizvi**  
Chief Executive  
National Asset Management  
Company Ltd.

## Advisory Council

### Chairman

**Mr. Tariq Kirmani**

### Members

Mr. Abrar Hasan  
Mr. Ali Ahmed Khan  
Mr. Anwar Rammal  
Ms. Ayesha Tammy Haq  
Mr. Babr Bashir Nawaz  
Mr. Bashir Ahmed  
Mr. Ghouse Akber  
Mr. Iftikhar A. Allawala

Mr. Khalid Bashir  
Dr. Miftah Ismail  
Mr. Mohsin Nathani  
Mr. Muneer Kamal  
Mr. Nadeem Jafarey  
Mr. Najmus Saqib Hameed  
Mrs. Nasim Ahmed  
Mr. Parvez Ghias

Mrs. Rounaq Lakhani  
Mr. Saifuddin Zoomkawala  
Mr. Sardar Yasir  
Mr. Shahid Shafiq  
Mr. Tahir Khaliq  
Mr. Zafar A. Siddiqui  
Mr. Zafar Usmani  
Mr. Zahid Bashir

## Dean & Director's Message

IBA is in a state of flux and undergoing a transformation. Students entering in 2010 will bear the consequences of this transition in the short term but hopefully benefit in the long run. Change, wherever it takes place, in a family, community, organization or nation is disruptive. In order to attain the next level of goals, IBA has to invest heavily in physical infrastructure and facilities, technology, teaching, scholarships, research and e-learning. For this to happen, the existing infrastructure has to be demolished or renovated, the curricula has to be revised and the pedagogical tools revamped. This places new imperatives upon our students, faculty and staff. We cannot remain complacent and live on our past laurels.

Our students, if they wish to become leaders in business or successful entrepreneurs, have to develop the capacity to think critically, analyze problems under uncertainty and make decisions based on incomplete or imprecise information. IBA has, therefore, to change its content and processes of learning, whereby our students have a much broader view of the world they live in, understand the society and the economy which they have to deal with and develop a consciousness to serve the community they belong to. They should no longer remain passive recipients of knowledge but active participants in the acquisition, assimilation and application of knowledge to the real world problems. But this has to be accompanied with a strong sense of values and beliefs. My expectation is that when they enter their professional lives, our graduates are known not only for their competence and excellence but also for the core values which we have strived to imbibe in them.

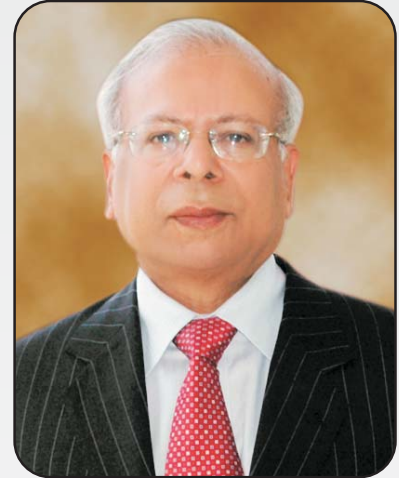
I hope that our world-class faculty will be amongst the pioneers to break the artificial barriers between departments, disciplines and designations and work together as part of multi-disciplinary teams. They will not only generate new knowledge through research and case studies but also transmit and share their expertise with the students and also apply it for finding solutions to the chronic problems faced by Pakistan. *Freedom of Expression* and *Freedom of Inquiry* are the traits which we will ensure to flourish at IBA so that our faculty and students are enabled to question the established practices and received wisdom.

Nothing would please me more than our support departments and service unit staff endeavoring to improve the overall quality of our campus life environment. The dedicated staff of IBA deserves my deep gratitude.

IBA remains committed to providing access and quality education to all eligible students who meet our standards without any consideration of their financial capabilities. No student will be denied admission or prevented from pursuing studies at IBA because his or her family cannot afford to pay the tuition fees or other expenses. Almost 20% of IBA students receive financial aid of some kind or the other and the number is rising every year. The National Talent Hunt Program (NTHP) and SindhTalent Hunt Program (STHP) are the vehicles through which students from backward areas of Pakistan and the rural areas of Sindh are brought into IBA.

In the end, let me hope that you will bear the inconvenience of the ongoing construction and devote yourself to a fulsome life at IBA.

**Ishrat Husain**



# Our Core Values

Integrity

Discipline

Truth

Tolerance

Humility

Merit

Creativity



Institute of  
Business Administration  
Karachi

*Leadership and Ideas for Tomorrow*

The logo symbolizes the IBA's openness and commitment to advance knowledge and practice, by working with new and established economic enterprises and choosing the finest students, scholars and researchers from Pakistan, as well as from countries all over the world.

The converging arrows in the emblem are representative of the focused, goal-oriented approach, which has enabled the IBA to remain self-renewing, and contributed to the development of the people who shine brightly by utilizing the increasing educational and business opportunities open to them.

## Registrar's Note

The mission statement of the Office of the Registrar is to safeguard academic integrity & reinvigorate admin support to make IBA 'student-centered & service-oriented'. As custodian of the official seal of IBA, and a premier service unit of the Institute in the truest sense, it attends to the needs, not only of the students, but also of the faculty, staff and all those who come into contact with the IBA.

The past year has been a demanding yet very fruitful one for everyone at IBA. It saw the commissioning in IBA of a multitude of renovated and upgraded facilities at both campuses, along with hiring of services of APWA buildings. Consequently, 2009 presented a lot of challenges as well as an increase in our responsibilities. The biggest challenge, though, was the optimal and efficient management of available spaces to accommodate the enthusiasm of the students and facilitate the avalanche of extracurricular activities initiated by them through the 27 newly formed Student Societies.

As the service-unit responsible for student affairs and welfare, we took the initiative of publishing the Student Handbook for the first time in 2009, which was an innovative step ahead, outlining the key points of IBA discipline, handy information for students, help topics, etc.

Finally, as an event manager, the staff of the Registrar is continuously involved in arranging various co- and extracurricular activities, such as hosting guest speakers and fielding the logistics for workshops, seminars, fairs, etc.

Our department's motto is *"Resolve problems through a prompt and helpful attitude while excelling in teamwork & cooperation."*

We extend a very warm welcome to all the new entrants at IBA.



**Ahmed Zaheer**  
Captain (Retd) PN psm, afwc

*"Give so much time to the improvement of yourself that you have no time to criticize others."*

*-Christian D. Larson*



# THE ACADEMIA

## Professors Emeritus

**Dr. I.A. Mukhtar, Sitara-e-Imtiaz**  
(Doctor of Laws) Honoris Causa

Dr. I.A. Mukhtar was the first Dean & Director of the IBA. It was as a result of his vision and policies, that the IBA grew to be an excellent business school in a very short time. With a brilliant undergraduate academic career to his credit, Dr. I.A. Mukhtar took his B.A. (Hons) Degree in Economics from The Saint Stephen's College, Delhi, and obtained an M.A. Degree from the Muslim University, Aligarh, where he received the gold medal for the top position.

After twelve years of teaching economics at degree colleges in India and Pakistan, Dr. I.A. Mukhtar proceeded on a Fulbright Scholarship to the Columbia University in New York, where he completed his Doctorate. On his return from Columbia, Dr. Mukhtar joined the IBA and served it till his retirement in 1972.

In appreciation of the extraordinary contributions made by Dr. I.A. Mukhtar to the development and growth of the IBA, the Board of Governors of the IBA made him Professor Emeritus and also conferred upon him the Honorary Doctor of Laws (Honoris Causa). Also the President of Pakistan conferred upon him the civil award of Sitara-e-Imtiaz.

Dr. Mukhtar has, in the past, been a senior specialist guest for one academic year at the East West Centre University of Hawaii. He has also served as the Executive Director of the Atlas Group of Companies for three years. He is the author of numerous research papers and case-studies published at home and abroad. By virtue of being a Professor Emeritus, Dr. I.A. Mukhtar is a member of the Academic Board of the IBA. In recognition of his outstanding academic record and services to the IBA, the Board of Governors of IBA instituted a Gold Medal in his name in the year 2005. The medal is awarded to the student securing overall top position in MBA.

**Dr. Matin A. Khan**

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

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



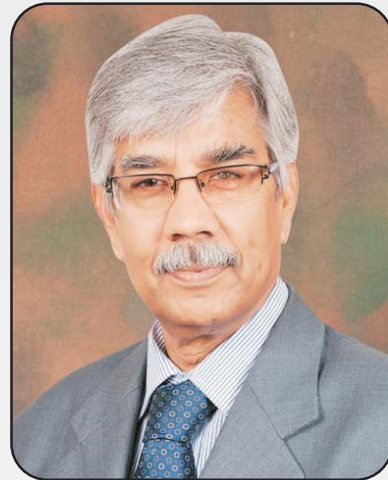


## Associate Dean, Faculty of Business Administration

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

We offer undergraduate and postgraduate programs in Business Administration, which consist of the core disciplines of accounting, management information systems, marketing, management, economics, finance, quantitative techniques, and social sciences and provide specialization in the areas of finance, marketing and management information systems. In addition to the business programs, we also offer an MS (Economics) program for those who want to grow as business consultants, business and financial analysts, market and pricing analysts, and economic researchers. As a faculty, we aim to achieve excellence by encouraging and rewarding the performance of our students and staff and by fostering strong links with other reputable regional and global business schools and with industrial and professional associations.

Our new MBA Program starts with superior students and instills the necessary learning to succeed in the rapidly changing and competitive world of business. The requirement of two years of work experience for new intake will bring matured students in the class who will have sufficient know-how about practical market conditions. In this way, this new intake requirement will bring a wealth of real world experiences into the curriculum. Student Clubs and Societies are active more than ever; the idea is to provide IBA students with avenues and opportunities that help them grow as leaders. The exposure provided by the Student Societies' activities such as managing events, team work, interactions with different organizations for obtaining resources, networking, etc., gives them the experience that helps them identify their strengths and weaknesses and aids their professional development as future leaders. We invite you to explore our website to find out more about our teaching and research activities and events open to both students and public throughout the year. Please do not hesitate to contact us if you would like more information.



**Professor Dr. M. Nishat**

## Associate Dean, Faculty of Computer Science



During the upcoming 2010-11 academic year, the Faculty of Computer Science expects to continue with a number of exciting developments that were initiated during the last year. 2009-10 witnessed the launch of the MS(CS) Program with a healthy intake of students. A number of new courses were introduced as a result of this program including advanced courses on Web Technologies, Human Computer Interaction and Computer Networks. The faculty was also strengthened with Dr. Shakeel Khoja joining the FCS and bringing his expertise in the areas of Human Computer Interaction as well as E-Learning.

Dr. Zaheeruddin Asif was also appointed to the newly created position of Program Director FCS and with his efforts to improve the curriculum, the first ever CEO Forum with Chief Executives and CIOs from leading ICT and software companies was successfully organized in collaboration with PASHA and CIO Pakistan.



On the research front, the pioneering efforts of Dr. Sajjad Haider resulted in an attractive Artificial Intelligence website which also hosts the efforts of the AI PhD students with the availability of IBAYes, a probabilistic reasoning tool that allows its users to model uncertain situations and to perform inference using Bayesian networks. The AI Lab also conducted several innovative Robotics workshops for A-level students and Robotics "Sumo Wrestling" competitions conducted primarily by the senior BS(CS) students themselves.

During the upcoming Academic Year 2010 – 11, the Faculty of Computer Science intends to bring about renewed focus on improvement of its undergraduate, graduate and postgraduate program curricula along with continuing efforts to be at the forefront of ICT research in the country. International collaborations are also being planned, along with an expansion plan for the FCS building that will provide much needed additional space for a variety of facilities including hardware/networking labs, faculty offices and student lounges. I am sure that with all of these challenges in the pipeline, the year ahead will be an exciting and fruitful one for all of us.

**Dr. Sayeed Ghani**

# Full-Time Faculty



**Ghani, Sayeed**  
Associate Professor & Associate Dean,  
Faculty of Computer Science  
PhD and MS, Columbia University  
B.S, MIT, Areas of research include  
Simulation and Performance Analysis  
of Wireless Networks, Routing Issues in  
Mobile Ad Hoc Networks and  
Security Risk Assessment of Systems



**Nishat, Mohammed**  
Professor and Associate Dean,  
Faculty of Business Administration  
PhD, Auckland Business School,  
University of Auckland, New Zealand  
MAsc. (Management Sciences),  
MA (Economics) University of Waterloo,  
Canada  
MAS (AERC), University of Karachi  
Areas of special interest are  
Portfolio Management,  
Financial Econometrics and  
Microeconomics

## Department of Accounting & Law



**Kavasji, Rustom**  
Assistant Professor & Chairperson,  
MBA, IBA, Karachi  
MBA, Lehigh University, Penn. USA



**Ashfaq, Sara**  
Lecturer  
MBA, IBA, Karachi  
Registered for level 3 of the CFA exam  
Areas of interest include Financial  
Management, Debt & Equity Valuation



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



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



**Nazar, Mahreen**  
Assistant Professor  
LL.M, International Law Temple  
University, USA  
LLB, (Hons), Thames Valley University,  
London, U.K.  
Areas of interest include International  
Trade Laws, Corporate Laws and Practice  
in Pakistan, Industrial Relations, Labour  
& Service Laws



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



**Umer, Muhammad Saleem**  
Faculty Member &  
Director EMBA, BFS Program  
MBA, (IBA), Karachi  
DAIBP  
Areas of interest include Banking,  
Accounting & Finance

## Department of Computer Science



**Abedi, Raza Hasan**  
Faculty Member  
PhD candidate at IBA  
M.Engg. (Internet working), Dalhousie  
University, Halifax N.S. Canada  
B.E. (Electrical), NED University of  
Engineering & Technology  
Areas of interest include Wireless Sensor  
Networks, Network Security and  
Information Security



**Arain, M. Waseem**  
Faculty Member  
PhD candidate at IBA  
MS, IT, BA, (Honors) ICT.  
Areas of interest include Wireless  
Networks and Protocols for Ad Hoc  
Networks like MANET, VANET etc.,  
MIS, BPR and IS Audit



**Faruqi, Rashid Aziz**  
Assistant Professor  
Commander (Retd) Pak Navy  
Lecturer  
MS SZABIST, Karachi  
Pursuing PHD at IBA  
Areas of interest include Wireless and  
Mobile Communication, Data Networking



# Department of Computer Science (Contd.)



**Ghauri, Maheen**  
Assistant Professor  
MBA, Institute of Business Administration  
BCS, FAST Institute of Computer Science  
Areas of interest include Web Designing/  
Development, Web Marketing,  
Management Information Systems,  
Information Systems Analysis



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



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



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



**Khan, Imran**  
Assistant Professor  
PhD candidate at IBA  
MS (Computer Science), SZABIST, Karachi  
MCS, University of Karachi  
OCA, USA  
Areas of interest include Relational  
Databases, Data Warehouses,  
Data Mining, Systems Engineering,  
Ontology Coloured Petri nets (CPN) and  
ERP



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



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



**Meenai, Yaseen Ahmed**  
Lecturer  
MSc, KU, Pakistan (Silver Medalist)  
Areas of interest include Statistics,  
Numerical Computing, Mathematics and  
Statistical Inference  
Recipient of Best Teacher Award from HEC  
Recipient of Best Paper Award at 6<sup>th</sup>  
International Conference on Social &  
Organizational Informatics & Cybernetics  
Conference at Orlando, USA



**Nabi, Syed Irfan**  
Assistant Professor  
PhD candidate at IBA  
MS, George Washington University, USA,  
BS (Engg) University of Engineering and  
Technology, Peshawar,  
PGD, Technical Education, Islamic  
University of Technology, (OIC) Dhaka  
Areas of interest include Information  
Security Management, Information  
Technology Policy and Planning and



**Qureshi, Muhammad Shahid**  
Assistant Professor,  
Institute of Space & Planetary  
Astrophysics,  
University of Karachi  
PhD, University of Karachi  
M.Phil Mathematics, (K.U)  
MSc, Applied Mathematics, University of  
Karachi



**Rajput, Quratulain Nizamuddin**  
Assistant Professor  
MS SZABIST, Karachi  
PhD candidate at IBA  
Areas of interest include Information  
Extraction, Knowledge Extraction,  
Semantic Web & Ontology



**Raza, Ahmad**  
Assistant Professor  
MA, Mathematics  
Kings College, Cambridge University  
Cambridge Mathematical Tripos  
Areas of interest include Maths



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*"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires."*

*-William Arthur Ward*

# Department of Economics & Finance



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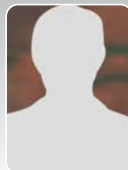
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HEC's Best University Teacher 2009.  
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*-Albert Einstein*



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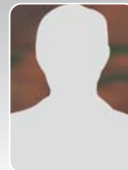
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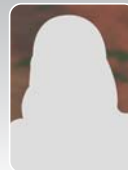
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Recipient of Sitara-e-Imtiaz



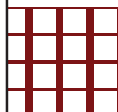
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Director,  
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FCA, Institute of Chartered Accountants of Pakistan  
FCMA, Institute of Cost and Management Accountants of Pakistan







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Kings Clothing, Kings Aviation & Ace  
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University



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MA (Philosophy)  
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general literature reading



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British Council Chevening Scholar  
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**Scheik, Lubna**  
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Masters (Comparative Literature),  
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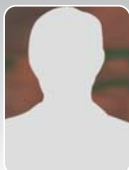
**Shahbazker, Mohammad Kamil**  
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CFA-Part 1 (CFA Institute)



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MA (Economics) the Aligarh Muslim  
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LLB, The Aligarh Muslim University,  
Aligarh, India  
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Buy-outs, Project, Restructuring and Financial  
Statement Analysis



**Zia, Shams Naveed**  
MBA (MIS), IBA, Karachi  
MS, SZABIST (In progress)  
BE (Mechanical Engineering) UET, Lahore  
IT Manager at Hinopak

## Augmentation

During the period 2009-10, as many as ten (10) new faculty members having PhD qualification joined the IBA. These Included:

Dr. Hari Ram Lohano

Dr. Hisham bin Zubair

Dr. Kamran Siddiqui

Dr. M. Shahid Qureshi

Dr. Nasir Afghan

Dr. Shakeel Khoja

Dr. Shahid Qureshi

Dr. Ejaz Main (Returned from study leave)

Dr. Huma Samir Amir (Returned from study leave)

Dr. Naeem-uz-Zafar (Returned from study leave)





The Faculty with the Dean & Director



# Academic Departments

The Institute of Business Administration (IBA) has 2 faculties and 6 departments operating under its umbrella. The departments include Accounting and Law, Economics & Finance, Management, Marketing, Social Sciences & Computer Science. These departments are headed by experienced and dedicated chairpersons who are eminent in their fields. They supervise and maintain a curriculum which is updated regularly and is responsive to the changes in the business world. The departments continuously assist the administration in its efforts to develop their current faculty.

## FACULTY OF BUSINESS ADMINISTRATION

### DEPARTMENT OF ACCOUNTING AND LAW

The Department of Accounting and Law is an integral part of the degree and non-degree programs at IBA. The Department offers courses at graduate and undergraduate levels through comprehensive and state-of-the-art educational programs. The courses in Accounting and relevant Business Laws offered by the Department have been designed primarily to develop in students a deeper understanding of issues, challenges and opportunities emerging under the present day, fast changing, highly competitive and complex global business environment and how the knowledge gained and advanced analytical techniques learnt are applied in their professional career for achieving performance excellence and creating optimal value for their organizations. The department consists of 6 full-time faculty members.

### DEPARTMENT OF ECONOMICS AND FINANCE

The Department of Economics & Finance is one of the key departments of the IBA. It provides a practical understanding of the financial and economic environment and helps students learn modern techniques used by business professionals. There is an emphasis on preparing students to cope with the business challenges in an ever-changing global economic and financial environment. Moreover, it promotes research activities and encourages faculty members to publish in recognized scholarly journals. The Department has 12 full-time faculty members including 5 PhDs from reputed foreign universities. The Department invites leaders of industry and banking to teach specialized courses and to share their experiences in the seminars and conferences organized by the student societies.

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

### DEPARTMENT OF MANAGEMENT

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

## DEPARTMENT OF MARKETING

Marketing is the life blood of organizations. The outside world interfaces with the marketing department which is the visible face of the organizations for their stakeholders. Customer orientation, customer focus and customer obsession are the necessary ingredients for success. Marketing is a multi-disciplinary and company-wide process. IBA's marketing department continuously offers new marketing electives and core courses to reflect the ground realities of the marketing environment of Pakistan. To bridge the gap between theory and practice, we avail services of marketing practitioners. Many studies are developed from observations of the local markets. Also, various case studies from internationally acknowledged sources are analyzed. The Department consists of 12 full-time faculty members.

## DEPARTMENT OF SOCIAL SCIENCES

The Department of Social Sciences at the Institute of Business Administration, Karachi, offers a variety of core and elective courses. These include courses on English Grammar and Composition, Creative Writing, Speech Communication, Foundations of Human Behavior, Social Psychology and Self Development, International Relations, Political Science, Media Studies, Pakistan's History, General History, Research Methods in Social Sciences, Socio-Economic Philosophy of Islam, Sociology, Anthropology, Philosophy Logic & Ethics & Corporate Social Responsibility. Non-Credit Language Courses in French, Chinese or Arabic are also mandatory for the students.

The exposure to various academic disciplines given by the Social Sciences Department as a part of a terminal Business Degree of Bachelor of Business Administration (BBA) adds value to the students' skill pack giving them a head start. It is aimed at achieving the following objectives: a balanced world view and an insight into domestic and global politics, a grooming in cultural, social and philosophical pluralism, an understanding of human psychology and corporate responsibility, an introduction to research methodology and training in communication and presentation skills. And last but not the least a foreign language advantage. This Department has 8 full-time faculty members.

## FACULTY OF COMPUTER SCIENCE

### DEPARTMENT OF COMPUTER SCIENCE

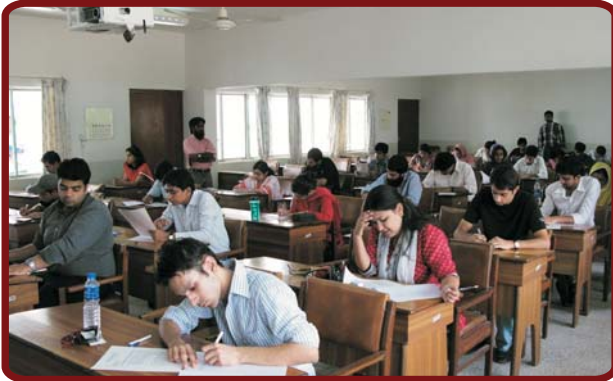
Computer Science is the study of computers and computational systems: their theory, design, development, and application. Principal areas within computer science studies include: theory of computation, parallel and distributed computing, computer systems and networks, programming languages, software engineering, as well as application areas such as artificial intelligence, web technology, computer graphics and databases. The faculty of Computer Science offers learning through a large number of courses supplemented by research in artificial intelligence, software engineering, analysis, computer systems, databases and data communications. Its highly qualified full-time faculty, supplemented by visiting faculty, are responsible for teaching courses in Computer Science and Engineering as well as MIS and quantitative subjects. The Department consists of 20 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad.

*\* In 2009, the Computer Science Programs achieved the highest "W" rating from National Computing Education Accreditation Council (NCEAC).*

*\* In 2008, IBA became the first university in Pakistan to offer SAP education as part of its curriculum.*

# The Old & New

**THEN**



**NOW**





# FACILITIES

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

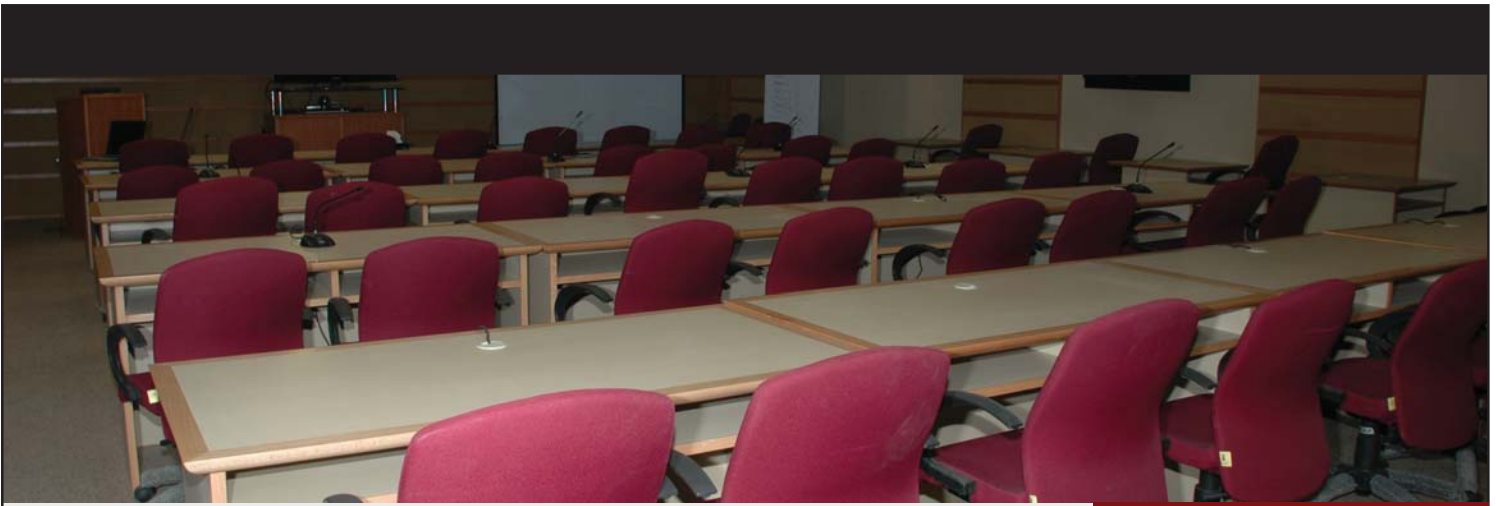
In 2008, an extensive development plan was launched to upgrade the existing buildings, facilities and infrastructure at both campuses and bring it in consonance with the growth plan for meeting international standards. The existing classrooms at both campuses have since been renovated under a facility upgradation plan. All classrooms have been provided central air-conditioning and are now fully equipped with the latest audio-visual facilities to enhance the overall learning experience.

State-of-the-art video conferencing facilities have been completed at both campuses. Additionally, the two seminar halls, one in each campus, having a capacity for 60 students and one classroom for 45 students, have been provided video conferencing facilities.

**The IBA Main Campus** is a large complex of buildings spread around lush green sprawling lawns, which serves as a backdrop to an extremely conducive environment for academic pursuit. It houses the Administration and Faculty offices, Academic Block, Library and Auditorium Building. Being the principal campus of the Institution, the campus is located in the environs of the University's Complex on Abul Hasan Isphani Road. The Main Campus includes the Administration and Instructional area, plus two residential areas, namely, the Boys' Hostel and the IBA Staff Town, which also houses the Girls' Hostel. The Administration and Instructional spaces include an Admin Block, an Academic Block with 2 Seminar Rooms, 12 classrooms and 8 Break-Out Rooms, an Auditorium with a capacity of 350 persons, library block, video conferencing room, faculty lounge and student lounge.

**The City Campus** is in the heart of the business district of the city. It houses the Administration Block, Academic Block, Faculty of Computer Science Building and Center for Executive Education, which provides excellent commitment to executive education. The City Campus is also home to the





Evening Program, which is attended mainly by professional managers. Existing facilities include 18 classrooms and 4 IT laboratories. As upgradation and new construction has commenced at the City Campus site, IBA has hired APWA Building space which comprises of 6 class rooms, canteen, offices, presentation rooms, EMBA seminar room, Library, a Computer Laboratory, and a spacious auditorium with a capacity of 350 persons.

A reception center is being built to provide information and assistance to visitors of Center for Executive Education, FCS and Evening programs at City Campus. Prayer area for boys and girls is under construction.

During the coming 3 years, a series of building and facilities at both the campuses will continue to undergo modernization and new ones will be added. Work on these buildings and facilities is being undertaken by professional architects, consultants and project managers who are engaged on a competitive basis. The overall program is being managed by a team of highly experienced professional engineers of IBA.

An update on the status of various major projects at IBA, is as follows:-

1. Center for Entrepreneurship Development & Incubation Centre at Main Campus- Design has been completed. Construction will commence in September 2010.
2. Student Center at Main Campus- Schematic design has been completed.
3. New Boys' Hostel, Main Campus- is under tendering stage.
4. New Academic Block, Main Campus- Design completed. Construction will commence in September 2010.
5. Renovation/reconstruction of Library at Main Campus- Design completed. Work will commence in December 2010.
6. Renovation/reconstruction of Auditorium at Main Campus- Work has commenced in January 2010. The Auditorium will be completed by August 2010.

7. Renovation and refurbishment of Academic Blocks & Administration Blocks at City Campus- The renovation work of Academic Block will be completed by August 2010, while the work at Administration Block will be completed in February 2011.

8. Phase II of the renovation and refurbishment of CCS building at City Campus- Phase II of the renovation is in design stage.

9. Construction of Visiting Professors' Residences- The conceptual plan has been approved. Design development is in progress.

10. Construction of New Girls' Hostel- The conceptual plan has been approved. Design development is in progress.

11. Exterior development of both campuses- Work on designing is in progress.

12. Renovation & refurbishment work of Administration Block at Main Campus is in design stage.

13. Multi-storied Building at City Campus with two level basements- This 12-story Building Project is being undertaken with the help of Aman Foundation; it is in the design phase, with a gross built up area of about 133,000 sft. It will be the largest building at IBA. It will house the library, 16 classrooms, and 2 seminar halls each of 100 seating capacity, Faculty Offices, Centre for Executive Education with residential faculty of 16 rooms and 8 suites, cafeteria and Information Technology Department with full amenities.

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





### Hostel Facilities

IBA provides residential facilities for full-time IBA students from outside Karachi. The boys' hostel is spread over an area of 1.75 acres with lush green lawns and is a short walk from the Main Campus. The hostel provides single and shared accommodation for its students and has 98 rooms and 4 dormitories i.e. an accommodation for about 128 male students. It has recently been fully refurbished with the addition of 26 new accommodations, a lounge and a TV room.

With renovation completed, the hostel will provide many facilities to its residents such as indoor & outdoor game facilities, a TV lounge, equipped with a large LCD screen television, satellite decoder, and high speed internet service available via LAN and radio link connectivity.

### Transportation

IBA owns 3 buses and 5 coasters serving different routes for the convenience of its students. Besides, private and public transport also serves both the campuses. The City Campus, being located in the downtown area, is accessible from all parts of the city by public transport available round-the-clock. Spacious parking facilities have been provided at both campuses for students who wish to bring their own transport. The IBA also runs a convenience point service through private contractors for students' pick and drop, covering the entire city. Consequent to the introduction of the seamless IBA concept, students have an option to take classes at either or both campuses, as they wish. For this purpose, IBA also runs a shuttle service between IBA Main and City Campuses, to facilitate students taking classes at both campuses.

### The Libraries

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

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

Hostel facilities are also available for female students. The hostel has a total of 26 rooms located in the two IBA Staff Bungalows in the IBA Staff Town. The hostel can accommodate upto 52 girls. Plans for construction of a new girls' hostel are afoot and likely to be completed by 2012.



and journals. Access to a large number of online journals on numerous subjects through the HEC databases provides IBA students, faculty and staff direct access to the work of the international community of researchers, thinkers, and practitioners. IBA has also launched a virtual library on its portal and is providing assistance to students and staff in searching the databases for specific information at both Main and City campuses through a computerized Library Management System that enables the users to research easily and efficiently.



## ICT Infrastructure and Services

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

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

- ✓ Gigabit speed network infrastructure supported by Cat 6 cabling and network devices of latest technology. Backbone connectivity between different segments of the network is being upgraded from copper to fibre. This will greatly enhance the speed of the traffic between different network segments, resulting in overall improved performance of the network.
- ✓ Wireless connectivity is fully available at all the locations, especially available for mobile users so that they can utilise IBA ICT services as per their convenience while being off the campus.
- ✓ Recently, 600 latest configuration PCs and 100 additional laptops have already been provided to users, including faculty offices, students (PC labs and classrooms), and office staff.
- ✓ Full range of licensed software from Microsoft and other major software vendors is available to cater to the diversified requirements of different users.
- ✓ Blade servers were installed to further improve the services. Blade technology is especially focused on conserving space and energy. Now the ICT dept. has taken a step even further and procured ultra-high configuration Nehalem based servers implementing the Green Computing Concepts and Virtualisation applications to further enhance the conservation of space and energy and to improve the services provided to end users. This technology has recently been procured and will be deployed in production very soon.
- ✓ State-of-the-art storage equipment of latest configuration has been procured and will be put into action within forthcoming months. The storage is fully backed by highly reliable SAN, and the specific model is being installed for the first time in Pakistan.
- ✓ Traditional voice communication system is being replaced by latest technology unified communication system, which will utilise ICT network infrastructure. This will remove the need for separate voice (TDM) cabling and will be fully adjustable to the ever increasing and changing requirements of the user.
- ✓ High speed internet is a vital requirement of modern day education. Keeping this in view, IBA has acquired two separate, high speed (35 Mb/s) internet connections on Fibre Optic for each campus. Furthermore, connectivity between both the campuses is being upgraded from 11 Mb/s radio link to 34 Mb/s layer 3 VPN.
- ✓ Email archiving solution will simplify the process of preserving and discovering emails. Online personal archives, along with primary mailboxes, will eliminate the need of

archiving emails on local workstations and the fear of losing them in case of any mishap. Retention policies can be applied to specific items, conversations, or folders in a mailbox. Also, administrators can preserve users' deleted and edited mailbox items from both their primary mailboxes and personal archives. With multi-mailbox search, users can search a variety of mailbox items as well as protected content. Users can also work simultaneously across both primary mailboxes and personal archives with an easy-to-use, Web-based console.

- ✓ Usually, the users login to the network infrastructure / workstations through passwords, PINs, smart cards or biometric data. Multi-factor authentication means using more than one (usually two) of these authentication methods to increase the assurance that the bearer has been authorized to access secure systems. Instead of using only one type of authentication factor, such as things only a user knows, two-factor authentication requires the addition of a second factor, the addition of something the user has or something the user is.
- ✓ Enterprise Resource Planning (ERP) is an integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources. It is a software architecture whose purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise-wide system environment. Within IBA, ERP will automate the workflow between teaching departments, functional departments (HR, Finance and Admin, etc.) and Program Offices. The processes that will be affected by the ERP implementation shall include Admission, Academics, Examination, HRM, Financial Accounting, Budgeting, Research and many other areas. It will provide for an effective Decision Support System to manage entire operations and helps in taking timely decisions.
- ✓ Academic alliances with major technology vendors, e.g. Cisco, EMC, IBM etc, will provide a broad spectrum of opportunities to IBA community for enhancing their ICT skills and at the same time get certified on cutting-edge technologies either separately or by studying it as a part of their academic curriculum.





# Departmental Heads

*(Support Departments)*



**Ali Taha**  
Director Finance



**Capt. (Retd) Ahmed Zaheer PN**  
Registrar



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



**Mobin Khalili**  
Controller of Examinations



**Ayesha Menai**  
Director Human Resource



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



**Engr. Rehan ul Ambia Riaz**  
Director Project Planning &  
Facilities Management



# Enhancing Our Outreach

## **Center for Executive Education (CEE)**

The Center for Executive Education is a modern, fully-equipped learning center built in the IBA City Campus. The facilities provide executive learning in an academic setting with the convenience of high technology infrastructure. These include one main conference hall, two ancillary meeting rooms, wireless internet facilities, full range of audio and video facilities, computer labs and library facilities.

CEE aims to give organizations their competitive edge by developing their most important resource-people. CEE specializes in executive education and management development activities through open-enrollment courses, client-specific customized programs and consultancy. CEE programs are developed and taught by top quality IBA faculty and other specialists who are distinguished academicians, skilled educators, ground-breaking researchers and entrepreneurs.

The IBA-CEE also designs tailor made programs for special requirements. The organization is involved to ensure that the program deliverables are aligned with the mission and business objectives of the company.

## **Center for Access to Finance (CAF)**

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

## **Center for Business and Economic Research (CBER)**

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

## **Career Development Center (CDC)**

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

At CDC, we tend to channel our energy and efforts for the career development of our students so that their strengths and competencies are showcased in a manner that is appealing and facilitative for the employers.

## **National Talent Hunt Program (NTHP)**

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

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

## **Sindh Talent Hunt Program (STHP)**

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

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

# Alliances & Partnerships 2009-2010



## **Pakistan Microfinance Network (PMN)**

The Pakistan Microfinance Network (PMN) and Institute of Business Administration (IBA) signed an MoU in January 2010 to initiate the PMN Academic Linkages program at the Institute. Through this collaboration, PMN agrees to share microfinance data and opportunities with IBA students, where they will be informed of projects, internships and job vacancies at all PMN member organizations. IBA will reciprocate by informing PMN of applicants for jobs and projects and allow microfinance material to be displayed and distributed on the campus.



## **US Collaborates with IBA for Business Development**

The United States Agency for International Development (USAID) and the Institute of Business Administration signed an agreement in February for the establishment of the Center for Entrepreneurial Development (CED). The IBA Dean and Director, Dr. Ishrat Husain and U.S. Consul General, Stephen G. Fakan signed an MoU to set the partnership in motion. The partners envision a world-class facility to assist aspiring entrepreneurs in building successful companies. The center will support "incubators" that support new businesses at start-up. It will also sponsor workshops to connect private sector venture capitalists with students interested in establishing new enterprises across Pakistan.



## **Global Business School Network (GBSN)**

In November 2009, the IBA was accepted as a member of the Global Business Schools Network (GBSN) with headquarters in Washington D.C. GBSN is in the process of setting up an External Advisory Council for IBA consisting of leading scholars from all over the world.

In addition to GBSN, IBA has also been accepted as a member of **Association of Asian and Pacific Business Schools (AAPBS)**.

*IBA is proud to have Alliances & Partnerships with the following international institutions too:*

- ✓ SAP Training Alliance
- ✓ IFC Training Alliance
- ✓ CFA Partnership Alliance
- ✓ Agreement with Oracle Academy
- ✓ Council for Advancement and Support Education
- ✓ International Association of Universities
- ✓ Association of Commonwealth Universities

# Guest Book



## July – August 2009

**Mr. Shaukat Tarin**, Advisor on Finance inaugurated a seminar on "Economy of Pakistan and the Role of IMF".

**Mr. Shaukat Tarin**, Federal Minister for Finance inaugurated the 3rd Annual Conference on Information & Communication Technology organized by the IBA and held at the Hotel Ramada, Karachi.

**Mr. Raza Haroon**, Provincial Minister for Information Technology, Govt of Sindh presided on the closing session of the Conference on Information and Communication Technology.

**Mr. Aslam Raisani**, Chief Minister of Balochistan accompanied by the Minister of Finance and several other cabinet members and the Chief Secretary called on the Dean and Director.

## September 2009

**Mr. Ahsan Saleem**, Director of The Citizens Foundation (TCF) and the CEO, Crescent Steel delivered a lecture as part of DLS Series.

## October 2009

**Mr. Daniel Jouanneau**, the French Ambassador to Pakistan, accompanied by Mr. Pierre Sellian, the Consul General visited IBA. Mr. Jouanneau addressed the MBA students and had an interactive session with them.

**Mr. Guy Pfefferman**, Executive Director Global Business School Network (GBSN) Washington, D.C. met with the Executive Committee and the Academic Committee.

**Mr. Clifford May**, Head of the US Foundation for the Defence of Democracy addressed IBA students.

**Mr. A. Razzak Dawood**, Chairman, Pakistan Business Council and former Minister for Commerce delivered a lecture on 'Entrepreneurship' as part of DLS Series.

**Mr. Irfan Mustafa**, VP & MD, Yum! Restaurants (Middle East, South Africa, Pakistan & Turkey), delivered a lecture on 'Yeh Tera Pakistan Hai, Yeh Mera Pakistan Hai' as part of DLS series.

## November 2009

**Mr. Abrar Hasan**, Chairman National Foods, delivered a lecture on 'Transformation of Family Business to Professional Business' as part of DLS Series.

## December 2009

**Dr. Shahid Ansari**, Provost and Dean of Babson College visited IBA as a follow-up visit to explore possibilities of IBA becoming a partner along with MIT in the setting up of the Centre for Entrepreneurship Development (CED) at IBA.

**Dr. Wasim Azhar**, Director of the Center for Teaching at University of California, Berkeley, visited IBA, taught the MBA classes and held workshops for the faculty.

**Dr. Ishrat-ul-Ebad Khan**, Governor Sindh & Patron IBA, was the chief guest at the IBA Convocation held at the Main Campus.

## January 2010

**Prof. Naeem Zafar** of the University of California, Berkeley, visited IBA and conducted a series of Faculty Development workshops.

## February 2010

**Mr. Asad Umar**, Chief Executive Officer of Engro Corporation and an eminent alumnus of IBA delivered an extremely enlightening lecture on 'Value-Based Leadership' as part of DLS Series of lectures.

**Governor Sind's Monitoring Team** headed by Dr. S.M. Qureshi visited IBA and inspected the progress of various development projects.

**Mr. Stephen G. Fakan** the Consul General of USA visited IBA and participated in the signing ceremony at which the USAID entered into an agreement with IBA to provide a grant of \$5 million for financing the Center for Entrepreneurial Development (CED).

## March 2010

**Mr. Amir Adnan**, a distinguished alumnus and a leading entrepreneur of IBA delivered a lecture as part of the DLS on March 6, 2010. The lecture was well attended and invoked a lot of interest in starting personal businesses.

## April 2010

**Mr. Hussain Dawood**, Chairman Dawood Group, delivered an interactive talk on the topic "For Success-Bizdom or Wizdom?" as part of DLS Series of lectures.

**Prof. Leif Sjoblom** from the International Institute for Management Development, Laussane, Switzerland, visited IBA and conducted a 3-day workshop for the faculty on Case Method. He also held an interactive session with the students of MBA class.

**Prof. Ron Schramm** of Columbia Business School visited IBA and conducted several workshops spread over a week on various topics related to Finance and Risk Management.

## May 2010

**Mr. Asif Jooma**, Managing Director, Abbot Laboratories Pakistan Ltd. delivered a lecture on 'Leadership' as part of DLS series of lectures.

## June 2010

**29 delegates from Bangladesh, Bhutan, India and Pakistan**, visited IBA to attend the South Asian Quality Assurance System (SAQS) Peer Reviewer Workshop and 51st Executive Board Meeting of the Association of Management Development Institutions in South Asia (AMDISA) hosted by IBA from June 15-16, 2010. The participants included deans, rectors and prominent senior professors of various management schools of the SAARC region. The primary purpose of the workshop was the training and development of peer reviewers and mentors to improve the quality of management schools in the region.

**Mr. Imran Khan**, former Pakistani cricket team captain and leader of the political party 'Pakistan Tehrik-e-Insaf', visited the IBA City Campus to deliver a lecture on 'Building Brand Pakistan - Leading the Change Through Youth'. It was a well attended and interactive session in which the students displayed a lot of their patriotic feelings and asked the guest speaker (who was invited by the students of the Leadership Club at the IBA), searching questions.

**Dr. Mubashir and Dr. Ehsan** from LUMS jointly conducted a three-day workshop on 'Case Study Writing'. The main purpose of the workshop was to enable the faculty to write high-quality case-studies that could be used for teaching in the classrooms as well as publishing abroad. The workshop followed the pattern outlined by the faculty at the University of West Ontario, Canada.

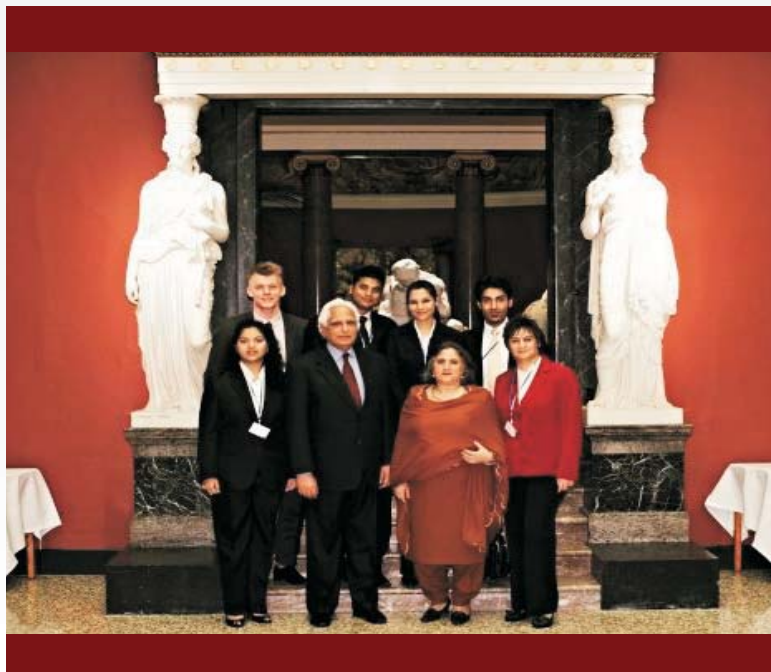


# The IBA Student Council, Societies & Clubs

The Student Council and Societies at IBA were reorganized in the Fall of 2009. Now the students are given an option to enroll themselves as members of a maximum of 3 societies for co-curricular, extra-curricular and service activities. About 200 office bearers of the extra-curricular, co-curricular and service societies are elected annually and take oath of their offices at a ceremony held annually in the 5th week of the Fall semester. To this end, the year 2009 also saw the successful launching of 4 new societies / clubs, namely: H.R. Club, Marketing Club, Finance Club, and Economics Club, bringing the total number of societies / clubs in which the students can participate to 27.

The Patrons of societies and clubs are responsible for maintaining activities in addition to planning, implementing and evaluating all events on campus. These societies and clubs provide opportunities for students to develop their organizational, communicative, creative problem-solving and social skills to complement their academic curriculum. Students learn teamwork, self-respect, the appreciation and understanding of others, and the importance of a team. These societies also offer students a place to explore interests or talents. Although IBA provides financial support for these societies and clubs, the IBA encourages the office bearers of the respective societies to obtain sponsorships for individual events to enrich the quality of presentations and displays and provide an opportunity to them for interaction with the public and private sector businesses. During the activities arranged by the student societies and clubs, most of the office bearers showed plenty of initiative and commitment.

Name of Club / Society	Patrons-2010
Marketing Club	Mr. Jami Moiz
Economics Club	Mr. Shabih Haider
Finance Club	Dr. Khadija Bari
HR Club	Dr. Shahid Mir
Media & Publications Society	Dr. Huma Baqai
Leadership Club	Dr. Nasir Afghan
Iqra Society	Mr. M. Asif Jaffer
Go Green Society	Mirza Sardar Husain
Alumni Society	Mr. Yaseen Meenai
Music Society	Mr. Humayun Ansari
Literary Society	Ms. Tania Danish
Adventure Club	Ms. Maheen Ghauri
Community Welfare Society	Ms. Saima Husain
Arts Society	Ms. Sana Fatima
Public Speaking Society	Ms. Nadia Sayeed
Entrepreneurship Society	Mr. S. Sultan Raza
Web Society	Mr. Imran Batada
Info-Sys Society	Dr. Zaheeruddin Asif
Dramatics Society	Ms. Lalarukh Ejaz
Social Sciences Society / Club	Dr. Tufail Ahmed
Photographic Society	Mr. Ameer Rizvi
Girls' Sports Society	Ms. Salma Mirza
Boys' Indoor Sports Society	Mr. Asad Ilyas
Boys' Outdoor Sports Society	
Placement Society	Mr. Shahid Zaki
Boys' Hostel Society	Mr. Ziaul Haq
Girls' Hostel Society	Dr. Talat Wizarat



The highlights of the Student Clubs and Societies during the period Fall 2009 and Summer 2010 included the following:

- ✓ The Leadership Society held a very successful IBA "Leadership Conference (ILES)", which was well attended by students and addressed by distinguished personalities from different walks of life.
- ✓ The Dramatics Society arranged a colorful "**Talentopia**", which highlighted the students' talent for acting, singing, comedy, etc.
- ✓ An IBA team won the 1<sup>st</sup> prize at the "**Business Case Study**" and "**Inspiring Us**" competitions at the YLES organized by LUMS.
- ✓ Students belonging to the Web Society launched their own live "**Web Radio**" which can be accessed at [radio.iba.edu.pk](http://radio.iba.edu.pk).
- ✓ The IBA Music Society was one of the main organizers of "**All Pakistan Music Conference**" held this year in Karachi. The event was highly attended and widely covered by the media.
- ✓ An IBA team won the 2<sup>nd</sup> **CFA Pakistan Investment Research Challenge** for 2010 and will now participate in the **Asia-Pacific Regional Challenge** at Manila.
- ✓ The Marketing Club organized a very successful and highly attended conference "**Brandorama**" at the Marriott Hotel.
- ✓ The HR Club & Career Development Society jointly organized the first ever "**Career Fair**" at IBA in which 36 companies including several multinationals participated.
- ✓ Some of the other events organized or participated in by the Student Clubs / Societies included the following:
  - **Verve** by the Entrepreneurship Society
  - **MUNIK 10** by the Public Speaking Society
  - **Pehchan** by the Social Sciences Club
- ✓ BBA students' team won the 2<sup>nd</sup> position in the "**Battle of Minds**" competition organized by Pakistan Tobacco Company (PTC).
- ✓ An IBA team also won the 2<sup>nd</sup> position in the "**Copenhagen Business Case Competition**" 2010 held in Copenhagen, Denmark.
- ✓ A **carnival** was organized by the Social Welfare Society to help raise funds for Shaukat Khanum Hospital and Zindagi Trust schools. The famous band "**Strings**" performed at the carnival.
- ✓ The Sports Society organized various tournaments including a "**Karachi College Level Inter-batch Cricket Tournament**" and our football team participated in the "**Aga Khan University Inter-University Football Tournament**".





# Evergreen - The IBA Alumni

The Institute of Business Administration, Karachi, has enjoyed the honor of being one of the top business schools of the country for the last four decades. An important element in this legacy of success is the network of well placed IBA graduates (the Alumni) both nationally and internationally. A summary of the more prominent activities on the alumni front is as under:

## International Alumni Events

On November 1<sup>st</sup>, 2008, an IBA Alumni meeting was held at the **Royal Overseas League, London**. It was hosted by Mr. Shaukat Aziz and Dr. Ishrat Husain was the honorable Chief Guest. A second IBA re-union was also held in London in November, 2009.

IBA launched its first **International Alumni Chapter** in Dubai in July 2010. Through this chapter, IBA alumni living in or near Dubai and the Gulf area will be able to stay involved with the IBA community, as well as guide the IBA by participating in faculty recruitment and student mentoring activities.

## Alumni Reunions

The **Alumni Reunion for 2009** was held by the members of the IBA Alumni Society, at IBA Main Campus on 31<sup>st</sup> January, 2010. It was a theme event in which the gathering focused on alumni members graduating in the years which ended with a 9; i.e. 1959, 1989, etc. It included speeches and a musical program by Salman Alvi, who is also an IBA alumnus.

On the 1<sup>st</sup> of May 2010, a great number of alumni returned to their old residences in the IBA Hostel, flying in from many places like Dubai, Lahore and Islamabad. Alumni from France, Hong Kong, London, Canada and the USA were also connected to the event via video-conferencing. The chief guest for the evening was Mr. Itrat Rizvi, CEO NAMCO.

## Planting at IBA

**"Plant IBA Green"** is IBA's new initiative to encourage the alumni to plant a tree at their beloved alma mater. This innovative step was taken in recognition of the growing environmental pollution and especially, for a Greener IBA. The first ceremony was held on the 13<sup>th</sup> of February, 2010, and was followed by another on the 6<sup>th</sup> of March 2010. A total of 500 saplings have since been planted.

## Mentoring Sessions

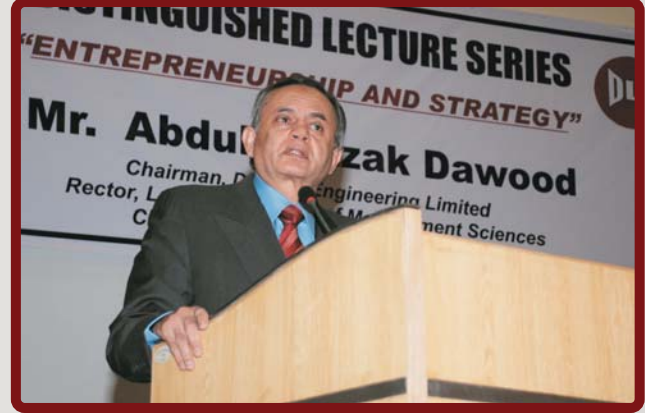
In order to cultivate a diverse pool of holistic individuals, the alumni department has been holding mentoring dinners for the graduating batches. These dinners help the students as they receive guidance about their career ideas and help with networking from alumni who have distinguished themselves in their respective fields. **Mr Imran Husain**, CFO Unilever Pakistan Ltd, Avari Hotel, **Mr. Asad Umar**, CFO, Engro Group, **Ms. Ayesha Aziz**, Managing Director, Pak Brunei Investment Company, **Mr. Asha'ar Saeed**, GM Human Resources, Reckitt Benckiser, **Mr. Fawad Ijaz Khan**, CEO, Ideal (Pvt.) Limited and **Mr. Raihan Merchant**, Media & PR are some of the illustrious alumni who participated in these sessions in 2010.

## IBA Alumnus Awarded MRS Fellowship

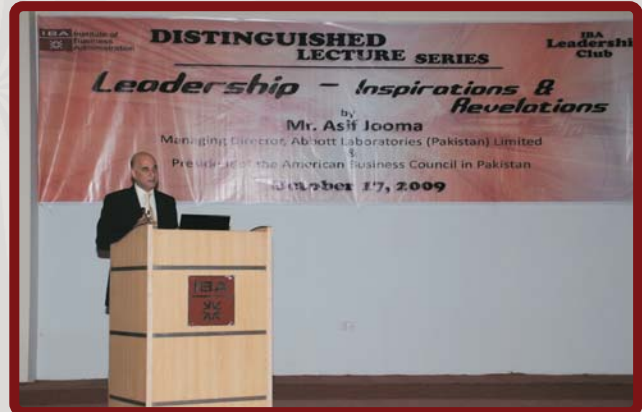
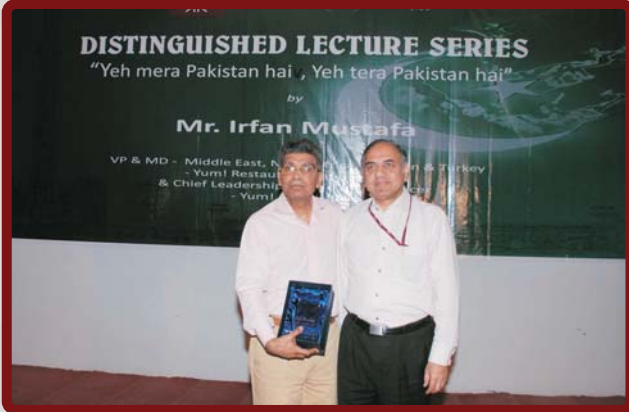
**Hafiz Aftab Ahmed**, an alumnus of the 1973 batch of IBA, has recently been awarded the **Fellowship of MRS (Marketing Research Society)**. Dr. Aftab Ahmed (FMRS) is one of only seven others all around the globe to have been given this honor in 2009 by the MRS, UK.



# Our Guests at the Distinguished Lecture Series







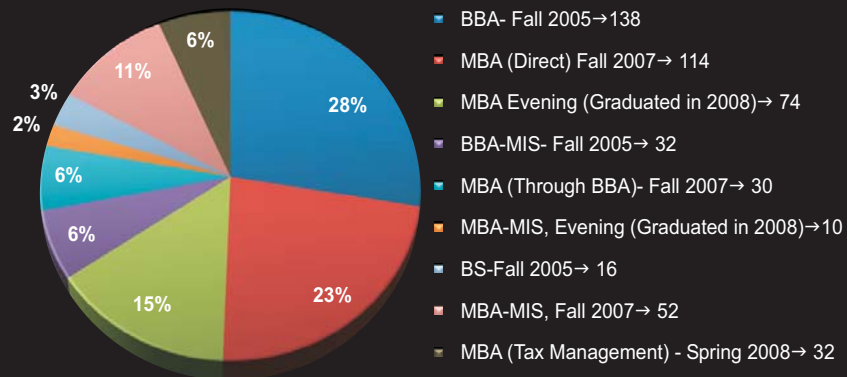
# Convocation 2009



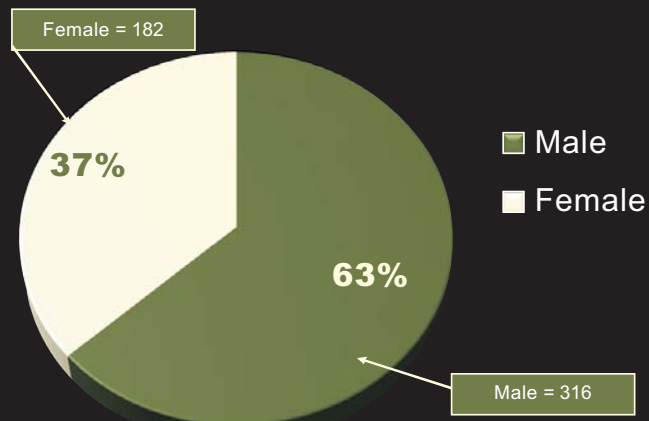


The annual convocation of IBA was held at the Main Campus on 12<sup>th</sup> December, 2009. Governor Sindh and Patron IBA, Dr. Ishrat-ul-Ebad Khan was the chief guest at the ceremony. The Dean & Director in his welcome address emphasized on the new facilities introduced at the IBA and measures being taken to further improve standards. This was followed by the prize distribution and conferment of degrees to 498 graduates.

### Anatomy of the Graduates (Batch-wise)



### Gender-wise Breakup of Graduates



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

Tentative date for Convocation 2010:  
Saturday, December 4



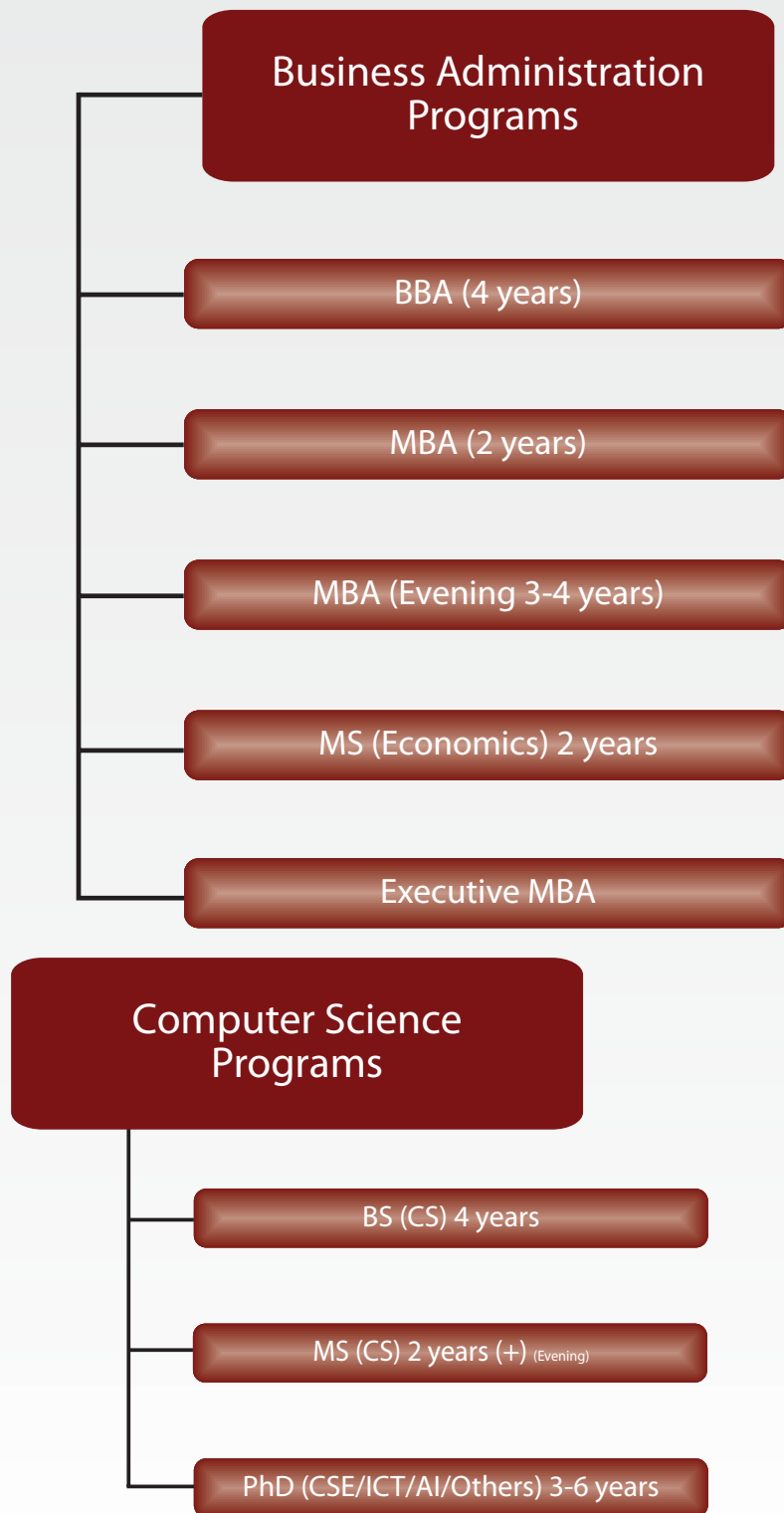
# IBA Gallery







# Overview of Programs







# Programs of Study

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

## Academic Programs

The IBA offers full-time programs in Business Administration both at the Main and City Campus, while the Computer Science programs are offered at the City Campus. It also offers a variety of part-time programs at the City Campus in the evening. It is not uncommon to find entrepreneurs, practicing managers, government employees and technocrats attending these programs. The diversity in their work backgrounds makes the interaction a rich educational experience. Specialized executive education programs are conducted by the Center for Executive Education (IBA-CEE) for professionals from the corporate world. The Masters Program offers specialization in the fields of Management, Human Resource Management, Finance, Banking, Marketing and Management Information Systems.

The programs of study are as follows:

### Doctor of Philosophy (PhD)

The Faculty of Computer Science of the IBA is offering graduate studies leading to PhD degree in Computer Science and Engineering (CSE), Information and Communication Technology (ICT), Operations Research, Artificial Intelligence, Cryptography, Numerical Analysis and Numerical Computing. Admissions to the program have been continuing since Fall 2005 and are conditional on clearance of the IBA entrance test and interviews. The successful PhD candidates will be offered research / teaching assistance. They will be given a monthly stipend and tuition waiver. The program is composed of coursework credits and dissertation credits. The IBA also has plans to launch PhD in Management Sciences including specialization in Management, Marketing, Finance, Accounting and Human Resource Management (HRM).

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### MBA Morning Program

The MBA Morning Program is a full-time 2-year program conducted at the Main Campus and the City Campus of the IBA. These programs consist of 13 core courses, 9 electives and an MBA Project (2 courses workload). A total of 72 credit units are needed for this MBA program. A minimum of 4 from elective courses are needed to complete a major in a special field (Marketing, Management Information Systems, Finance or Human Resource Management). Students will be required to complete a 6-week summer internship as well.

#### MBA Evening 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).

#### Executive Education

The Institute combines its program of formal management education with an elaborate program of management training for executives and professionals. These specialized programs are conducted by the Center for Executive Education (IBA-CEE). The IBA-CEE provides opportunities to executives working at different echelons in organizations, to enhance their careers by gaining knowledge and

insight into state-of-the-art management techniques and technologies. Executive Education Programs consist of various training courses and workshops that are organized and conducted by the distinguished IBA faculty as well as industry leaders.

Besides open enrolment programs, the Center also offers client specific training to organizations on their request, keeping in view their unique and distinct requirements. Organizations that have benefited from the Executive Education Program include private firms, small business corporations, multinationals and transnational corporations, government departments, 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.

#### Executive MBA – Banking and Financial Services

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

#### Executive MBA – Corporate Managers

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

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

### **Executive MBA – Public Sector Executives**

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

The program is specifically designed for mid-career managers, and it emphasizes on their personal development, enhanced productivity and strategic thinking.

### **MS Economics Program**

MS Economics program 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. This program emphasizes on 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.

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 with a duration of 2 to 2 1/2 years. The option available to students is to either join the morning session or the evening session. If a sufficient number of students is available only then the morning session will also be started.

### **Master of Science (Evening Program) in Computer Science.**

The MS (CS) Program is offered at the City Campus. This is a part time program, preparing students in Computer Science. This program consists of a minimum of 30 credit hours including 6 credits for a thesis/project. Courses comprise a combination of compulsory and elective courses in core and supporting areas.

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

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

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

PGD is offered at the City Campus in the evenings. The duration of this program may vary from 1 1/2 to 3 1/2 years, depending on the capacity of the students to complete the course load each semester. The students must complete the coursework in 7 consecutive semesters. The course load for PGD students is three in the regular semester and two in the summer semester. This program consists of 12 courses of 36 credit hours cumulative, all of which are compulsory. This program leads to MBA degree pursued in the evening program.

### **Certificate Courses (Evening Program)**

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

### **Visiting Students Program (Evening Program)**

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

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

The BBA Program at the Main Campus and the City Campus is a full-time 4-year bachelor program. This program consists of 47 courses of 141 credit hours cumulative. Out of these, 43 courses are compulsory and 4 are electives. The program offers specialization in Marketing, MIS, and Finance among others.

### **Bachelor of Science (Morning Program) in Computer Science**

The BS (CS) Program is offered at the City Campus. It is a full-time four-year program, preparing students in Computer Science. This program consists of a minimum of 131 credit hours, comprising of a combination of compulsory and elective courses in core and supporting areas.

# Admissions Policy & Procedure



## Salient Points

IBA Admissions Policy may be stated as follows:

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

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

- ✓ Applying online and registering for appearing in the Aptitude Test.
- ✓ Qualifying the aptitude test or providing proof for exemption from the aptitude test due to having SAT / GMAT scores transcript, showing a score of 1900 or higher for SAT and 600 or higher for GMAT.
- ✓ Participating in a group discussion and appearing for an interview.
- ✓ Meeting the minimum academic eligibility requirement for the concerned program.
- ✓ Providing equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards.
- ✓ The aim of the aptitude test is to evaluate candidates for their quantitative and analytical abilities, logical reasoning, communication skills, reading comprehension, lexical resource, grammatical range, and aptitude for the program.
- ✓ The aim of the group discussion is to evaluate candidates on their background, academic and other achievements, leadership potential, extracurricular interests, verbal communication, mannerisms, integrity, appearance and enthusiasm.
- ✓ The interviews are designed to bring out the qualities needed not only to succeed in the chosen program of study but also the potential of the students to contribute positively to the society when they graduate.
- ✓ There are no reserved / quota seats of any category at IBA.
- ✓ No effort will be made to fill all available seats or lower criteria if an insufficient number of candidates apply or an individual candidate fails to satisfy the above criteria.
- ✓ No qualified candidate will be refused admission on the basis of his / her inability to pay IBA fees; such candidates are, however, required to apply for financial assistance and meet the criteria for the same.
- ✓ The cut-off for individual programs in the entrance test will be decided by the Admissions Committee using rigorous methods based on statistical analysis.



- ✓ The test scores obtained by the test takers will remain valid for a period of 16 months; however, the minimum academic eligibility requirements will be those applicable at the time of actual admission.
- ✓ There will be one aptitude test for admission to both campuses of IBA. Candidates may, however, choose the campus of their preference at the time of admission and choose their specializations after a minimum of 2 years' study at IBA for BBA and 1 year for MBA.
- ✓ There is no distinction in the fee structure between the Main and City Campuses.

#### Merit Scholarships

- ✓ A merit scholarship has been introduced at IBA, according to which candidates falling in the top 10% of the List of Candidates admitted to the BBA & MBA Programs (to be published at the culmination of the admission process) will be automatically awarded a 50% reduction in their tuition fees.
- ✓ It will, however be obligatory / incumbent on all merit scholarship holders to maintain a CGPA of 3.5 on completion of two semesters each year. Inability to maintain the said CGPA will render the concerned merit scholarship holder ineligible for continuation of the merit scholarship in the remaining semesters.
- ✓ In the event of a student losing his / her standing for merit scholarship, and regaining the required CGPA in any subsequent semester, the student will again become eligible for merit scholarship in the next semester but will not be entitled to claim the same for the preceding semesters.

#### Admission Requirements

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

##### Undergraduate Programs

#### Applicants to the BBA Program must have completed their:

Higher Secondary School Certificate with a minimum of 65% marks

OR

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

OR

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

#### Applicants to the BS Program must have completed their:

Higher Secondary School Certificate (Pre-Engineering) with a minimum of 60% marks

OR

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

OR

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

OR

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

*BS applicants must possess a mathematical background.*

#### Graduate Programs

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

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

- ✓ A minimum of 2 years' relevant work experience. (*Post 16 years of education*)

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

OR

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

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

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

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

OR

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

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

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

- ✓ Passed Bachelors level examination

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

OR

- ✓ 14 years' education plus 6 years relevant work experience

*\*\*All equivalency claims shall be evaluated by the HEC ([www.hec.gov.pk](http://www.hec.gov.pk)).*

Holders of professional degrees/certificates (BE, MBBS, LLB, CPA, CA, ACCA, etc.) are encouraged to apply for MBA / Masters programs. The Institute also admits, without any prerequisite, visiting students in single PGD and MBA courses depending upon availability of seats.

#### SAT/GMAT

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

#### Transfer Candidates

An eligible transfer candidate may be defined as a candidate who satisfies all the following conditions:

- ✓ A candidate who has attended any of the top 50 universities derived from the international rankings compiled by Shanghai Jiao Tong University's Institute of Higher Education or by The Times Higher Education Supplement (THES) or Quacquarelli Symonds (QS) in the discipline applied for. Course credits are also acceptable from Lahore University of Management Sciences.
- ✓ The candidate's CGPA must be 3.5 or above on a scale of 4.0 or equivalent.
- ✓ The candidate must have secured a minimum of 2As and 1B during his/her 'A' Levels, or 80% in HSC exams. Eligible candidates may apply for transfer to any of the IBA degree programs with the following stipulations:
- ✓ IBA reserves the right to accept or reject all or any such candidates.
- ✓ The IBA admission test may be waived for such candidates if they meet SAT or GMAT requirements.
- ✓ Interviews will be conducted prior to admission if so desired by IBA.
- ✓ A transfer committee appointed by IBA shall determine the courses to be accepted for transfer of credits of such candidates.
- ✓ Transfer of credits will be applicable to those courses with 'B' or above grades.
- ✓ A minimum of 50% of total degree credits must be completed at IBA.
- ✓ Courses transferred shall be indicated in the final transcript as being transfer credits.

#### Transfer of Credits

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

- ✓ Course credits must be from any of the top 50 universities derived from the international rankings compiled by Shanghai Jiao Tong University's Institute of Higher Education or by The Times Higher Education Supplement (THES) or Quacquarelli Symonds (QS) in the discipline applied for. Course credits are also acceptable from Lahore University of Management Sciences.
- ✓ Students must have been enrolled in degree programs at these universities.

### Admissions Procedure

#### Online Application

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

To apply online, fill out the form, print and sign it, print the Challan and take these papers to the designated bank branches and deposit the application fees.

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

#### Issuance of Admit Cards

Applicants residing in Karachi can obtain their Admit Cards

by visiting IBA City Campus with a copy of the paid Challan, a copy of the duly signed-in Admission Form and two recent passport sized color photographs.

Applicants residing outside of Karachi can collect their Admit Cards from designated bank branches after payment of processing fees and submitting a copy of the signed Admission Form and two recent passport sized color photographs.

#### Aptitude Test

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

The candidates are assessed for their language and analytical skills. Candidates who pass the aptitude test qualify for the group discussion followed by an interview.

#### Group Discussion

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

#### Interview

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

#### Required Documents

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

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

*\*where applicable*



### List of Admitted Candidates

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

### Enrolment

Candidates who have received their Admission Letter and Fee Challan are to immediately deposit their fee in the prescribed bank and collect Enrollment Form from the respective Program Offices for commencing studies at IBA. These candidates must, however, submit the following documents in original, along with copies attested by a gazette officer to complete the enrolment process:

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

*\*where applicable*

### Note:

Inability to deposit fee or submit financial aid documents within the prescribed time may risk cancellation of admission to IBA.

### Important:

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

### Tentative Schedule of Admissions 2011

Aptitude test for MBA Program Admission - Sunday, May 29, 2011

Aptitude test for BBA Program Admission - Sunday, June 26, 2011

Aptitude test for BS Program Admission - Sunday, July 17, 2011

### EMBA Programs Aptitude Tests

Sunday, August 22, 2010

Sunday, December 26, 2010

Sunday, April 3, 2011

*"Get over the idea that only children should spend their time in study. Be a student so long as you still have something to learn, and this will mean all your life."*

*- Henry L. Doherty*

*"Education is the key to opportunity in our society, and the equality of educational opportunity must be the birthright of every citizen."*

*- President Lyndon B. Johnson, June 1, 1965*



# Rules & Regulations

*"A regulated behaviour, governed by the rules to be and not to be, is almost a moral condition for achieving quality in education."*

## **Discipline**

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

## **Good Standing**

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

## **Attendance**

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

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

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

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

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



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

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

## **Policy on Cheating & Plagiarism**

The IBA maintains a strict policy on academic impropriety. Based on its zero-tolerance for such activity, any student found cheating or using unfair means in examinations is immediately expelled from IBA and is declared ineligible for re-admission. A booklet highlighting IBA's policy on plagiarism is available on the portal for all students to read and comply.

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

I. Students of Postgraduate Diploma in Business Administration and MBA Evening Programs may seek advance credit for not more than two required courses, which they may have successfully completed while being students in the Certificate Program. They are subject to the following conditions:

- (a) The student must have held a bachelors degree with 60% marks at the time of admission to the Certificate Program
- (b) The semester final grade in the course was at least 'B'
- (c) The course for which the credit is sought was completed within two years from the date of admission in the PGD.

II. Students of PGD in Business Administration (Evening Program), who have not completed diploma coursework, can take MBA courses only as certificate students and may get credits for these courses in their degree coursework later, subject to the following conditions:

- (a) The student must have completed a minimum of 5 PGD courses
- (b) The remaining PGD courses are not available to the student in the evening
- (c) The student is unable to remove his course deficiency in the Morning Program due to his/her occupation.
- (d) The student removes his PGD course deficiency as soon as the remaining courses are available to him/her.

## Course Load

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

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

## Withdrawal from a Course

Full-time students are allowed to withdraw from one course in a semester if such withdrawal helps the student in improving his/her performance in the remaining courses.

The withdrawal must be sought on prescribed forms within one week of the second term examination result. Withdrawal from a course is not treated as failure. However, once a student has accumulated more than the permissible absences in any course, he/she is not allowed to withdraw from that course and is awarded an 'F'.

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

## POLICY REGARDING MAKE-UP EXAMINATIONS

### I. Morning Program Students of Both Campuses.

No make-up exam shall be allowed for missing Term or Semester Final Exams for any reason whatsoever.

### II. Evening Program Students

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

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

(b) This facility shall also be allowed for the semester final exams if the student has not already availed this facility for the term examinations.

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

#### I. A certificate from his / her organization giving details of his/ her official assignment.

#### II. Evidence of official travel

The student shall be required to appear in the make-up of a term exam within three weeks of the original exam date and within six weeks for the semester final exam on payment of make-up exam fee equal to one full semester of MBA course fee.

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

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

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

## Rechecking of Final Paper

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

## Transcript of Record

Students of MBA, BBA and Postgraduate Diploma programs can get a transcript of their grades from the Institute within 2 weeks on payment of Rs.1,000/-. Urgently required transcripts can be obtained within three working days on payment of an additional Rs. 1,000/-.

## Dean's List

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

## Honors & Medals

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

a. The student should fall within the top 5% of his/her class and subject to having a minimum CGPA of 3.5

b. The student must not have C- or lower grades in any of the courses during the semester.

c. He/she must not have been subjected to any disciplinary action within the Institute during the semester. (Disciplinary actions will include all those actions for which student can be suspended).

d. The student must be deemed by the Dean & Director's Committee (Associate Deans and Director) to be worthy of being on the Dean's List.

e. The student must have completed the normal course load for his/her particular semester. As per IBA program announcement the course load for degree program students is typically 6 in the regular semester.

f. All courses, for the purpose of calculating a students' average, must have been completed at IBA.

g. The semester average will be calculated on a weighted basis and shall include all courses studied at IBA.

h. Students who obtain an academic semester average of 90% or more will earn the honor of the Dean's List with Distinction.

#### **BBA/BS Overall Medals**

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

a. The student, who has the highest CGPA (Cumulative Grade Points Average), without any failure, shall be eligible, provided the CGPA is not less than 3.5.

b. In case of a tie where the CGPA is the same, the student with the higher average percentage shall be eligible for the award of Medal.

c. A student with 'C+' or lower grades in any subject shall not be eligible.

d. No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the abovementioned criteria, he/she will be awarded a gold medal and there will be no silver or bronze medal.

#### **MBA Morning, Overall Medals**

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

a. Medal shall be awarded on the basis of CGPA obtained in MBA 2nd, 3rd and 4th semesters courses only, with the provision that the MBA (direct) student should not have any C in 18 courses and MBA through BBA student should not have any C in 18 courses of MBA.

b. In case of a tie where the CGPA is the same, the student with the higher average percentage shall be eligible for the award of Gold Medal.

c. No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the abovementioned criteria, he/she will be awarded with gold medal and there will be no silver or bronze medal.

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

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

a. A student must have a minimum of 2 electives.

b. He/she must have an 'A' in both subjects.

c. If a student has more than 2 electives in the field of specialization, the best 2 shall be counted, provided that the student has no 'C+' in the field of specialization, and has no fail grade in MBA 3rd and 4th semesters.

d. If more than one student has the same grades, then the student with the higher cumulative percentage in the 2 electives shall be eligible.

e. Each student shall declare his/her field of specialization in writing at the beginning of MBA 4th semester.

f. No non-credit course taken by a student in the 3rd and/or 4th semester shall be convertible to a credit course for the purpose of determining merit.

#### **The Best Final Year Project in CS/MIS**

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

#### **Marketing Research Gold Medal**

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

a. A student who secures the highest marks in Advance Marketing Research will be entitled to the Marketing Gold medal provided he / she has a minimum CGPA of 3, has not received a minimum "C+" grade in any course and has obtained a minimum "A-" in Marketing 400 (MKT 400), and Marketing Practices in Pakistan (MKT519).

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

#### **Leadership Gold Medal (Sponsored by Sanofi-Aventis)**

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

a. He/she must be a student with highest marks (Minimum 3.5 GPA) in the course.

b. He/she must be a leading member of any society or CR of the class for the year or have arranged a seminar or workshop.

c. In addition to the marks in the course, the student must not have obtained "C+" in any course.

d. In case of a tie in GPA, award will be given on the basis of percentage marks.

e. No award will be made unless there is a candidate of sufficient merit.

#### **High Achiever's Gold Medal**

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

#### **Exemption of PGD for Evening Students**

a. The Evening Program students who complete their PGD with CGPA of 2.2 and are dropped at MBA stage on the basis of low CGPA are allowed re-admission in MBA with exemption of PGD subject to passing the admission test.

b. The students who discontinue their studies after completion of PGD with good standing and later, after lapse of the stipulated time for completion of MBA courses, seek fresh admission to complete their MBA, are allowed exemption of PGD, subject to passing the admission test.





# Evaluation & Grading



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

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

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

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

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

A student sits for 2 term examinations for each course every semester (scores of both term examinations are counted towards the final grade). A number of surprise quizzes are also taken during the semester to monitor the performance of the students.

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

A Cumulative Grade Point Average (CGPA) is computed at the

end of the semester. Final grades in each course are converted to grade points on the following basis:

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

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

**Minimum GPA Requirements**

A student must maintain a minimum CGPA of 2.2 on a cumulative basis during his stay at the IBA. Any student with a CGPA of less than 2.0 is dropped from the rolls of the Institute forthwith. A student securing a CGPA between 2.0 and 2.2 is put on probation for one semester.

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

If a probationer shows an improvement, but his CGPA is still below 2.2, his/her probation may be extended for another semester. If he/she still fails to bring his CGPA to 2.2 by the end of the next semester, he/she is dropped from the rolls of the Institute.

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

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

#### **GPA Requirement for Award of BBA/MBA Degrees:**

I. If a BBA program student's CGPA in the final semester is less than 2.2 but not below 2.0, the student shall be required to repeat one semester of the lowest academic standing or certain courses in order to bring his/her CGPA up to 2.2 with the following conditions:

(a) The student who succeeds in improving the CGPA (minimum 2.2), will be eligible for promotion to the MBA Program and for award of the BBA degree.

(b) The student, who fails to improve the CGPA, will not be eligible for promotion to MBA or for award of BBA degree. Such a student shall be issued transcript of credits earned.

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

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

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

Following conditions shall apply to such students:

(a) Their CGPA in BBA Program should not be less than 2.2 after removing the deficiency.

(b) If the CGPA of such students after removing deficiency is less than 2.2 but not less than 2.0 the above rules [1: (a) & (b)] will apply.

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

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

#### **Summer Semester**

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

#### **Internship Evaluation**

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

#### **Comprehensive Examination**

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

However, the students admitted in 2004 and onwards are allowed maximum 5 years to pass the comprehensive examination from the date of completion of coursework with no restriction on number of attempts.

Students, who fail to pass the comprehensive examination, are eligible only for the individual course certificates. A student is eligible for a transcript/degree only after passing the comprehensive examination. However, he/she may obtain a provisional certificate on completion of the course requirement.

#### **Time-Bar Rule**

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

The students admitted in 2004 and onwards have a total of 5 years in case of MBA and 7 years in case of BBA to complete their coursework. There will be no restriction on the number of attempts for such students to pass the comprehensive examination.

✓ For coursework, the period that shall be counted will be from the date of admission.

✓ For comprehensive examination 10 / 5 years shall be counted from the date of completion of coursework.

#### **For Evening Program Students:**

Maximum time allowed for PGD: 3 1/2 years

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

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



# Financial Assistance

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admission test and fulfills other requirements is refused admission because of the inability to afford the costs of the programs at the Institute. A financial aid committee scrutinizes the applications of students seeking financial aid and sanctions assistance for those who demonstrate need. In the academic session 2009-10, as many as 347 students received scholarships, amounting to Rs. 41.2 million. To this end, IBA gratefully acknowledges the long-term support and generous contributions made by the following organizations, companies and individuals:

## 1. SCHOLARSHIPS

- ✓ A.W.K. Scholarship
- ✓ Abdul Fatah Memon Scholarship
- ✓ Aftab Associates Scholarship
- ✓ Al-Amin Scholarship
- ✓ Anonymous
- ✓ Barclays Bank Scholarship
- ✓ G.M. Qureshi Scholarship
- ✓ Habib Metropolitan Bank Scholarship
- ✓ HBL- Dr. Ishrat Husain Scholarship
- ✓ HEC - Japanese Need-Based Scholarship
- ✓ HEC-USAID Funded-Merit and Need-Based Scholarship
- ✓ IBA Alumni Scholarship
- ✓ Infaq Foundation Scholarship
- ✓ Khurshid Bhaimia Scholarship
- ✓ KPT Scholarship
- ✓ Lucky Cement/Abdul Razzak Tabba Scholarship
- ✓ MBA-Direct Scholarship
- ✓ Mubashira Hafeez Scholarship
- ✓ Muhammad Riaz Scholarship
- ✓ Oxford & Cambridge Scholarship
- ✓ Shell Pakistan Scholarship
- ✓ Sindh Endowment Scholarship
- ✓ United Bank Limited Scholarship
- ✓ Sumitomo Scholarship
- ✓ Khushhali Bank Scholarship
- ✓ Sui Southern Gas Company Scholarship

## 2. TALENT HUNT PROGRAMS

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

## 3. STUDENT LOAN (QARZ-E-HASNA)

- ✓ Ihsan Trust
- ✓ National Bank of Pakistan

*"No one should be held back from realising their potential by fears that they will not be able to afford to go to university or that they will graduate with unmanageable levels of debt".*

*- Gordon Brown, Britain's Prime Minister, July 5, 2007*

*"We believe, that is, you and I, that education is not an expense. We believe it is an investment".*

*- Lyndon B. Johnson, October 16, 1968*



# Endowment Funds

Being a public sector institution, the IBA mainly caters to the students from middle class and lower income groups – its fee increase is mostly modest and covers only a fraction of the costs. Therefore, reliance has to be placed on other sources of funding / financing such as endowments, etc.

The income generated from these funds is utilized to supplement the faculty salaries, provide research funds to them, contribute to the hiring of foreign faculty / eminent scholars, academic program enhancement, case study development, external accreditation and professional development of academia through participation in seminars and conferences, both locally and internationally.

All endowment funds are administered by the Board of Trustees which includes those persons who have donated or pledged a minimum amount of Rs. 30 million in cash or kind.

A list of endowment related funds currently in operation at IBA is appended as under:

## 1. DEVELOPMENT FUND

- ✓ Adamjee Foundation
- ✓ Aman Foundation
- ✓ Mahvash and Jahangir Siddiqui Foundation
- ✓ Tabba Foundation
- ✓ United Bank Limited (*will contribute to the IBA Building Fund*)

## 2. ENDOWMENTS / ENDOWED CHAIRS FUND

- ✓ Allied Bank Limited
- ✓ Askari Bank Ltd
- ✓ Bank Alfalah Limited
- ✓ Bank Al-Habib Limited
- ✓ Deutsche Bank
- ✓ Faysal Bank
- ✓ Govt. of Sindh
- ✓ Habib Bank Limited
- ✓ International Textile Limited
- ✓ National Bank of Pakistan
- ✓ Soneri Bank
- ✓ Standard Chartered Bank
- ✓ Mr. Towfiq Chinoy

## 3. FACULTY DEVELOPMENT FUND

- ✓ English Biscuit Manufacturers
- ✓ Indus Motors
- ✓ National Foods Limited

## 4. ENDOWMENT SCHOLARSHIPS

- ✓ Aftab Associates Endowment
- ✓ Feroz Textile Mills Limited
- ✓ HBL- Endowment Scholarship
- ✓ PSO Endowment Scholarship
- ✓ Syed Mumtaz Saeed Scholarship
- ✓ The Sapphire Endowment Scholarship

*"To give away money is an easy matter...and in any man's power. But to decide to whom to give it, and how large and when and for what purpose and how, is neither in every man's power nor an easy matter. Hence it is that such excellence is rare, praiseworthy and noble."*

-Aristotle



# Academic Calendar

## Summer Semester 2010: Commences on July 5<sup>th</sup>, 2010, Monday

Month	Total Days	Sundays	Holidays	Exam Days	Teaching Days
July, 2010	27	3	--	2	22
August, 2010	20	3	1	--	16
<b>Total Days</b>	<b>47</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>38</b>

### Exam Schedule

<b>Mid-Term Exams:</b>	July 26 <sup>th</sup> and July 27 <sup>th</sup> , 2010
<b>Preparatory Holiday(s):</b>	August, 21 <sup>st</sup> and August 22 <sup>nd</sup> , 2010
<b>Final Exams:</b>	August, 23 <sup>rd</sup> and August 24 <sup>th</sup> , 2010

## Fall Semester 2010: Commences on September 15<sup>th</sup>, 2010, Wednesday

Month	Total Days	Sundays	Holidays	Exam Days	Teaching Days
September, 2010	16	2	--	--	14
October, 2010	31	5	--	6	20
November, 2010	30	4	3	--	23
December, 2010	31	4	4	6	17
January, 2010	12	2	--	--	10
<b>Total Days</b>	<b>120</b>	<b>17</b>	<b>7</b>	<b>12</b>	<b>84</b>

### Exam Schedule

<b>First Term Exams:</b>	October 21 <sup>nd</sup> to October 27 <sup>th</sup> , 2010
<b>Second Term Exams:</b>	December 2 <sup>nd</sup> to December 8 <sup>th</sup> , 2010
<b>Preparatory Holiday (s):</b>	January, 13 <sup>th</sup> , 2011
<b>Final Exams:</b>	January 14 <sup>th</sup> to January 25 <sup>th</sup> , 2011

### NOTES:

Schedule for MBA Faculty members who opt to conduct one Mid-Term Exam only

- MBA classes will be held as per schedule during the 1<sup>st</sup> Term Exam week ( 21 - 27 Oct. 2010 ).
- Mid-Term Exams of MBA courses will be conducted from 2<sup>nd</sup> December to 8<sup>th</sup> December 2010.
- The period from 7<sup>th</sup> January to 13<sup>th</sup> January, 2011 will be considered as a Preparatory Week for MBA faculty and students.

MBA Faculty taking Two Term Exams will take the First Term Exam in the afternoon. Consequently, classes of MBA will continue undisturbed in forenoon hours.

## Spring Semester 2011: Commences on February 14<sup>th</sup>, 2011, Monday

Month	Total Days	Sundays	Holidays	Exam Days	Teaching Days
February, 2011	15	2	1	--	12
March, 2011	31	4	1	6	20
April, 2011	30	4	--	--	26
May, 2011	31	5	1	6	19
June, 2011	8	1	--	--	7
<b>Total Days</b>	<b>115</b>	<b>16</b>	<b>3</b>	<b>12</b>	<b>84</b>

### Exam Schedule

<b>First Term Exams:</b>	March 24 <sup>th</sup> to March 30 <sup>th</sup> , 2011
<b>Second Term Exams:</b>	May 5 <sup>th</sup> to May 11 <sup>th</sup> , 2011
<b>Preparatory Holiday (s):</b>	June, 9 <sup>th</sup> , 2011
<b>Final Exams:</b>	June 10 <sup>th</sup> to June 21 <sup>st</sup> , 2011

### NOTES:

Schedule for MBA Faculty members who opt to conduct one Mid-Term Exam only

- MBA classes will be held as per schedule during the 1<sup>st</sup> Term Exam week ( 24 - 30 March 2011 ).
- Mid-Term Exams of MBA courses will be conducted from 5<sup>th</sup> May to 11<sup>th</sup> May 2011.
- The period from 3<sup>rd</sup> June to 9<sup>th</sup> June 2011 will be considered as a Preparatory Week for MBA faculty and students.

MBA Faculty taking Two Term Exams will take the First Term Exam in the afternoon. Consequently, classes of MBA will continue undisturbed in morning hours.

## Fall Semester 2011: Commences on September 5<sup>th</sup>, 2011, Monday

# Tentative List of Holidays

## 2010

S.No.	Holiday	No. of Days	Dates	Days
1	Independence Day	01	14 August, 2010	Saturday
2	Eid-ul-Fitr*	03	10 - 12 September, 2010	Friday to Sunday
3	Iqbal Day	01	09 November, 2010	Tuesday
4	Eid-ul-Azha* (10,11 & 12 Zil Haj 1431 Hijri)	03	17 - 19 November, 2010	Wednesday to Friday
5	Quaid-e-Azam's Birthday / Christmas	01	25 December, 2010	Saturday
6	Ashura*	02	16 & 17 December, 2010	Thursday & Friday

## 2011

S.No.	Holiday	No. of Days	Dates	Days
1	Bhital Day**	01	19 January, 2011	Wednesday
2	Kashmir Day	01	5 February, 2011	Saturday
3	Eid Milad un Nabi*	01	16 February, 2011	Wednesday
4	Pakistan Day	01	23 March, 2011	Wednesday
5	Labour Day	01	1 May, 2011	Sunday
6	Independence Day	01	14 August, 2011	Sunday
7	Jumatul Wida*	01	26 August, 2011	Friday
8	Eid-ul-Fitr*	03	31 August, 1 & 2 September, 2011	Wednesday to Friday
9	Iqbal Day	01	9 November, 2011	Wednesday
10	Eid-ul-Azha*	03	7 - 9 November, 2011	Monday to Wednesday
11	Ashura*	02	5 & 6 December, 2011	Monday & Tuesday
12	Quaid-e-Azam's Birthday / Christmas	01	25 December, 2011	Sunday

### Notes:

\*Subject to Lunar Calendar.

\*\*Provincial holidays subject to declaration by the Government of Sindh.

All information on holidays will be notified through the IBA website too.





# Fee Structure

(New Admissions)

## Fee Structure - Fall 2010

(New Admissions)

### Morning Students

(BBA & MBA)

Tuition Fee	Rs. 102,000/-
Student Activity Charges	Rs. 2,500/-
Lab cum Library Charges	Rs. 2,500/-
Total Recurring Charges (per semester)	Rs. 107,000/-

### Evening Students

(MBA-Evening, MS Economics & Computer Science)

#### Tuition Fee

One Course	Rs. 17,000/-
Two Course	Rs. 34,000/-
Three Course	Rs. 51,000/-
Four Course	Rs. 68,000/-

## BS Program, Fall - 2010

Tuition Fee	Rs. 55,000/-
Student Activity Charges	Rs. 2,500/-
Lab cum Library Charges	Rs. 2,500/-
Total Recurring Charges (per semester)	Rs. 60,000/-

### ONE-TIME CHARGES

(At the time of Admissions)

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

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

Transport Fee	Rs. 14,000/- Per Semester
Hostel Fee	Rs. 12,500/- Per Semester
Hostel Security (New Students Only)	Rs. 1,000/- (Refundable)

### Mode of Payment

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

### NOTES

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



# Our Contacts

HELP DESKS MAIN CAMPUS (Extensions)				
<b>IT</b>	<b>Transport</b>	<b>Maintenance</b>	<b>Administration</b>	<b>Security</b>
238	203	284	221 & 277	296

HELP DESKS CITY CAMPUS (Extensions)				
<b>IT</b>	<b>Transport</b>	<b>Maintenance</b>	<b>Administration</b>	<b>Security</b>
1811	1815	1812	1212	1417

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#### DISCLAIMER

IBA reserves the right to revise its Programs of Study, Admission Policy & Procedure, Curriculum, Evaluation & Grading, Rules & Regulations, Academic Calendar, Fee Structure or any other information published in this Program Announcement without prior notice.





# The Karachi Edge

The City of Karachi encapsulates a multitude of cultures, nations, architecture, sight-seeing places, career opportunities and so much more. It is a standing monument to the efforts of the Father of the Nation, whose dream is now a reality and which we now live in today.

The 3<sup>rd</sup> largest city in the world with regard to population and the 20<sup>th</sup> largest metropolis in the world, its flyovers, high rises and expansive roads present never-ending opportunities for ambitious and creative minds looking for innovation and challenges. While holding its glorious title as the gateway to Asia, the city generates 65% of the total national revenue.

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

You may be staying here for studies or planning to have a career in Karachi... be assured: this city will never bore you! Students' hang-out places range from the very affordable Students' Biryani, Cafe Mubarak, Bovichic and Subway to the food street at Boat Basin, Nandos, Arizona and Food Courts at Park Towers, The Forum, Dolmen Mall and the Millennium Mall.

Karachi also opens a whole new avenue for shopping; from Zamzama and Gulf to Sunday Bazar, from Zainab Market to Tariq Road and from Paposh to Hyderi, where you can find a never ending variety in branded ware to local specialities. Apart from the conventional marketplaces, here you will also find modern trade stores like Macro and Metro.

Looking for recreation? This city will not disappoint you. Bowling, go-carting, Cineplex, amusement and water parks like Aladdin and Dreamworld, gaming zones, boating, and crabbing: it's all here. The Arena offers you the best ice-skating, rock-climbing and swimming experiences while concerts, theatres and drive-in cinemas await to give you the movie experience of your life. And the most famous of all, the Karachi beach that is visited and enjoyed by numerous Karachiites and tourists alike.

That's not all. A city is incomplete without any landmarks of its history and culture and you will find plenty of these in the City of Lights. Top of the list is the white marble glory of the Quaid-e-Azam's Mausoleum. The most visited sight of all, this memorable place is home to hundreds of tourists who come to pay respects to the Father of the Nation and admire the beauty of the structure and the impressive change of guards' ceremony. In addition, you will find museums and art galleries like the Maritime, PAF and National Museums, the Fayzee Rahman Art Gallery, and Sadequain Gallery in Frere Hall, among others. And not to forget, the ancient and compelling splendor of the Mohatta Palace, Bhanbore, Thatta, and Mohenjo-Daro, to name a few.

Cultural diversity in Karachi will help you interact with people from different social, ethical, and cultural backgrounds. This will help you to understand them better and develop tolerance for different dialects, languages and customs. From a professional point of view, you will be better able to understand the challenges of globalization and a diverse workplace as you interact with a variety of people from around the world. In this context, it is noteworthy that this city is a hub of local and international business organizations. All major employers of Pakistan are located in the City of Karachi, making it a perfect choice for a business school.

IBA Karachi welcomes you to this extraordinary city and promises you the experience of your lifetime!

*"You cannot plough a field by turning it over in your mind".*

*-Author Unknown*





*Radio IBA*

<http://radio.iba.edu.pk>



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City Campus: Garden / Kayani Shaheed Road, Karachi.  
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