

# Vision & Mission Statement of the MBA Program

## Vision Statement

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

## Mission Statement

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

## Value Proposition

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



**MBA Program Director**

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## MBA Programs

### MBA Morning

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

### MBA Evening

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



## Admission Process at IBA



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

## Academic Year 2011-2012

### MBA (Morning)

Course Code	Semester 1
ACC506	Financial Accounting and Information Systems
ECO501	Managerial Economics
FIN506	Business Finance I
MGT557	Organizational Behaviour and Leadership
MKT501	Marketing Management
MTS506	Quantitative Methods for Decision Making
Course Code	Semester 2
ACC505	Accounting for Decision Making
ECO502	Macroeconomics
FIN507	Business Finance II
LAW501	Legal and Regulatory Environment of Business
MGT510	Technology and Operations Management
MIS405	Excel for Business Managers (Non credit)
MKT505	Advanced and Applied Business Research
Course Code	Semester 3
ECO517	Global Economic and Political Environment
MGT519	Personal Effectiveness and Communication (Non credit)
PRJ701	MBA Project (Core Course) <i>A minimum of four courses from Electives</i>
Course Code	Semester 4
MGT506	Corporate Strategy (Core Course)
PRJ701	MBA Project (Core Course) <i>A minimum of four courses from Electives</i>

### MBA (Evening)

Course Code	Semester 1
ACC506	Financial Accounting and Information Systems
ECO501	Managerial Economics
FIN506	Business Finance I
MGT557	Organizational Behaviour and Leadership
MKT501	Marketing Management
MTS506	Quantitative Methods for Decision Making
Course Code	Semester 2
ACC505	Accounting for Decision Making
ECO502	Macroeconomics
FIN507	Business Finance II
LAW501	Legal and Regulatory Environment of Business
MGT510	Technology and Operations Management
MKT505	Advanced and Applied Business Research
Course Code	Semester 3/4
ECO517	Global Economic and Political Environment
MGT506	Corporate Strategy (Core Course) <i>A minimum of ten courses from Electives</i>



## Core Courses

### Semester-1

#### **ACC506 Financial Accounting and Information Systems**

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

#### **ECO501 Managerial Economics**

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

#### **FIN506 Business Finance I**

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

#### **MGT557 Organizational Behavior and Leadership**

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

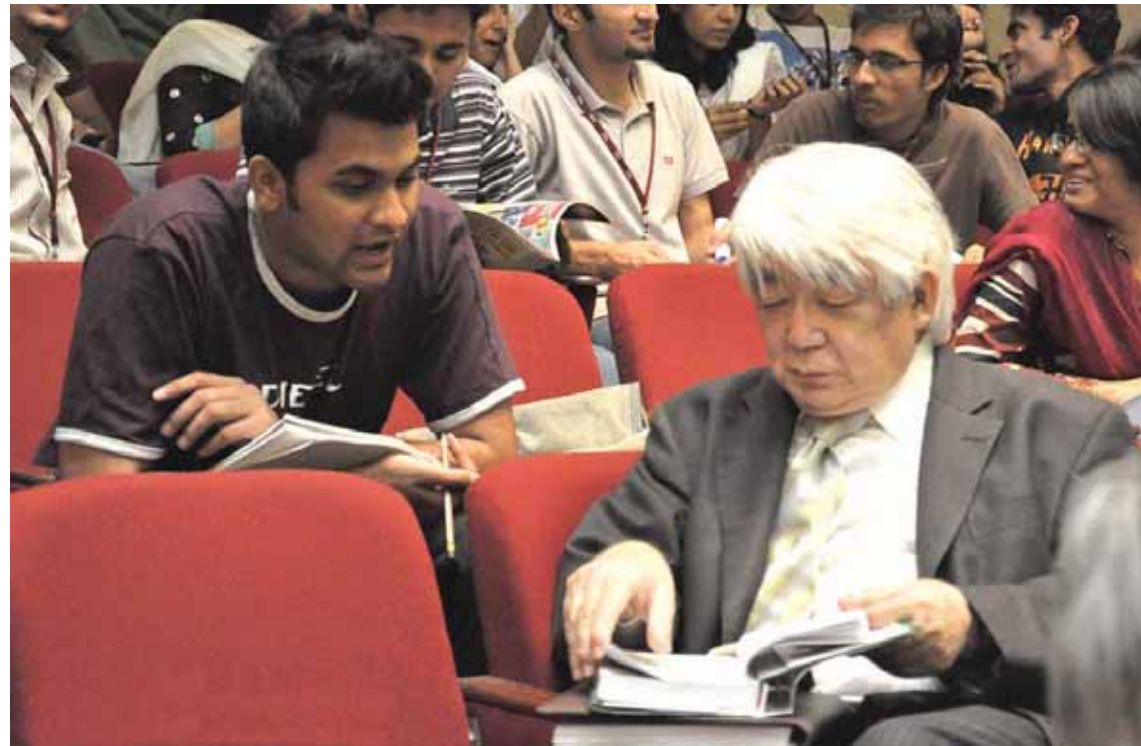
networks in a business environment. Topics such as group culture, individual motivation and behavior, collective and individual performance, decision-making interpersonal communication, corporate vision, organizational culture and leadership; designing effective organizational structure, small group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

#### **MKT501 Marketing Management**

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

#### **MTS 506 Quantitative Methods for Decision-Making**

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



## Description of Courses

### Semester-2

#### **ACC505 Accounting for Decision-Making**

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

Prerequisite: ACC506

#### **ECO502 Macroeconomics**

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

#### **FIN507 Business Finance II**

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

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

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

#### **MGT510 Technology and Operations Management**

This course includes design, planning, and control of a firm's capabilities and resources. The course is intended to strengthen students' conceptual understanding and skills in the areas of operations, strategy and technology, forecasting, capacity and materials management, and design of productive and efficient systems. The operations aspect of the course examines the establishment processes that create the products and/or services for a company's market and at the same time increase its competitiveness in terms of cost, speed, quality, innovation, flexibility and dependability.

#### **MKT505 Advanced and Applied Business Research**

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

Prerequisite: MKT501



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

-Shakespeare

## Semester-3

### ECOS17 Global Economic and Political Environment

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

### MGT519 Personal Effectiveness and Communication (Non-Credit)

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



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

### PRJ701 MBA Project (Core Course)

*A minimum of four courses from Electives.*

## Semester-4

### MGT506 Corporate Strategy

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

### PRJ701 MBA Project (Core Course)

*A minimum of four courses from Electives.*



### Elective Courses

#### Accounting & Law

##### **ACC507 Accounting Information System with SAP**

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

##### **ACC557 Auditing Theory & Practice**

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

##### **ACC559 IFRS & Financial Reporting in Pakistan**

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

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

During the present era of business acquisitions, mergers, leveraged buyouts and restructuring and in view of constantly evolving financial reporting refinements and large scale manipulation of financial reporting to control perceptions of investors and lenders, the need for vigorous and meaningful analysis of financial statements cannot be overemphasized. This course aims at developing a deeper

understanding of accounting principles and standards underlying the data being analyzed and the analytical tools and techniques used for meaningful decision-making. The topics covered include discussion of adversarial nature of financial reporting, balance sheet limitations, revenue exaggeration and expense manipulation, nature and types of reserves, deferred taxes, performance measures and ratios, financial flexibility and leveraged buyouts and growth rates and valuation via restructuring potential. The course is taught largely through case studies and real life business problems, thereby stimulating effective student participation in the learning process.

Prerequisite: ACC501/ACC201

##### **ACC589 Project Evaluation & Financing**

The topics covered include developing schematic framework for feasibility studies, conventional and non-conventional measures of investment worth their limitations and problems, developing project cash flows under special decision situations, investment appraisals under conditions of uncertainty and capital rationing, foreign tax credits, pre-investment and excess capacity related issues. The course also focuses on determining cost of capital, identifying, accessing and developing the optimal financing-mix. Prerequisite: ACC201 or ACC501

##### **LAW301 Laws of Taxation**

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

Prerequisite: MGT201/MGT400

##### **LAW553 Corporate Governance & Practices in Pakistan**

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

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

Prerequisite: LAW501

#### Finance

##### **FIN552 International Financial Management**

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

Prerequisite: ECO501/FIN507

##### **FIN554 Investment Banking & Financial Services**

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

Prerequisite: FIN507

##### **FIN556 Security Analysis & Capital Markets**

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

Prerequisite: FIN507

### **FIN558 Regulation & Financial Markets**

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

### **FIN560 Advanced Corporate Finance**

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

### **FIN563 Advanced Portfolio Management**

This course introduces the theory and practice of investment analysis and portfolio management. The course surveys various quantitative applications and asset valuation models and their use in constructing profitable investment portfolio. Topics include designing portfolios, risk diversifications, conceptual framework for making risk management and insurance decisions in order to increase business value and individual welfare, institutional aspects of the managed funds sector in Pakistani market structure and market efficiency. Security valuation models, setting investment goals and policies, equity and fixed income portfolio strategies and portfolio performance, transaction costs, turnover and trading are also taught in this course.  
Prerequisite: FIN 507

### **FIN565 Treasury and Fund Management**

The course deals with an in-depth analysis of the various methods of treasury and fund management, incorporating asset pricing, expectation theory, interest rate risk and the term structure of interest rates. The differences among asset and liability management, managing interest rate risk, and selling interest rate risk products are also covered.  
Prerequisite: FIN507

### **FIN567 Risk Management**

The course provides students with a quantitative perspective of risk management and the conceptual framework for making risk management and insurance decisions to increase

business value and individual welfare. The effects of, and rationale behind, public policies that affect risk and allocation of risk among businesses and individuals are also discussed.  
Prerequisite: FIN507

### **FIN568 Derivatives & Risk Hedging**

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

### **FIN569 Financial Econometrics**

This course introduces econometrics emphasizing the application of least squares method to cross-sectional and time series financial data. It covers mainly the estimation of linear regression model and deals with various econometrics problems associated to model estimation, such as multicollinearity and heteroscedasticity, and extensions such as simultaneous equations, co-integration techniques, etc. These techniques are applied to estimate and forecast risk premiums, return volatility and optimal mix of financing, and other related financial models for investment decision-making.  
Prerequisite: MTS506/FIN507



### **FIN574 Financial Modeling**

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

### **FIN577 Seminar in Finance**

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

## **Human Resource Management**

### **HRM445 Occupational Health and Safety**

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

### **HRM450 The Legal Environment of HRM**

The students will be exposed to diverse areas like employment standards, workers' compensation, pay equity, human rights and unionization. The corresponding rights and responsibilities of employers and employees will be examined. The contractual nature of the modern employment relationship, the elements of the contract, and remedies for the breach of the contract will be studied. Differences between the independent contractor, the contract employee, the individual employee and the unionized employee will be discussed. The employer's rights and how to respond to employee action are also discussed.  
Prerequisite: MGT201/MGT400

### **MGT512 Strategic Human Resource Management**

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

## Description of Courses

### **HRM530 Recruitment and Selection Techniques**

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

Prerequisites: MGT201/MGT400

### **HRM551 Industrial Relations Management**

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

Prerequisite: MGT201/MGT400

### **HRM552 Organizational Development**

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

Prerequisite: MGT201/MGT400

### **HRM557 Team Management**

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

Prerequisite: MGT201/MGT400

### **HRM558 Leading the Change Process**

The course is concerned with the tasks of leading the change process in organizations. Creating a shared changed vision,

fostering an understanding of the change process, and leading the change transition are important ingredients of the course. Other topics of discussion include encouraging an innovative organizational culture, managing growth and decline and corporate restructuring.

Prerequisite: MGT201/MGT400

### **HRM562 Performance and Compensation Management**

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

Prerequisite: MGT201/MGT400

### **HRM570 Strategic Human Resource Management.**

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

Prerequisites: MGT201/MGT400

### **HRM571 Training and Development**

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

Prerequisites: MGT201/MGT400

## General Management

### **MGT513 Business Strategy**

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

### **MGT552 Strategic Management**

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

### **MGT555 Project Management**

This course introduces a structured approach to managing projects. It helps students gain managerial practice through the development of project execution manual for a real-life project selected by a group of students. The project focuses more on technology rather than financial management. The course includes topics such as Management Process, Utilization of Project Management, and Strategic Context of the Project, Project Planning & Scheduling, Project Information Management System, Project Communication, Project Control, Project Change Management, Project Teams and Successful Completion of Projects. These topics are taught with reference to the Project Management Institute PMBOK standard. Prerequisite: MGT201/MGT400

### Management Information Systems

#### ICT509 Network Architectures for Business

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

#### MIS550 Logistics & Supply Chain Management

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

#### CSE555 Network Security

In this course, students are introduced to the security issues in computing, communications, and electronic commerce. Topics included are security requirements and vulnerabilities, legal and ethical issues, basic cryptology, private and authenticated communication, electronic commerce



security, software security, viruses and other malicious code, operating system protection, trusted systems design, network security, firewalls, auditing, physical security and disaster recovery.

Prerequisite: CSE243

#### MIS556 E-Commerce

The course introduces the e-commerce concepts, objectives, market drivers that affect techniques and technologies. The topics in the course include: intelligent agents, client/server model, commitment, concurrency, recovery, network service and application management, quality of service management, service level agreement management, application service providers and security management. It discusses policy and regulatory issues in e-commerce. It also identifies the various e-commerce applications in the areas of finance, securities, trading, auctions, and travel.

#### CSE557 Advanced Topics on Computer Networking

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

Prerequisite: CSE243

### Marketing

#### MKT551 Advertising

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

#### MKT552 Consumer Behavior

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

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

Prerequisite: MKT501

#### MKT556 Social Marketing

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

#### MKT558 Customer Ascendancy

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

Prerequisite: MKT501

#### MKT559 Supply Chain Management

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

## Description of Courses

### **MKT561 Brand Management**

Lack of branding is perceived as a major weakness in marketing in Pakistan, both in domestic market and the international markets. This course is designed to emphasize the need for building powerful brands and brand management. The course focuses on all the component parts of a brand, that is, its name, logo, design and advertising. Brand management practices are also considered so that purchasing behaviour is influenced by creating an identity in the minds of consumers.  
Prerequisite: MKT501

### **MKT566 Media Management**

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

### **MKT586 Retailing**

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

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

### **MKT651 Personal Selling**

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

### **MKT653 Sales Management**

Sales is the culmination of the marketing effort. The activities entailed in the sales function involve setting sales objectives, formulating sales plans and executing sales programs through the sales force. This requires recruitment, selection, training, managing and evaluating the sales force performance. Allocating resources optimally by careful territory design is the key to success. This course looks at all these aspects with real life examples from the Pakistani market. Sales management efforts in different industries of Pakistan are studied in depth.  
Prerequisite: MKT501

### **MKT655 International Marketing**

The purpose of this course is to provide students with an understanding of how the practice of marketing is applied in an international environment. Globalization of markets, its impact on consumer behaviour, international, economic, political and cultural environment, entry and exit barriers, international marketing institutions and rapidly developing regional organizations like ASEAN, NAFTA, EU and the impact of these groupings on the international markets are studied. This course will help students who are interested in establishing international marketing operations.  
Prerequisite: MKT501

### **MKT656 Services Marketing**

This course is designed to cater to the continuous dominance of services over products. Many economies, especially in the developed world, are now known as service economies. This course addresses the issues of intangibility, heterogeneity, simultaneity and perishability of the service environment. The course also looks at the use of technology in conception, design, and, execution of the service product. Keeping in view Pakistan's demography, whereby human resource is a great asset, service differentiation through people is a cornerstone of this course.  
Prerequisite: MKT501

### **MKT657 Strategic Marketing**

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

### **MKT658 Business to Business Marketing**

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

### **MKT752 Seminar in Marketing**

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

## Pedagogy

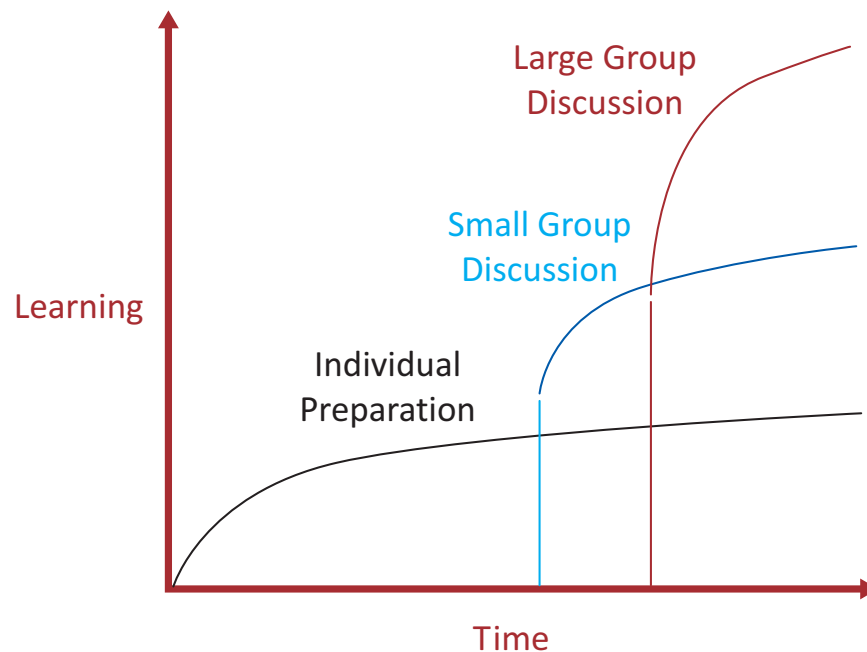
### MBA Project

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

### Case Method

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

### The Three Stage Learning Process



## Grading & Evaluation

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

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

## Grading Matrix

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

## GPA Requirement for Award of MBA Degrees

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

## Summer Semester

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

## Evaluations

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

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

## Work Experience Requirement for Admission

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

## Comprehensive Examination

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

## MBA Foundation Course

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

## International Exchange Students

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

## MBA Program Office

### General

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

### Role in Academic Life

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

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

### Advising Role

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

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

### Our Role in Student Activities

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

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

### Opportunities for Student and Faculty Involvement

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

### Career Counseling

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

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

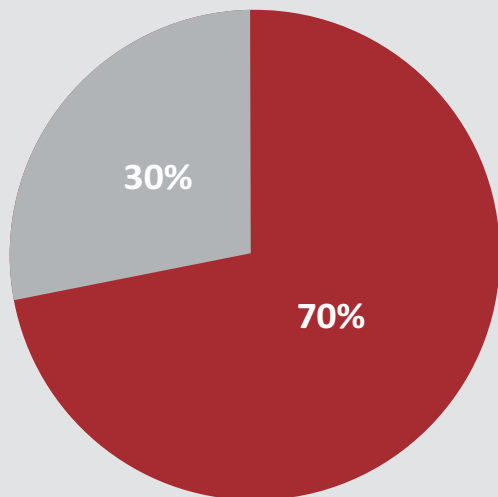
*"When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion."*

-Anonymous

## Our Graduates

### MBA Class of 2010

■ Male ■ Female



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

*-Anonymous*

## Employers of MBA Graduates

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

