

ACADEMIC POLICY MANUAL

March 1

2014



Institute of
Business Administration
Karachi

Leadership and Ideas for Tomorrow

Executive Summary

Purpose

The purpose of this manual is to consolidate all decisions of the Academic Board of IBA that pertain to academic policies and to provide a current and ready reference to the same. The manual also documents other de-facto and de-jure academic policies and practices at IBA

Methodology

The manual is prepared by going through all the relevant minutes of the meetings of the Academic Board of IBA and extracting relevant and latest decisions regarding academic policies at IBA. Other sources consulted include IBA program announcements, both past and present, official notices, IBA website and portal, official email correspondence and interviews of veteran employees who are familiar with IBA's academic practices.

Presentation

Overall, the manual contains more than thirty policies formulated by IBA. These are presented in an alphabetical order in this manual. The policies are cross referenced and all relevant sources are specified. Since the setting of academic policies is a dynamic process, it is inevitable that any printed manual will become outdated with time. In order to reflect the latest policies, an online version of this manual is made available at <http://ibaacademicpolicy.wikispaces.com/>.

Contents

Purpose	2
Methodology.....	2
Presentation.....	2
Academic Calendar	5
Academic Conduct	6
Academic Freedom of Faculty.....	7
Academic Governance	8
Academic Programs	9
Add - Drop Week.....	16
Admissions Policy.....	17
Undergraduate Programs	19
Graduate Programs.....	20
Advance Credits	23
Attendance Policy	24
Class Durations.....	25
Comprehensive Examination	26
Course Load	27
Course Substitution Policy	28
Transfer of Credits	29
Dean's List	31
Electives	33
Examination Policy.....	34
Final Paper Re-check Policy.....	36
Gold Medal Rules	37
The Principle of Good Standing	41
Grading Plan.....	42
Grading Policy	43

Improvement of Grades.....	44
Internship Policy	45
Make-Up Examinations.....	46
Maximum Program Completion Time.....	48
Merit Scholarship.....	50
Minimum GPA Requirements	51
Plagiarism Policy	53
Program Durations.....	54
Reference Styles.....	55
IBA Remedial Policy.....	56
Semester Drop Policy.....	57
Guidelines against Sexual Harassment	58
Time-Bar Rule.....	59
Undergraduate Taking Graduate Courses	60
Withdrawal from a Course.....	61

Academic Calendar

The Academic Calendar at IBA consists of two regular semesters (Spring and Fall) and a summer semester. A regular semester usually consists of 14 teaching weeks plus approximately ten days of examinations. A summer semester is of six weeks plus one week for the examinations. The Spring Semester commences around the mid of February and ends last week of June. Summer semester starts second week of July and ends third week of August. Fall semester starts about mid September and ends third week of January. IBA observes a six day week.

From time to time IBA also offers short semester courses (ranging from one to several weeks) of 1 to 3 credit hours.

IBA observes all gazetted holidays.

Source: [IBA Program Announcement 2012-13](#), page 62

The 60th Meeting of the Academic Board of IBA, February 09, 2013. Decision 10.26

The 61st Meeting of the Academic Board of IBA, April 13, 2013. Item 8.4

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: semester duration, semester start

Academic Conduct

At IBA academic honesty is mandatory. Absolutely no plagiarism/ cheating in any examination, quiz, assignment, report, and/or presentation by any student is tolerated. Each case is decided on its own merit in accordance with notified plagiarism policies.

All classrooms are cell phone free zones. Permission to attend to emergencies is to be obtained from the respective faculty.

Sports / music playing and /or other activities on campus during class timings, especially near class rooms are not allowed.

Source: [Student Handbook 2009](#), page 34

URL: http://www.iba.edu.pk/News/Student_Handbook.pdf

Keywords: cell phones, cheating, conduct, examinations, music, plagiarism

Academic Freedom of Faculty

IBA recognizes the importance of academic freedom for unhampered inquiry and exchange of ideas essential to the intellectual life of an institution of higher learning. Academic freedom is a right of every faculty member and every student. It implies the obligation to respect and to support the academic freedom of all other members of the Institute academic community. The responsibility for preserving academic freedom at IBA rests equally with the faculty and the administration. Academic freedom for the teacher implies the right to an unfettered search for truth and its exposition in his or her chosen field of expertise or scholarship.

Specifically, the following principles of academic freedom are endorsed by IBA:

Teachers are entitled to full freedom in research and in the publications of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter that has no relation to their subject. Limitations of academic freedom because of other aims of the institution shall be clearly stated in writing at the time of appointment.

College or university teachers are citizens, members of a learned profession and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others and should make every effort to indicate that they are not speaking for the institution.

Source: [IBA Faculty and staff Hand book 2009](#), Page 28

URL: http://iba/circulars/IBA_Employee_Handbook_FINAL_Oct2009.pdf

Keywords: Academic freedom, censorship, research

Academic Governance

The functions of the Academic Board were identified in its first meeting held 14 September 1995. They are reproduced below:

Item No.1: Identification of the functions of the Academic Board as per IBA Act 1994.

- i. It was pointed out that the intent of the IBA Act 1994 is to make the Academic Board of IBA an independent body. Therefore, the Academic Board will be responsible for all academic matters and shall perform the following functions:
- ii. to deal with all academic matters except the financial matters which will be referred to the Board of Governors for their approval;
- iii. to regulate the conduct of teaching, research and examinations;
- iv. to consider or formulate proposals for the planning and development of teaching and research in the Institute;
- v. to make regulations prescribing the courses of studies, the syllabi and the outlines of tests for all examinations of the Institute;
- vi. to regulate the award of studentships, scholarships, exhibitions, medals and prizes;
- vii. to appoint members to the various committees including the Curriculum Development Committee, the Equivalence Committee, and the Affiliation Committee;
- viii. to approve curricula and syllabi for all degree, diploma and certificate courses in the subject or subjects concerned;
- ix. to appoint supervisors for research students and to determine the subjects of theses;
- x. to approve a panel of paper setters and examiners in the subject or subjects wherever necessary; and
- xi. to perform such other functions as may be prescribed by the Board of Governors.

Source: [First Meeting of the Academic Board](#), held 14 September 1995, Item 1

URL: <http://iba3/BOG-Meetings/Acad Board/acadmeeting14sept.pdf>

Keywords: Functions of the Academic Board, Governance

Academic Programs

IBA offers full-time business programs both at Main and City Campuses. It also offers a variety of part-time programs at City Campus in the evenings. Specialized executive education programs are conducted by the Center for Executive Education (IBA-CEE).

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

The programs of the study are as follows:

- ◆ Doctor of Philosophy – PhD (Computer Science)
- ◆ Doctor of Philosophy – PhD (Economics)
- ◆ MS leading to PhD in Mathematical Sciences
- ◆ Master of Business Administration – MBA (Morning Program)
- ◆ Master of Business Administration – MBA (Evening Program)
- ◆ 18 Months MBA Program (Morning)
- ◆ Executive MBA
- ◆ Master of Science - MS Computer Science (Evening Program)
- ◆ Master of Science - MS - Economics (Evening Program)
- ◆ Bachelor of Business Administration – BBA (Morning Program)
- ◆ Bachelor of Business Administration (Entrepreneurship)
- ◆ BBA & MBA (specialization in MIS)
- ◆ Bachelor of Science - BS (Computer Science)
- ◆ Bachelor of Science - BS (Economics & Mathematics)
- ◆ Bachelor of Science - BS (Accounting & Finance)
- ◆ Bachelor of Science - BS (Social Sciences and Liberal Arts)
- ◆ Postgraduate Diploma in Business Administration – PGD (Evening Program)
- ◆ Certificate Courses (Evening Program)
- ◆ Visiting Students Program (Evening Program)
- ◆ Executive Education

Doctor of Philosophy PhD (Computer Science)

The Faculty of Computer Science of the IBA is offering PhD programs in Artificial Intelligence and Cognitive Robotics, Wireless and Mobile Communications, Social Computing, Operations Research, Information Security, Numerical Analysis and Computing, Multimedia & Web and Human Computer Interaction. Students may avail a full teaching / research assistantship which comprises of an attractive monthly stipend and full tuition fee waiver. The program is composed of coursework and a dissertation. The duration of the Ph.D program is from a minimum of 3 years to a maximum of 6 years.

Doctor of Philosophy PhD (Economics)

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

MS leading to PhD in Mathematical Sciences

This program is geared towards cutting edge research in modern as well as contemporary areas of pure and applied mathematics. It aims to streamline, and (academically) help raise individuals having successful careers of mathematics. The program targets students who have had graduate level training in mathematics, physics, engineering, and allied sciences. Their existing knowledge base of mathematics is complemented with the MS program, the successful culmination of which naturally leads to a tenure of doctoral research. For further information see http://mathematics.iba.edu.pk/MS_Leading_PhD.html

Master of Business Administration – MBA (Morning Program)

The IBA offers a full-time two year MBA programs at the Main Campus and the City Campus. These programs consist of 22 courses of 66 credit hours cumulative for candidates with BBA background. For candidates with other backgrounds, the program consists of 24 courses of 72 credit hours. Out of these, 20 courses are compulsory and 4 are elective.

Master of Business Administration – MBA (Evening Program)

MBA evening program is offered at the City Campus. The prerequisite of this program is a Postgraduate Diploma in Business Administration. The duration of this program may vary depending on the capacity of the student to complete the course load each semester. Students must complete the entire course work within 5 years of completion of

Postgraduate Diploma to qualify for the degree. This program consists of 11 courses for cumulative 33 credit hours. Out of these, 9 courses are compulsory and 2 are electives.

18 Month MBA Program

For those who have obtained a BBA degree from a HEC recognized institute will finish their Full-time MBA in just 18 months instead of 24 months (for Non-BBAs) thus resulting in saving of the tuition fees for one full semester and they can start working earlier. BBA graduates from IBA with the CGPA of 2.5 who have acquired two years of work experience will no longer be required to appear at the IBA entry written test for MBA beginning 2012. They will directly be qualified for the next round i.e. Interview, group discussion and essay submission.

Executive MBA

The Executive MBA is a 72 credit hour program offered on weekends mainly for the senior and mid-career professionals of corporate, banks and Public sector. This program is at par with the regular MBA both in terms of admission test and academic rigor. The quality of teaching, pedagogy and examination process are also identical.

Executive MBA offers a range of electives catering to the needs of corporate managers, bankers and Public sector officials. The structure of EMBA consists of 14 core courses and 6 electives of three credit hours each, plus two projects of six credit hours each. (Participants desirous of doing one project will be required to take two additional paid courses of three credit hours each.) The maximum time available to the participants to complete their EMBA is five years.

MS Computer Science (Evening Program)

The MS(Computer Science) program is of 33 credit hours with a thesis or research survey option. For those students who opt for thesis, 24 credit hours of course work and 9 credit hours of research work are required. For students opting for course work only, 30 credit hours of course work along with 3 credit hours of Research Survey is required. The course work may be taken from multiple specialization tracks and a student would be required to take courses from at least two tracks. Specialization tracks include Net-Centric Computing, Human Computer Interaction, Software Engineering, Intelligent Systems, Information Management, and Theoretical Computer Science. Within a specialization track a minimum of 2 to a maximum of 4 courses may be taken. Each track has their own set of prerequisites which are usually BS level Computer Science courses.

MS Economics (Evening Program)

MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in private and

public sectors' policy planning, analysis, and forecasting. This program emphasizes applied economics and the application of economic analysis to related disciplines. Growth in both the business consulting and financial services has generated a strong demand for economic analysts. One reason is that decision models drawn from applied microeconomic theory are particularly useful in analyzing a firm's business potential and determining the investment value of a firm. Furthermore, individuals with strong analytical skills are in a unique position to contribute to important operational decisions.

MS Economics program consists of 15 courses of 45 credit hours and a thesis of 9 credit hours. Currently this program is being offered at the City Campus as an evening program with the duration of two to two and a half years. However, the option will be available to students either to join the morning session or the evening session. If sufficient number of students is available only then the morning session will also be started. The work experience is not required for admission to MS Economics program.

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

Bachelor of Business Administration – BBA (Morning Program)

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

Bachelor of Business Administration (Entrepreneurship)

BBA (Entrepreneurship) is a 4-year degree program; the program has been developed in partnership with Babson College of Entrepreneurship in Boston, USA. The Entrepreneurship specialization develops students' abilities to formulate ideas, explore and create. It trains them to carry out in-depth analysis of disciplinary and inter disciplinary subjects, and enables them to get hands on experience in industry, by applying the knowledge and training to generate and sell their ideas in the real world, thus unleashing their potential and increasing their confidence, independence and creativity.

The curriculum integrates core business courses, social science courses and entrepreneurship electives which will enable students to develop the necessary skills to become entrepreneurial in thinking and practice. The program consists of 148 credit hours, including 33 core courses and 13 entrepreneurship elective courses.

BBA & MBA (Specialization in MIS)

Students wishing to specialize in the area of Management Information Systems (MIS) will be given a balanced exposure to business, computer science and MIS subjects. They will be

required to take 12 core business courses (common with all specializations) along with 4 core MIS courses (from a pool of six courses) and six electives, which may be either business or MIS courses. In addition, MIS students will undertake a 6 credit IS project. In the first year, students will take courses according to the given schedule. After the second semester, the courses may be taken in any order provided the relevant prerequisites have been met. Normal course load is six courses per semester¹.

Bachelor of Science - BS (Computer Science)

The BS(CS) is a 4-year degree program that not only provides a rigorous education in Computer Sciences but also increases students' understanding of professional, ethical, legal, security and social issues and responsibilities. This program consists of a minimum of 137 credit hours, comprising of a combination of core courses, supporting sciences, general education, computer science electives and general elective courses.

Bachelor of Science - BS (Economics & Mathematics)

BS (Economics and Mathematics) is a 4-year degree program with double majors in economics and mathematics. It is designed to give students a solid foundation in both economics and mathematics. The program provides a well coordinated curriculum for students interested in pursuing masters or PhD in economics and mathematics. The program consists of 150 credit hours. Major disciplines of economics and mathematics have 54 credit hours each. The remaining 42 credits are for university core courses and courses from other disciplines like social sciences, management and accounting.

Bachelor of Science - BS (Accounting & Finance)

Developed jointly by the Institute of Chartered Accountants of Pakistan ICAP and Institute of Business Administration, Karachi IBA, the program provides an exclusive opportunity to the students to receive an academic degree that leads to a professional qualification. An exemption of 12 Exams of Module A to D will be granted to the prospective CA students who complete their BS (Accounting & Finance) degree from IBA. After graduating from IBA Karachi, would avail the following advantages:

- Exemption from Module A to D
- Complete training for 3 years
- Pass Module E & F (8 courses during training)
- Become a Chartered Accountant

¹ The program is currently dormant

Bachelor of Science - BS (Social Sciences and Liberal Arts)

This is a 4-year degree program with major offerings in Political Science, Psychology, and Media & Communication Studies. The program is designed to develop in students the theoretical, historical, and experiential knowledge necessary to understand how we interact with our social world through local and global contexts. The program focuses on how students can use strategies and frames of social analysis to understand and critique our increasingly interrelated economic and political mediated lives. Courses that comprise the Liberal Arts core introduce students to a selected range of traditional academic disciplines that comprise the liberal arts and sciences. Through these courses, students will acquire comprehensive skills in both qualitative and quantitative thinking and analysis before they engage their major field of specialization.

Postgraduate Diploma in Business Administration – PGD (Evening Program)

PGD is offered at the City Campus in the evenings. The duration of this program may vary from one and a half to three and a half years, depending on the course load taken by the student each semester. The student must complete the coursework in 7 consecutive semesters. The maximum course load for PGD students is three in the regular semester and two in the summer semester. This program consists of 11 courses of 33 credit hours cumulative, all of which are compulsory. This program leads to MBA (Evening) degree.

Certificate Courses (Evening Program)

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

Visiting Students Program (Evening Program)

The Institute also admits, without any perquisite, visiting students in single graduate level courses in the evening program, provided seats are available. These students are not required to take regular examinations. The visiting participants are awarded a certificate without any grade for attending the course if they maintain the attendance requirement.

Executive Education

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

Source: IBA Program Announcement, 2013-14, pages 34 – 35

URL: <http://www.iba.edu.pk/programs.asp>

URL: http://iba.edu.pk/News/IBA_Program_Announcement_2013_14_final_new.pdf

Keywords: Academic Programs, BBA, BS, Certificate, EMBA, Executive Education, MBA, MS, PGD, PhD, Visiting Students

Add - Drop Week

The Add/Drop week starts with the commencement of the semester and runs for one week, during which students may add/drop courses with fee reimbursement provision. For the summer semester the add/drop period with fee reimbursement provision is within the first four calendar days of the semester. During the Add/Drop week, students are allowed to attend classes to choose the particular teacher and section that they are comfortable with. However, this week is considered the first week of the semester and the teachers conduct the classes and take attendances as usual. Any absence from the classes held in the Add/Drop week is considered a real one and counted towards the total number of absence allowed to the students during the semester. The attendance for this week is however transferable. No change in the schedule or time tables is allowed during the ADD/Drop week. After the commencement of the regular semester, the teachers and the students may find it convenient to change the class time table with mutual consent. They may do so only with the permission of the chairpersons and the MBA program director.

Source: PD-02 (SOP issued by Dr. Nasir Afghan, April 29, 2010)

Keywords: Registration, Add- Drop Week, Attendance

Admissions Policy

Salient Points

- 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 background.
- There are no reserved / quota seats for any category at IBA.
- No effort will be made to fill all available seats or the lower criteria if an insufficient number of candidates apply or an individual candidate fails to satisfy the above criteria.
- The cut-off for individual programs in the Aptitude Test will be decided by the Admissions Committee using rigorous methods based on statistical analysis.
- The Aptitude Test scores obtained by the test takers will remain valid for a period of 16 months and may be availed for admission only once; 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 choose their specializations after a minimum of 2 years of study at IBA for undergraduate and 1 year for graduate programs.
- There is no distinction in the fee structure between the Main and City Campuses.
- No qualified candidate will be refused admission on the basis of his / her inability to pay IBA fees; such candidates are required to apply for financial assistance and meet the criteria for the same.
- A merit scholarship is available at IBA, according to which candidates falling in the top 10% of the List of Candidates admitted to the BBA & MBA Programs (to be published at the culmination of the admission process) will be offered a 50% reduction in their tuition fees, in lieu of participation in a work study program.

Conditions

The admission is based on candidate's ability to meet the following conditions:

1. Apply online and register for the Aptitude Test.
2. Pay the required fee for processing of his/her admission application, related activity and obtain admit card.
3. Qualify the Aptitude Test OR provide proof for exemption from the aptitude test by providing SAT I / SAT II / GMAT / GRE score transcript, whichever is applicable.
4. Participate in a group discussion (where applicable) and appear for an interview and clear both.

5. Meet the minimum academic eligibility requirement for the concerned program and provide mark sheet / transcript of the same.
6. Provide equivalence certificate in case of holders of degrees/certificates issued by non-Pakistani universities / boards.
7. Students who clear the undergraduate Aptitude Test and subsequent interviews and group discussions, but do not meet the minimum eligibility criteria for the relevant program, would be given admission in the same or the following year, provided they improve their grades and meet the current eligibility criteria (or having their scores rechecked) and submit the new grades before the start of the classes².

Aptitude Test, Group Discussion & Interviews

- 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, mannerism, 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.

The following are exempted from appearing in the IBA Aptitude Test:

- Candidates applying for admission to BBA Program and having a minimum score of 1900 in SAT-I or ACT score of 29.
- Candidates applying for admission to BS Programs (Accounting & Finance, Social Sciences & Liberal Arts) and having a minimum score of 1840 in SAT-I or ACT score of 28.
- Candidates applying for admission to BS Programs (Eco & Maths, CS) and having a minimum score of 1840 in SAT-I & 650 in SAT-II (Mathematics) or ACT score of 28.
- Candidates applying for admission to MBA /EMBA Program and having a minimum score of 600 in GMAT.
- Candidates applying for admission to MS / PhD (Computer Science / Mathematics / Economics) Programs and having a minimum score of 650 in quantitative section of GRE / GMAT (International) or 160 in quantitative section of Revised GRE (International).

² 49th Meeting of the Academic Board, August 29, 2009, Decision 5.10 and 5.11

- IBA BBA graduates applying for admission to MBA program, with a CGPA of 2.5 or above and having two years work experience (Three years work experience in case of EMBA).
- Candidates seeking exemption from Aptitude Test are however required to appear in the interview and group discussion activity as per the schedule issued for other candidates. They are also required to pay the admission processing fee in any bank branch designated by IBA.³

Program wise requirements for Admission

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 three principal subjects such that there should be no grade less than a 'C' across the three principal subjects. No credit is applicable for any subsidiary, general, or advanced supplementary paper;

OR

American / Canadian High School Diploma with a minimum of 80% or an International Baccalaureate with at least 25 points out of 45⁴. All other degree holders must provide an equivalency certificate from IBCC.

Applicants to the BS Programs (CS, Economics & Mathematics) 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

³ 52nd Meeting of the Academic Board, July 31, 2010, item 2.3 , 57th Meeting of the Academic Board, January 13, 2012, Decision 6.12

⁴ 56th Meeting of the Academic Board October 17, 2011, Decision 4.52, 58th Meeting of the Academic Board August 11, 2012, Decision 5.65

OR

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

OR

American / Canadian High School Diploma with a minimum of 80% or an International Baccalaureate with at least 24 points out of 45⁵. All other degree holders must provide an equivalency certificate from IBCC.

Applicants to the BS Programs (Accounting & Finance, Social Sciences & Liberal Arts) must have completed their:

Higher Secondary School Certificate with a minimum of 60% marks

OR

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

OR

American / Canadian High School Diploma with a minimum of 80% or an International Baccalaureate with at least 24 points out of 45 (see footnote 5). All other degree holders must provide an equivalency certificate from IBCC.

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 institute⁶.

A minimum of 2 years of relevant work experience gained after graduation / completion of 16 years of education. (Not required for MS Program). For details, see Work Experience Requirement given below. A minimum of 60% aggregate marks in the last degree; provided numerical scores of each subject are mentioned in the mark sheet.

⁵ The 61st Meeting of the Academic Board of IBA, April 13, 2013. Item 3.4f

⁶ All other degree holders must provide an equivalency certificate from HEC (www.hec.gov.pk).

OR

A minimum of 2.50 CGPA on a scale of 4.00 in the last degree where applicable; provided letter grades of each subject are mentioned in the mark sheet. (BBA graduates from IBA must meet this requirement)

Applicants to the PhD Program must have:

MS / M.Phil / Equivalent in relevant subject from HEC recognized local / foreign university.

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 applicable⁷

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 of education plus 6 years of relevant work experience. For details, see Work Experience Requirement given below.

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 courses depending upon the availability of seats.

Work Experience Requirement

For applicants of MBA Program:

Work requirement for admission to IBA's MBA program will comprise of 2 years post graduate of work experience in multinationals, large domestic corporations, and large family business. For self employed and smaller family businesses the 'Work Evaluation Committee' will decide 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

⁷ All other degree holders must provide an equivalency certificate from HEC (www.hec.gov.pk).

alumnus with at least 10 years work experience. This work requirement will only be considered provided it has been achieved after applicants have obtained 16 years of education. The education requirement should meet the criteria established by HEC.

For applicants of EMBA Program:

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

For applicants of 18 Months MBA Program (Morning):

Holders of BBA degree from HEC recognized institutions will complete their Full time MBA in 18 months instead of 24 months (as in the case of Non BBAs). IBA BBA graduates with the CGPA of 2.5 and having two years work experience after their BBA degree are not required to appear in Aptitude Test but will have to participate in Interview, Group discussion and Essay submission activities.

Applicants with a Criminal Record

The IBA acknowledges the key role of education in the rehabilitative process and a criminal record will not preclude an applicant from being offered a place at the institute. However, as part of its duty of care to its staff and students, the IBA will ask for information about any relevant items on a criminal record.

Similarly, IBA will ask any student rusticated or expelled on disciplinary ground from any other institution for additional information about any relevant items.

Source: IBA Program Announcement 2012-13, page 35

The 57th Meeting of the Academic Board of IBA, January 13, 2012. Decision 6.12

The 61st Meeting of the Academic Board of IBA, April 13, 2013. Item 3.4

URL: http://iba.edu.pk/News/Admission_Policy_R.pdf

Keywords: Admission Policy, Eligibility criteria, SAT, ACT, GMAT, GRE

Advance Credits

I. Students of Postgraduate Diploma in Business Administration, MBA Evening and EMBA 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.

Source: IBA Program Announcement 2012-13, page 39

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: certificate, PGD, MBA, credit transfer

Attendance Policy

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.

Attendance is recorded at the beginning of each session. Late comers are marked absent even if they are late by a minute. No excuses are accepted.

If a student accumulates more than the permissible number of absences, he/she is not permitted to sit for the final examination.⁸

Full-time students are allowed 6 absences in a 1 hour course, 4 in a 75 or 90-minute course and 3 during a summer course⁹.

Part-time/evening students are allowed 7 absences in a regular semester (75-minute) course and 5 in a summer semester course. In general, IBA stipulates a minimum of 90% attendance for full-time students and 75% for part-time students.

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.

Extra Absences

Full-time students attending day-time classes are allowed a maximum of four absences. The students can however avail two extra absences if they participate in IBA related extracurricular activities. This facility may be extended to graduating seniors who have to go for a prospective job interview. All such absences are documented and approved by the patrons, in case of extracurricular activities and the CDC in case of job interviews. The program director, after proper verification, consolidates and presents it to the Dean and Director for his approval as one consolidated request.

Source: [Program Announcement 2012-13](#), page 39

email sent by: Aman ullah Saiyed / Program Director, BBA @ City Campus on Wednesday, June 02, 2010 1:52 PM

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: Attendance, punctuality, discipline, maximum absences

⁸ The Program Announcement says the student is 'awarded an 'F' in that particular course', which is generally true for courses assigning 40% marks to the final examination.

⁹ Historical note: Traditionally IBA allows 10% absences plus another 5% on teacher's discretion for regular students and 25% for part-time (evening) students.

Class Durations

The class duration is 90 minutes for the MBA day and MBA evening classes. The classes meet twice a week for a three credit hour course.

The class duration is 75 minutes for the MS and PhD classes. The classes meet twice a week for a three credit hour course.

The class duration is 75 minutes for the BBA program. The classes meet twice a week for a three credit hour course.

The class duration is 75 minutes for the BS program. The classes meet twice a week for a three credit hour course. For four credit hour course, there is a 75 minute lab session associated with each class session.

For Executive Education, a three-hour class will be held once a week per course.

The minimum number of sessions is 28 for the 75 minute classes. For Executive Education the minimum number of required sessions is 24.

Source: IBA Class Time Tables

Keywords: Class durations, minimum number of sessions

Comprehensive Examinations

Every student graduating from MBA or EMBA programs is required to pass a comprehensive examination on completion of the course work. This four to six hour examination is held after every regular semester. The examination usually consists of six half an hour papers from different disciplines, followed by a one to four hour case study exam.

After completion of coursework, the maximum period allowed to clear the comprehensive examination is 10 years for the students admitted prior to 2004, in maximum three 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 course work 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.

Relaxation:

The Academic Board lifted the 10 year time bar rule for the students admitted prior to 2004. However, the limit on the number of attempts for such students remains fixed at three.

PhD students:

A three member committee appointed by the BASR is responsible for holding comprehensive exams for PhD students. The Committee is responsible for getting the paper set (or papers in case of more than one examinee), getting the paper(s) checked and obtaining and declaring the results. The committee normally consists of the Adviser(s) of the examinees, Associate Dean, and Program Director. The committee coordinates with Controller Examinations for logistics / invigilation / scheduling / conduct of exams / and safe custody of the exam scripts. The Program Director as the Convener of the Committee coordinates with the Controller of Examinations.

The comprehensive exam will be based on 5 out of 8 PhD courses for CS and Mathematics students, and on Micro, Macro and one elective for Economics students. At least 3 examiners will set these papers.

Source: [35th meeting of the Academic Board](#), January 4, 2006, Item 2

[49th meeting of the Academic Board](#), August 29, 2009: item 10.21, page 14

1st Meeting of The B A S R held April 12, 2013, Item 4, 2nd Meeting of The B A S R. June 26, 2013, Item 2.11

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf page 43

Keywords: Examinations, maximum number of attempts

See also Time Bar rule

Course Load

- I. The normal course load for degree program students is 6 in the regular semester. A student cannot take additional course(s) in any semester except in the final semester (BBA-VIII and MBA-IV). If a student needs to remove his/her deficiencies, he/she can do so by dropping a course. In the final semester (BBA-VIII and MBA- IV), a student may however take two additional courses to complete coursework.
- II. The course load for MBA Evening Program students is 3 in the regular semester and 2 in the summer semester. The students may take four courses if they maintain their CGPA at 3.0 and above.
- III. After the implementation of ERP, the course load limit has been set at 20 credit hours.
- IV. IBA also adheres to HEC guidelines for a minimum of 3.5 years for a bachelor's degree award.

Source: [IBA Program Announcement 2012-13](#), page 39

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: credit hour limit

Course Substitution Policy

If a student needs to complete a course that has become obsolete, the student may be given another course as a substitute. The substitute courses are specified in a course replacement matrix approved by the Academic Board and available with the program offices. In general the substitute course should be either of the same level or higher in academic scale. Also the subject should be relevant and have the approval of the program director, or the department chair.

Source: Minutes of the 52nd Meeting of the Academic Board of IBA, item 5

URL : [http://iba3/BOG-](http://iba3/BOG-Meetings/Acad_Board/MINUTES_OF_52ND_MEETING_OF_ACADEMIC_BOARD_HELD_ON_JULY_31_2010.pdf)

[Meetings/Acad_Board/MINUTES_OF_52ND_MEETING_OF_ACADEMIC_BOARD_HELD_ON_JULY_31_2010.pdf](http://iba3/BOG-Meetings/Acad_Board/MINUTES_OF_52ND_MEETING_OF_ACADEMIC_BOARD_HELD_ON_JULY_31_2010.pdf), item 1.1

Keywords: Course substitution, obsolete courses,

Transfer of Credits

A transfer candidate is defined as follows:

- A candidate who has attended any of the top 100 universities derived from the international rankings compiled by Shanghai Jiao Tong University's Institute of Higher Education or by The Times Higher Education Supplement (THES) or Quacquarelli Symonds (QS) in the discipline applied for. Course credits are also acceptable from Lahore University of Management Sciences, and Karachi Business School.
- The candidate's CGPA must be 3.0 or above on a scale of 4.0 or equivalent.
- The candidate must have secured a minimum of 2As and a B during their 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.
- Interviews would 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.
- No exemptions to appear in the IBA Aptitude Test will be given to the candidates who have not attended but are merely in possession of Admission Offer from LUMS, KSBL and the institutions with which IBA Karachi has signed an MOU / exchange program or from any of the top 100 universities¹⁰.

Dropped out students from LUMS, Karachi School of Business & Leadership (KSBL) or from any of the institutions with which IBA Karachi has signed an MOU/exchange program or from any top 100 universities will not be exempted from appearing in the IBA Aptitude Test.

The grades earned from any top 100 universities of the world as well as LUMS and the universities with which IBA will be signing MOUs will be included in the CGPA and such students will be entitled to compete for the positions / medals. In case, the foreign

¹⁰ Minutes of the 62nd Meeting of the Academic Board held August 28, 2013 Decision 5.3

transcript does not mention numerical grades, the mid-point of the range of a letter grade will be used for the purpose of calculating percentage marks obtained¹¹.

However, the credits for grades earned from universities other than those mentioned above will be decided on case to case basis but will not be included in the CGPA. Their positions / rankings will depend only on the courses they complete at IBA.

The dropped out students of any IBA program who get admission again by clearing the IBA Admission Test and other requirements will get the credit of the courses in which they had obtained 'B' grades provided they rejoin the program within 16 months from the date they had dropped out.

For transferring credits from one IBA program to another, if the course code is exactly the same and the grade is acceptable the course will automatically be accepted in the new program.

Students from BS Econ and Math, BS Computer Science, BS Social Sciences, and BBA can be allowed to transfer into the BS Accounting and Finance.

Source: 54th Meeting of the Academic Board of IBA, April 2, 2011, Decision 3.6
56th Meeting of the Academic Board of IBA, October 17, 2011. Decision 3.20
57th Meeting of the Academic Board of IBA, January 13, 2012. Decision 6.6
58th Meeting of the Academic Board of IBA, August 11, 2012. Decision 5.26
61st Meeting of the Academic Board of IBA, April 13, 2013. Item 3.4, Decision 5.4

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTESOF54THMEETINGOFTHEACADEMICBOARDOFIBA.pdf>
<http://iba3/BOG-Meetings/Acad Board/MINUTESOF56THMEETINGOFTHEACADEMICBOARDOFIBA.htm>
<http://iba3/BOG-Meetings/Acad Board/MINUTESOF57THMEETINGOFTHEACADEMICBOARDOFIBA.htm>
<http://iba3/BOG-Meetings/Acad Board/MINUTESOF58THMEETINGOFTHEABIBAHeldONSATURDAYAUGUST112012.htm>

Keywords: credit transfer, admissions test, CGPA

¹¹ Minutes of the 63rd Meeting of the Academic Board held November 16, 2013 Decision 8.2

Dean's List

The Dean's list is an honorary academic list carrying names of students who are exceptional performers in the Institution. The list is published at the end of each semester and carried in program announcement, portal and website. There would 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 the benefits such as book discounts. Additionally, the said special mark will be displayed on the Dean List achiever's transcript and against his / her entry in the graduate directory.

The following would be the criteria for including of a student's name on the Dean's List:

- a) The student should fall within the top 5% of class 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 would include all those actions on which student can be suspended.)
- d) The student must be deemed by the Dean & Director's Committee (Associate Deans and Director) to be worthy to be on the Dean's List
- e) Students must have completed the normal course load for their particular semester. As per IBA program announcement the course load for degree program students is typically 6 in the regular semester. A student cannot take additional course(s) in any semester except in the final semester (BBA/BS-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/BS-VIII and MBA- IV), a student may however take two additional courses to complete coursework.
- f) All courses, for the purpose of calculating a student's 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 Dean's List with Distinction.

Source: [Urgent Meeting of the Academic Board, November 23, 2009](#), Item 1, page 1

URL: http://iba3/BOG-Meetings/Acad_Board/MINUTESOFACADEMICBOARDHELDDONNOVEMBER232009.pdf

Keywords: Academic recognition, honors, medals

Electives

A student can take a core course of one program as an elective for another. Also higher level courses can be taken as electives e.g. BBA students can take MS Economics courses as electives. However, the electives cannot replace the core courses.

The Academic Board clarified in its 62nd meeting that Socio-Economic Philosophy of Islam (SEPI) would be optional for non-Muslim students but for Muslim students SEPI would be the required course.

It was also clarified that Personal Effectiveness is not the core course of BS (Social Sciences & Liberal Arts).

Source:

The 57th Meeting of the Academic Board, held January 13, 2012, Decision 5.5, Decision 6.9

The 62nd Meeting of the Academic Board, held August 28, 2013. Decision 7.23 & 7.24

URL: http://iba3/BOG-Meetings/Acad_Board/MINUTESOF57THMEETINGOFTHEACADEMICBOARDOFIBA.htm

Keywords: electives, program design

Examination Policy

Examinations play a vital role in the learning process of students. They provide feedback to the students about their progress in a particular course, and also help a faculty member assess their students' competency level. Examinations are used by IBA to assess, certify and rank students' performance.

Examinations at IBA come in various forms starting with the entrance test and ending with the comprehensive examination. For any particular course, there are usually from one to three mid-term examinations and a final examination arranged and conducted by the Examination Department, interspersed by announced or unannounced 'pop quizzes'. The duration of these quizzes is normally five to ten minutes. The duration of the mid-terms and the final examination is stipulated by the Examination Department and is usually one and a half hours for the (two) midterms and three hours for the final. Previously, IBA used to conduct three one-hour 'hourlies' at the end of each month followed by a three-hour final.

As of March 2010, IBA has allowed the faculty teaching Masters Level courses (both MBA and MS programs)¹² to choose between one or two mid-term options and also allowed to administer a mid-term as a 'take-home' examination. In case of a take-home exam also known as WAC (Written Analysis of a Case), the faculty member has to follow that up by an additional one-hour in camera examination that would also carry appropriate weight.

Since prompt feedback is important, IBA faculty has maintained a tradition of discussing the results of the mid-term exams in the first or second regular meeting after the exam and announcing the final results within 10 days of the date of the final examination.

Around 40% of the total marks are usually allocated for the finals, whereas the rest are divided among various components including mid-terms, quizzes, home assignments, projects, term reports, and class participation. IBA does not encourage the practice of 'choice' for the questions to be answered; all questions must be attempted in the final examination. However, the teacher may use the formula of n-m for the quizzes, in which the best m out of n quizzes will be counted.

The use of mobile devices is strictly prohibited in the examination halls.

In cases where a student brings a mobile communication device in the examination hall during the final examination, an 'I' (Incomplete) grade would be awarded in the relevant course. The concerned student whose final examination has been cancelled for disciplinary

¹² Minutes of the 63rd Meeting of the Academic Board held November 16, 2013 Decision 10.9

action will have to appear in the examination of that course in the following semester without attending classes provided the attendance of that student was complete in the semester in which the paper of the student was cancelled.

Source: [50th Meeting of the Academic Board](#), March 12, 2010, page 4, Item 3.15

57th Meeting of the Academic Board, January 13, 2012, Decision 6.3

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTES OF 50th MEETING OF ACADEMIC BOARD OF IBA.pdf>

<http://iba3/BOG-Meetings/Acad Board/MINUTESOF57THMEETINGOFTHEACADEMICBOARDOFIBA.htm>

Keywords: Examination, mid-terms, cell phones,

See also : Related links:

[Comprehensive Exam Policy](#)

[Grading Plan](#)

[Improvement of Grades Policy](#)

[Makeup Exam Policy](#)

[Plagiarism Policy](#)

Final Paper Re-check Policy

If a student is not satisfied with the marks awarded to him/her in the final exam by the course instructor, the student can apply to the Controller of Examinations (CoE) for re-checking / scrutiny of the final paper. The CoE forwards three copies of student's coded answer script to the concerned Chairpersons with the request to get it re-checked by three senior faculty members independently.

The fee for re-checking is Rs.5000/= which is refundable if the panel awards higher marks that changes student's grade in the subject.

Source: IBA Program Announcement 2012 – 13, page 40

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: examinations, exams, rechecking, regarding, tests

Gold Medal Rules

BBA/BS Overall Medals

Top three students qualifying the following criteria would be awarded Gold, Silver and Bronze medals respectively:

- a) All credit courses shall be counted.
- b) The student securing the highest CGPA (Cumulative Grade Points Average), without any failure, shall be awarded the Gold medal, provided the CGPA is not less than 3.5.
- c) In case of a tie, the student with higher average percentage shall be eligible for the award of medal.
- d) A student with 'C+' or lower grades in any subject shall not be eligible.
- e) No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the above mentioned criteria, he/she will be awarded with gold medal and there will be no silver or bronze medals.

MBA Morning, Overall Medals

Top three students in order, qualifying the following criteria would be awarded Gold, Silver and Bronze medals respectively:

- a) The 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 student should not have any C in 18 courses¹³.
- b) In case of a tie the student with 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 above mentioned criteria, he/she will be awarded with gold medal and there will be no silver or bronze medals.

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

The specialization Gold medal shall be awarded to the student who fulfills the following criteria:

¹³ MBA through BBA student should not have any C in 18 courses of MBA.

- a) The student must have taken a minimum of 2 electives in the area of specialization.
- b) He/she must have an 'A' in both the subjects.
- c) If the student has more than 2 electives in the field of specialization, the best 2 shall be counted, provided that the student has no 'C+' in the field of specialization, and has no failure in MBA 3rd and 4th semesters.
- 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 best Computer Science /MIS Final Year Project. The results will be based on a project exhibition where industry experts (e.g. from P@SHA, Microsoft and our Industry Partners) will come and rate each project. (Students of BS(CS) program will be eligible for this prize.)

Marketing Research Gold Medal

The student with exceptional performance in Marketing Research course would be awarded a Gold Medal subject to the following criteria¹⁴:

- a) Student who secures the highest marks in the Advance Marketing Research will be entitled to Marketing Gold 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, and Marketing Practices in Pakistan (519).
- b) If 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 Gold Medal.

¹⁴ The criteria were approved by Executive Committee in its 19th meeting.

Leadership Gold Medal (Sponsored by Sanofi-Aventis)

A student who has demonstrated exceptional performance in the course of Leadership in Organization in MBA will be awarded this gold medal.

- a) Student with highest marks (Minimum 3.5 GPA) in the course will be eligible.
- 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, student must not have obtained "C+" in any course.
- d) In case of the 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 on national or international level in extra-curricular competitions / activities would be awarded special gold medals as an acknowledgement of their individual extra / co-curricular skills.

Honors and Medals for EMBA Program

- 1) Based on standard IBA criteria applicable to the honors and medals, three top performers from the recipients of degrees, may be awarded:
 - a) Gold Medal for the first position holder of the recipients of the EMBA degree.
 - b) Two trophies/Shields for the second and third position holders
- 2) Following standard IBA criteria shall be applicable:
 - a) The participant should fall within the top 5% of his/her group and subject to having a minimum CGPA of 3.5
 - b) The participants have no C- or lower grades in any of the courses of this program.
 - c) The participant must not have been subjected to any disciplinary action within the institute during the program.

- d) The participant must be deemed by the Dean & Director's Committee (Associate Deans and Director) to be worthy of honor.
- e) The participant's ranking will be calculated on CGPA basis.

Source: Urgent Meeting of the Academic Board of IBA, November 23, 2009 – item 1

Minutes of The 58th Meeting of The Academic Board of IBA, held August 11, 2012, Item 5.56

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTESOFACADEMICBOARDHELDONNOVEMBER232009.pdf>

Keywords: Awards, medals

The Principle of Good Standing

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

Source: Program Announcement 2009-10, page 52

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: Discipline, values

Grading Plan

The Academic Board in its 50th meeting held on March 12, 2010 decided that the following fixed grading system would be adopted with effect from spring 2010 for all IBA Programs:

Grade	Percentage	GPA
A	93-100	4.00
A-	87 – 92	3.67
B+	82 - 86	3.33
B	77 - 81	3.00
B-	72 - 76	2.67
C+	68 - 71	2.33
C	64 - 67	2.00
C-	60 - 63	1.67
F	0 - 59	0.00
I	N/A	1.00
W	N/A	N/A

The Academic Board also decided that IBA would encourage relative grading but the faculty member would have the flexibility of adopting relative grading system or absolute grading system. The faculty would also have the liberty to decide the percentage that would get A's, B's, and C's. However, the faculty members must disclose their grading plan, whether relative or absolute, through the course outline at the beginning of the semester.

Note: Grade I stands for incomplete, and Grade W shows withdrawn course.

Source: IBA Program Announcement 2010- 11, page 50

Minutes of the 58th Meeting of the Academic Board of IBA Held on Saturday, August 11, 2012, Item 2.6

URL: http://iba/circulars/new_grading_plan.htm

http://iba/circulars/new_grading_plan.htm

http://iba3/BOG-Meetings/Acad_Board/MINUTESOFTHE58THMEETINGOFTHEABIBAHeldONSATURDAYAUGUST112012.htm

Keywords: Grading, letter grade, percentage, GPA, examinations

Grading Policy

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 usually sits for two 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 Points Average (CGPA) is computed at the end of the semester. Final grades in each course are converted to grade points on the following basis.

$$\text{Sum of (credit hours X grade points)} / \text{Sum of credit hours}$$

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

Source: Program Announcement 2012-13, page 42

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keyword: Grading, examinations, letter grade

Improvement of Grades

The students are allowed to repeat courses in order to improve the grades. This privilege comes with the following conditions:

- a) The better of the two attempts be treated as the final result and there would be no averaging.
- b) The final CGPA would be calculated on the basis of the better of two attempts.
- c) The new grade will appear on the transcript.
- d) In case a student gets a lower grade than what he/she obtained previously, the old grade will stand valid.
- e) A student who is repeating the course would be disqualified from the Gold Medal nominations and Dean's list.
- f) All course repeat cases for grade improvement would be charged for the additional course fee.

The Academic Committee has recommended treating "F" as any other grade and allowing students to improve their grades. In this case the new grade will replace the "F" grade and will not be counted as another course. Subsequently, the Academic Board approved the replacement of "F" grade with new grades obtained without accounting "F" in CGPA. This would be applicable from the date the improvement of grades was allowed.

Source: [The 54th Academic Board Meeting held on April 2, 2011](#) Decision 7.4

Source: The 52nd Academic Board Meeting held on July 31, 2010, Decision 3.17

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTES OF 52ND MEETING OF ACADEMIC BOARD HELD ON JULY 31 2010.pdf>

Keywords: grades, improvement, CGPA, Gold medal, Dean's list , examinations

Internship Policy

Internship, performed during BBA 6 and MBA 2, is mandatory for all BBA/MBA students to qualify for their degree. Internships provide students with the opportunity to apply learning to real life situations, gain exposure to organizational settings and practice their interpersonal skills. An internship can be for a minimum of six weeks and a maximum of eight weeks at a stretch. It may be paid or unpaid. The following terms apply:

- a) Only those students who have completed 100 undergraduate or 30 graduate credit hours are eligible.
- b) Students who once accept an internship offer from one organization and wish to switch to another may only do so after initiating and obtaining intimation and permission from Career Development Center of IBA.
- c) Any student who discontinues his/her internship without prior approval will be liable for disciplinary action.
- d) The last date for the commencement of internship is six weeks before the start of classes.
- e) All such students who do not receive any internship offer or who do not engage themselves with any offer presented to them will not be allowed to exercise their privilege of choice 15 days prior to the last date of commencement.
- f) Any offer made 15 days before the last date of commencement to students will be considered as compulsory offer and students will have to accept it.
- g) Students will be required to submit their internship offer letters or an email by their supervisor/HR department (official email account only) confirming their internship status within 2 weeks of starting their internship.
- h) Students will be required to submit their internship report within 1 week after the completion of their internship.

Source: CDC SOP

Keywords: Career Development, internship, organization

Make-Up Examinations

I. For Morning Program Students of both Campuses.

No make-up examination shall be allowed for missing Term or Semester Final Examination under normal circumstances.

II. For Evening Program Students.

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

- a) This facility will be allowed to the Evening Program students only for 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. The concerned student shall be required to provide the following documents at least one week before the scheduled exam:
 - a. A certificate from his/her organization giving details of the official assignment.
 - b. Evidence of official travel.

The student shall be required to appear in the makeup of a term exam within three weeks of the original exam date and within six weeks for the semester final exam on payment of Rs.2000/- as examination fee for one subject.

III. Make-up Exam on Medical Grounds.

A make-up examination may be allowed on medical grounds only in extremely serious cases authenticated by recognized hospitals. The decision will be taken by the Executive Committee. The Committee's decision in this regard shall be final. This facility shall, however, be allowed only for 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.

IV. Make-up Exam in case of Spouse's or Parent's Illness

In the 57th meeting of the Academic Board it is decided to expand the existing make-up policy to cover the cases (i) in which student's spouse is hospitalized in extremely serious condition, and (ii) the death of mother or father of a student has taken place. The applicants will have to produce documentary evidence to substantiate their request. Other conditions of make-up exam will remain unchanged.

V. The Case of Students whose Final Paper is Cancelled due to their bringing in of their Mobile Phones in the Examination Hall

The Academic Board after a detailed discussion decided that in such cases 'I' (Incomplete) should be awarded in the relevant course. The concerned student whose final examination has been cancelled for disciplinary action will have to appear in the examination of that course in the following semester without attending classes provided the attendance of that student was complete in the semester in which the paper of the student was cancelled.

VI. The Case of Students whose Mid Term Paper is Cancelled due to their bringing in of their Mobile Phones in the examination hall

The Academic Board decided that an "I" grade will be given for mid-term examination also for violation of the rule. The concerned student may continue and take the final examination but his / her result would be withheld until he/she appears in the mid-term examination of next semester. The result of final examination would be made known to the student so that he / she may have the option to compromise on the final grade without including the mid-term result. Otherwise the final marks would be included in the mid-term exam to be given in the next mid-term. It was also clarified that the teacher may not be the same in the second semester for the same course.

VII. The Case of Students who attend Conferences.

IBA students attending conferences/seminars while officially representing IBA may be allowed to take make-up exams (both mid-term and final) based on the approval of the Dean/Associate Deans on the recommendation of concerned Program Director/Patron of the Society.

VIII. All other cases.

The Academic Board, in its 62nd Meeting¹⁵, allowed the concerned faculty to take a decision in light of the guidelines given below for cases not covered above.

- **Option of re-conducting exams:**

The teacher may develop a makeup exam for the student if possible. The teacher needs to ensure that the student does not get an unfair advantage if the missed exam was difficult. The makeup exams can be for one missed exam and not more.

- **Assigning an Average Grade:**

The teacher can offer an average to the student. However the teacher must consider whether to award the class average or average of a students' overall performance as he/she may be a class topper or a weak student. The aspect of unfair advantage needs to be taken

¹⁵ The 62nd Meeting of the Academic Board, held August 28, 2013. Decision 7.5

into account as a particular student may study more for some courses and less for others to balance out their overall performance.

- **Assigning a Project or assignment:**

The teacher can assign additional course work which may help the student cover the missed work and can be evaluated on that basis.

- **Makeup Final exam:**

If the student has missed the final exam, a simple exam or assignment is not recommended as the student has not been tested on a large portion of the syllabus.

Source: IBA Program Announcement 2012-13, page 40

The 57th Meeting of the Academic Board, held January 13, 2012, Decision 5.5, Decision 6.3

The 58th Meeting of the Academic Board, held August 11, 2012, Decision 6.2, Decision 10.6

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf

Keywords: examinations, cell phones, medical,

Maximum Program Completion Time

MBA students must complete their course work within 5 years of their admission.

BBA students must complete their course work within 7 years of their admission.

The students must clear their comprehensive examinations within 5 years of completing their coursework.

For MBA(Evening) in case a student opts to do PGD only, then 3½ years time limit will apply otherwise there would be no time bound for PGD and the student could continue and complete his / her MBA (Evening) in total seven years time period.

Source: The 57th Meeting of the Academic Board, held January 13, 2012, Decision 3.45

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTESOF57THMEETINGOFTHEACADEMICBOARDOFIBA.htm>

Keywords: Coursework, duration, maximum duration, PGD, MBA, BBA

Merit Scholarship

A merit scholarship is available at IBA, according to which candidates falling in the top 10% of the List of Candidates admitted to the BBA & MBA Programs (to be published at the culmination of the admission process) will be offered a 50% reduction in their tuition fees, in lieu of participation in a work study program.

It will, however be obligatory / incumbent on all merit scholarship holders to maintain a CGPA of 3.5 on completion of two semesters each year. Inability to maintain the said CGPA will render the concerned merit scholarship holder ineligible for continuation of the merit scholarship in the remaining semesters.

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

Deferment of the availing of Merit Scholarship

If a student opts to defer his / her admission, the merit scholarship concession earned by him / her is automatically awarded to the student who is next on merit. Consequently, whereas the admission offer remains intact for 16 months – to avail merit scholarship the applicants have to compete again with the next batch of students.

Source: IBA Program Announcement 2012-13, page 35

URL: www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf, page 35

Keywords: Scholarship, CGPA, merit, honors, admissions

Minimum GPA Requirements

A student must maintain a minimum GPA of 2.2 on a cumulative basis during their stay at the IBA. Any student with a GPA of less than 2.0 is dropped from the rolls of the Institute. A student securing a GPA between 2.0 and 2.2 is put on probation for one semester. Full-time students are required to improve their GPA and bring it to the required minimum 2.2 in the chronologically following semester. *[In a similar CGPA situation the part-time (evening program) students would be on probation in the next semester in which they register, which may be different from the chronologically next semester at IBA.]*¹⁶ If the CGPA improves but remains below 2.2 the students are put on a second probation. The student is dropped if the CGPA does not reach 2.2 or more after the second probation. No semester break is allowed during this time for full-time students. If a student fails to pass certain courses and yet manages to maintain his/her GPA 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 initial CGPA is calculated as follows:

- a) The first semester CGPA of the Morning Program students (excluding MBA – Morning) shall be calculated on the first semester six courses completed (not taken) in order to decide probation/drop-out cases. Remedial courses and courses with 'W' and 'I' shall not be counted but courses with 'F' shall be included in counting of six courses. The students will however be required to complete first semester six courses in consecutive two semesters.
- b) In case a student who has taken less than six courses, and his / her CGPA is well below the dropout threshold i.e. even after clearing the remaining courses with maximum GPA, he / she will not be able to meet the level) should be dropped in the first semester.
- c) For the BS Computer Science program where five courses (17 / 18 credit hours courses) are offered in a semester, the CGPA would be calculated on five courses completed.
- d) For the MBA (Morning) program students, the CGPA would be calculated semester-wise irrespective of the number of courses completed.
- e) For the MBA(Evening) program where the courses are not fixed for a semester, the CGPA would be calculated on six courses completed. In case of more than six courses, the course(s) with best grades shall be taken to the counting of six.

¹⁶ The 62nd Meeting of the Academic Board, held August 28, 2013. Decision 6.3

Note: If the final CGPA is below 2.2 at the time of program completion, the students are asked to repeat a course or take another course to bring their GPA to the minimum required for graduation.

For the Evening /Part time students (MBA, MS Eco, and MS CS) CGPA is calculated after completion of six courses, and subsequently after each semester that a student enrolls in.

For PhD (CS/MIS) students CGPA is calculated after completion of four courses, and subsequently after each semester that a student enrolls in.

Source: The 61st Meeting of the Academic Board, held April 13, 2013. Decision 3.13

<http://iba/grading.htm>

Keywords: GPA, probation,

See also: [Credit Transfer Policy](#)

Plagiarism Policy

IBA considers plagiarism as "taking and using the thoughts, writings, and inventions of another person as one's own" (Concise Oxford Dictionary). Plagiarism manifests itself in various forms. These include but are not limited to the following:

- "Verbatim copying, near-verbatim copying, or purposely paraphrasing portions of another author's paper or unpublished report without citing the exact reference.
- Copying elements of another author's paper, such as equations or illustrations that are not common knowledge, or copying or purposely paraphrasing sentences without citing the source.
- Verbatim copying portions of another author's paper or from reports by citing but not clearly differentiating what text has been copied (e.g. not applying quotation marks correctly) and /or not citing the source correctly" [1].
- "The unacknowledged use of computer programs, mathematical / computer models / algorithms, computer software in all forms, macros, spreadsheets, web pages, databases, mathematical deviations and calculations, designs models / displays of any sort, diagrams, graphs, tables, drawings, works of art of any sort, fine art pieces or artifacts, digital images, computer-aided design drawings, GIS files, photographs, maps, music / composition of any sort, posters, presentations and tracing." [2]
- "Self-plagiarism, that is, the verbatim or near-verbatim re-use of significant portions of one's own copyrighted work without citing the original source." [1]

IBA aims to help all stakeholders recognize and avoid plagiarism. The punishment for the offence ranges from a warning to expulsion from IBA for a period of three years. For further details please consult IBA's handbook on plagiarism.

Source: http://iba/Circulars/Plagiarism_Policy.pdf

References:

[1] "ACM (Association of Computing Machinery) Policy on Plagiarism"
(<http://www.acm.org/pubs/plagiarism%20policy.html>)

[2] "Academic Integrity Statement: Appendix1" (University of Southampton Calendar 2006/7)
(<http://www.calendar.soton.ac.uk/sectionIV/part8a.html>)

Program Durations

See [Time Bar Rule](#)

Reference Styles

The following referencing styles are recommended by the Academic Board:

- [IBA Post Graduate Template: Proposed template for all post graduate publications \(independent studies, thesis, project reports\) at IBA.](#)
- [Chicago Manual of Style for FCS related reports and thesis.](#)
- [Harvard Referencing Style for Business related reports and thesis.](#)
- [APA Referencing Style for Social Sciences related reports and thesis.](#)
- [Vancouver Referencing Style for Miscellaneous reports and thesis.](#)

Source: 56th Meeting of the Academic Board of IBA, October 17, 2011, Decision 3.25

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTESOF56THMEETINGOFTHEACADEMICBOARDOFIBA.htm>

Keywords: Reference styles, APA, Chicago, Harvard, Vancouver

IBA Remedial Policy

The students who clear all the admission requirements of IBA are asked to take a 'remedial exemption test' for the subjects of English and Mathematics. Those who do not clear this test are asked to take remedial English and Mathematics courses before they are allowed to take regular English and Mathematics subjects in their respective programs.

There would be no remedial course on English for students who enroll in English Grammar & Composition with the revised method of assessment.

Source: Admissions Committee Meeting held May 8, 2010, The 50th Academic Board Meeting held on March 12, 2010, Decision 4.4, page 10
Minutes of the 52nd Meeting of the Academic Board of IBA, Decision 3.13
Minutes of the 62nd Meeting of the Academic Board of IBA, Decision 9.8

URL : <http://iba3/BOG-Meetings/Acad Board/MINUTES OF 52ND MEETING OF ACADEMIC BOARD HELD ON JULY 31 2010.pdf>,

URL: <http://iba3/BOG-Meetings/Acad Board/MINUTES OF 50th MEETING OF ACADEMIC BOARD OF IBA.pdf>

Keywords: Course substitution, obsolete courses,

Semester Drop Policy

Also known as Semester Break Policy, or Withdrawal from a Semester Policy

As a policy, semester breaks are allowed to full-time students if they are facing unavoidable circumstances. All applications should be directed to the respective Program Directors. Any fees paid by the student for the semester shall not be refunded / adjusted. Evening Program students can take a semester's break upon informing the respective Program Director.

Source: Urgent Meeting of the Academic Board, held November 23, 2009, decision 4.27, p12

URL: http://iba3/BOG-Meetings/Acad_Board/MINUTESOFACADEMICBOARDHELDDONNOVEMBER232009.pdf

Keywords: Semester break

Guidelines against Sexual Harassment

Sexual Harassment is offensive sexual behavior by persons with the aim of benefiting and injuring in other. It is a breach of a trusting relationship that should be sex neutral and relaxed situation. It is unprofessional conduct and undermines the integrity of the employment relationship amounting to coercive behavior and violation of professional ethics. It includes the following:

- a. Unwanted sexual advances
- b. Asking female students to visit personal offices or meet them outside the educational institution.
- c. Using derogatory or abusive language.
- d. Sexual epithets, jokes, written or oral reference to sexual conduct, gossip regarding one's sex life.
- e. Comment on any individual's body, comment about an individual's sexual activity, deficiencies, or prowess; display sexually suggestive objects, pictures, or cartoons.
- f. Unwelcome staring, whistling, brushing against the body, sexual gestures, or suggestive or insulting by males.
- g. Inquires into one's sexual experiences and
- h. Discussion of one's sexual activities (even if male are discussing this, it is don't deliberately in front of female students or colleagues.
- i. Using derogatory abuses which refer to females' mother or sister bodies.

All cases relating to Sexual Harassment will be reported to the 'Disciplinary Committee' in writing. The 'Disciplinary Committee' will inquire in to the complaints as per procedure provided in the policy guidelines against sexual harassment in institutions of Higher Education & Learning promulgated vide HEC letter No. PD (FFHP)/HEC/2009/183 dated, April 30, 2009.

Source: Students Handbook page 38-39

URL: http://iba/circulars/Student_Handbook.pdf

Keywords: harassment, abuse, insults, code of conduct,

Time-Bar Rule

The students admitted prior to 2004 have no bound on years to complete their course work and pass the comprehensive examination to be eligible for the award of their degrees. However, a maximum of three attempts are allowed to such students to pass the comprehensive examination.

The students admitted in 2004 and onwards have total 5 years in case of MBA and 7 years in case of BBA to complete their course-work. Such students have a maximum of five years to clear their comprehensive examinations. However, there is no restriction on the number of attempts to pass the comprehensive examination.

- For course-work, the period that shall be counted will be from the date of admission.
- For comprehensive examination 5 years shall be counted from the date of completion of course work.

For Evening Programs 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 (no bound/5 years).

In case a student opts to do PGD only, then 3½ years time limit will apply otherwise there would be no time bound for PGD and Masters and the student could continue and complete his / her MBA (Evening) in total seven years time period.

Source: The 57th Meeting of the Academic Board, January 13, 2012, Decision 3.45

The 49th Meeting of the Academic Board, August 29, 2009;

The 35th Meeting of the Academic Board, item 2, page 1;

Notice from the Controller Examinations, dated March 12, 2007;

IBA Program Announcement 2010-2011, page 51

Keywords: Time bar, comprehensive exams,

Undergraduate Taking Graduate Courses

IBA Coordination Committee has decided that BBA students can take MBA electives. However, BBA students taking MBA electives will be subject to MBA rules. If there is one Midterm exam for the MBA elective, BBA students will take one Midterm exam.

Source: email from MBA Program Director, dated March 8, 2011

Withdrawal from a Course

Full-time students are allowed to withdraw from up to two courses 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.

Source: The 60th Meeting of the Academic Board, held February 15, 2013 Decision 10.4,
Program Announcement 2011-13, page 39

URL: http://www.iba.edu.pk/news/ProgramAnnouncement_080612.pdf