

Excerpts from the Academic Calendar 2012-2013

Summer Semester 2012	-	June 25, 2012 to August 10, 2012
Eid-ul-Fitr*	-	August 19, 2012 to August 21, 2012
Orientation Program	-	August 29, 2012
Self Development Program	-	August 31, 2012
Fall Semester 2012	-	September 03, 2012 to January 17, 2013
Eid-ul-Adha*	-	October 26, 2012 to 27 October, 2012
Ashura*	-	November 24, 2012 to November 25, 2012
Convocation 2012	-	Saturday, December 08, 2012
Spring Semester 2013	-	February 04, 2013 to June 15, 2013

* Islamic holidays are subject to the appearance of the moon

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Our Vision

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



Institute Profile

Whether it is the neatly laid out symmetry of the University Campus, or the cozy compactness of the City Campus, IBA welcomes all to its intellectual fold with warmth and generosity of spirit. Over the last five decades IBA has come a long way in establishing itself as a premier institution in the country in a manner that allows those associated with it to hold up their heads with pride. With the world changing rapidly, IBA is constantly redefining its playing field. Aspiring to be ranked amongst the top 10 Business Schools in South Asia and in the Middle East in the next five years (2009-13), we are committed to retaining our essential characteristics of nurturing camaraderie and teamwork, in balance with a spirit of healthy competition.

The last three years have witnessed a myriad of changes in life at IBA, and the pace of change is gaining continuous momentum. From infrastructure improvements to technology upgradation, curriculum revamp to changes in pedagogy, addition of highly qualified faculty to introduction of new courses; IBA is going through a systematic process of revitalization. Now, more than ever before, more and more students are getting opportunities to attend national and international competitions and events. Exchange programs with universities abroad have opened up wider avenues of exposure for students as well as faculty. Having undergone a rigorous selection process, our exuberant and diverse student body takes this 'Season of Change' in their stride, demonstrating their versatility and ability to adapt. It gives us pleasure to present to you this Program Announcement document which encapsulates details of our facilities, highlights the main activities in the year gone by and presents the salient's of the programs and courses on offer during 2012-13.

Welcome to IBA

Message of the Dean & Director

As IBA enters the fourth year of its strategic plan implementation we can draw satisfaction from many achievements and strive to improve ourselves in areas where we are lagging. Physical infrastructure is at an advanced stage with several buildings completely renovated and expanded while three new buildings would be ready for occupation within next few months. These facilities have expanded the capacity of IBA to accommodate more students, faculty and initiate new programs. IT facilities have made it convenient for IBA students and faculty to carry out their daily chores with efficiency and time saving. Substitution of highly qualified faculty in place of those who had only minimum qualifications has brought about a significant change in the quality of instruction. Revamping of the curriculum, content, pedagogy and assessment methods of BBA and MBA programs in the last two years has introduced a balance between academic rigour and practical relevance.

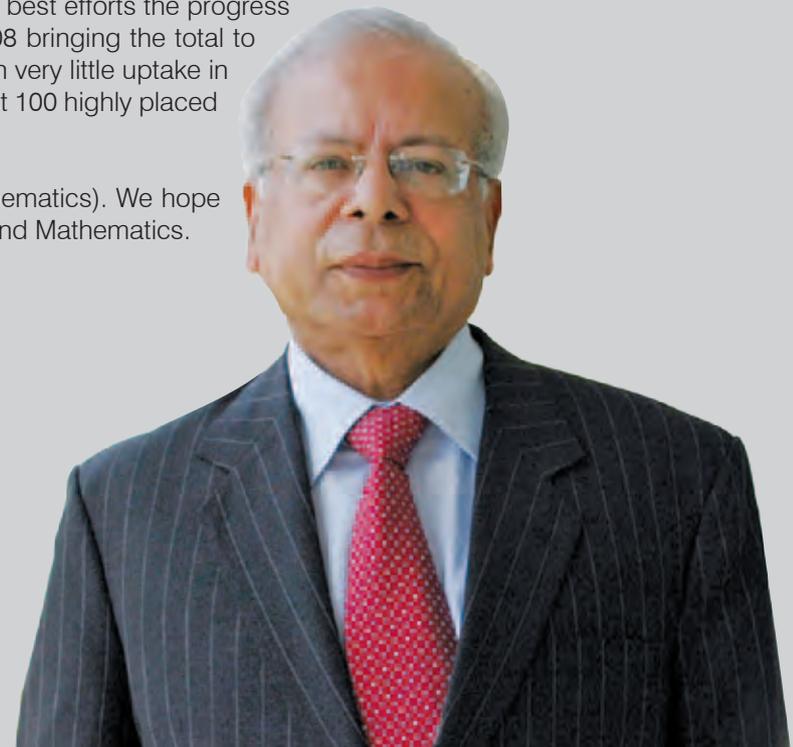
IBA became the first Business School among emerging countries to enter into a strategic partnership with the Indian School of Business, Hyderabad (ISB) – the 12th ranked top Global Business School. This partnership will hopefully set the stage for strengthening the links between the students and faculty of the two institutions.

The area where we have lagged so far is recruitment of new full time faculty. Despite our best efforts the progress has not been very satisfactory. Although fifteen PhD's have joined the faculty since 2008 bringing the total to 35, the absolute number of full time faculty has remained stagnant at 73. There has been very little uptake in PhD overseas scholarships also. We are, however, fortunate that IBA has attracted almost 100 highly placed practitioners from the Corporate sector to teach our students.

The new program introduced in 2011-12 is a double major BS in (Economics and Mathematics). We hope that this program will equip those aspiring to do their advanced degrees in Economics and Mathematics.

Husain, Ishrat (Hilal-e-Imtiaz)

Dean & Director, IBA
 HEC Distinguished National Professor
 Economics & Public Policy,
 PhD, Boston University
 MA, (Dev. Economics), Williams College, Massachusetts
 Former CSP Officer
 Former Chief Economist for Africa, East Asia & Pacific Region with World Bank
 Former Governor State Bank of Pakistan
 Ex-Chairman, National Commission for Govt. Reforms, Govt. of Pakistan
 Chairman, Kashf Foundation
 Chairman, Board of Directors, NAPA
 President Association of Management Development Institutions of Pakistan
 Member, Advisory Council, Woodrow Wilson Center



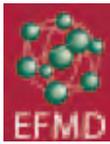
Patron	
Dr. Ishrat ul Ebad Khan <i>Governor of Sindh</i>	
Board of Governors	
Chairman	
Mr. Justice Munib Akhtar <i>Judge</i> High Court of Sindh	
Members	
Prof. Dr. Mohammad Qaiser <i>Vice Chancellor</i> University of Karachi	Mr. Iftikhar A. Allawala <i>Director</i> Speciality Printers (Pvt) Limited
Prof. Dr. Nazir A Mughal <i>Vice Chancellor</i> University of Sindh	Mr. Waqar Hassan Siddique <i>Executive Director</i> Abraaj Capital, Dubai
Dr. Ishrat Husain <i>Dean & Director</i> Institute of Business Administration, Karachi	Mr. Shuaib Ahmed <i>Vice Chairman</i> Pakistan Gum & Chemicals Company Ltd.
Prof. Dr. Pirzada Qasim Raza Siddiqui <i>Vice Chancellor</i> Ziauddin University	Mr. Sohail Wajahat H. Siddiqui <i>Chairman</i> Pakistan State Oil
Mohammad Siddique Memon <i>Secretary Education</i> Government of Sindh	Mr. Zahid Bashir <i>Chairman</i> The Premier Insurance Co. Pakistan Ltd.
Prof. Dr. Nilofer Shaikh <i>V.C, SALU, Khairpur</i> HEC, Nominee	Dr. Naved Ahmad <i>Associate Professor</i> Institute of Business Administration, Karachi
Mian Abrar Ahmad <i>President</i> Karachi Chamber of Commerce and Industry	Dr. Talat A. Wizarat <i>Professor</i> Institute of Business Administration, Karachi
Fazal Kadir Khan Sherani <i>President</i> Federation Of Pakistan Chamber of Commerce & Industry	

Audit & Finance Committee
Chairman
Mr. Zahid Bashir Chairman The Premier Insurance Co. Pak Ltd.
Members
Dr. Ishrat Husain Dean & Director, IBA
Mr. Sohail Wajahat H. Siddiqui Chairman Pakistan State Oil
Mr. Iftikhar A. Allawala Director Speciality Printers (Pvt) Limited
Selection Board
Chairman
Dr. Ishrat Husain Dean & Director, IBA
Members
Mr. Iftikhar A. Allawala Director Speciality Printers (Pvt) Limited
Mr. Jalees Ahmed Siddiqui Chief Executive IGI Insurance
Mr. Fayyaz Ali Khan Member Sindh Public Service Commission
Mr. Asad Umar Ex - President, CEO Engro Chemical Pakistan
Mr. Tariq Kirmani Former Chairman & MD Pakistan International Airlines

Academic Board
Chairman
Dr. Ishrat Husain Dean & Director, IBA
Members
Dr. Matin A. Khan Professor Emeritus
Dr. Zeenat Ismail Professor, (IBA)
Dr. Mohammed Nishat Professor, (IBA)
Dr. Mahnaz Fatima Professor, (IBA)
Dr. Nasir Touheed Professor, (IBA)
Dr. Qazi Masood Ahmed Professor, (IBA)
Dr. Shakeel Ahmed Khoja Professor, (IBA)
Dr. Shahid Qureshi Professor, (IBA)
Dr. Talat Wizarat Professor, (IBA)
Dr. Ahmed Ali Shah Associate Professor, (IBA)
Dr. Heman Das Lohano Associate Professor, (IBA)
Dr. Huma Naz Baqai Associate Professor, (IBA)
Dr. Zaheeruddin Asif Assistant Professor, (IBA)
Dr. Wasim A. Khan HEC Professor, (IBA)
Dr. Zubair Ahmed Shaikh Director, (NUCES, Karachi Campus)
Mr. Etrat H. Rizvi Chief Executive, National Asset Management Co. Ltd.

Advisory Council
Chairman
Mr. Tariq Kirmani Former Chairman & MD PIA & PSO
Members
Mr. Ali Ahmed Khan
Mr. Anwar Rammal
Ms. Ayesha Tammy Haq
Mr. Babar Bashir Nawaz
Mr. Bashir Ahmed
Mr. Ghouse Akber
Mr. Iftikhar A. Allawala
Mr. Nadeem Abdullah
Mr. Khalid Bashir
Dr. Miftah Ismail
Mr. Mohsin Nathani
Mr. Muneer Kamal
Mrs. Nasim Ahmed
Mr. Parvez Ghias
Mr. Pervez Iqbal
Mrs. Rounaq Lakhani
Mr. Safiuddin Zoomkawala
Mr. M. Yousuf Adil
Mr. Shahid Shafiq
Mr. Tahir Khaliq
Mr. Zafar A. Siddiqui
Mr. Zahid Bashir
Ms. Anam Manzar

Our International Linkages and Strategic Alliances

							
2010	2009	2009	2009	2008	2008	2011	2010
							
2009	2009	2010	2009	2011	2009	2010	
							
2006	2011	2010	2011	2010			
							
2009	2008	2008	2009	2010			

Stop Press!

South Asian Quality Systems Accreditation (SAQS)

KARACHI, August 4, 2011: After a six year long process that consisted by SAQS Accreditation Committee, the Awarding Committee, on 4th of Self Assessment Review August 2011 decided to award SAQS Accreditation based on the SAQS criteria and quality parameters; a visit and review by an external panel of peer reviewers from India, Pakistan and Bangladesh; subsequent vetting to use "SAQS ACCREDITED" quality label.



Indian School of Business (ISB) signs MoU with IBA

HYDERABAD, April 17, 2012: The Indian School of Business (ISB), Hyderabad, India has signed a Memorandum of Understanding (MoU) in Hyderabad with the Institute of Business Administration (IBA), Karachi, on the 17th of April 2012, to provide executive education in Pakistan. The collaboration between IBA and ISB lays the foundation of a long term broad based relationship in which the two institutions will pool resources for curriculum review, faculty development, joint research and case studies, students and faculty exchange and much more in future.



Registrar's Note

Welcome to the oldest business school outside North America. Established in 1955, the IBA has produced over 9,500 graduates to-date, each one an outstanding professional. Belonging to the public sector, the IBA enjoys the status of a fully autonomous degree awarding institution authorized under the Provincial Assembly of Sindh Act no. XX of 1994.

It is my special pleasure to once again welcome all students to IBA Karachi for the 2012/13 Academic Year. If you are a new student, I hope that you are even more convinced that you have made the right choice. If you are a continuing student, I welcome you back and trust that you have resolved to continue on the path of success towards completing your graduation requirements.

IBA is passing through an exciting period of its history; the year 2012 is a landmark year as it sees the fruition of a series of efforts made in the last three years aimed at: substantially increasing our instructional facilities to enable a capacity of over 3000 students, more than double our hostel facilities for both boys and girls, increase the fold of financial assistance to our needy students and make our academic programs, business processes more pragmatic to compete in this challenging yet dynamic world.

The office of the Registrar has evolved to become the nucleus of all activities during the last three years. We owe this central position to the sustained display of zest and an 'able, willing and ready attitude' by our team members towards all members of the community. In the course of discharge of our duties we span the complete spectrum of IBA's agenda of providing quality education to meritorious students. The pressures we heed to are the expectations of our community and the urge to do better – every time we are appreciated for a job well executed.

Our approach and drive towards administration is not to be confined to an office, but to be a service provider in the field, one who is willing to collaborate and navigate you through your educational pursuits in so far as they relate to admin and facilities management support.

In striving to foster positive relationships, we rely heavily on a disciplined approach, timely provision of information of the instructional as well as co / extra curricular activities and the requirements thereof. The IBA fleet service schedules and other information are available on the portal at your disposal. Furthermore, the website and printed material such as this program announcement, the student handbook, class schedules and information displayed on notice boards in both campuses are mediums most commonly used for dissemination of information to all and sundry.

We hope that we can help make your experience at IBA a positive one, from your first year of study to the year of graduation, as you work to achieve your academic, personal and long-range career goals. Have a Great Semester!

Ahmed Zaheer



Zaheer, Ahmed

Registrar

Captain (Retd) Pakistan Navy
afwc, psm, psn
B.Sc (Hons), Karachi University
M.Sc, Quaid-e-Azam University,
Islamabad

Graduate of:

Army Staff College, Quetta
Naval Staff College, Karachi
Armed Forces War College,
National Defence University,
Islamabad

Greatness is not where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it but sail we must, and not drift, nor lie at anchor.

-Oliver Wendall Holmes



Nishat, Mohammed
Professor

Faculty of Business Administration
PhD, Auckland, New Zealand
MA Sc, (Management Sciences)
MA, (Economics), University of
Waterloo, Canada
MAS, (AERC), University of Karachi
Areas of interest: Portfolio
Management, Financial Econometrics
& Microeconomics

*The ladder of success is best
climbed by stepping on the rungs of
opportunity.*

— Ayn Rand

Message

Associate Dean, Faculty of Business Administration

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

We offer undergraduate and postgraduate programs in business administration which consist of the core disciplines of accounting, management information system, marketing, management, economics, finance, quantitative techniques, entrepreneurship, management information system and social sciences. In order to align ourselves with the market need which is a part of our excellence in business education, we have revamped our BBA program by including student's exposure and experience in community services. This initiative has been taken to see our students develop the soft skills that are a must in this contemporary world. As part of their course work the students are also required to undertake experience in the real business world through internships in any corporate entity for a period of one semester. Thus providing experiential learning to our students, broadening their horizon about the practical, corporate world.

IBA has established its reputable name globally by establishing collaborations, signing memberships and building successful partnerships with foreign universities and institutes. Recently, our undergraduate students have been sent to The Washington Centre (TWC) for an exchange program whilst our graduate students were sent to Tsinghua University, China.

Our MBA Program starts with superior students and instills the necessary learning in them to succeed in the rapidly changing, competitive world of business. The requirement of two years of work experience for new intake brings matured students in the class who demonstrate their substantial knowledge about the practical market conditions. Students clubs and societies are active more than ever, the idea is to provide MBA students avenues and opportunities that help them grow as leaders. The exposure that these student societies' activities provide like managing events, team work, interactions with different organizations for obtaining resources, networking etc. gives them an opportunity to identify their strengths and weaknesses, helping them in their professional development as future leaders.

IBA is proud to mention its successful accomplishment of initiating a new undergraduate program, "BS in Economics and Mathematics." This program prepares students for their career in Economics, Finance and Applied mentions. Also, we have introduced a separate BBA program, namely BBA Entrepreneurship that focuses on the entrepreneurial insight and instills the core entrepreneurial skills in the students choosing to study this program. IBA has also ensured that students during their four year voyage of BBA/BS take a language course, choosing one from French, Arabic or Chinese. All these languages are taught for two semesters by learned faculty. Such an attempt aims to bridge the cultural gap in building global, corporate relations.

Lastly, we hope to build more collaborations and partnerships in the near future that will help us to send more students for such a fortunate learning voyage. We invite you to explore our website to find out more about our teaching and research activities and events, open to both students and public throughout the year.

Mohammed Nishat

Message

Associate Dean, Faculty of Computer Science

The Faculty of Computer Science is highly excited about the tremendous changes coming to the IBA and in particular to our faculty. The changes are most visible in the transforming physical infrastructure; however the academic changes are expected to be just as impactful.

The City Campus landscape is expected to continue to change. Along with that the FCS building is being transformed in 2012 to an expanded and renovated structure that will provide space for all its faculty and PhD students to be located in the same facility. A new Robotics/AI Lab along with an expanded Hardware & Networking Lab and a Computing Lab will be part of the expanded 3rd floor.

With these new facilities we hope that our immediate needs catering to both the research and teaching interests of all our faculty members and students will be fully satisfied.

During the last year the FCS had a number of commendable achievements. For the first time in the history of IBA, Convocation 2011 witnessed the graduation of the first PhD in the field of Computer Science. Dr. Quratulain Rajput was awarded the degree under the supervision of Dr. Sajjad Haider, with her research interests in Semantic Web Technologies, Information Extraction and Semantic Annotation. It is hoped that the award of this degree will mark the coming of age of the PhD program at the FCS, and that the existing 15 PhD students will continue to prove their mettle on a yearly basis in the future convocations.

The international collaboration with the University of Technology, Sydney (UTS) in the area of Artificial Intelligence/Robotics bore fruit in 2011, when the IBA team, the Karachi Koalas competed in both the Iran Open as well as the World RoboCup competition held in Istanbul. The team beat teams from France and Japan and achieved 16th position out of 28 teams that qualified world-wide. Subsequently, the IBA AI Lab also received a state-of-the-art humanoid Nao robot from UTS, which will prove invaluable for future research.

The International Conference on Information and Communications Technologies (ICICT 2011) continued to attract local as well as international visitors with keynote speakers from a number of countries including UK, USA, Canada, Malaysia, Saudi Arabia and Denmark. This was the 4th time since 2005 that IBA organized this broad based, multi-topic, fully reviewed International conference on ICT.

On the research front, the FCS contributed significantly towards top quality journal research papers indexed by ISI Thompson. The FCS also saw the first formal signing of a Memorandum of Understanding with an International university – the Multimedia University (MMU) in Malaysia. This collaboration is expected to facilitate joint research programs such as partnering in research, conferences and exchanges of students, faculty and other related academic staff for research and study between the two universities. In addition, a Wireless Sensor Networks (WSN) Lab was also established to enable state of the art research in various areas of wireless sensor network technologies. Finally, we expect that the changes taking place will continue to drive the Faculty during 2013 and beyond. During 2011 the student intake of BS (Computer Science) program continued its meteoric rise and almost doubled as compared to 2010. The BS(Economics and Mathematics) was also launched in 2011 which was a joint effort between the Faculty of Business Administration and the Faculty of Computer Science..

Additionally the size of the BS program is planned to further increase with on-going preparations for launching a new BS program in Information Systems in 2013. This new program is expected to cater to the needs of the IT industry which has clearly indicated a demand for consultants and IT specialists with soft skills.

Sayed Ghani



Ghani, Sayeed

Associate Professor,
Faculty of Computer Science
PhD & MS, Columbia University, USA
BS, Massachusetts Institute of
Technology
Areas of interest: Simulation and
Performance Analysis of Wireless
Networks, Routing Issues in Mobile
Adhoc Networks & Security Risk
Assessment of Systems

*We are what we repeatedly do.
Excellence, then, is not an act, but
a habit.*

— Aristotle

The Chairpersons

Accounting & Law



Asad Ilyas

Computer Science



Dr. Sayeed Ghani

Economics & Finance



Dr. Khadija Malik Bari

Management



Dr. Shahid R. Mir

Marketing



Yasmin Zafar

Mathematical Sciences



Dr. Muhammad Shahid Qureshi

Social Sciences



Dr. Huma Baqai

The Faculty

Professor Emeritus



Dr. Matin A. Khan

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

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

Full Time Faculty

Department of Accounting and Law



Ilyas, Mohammad Asad

Assistant Professor
Chairperson Department of Accounting & Law
CPA, Delaware, USA
BBA (Accounting), Pace University, NY, USA
Areas of interest: Small Business Management, Operations, Energy Management and Environmental Protection



Ali, Mohammad Azam

Assistant Professor
Juris Doctor (Doctor of Law), Columbia Law School New York, USA
Bachelor of Science in Economics, Wharton School of Business - Philadelphia, USA
Bachelor of Applied Science, University of Pennsylvania - Philadelphia, USA



Asif Jaffer, Muhammad

Lecturer
Fellow Cost & Management Accountant (FCMA)
Chartered Certified Accountant (ACCA)
Certified SAP Consultant
MA (Economics)
Areas of interest: Business Analytics, IT & Computational Intelligence Applications in Accounting, ERPs



Nazar, Mahreen

Assistant Professor
LLM, International Law Temple University, USA
LLB, (Hons), Thames Valley University, London, UK
Areas of interest: International Trade Laws, Corporate Laws and Practice in Pakistan, Industrial Relations, Labour & Service Laws



Saiyed, Aman U.

Assistant Professor
Director BBA Program
MBA, Georgia State University, Atlanta, USA
CPA Texas, USA C.A finalist, Chartered Institute of Management Accountants, UK
Areas of interest: Designing and Implementation of MIS in Large Organizations. Strategic Planning and Activity Based Costing
Author of Book: Managerial Accounting for Financial Services



Umer, Muhammad Saleem

Faculty Member
Director Executive MBA Program
MBA, Institute of Business Administration, Karachi
DAIBP
Areas of interest: Banking, Accounting & Finance

Department of Computer Science



Zaheeruddin Asif

Assistant Professor
Director, CS & MIS Programs
PhD Temple University, Philadelphia, USA
MBA, IBA, Karachi
PGD, IBA, Karachi
Areas of interest: Philosophy of Computer Mediated Communication, Deliberative Communication, Open Source, Social Software, and Online Communities of Practice



Abedi, Raza Hasan

Assistant Professor
PhD Candidate at Institute of Business Administration, Karachi
M.Engg. (Internet working), Dalhousie University, Halifax N.S., Canada
BE (Electrical), NED University of Engineering & Technology



Arain, M. Waseem

Assistant Professor
PhD Candidate at Institute of Business Administration, Karachi
MS(IT), BA (Honors) ICT

Department of Computer Science (Continued..)



Ghauri, Maheen
Assistant Professor
 MBA, IBA, Karachi
 BCS, FAST Institute of Computer Science
 Fellow of Entrepreneurship at Babson College, USA
 Areas of interest: Social Media, Web Marketing, Entrepreneurship, MIS and Ergonomics



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



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



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



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



Khan, Wasim A.
HEC Foreign Professor
 PhD C.Eng, FIMechE
 Member IEEE and Member IASTED
 Obtained PhD (Operations Research) from University of Sheffield, England, UK
 Areas of interest: Operations Research, Virtual Manufacturing, and Education Management



Khoja, Shakeel Ahmed
Professor
 Post-Doc Fellowship
 University of Southampton, UK
 PhD, University of Southampton, UK
 Bachelors of Engineering, University of Engineering & Technology Mehran, Pakistan
 Awarded Best Teacher Award 2003 by Higher Education Commission (HEC)



Nabi, Syed Irfan
Assistant Professor
 PhD candidate at Institute of Business Administration, Karachi
 MS, George Washington University, USA
 PGD, Technical Education, Islamic University of Technology, (OIC) Dhaka
 BSc (Engg), NWFP University of Engg & Tech, Peshawar PMP
 Areas of interest: Information Security Management, Information Technology Policy and Planning Project Management



Rajput, Quratulain Nizamuddin
Assistant Professor
 PhD Institute of Business Administration Karachi
 MS, SZABIST, Karachi
 Areas of interest: Information Extraction, Knowledge Extraction, Semantic Web & Ontology



Rashid, Amber Gul
Assistant Professor
 PhD, Salford University
 M.Sc, UMIST
 BA (Hons.), Business Studies, University of Sheffield
 International Baccalaureate (IB) United World College of the Atlantic, Areas of Interest: Active involvement in the Centre for Entrepreneurship Development (CED) Female Entrepreneurship, Typology of University-Students relationship, Offshore Outsourcing of IT Services



Rizvi, Ameer H.
Lecturer
 MBA in General Management, University of the East, Manila, Philippines
 Areas of interest: Supply Chain Management and CRM.
 Experience at Companies like Oracle, KPMG and Arthur Consulting



Touheed, Nasir
Professor
 Member Admission Committee & Chairman CPC, Coordinator Testing Services
 PhD, University of Leeds, England, UK
 MA in Mathematics, MS in Operations Research, University of California, Los Angeles
 Areas of interest: Parallel Processing, Operations Research, Numerical Analysis, Data Warehousing and Data Mining

Department of Economics and Finance



Bari, Khadija Malik
Assistant Professor
 Chairperson Department of Economics & Finance
 DBA, University of Strathclyde, Glasgow, UK
 MSc, University of Strathclyde, Glasgow
 MA, University of Punjab, Lahore
 Areas of interest: Strategic Management and Economics



Ahmed, Qazi Masood
Professor
 Director Centre for Business & Economics Research, Chief Economist, Govt. of Sindh
 PhD (Economics), University of Bath, UK
 MAS (Economics), University of Karachi
 MA (Economics), University of Karachi
 20 years of experience in Consultancy, research in the areas of Public Finance, Regional Economics & Macro Economics



Ahmed, Shama (On Study Leave)
Lecturer
 PhD candidate at the University of Auckland
 MS, University of Manchester, UK
 M.Com, University of Karachi
 Areas of interest: Capital Structure and Asset Pricing Models

Department of Economics and Finance (Continued..)



Ahmad, Naved
Associate Professor
Member IBA-BOG
PhD, Northeastern University, Boston, USA
M.Phil, Quaid-e-Azam University
M.Sc (Economics), University of Karachi
Areas of interest: Convergence Theory and Corruption



Ejaz, Lalarukh
Assistant Professor
MA (Eco) York University, Toronto, Canada
MA, (Eco) University of Karachi
Obtained Distinction in MA, York University
Areas of interest: Public Choice Theory, Law and Economics, Development and Macroeconomics



Elahi, Muhammad Ather
Assistant Professor
Research Fellow, Center for Business and Economic Research (CBER), IBA
PhD in Banking
Tilburg University, The Netherlands
MBA Finance (Gold Medalist), IoBM, Karachi
MSc Economics (Gold Medalist), University of Karachi



Jaffery, Tahira Marium
Lecturer
MBA, Institute of Business Administration, Karachi
Areas of interest: Pakistan's Economic and Financial Markets, Involved in an analysis project with Business Daily



Khan, Amir Jahan (On Study Leave)
Assistant Professor
M.Sc (Economics), Warwick University U.K
MA (Local Economic Development) University of Waterloo, Canada
MAS University of Karachi
Areas of interest: Applied Microeconometrics, Labour/Education Economics, and Local Economic Development



Khan, Haroon
Assistant Professor
Sr. Fellow/Advisor Center for Entrepreneurship Development
PhD, Management Sciences, France
MS Finance & Management Control, France
MBA Finance & Investment, NUST, Pakistan
Fellow Academy of Entrepreneurship
Fellow Eastern Finance Association



Lohano, Heman Das
Associate Professor
Coordinator MS Economics Program
PhD, University of Minnesota
M.Sc, University of Minnesota
M.Sc (Agricultural Economics), Sindh Agriculture University
Areas of interest: Stochastic Dynamic Programming, Market Integration, Environmental Economics



Muhammad, Zahid
Assistant Professor
PhD, University of Birmingham
M.Sc in Management, London School of Economics & Political Science, UK
MPA, The Punjab University, Lahore
Areas of Interest: Financial Economics, Econometrics, Monetary Policy



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Assistant Professor
Sr. Research Fellow, Center for Business and Economics Research (CBER), IBA
PhD (Economics), Northern Illinois University, USA
MBA, Institute of Business Administration, Karachi
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M.Sc Investments (Finance)
Birmingham Business School, University of Birmingham, UK
MBA, Finance/Marketing Institute of Business Administration, Karachi
BE Mechanical, NED University Karachi



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Lecturer
Coordinator BS Economics and Mathematics Program
MBA, Institute of Business Administration, Karachi
Level -III Candidate in CFA Program
Areas of interest: Business Finance, Financial Management, and Financial Derivatives

Department of Management



Mir, Shahid R.
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Chairperson, Department of Management
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PhD, Adamson University, Philippines, BE, NED University
Areas of interest: Entrepreneurship, Research Methodology, Materials & Marketing Management



Afghan, Nasir A.
Assistant Professor
Director MBA Program
PhD, University of Twente, The Netherlands
MBA, Maastricht School of Management, The Netherlands
M.Sc, University of Karachi



Ansari, Nyla Aleem
Assistant Professor
Personal Counselor to students
M.Sc Organizational Psychology, Birkbeck College, University of London, UK
MS Management Sciences, SZABIST, Karachi
Master in Public Administration, University of Karachi
Areas of Interest: Postmodernism and Career Development

Department of Management (Continued..)



Danish, Tania
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 MBA, University of Texas at Austin, TX, USA
 MBA, Institute of Business Administration,
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 BBA, Institute of Business Administration,
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 Areas of interest: Marketing and Management



Fatima, Mahnaz
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 PhD, USA, MBA, IBA Karachi, BE (Mech), NED University,
 24 years teaching experience at the IBA, Karachi and at
 Northern Illinois University (NIU), USA Ex-Member IBA-BoG
 Ex Deputy Director Academics, Member Academic Board
 Recipient of: MBA Gold Medal for best overall allround
 performance from IBA, 1983
 Gerald Maryanov Fellow Award, 1991 from (NIU), USA
 Best Teacher Awards: UGC 2001, IBA 2002, HEC 2009.
 Author of: 3 books, 40 research papers and 400 articles in
 publications of international / national repute
 Areas of interest: Corporate Strategy, Managerial Policy,
 Strategic Management, Development Economics, Quality
 Management, Public Policy and Social Policy



Hussain, Mirza Sardar
Assistant Professor
 Doctoral Coursework in Business Administration
 at Institute of Business Administration, Karachi
 M.E.M, Yale University, USA
 MBA, IBA, Karachi
 BE, NED University
 Areas of interest: Small Business Management,
 Production and Operations Management, Energy
 Management and Environmental Protection



Mumtaz, Mohammad Kamran (*On Study Leave*)
Assistant Professor
 ME Texas A&M University
 BS GIKI
 Areas of interest: Operations Management, Small
 Business Management, Entrepreneurship



Qureshi, Shahid
Assistant Professor
 Associate Director, Center for Entrepreneurial
 Development (CED)
 PhD, Technical University, Berlin
 MBA, (Lahore University of Management
 Sciences) M.Sc (Engineering), Asian Institute of
 Technology, Bangkok, Thailand
 Areas of interest: Entrepreneurship, Strategic
 Management, Entrepreneurial Marketing and
 Marketing Research



Saqib, Syed Imran
Assistant Professor
 MA (Human Resource Management),
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 Areas of interest: Human Resource Management,
 Organizational Behavior and Comparative
 Management

Department of Social Sciences



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 PhD in International Relations,
 University of Karachi
 Certified Trainer in Liberal Political Values from
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 Area of interest: Conflict in South Asia



Anwar, Nausheen H
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 PhD, Columbia University
 MIA, Columbia University
 BA, City University New York
 Post-Doctoral Fellow, Harvard University
 Areas of Interest: Urban Politics, Land Tenure and Grassroots
 processes of Settlement, Globalization/Governance
 and the city, Democracy and Citizenship



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 Areas of interest: U.S. Foreign Policy, Just War
 Theory, Discourse Analysis



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 MA (English Linguistics), University of Karachi
 MA (English Literature), University of Karachi
 Areas of interest: Socio Linguistics & Pragmatics



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 Coordinator Foreign Languages
 Coordinator NTHP / STHP
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 Areas of interest: Human, Organizational and
 Consumer Behaviour, Business Communication
 Research Method and Social Psychology



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 MA English Linguistics, University of Karachi
 BA (Hons.), University of Karachi
 Certificate in English Language Teaching
 to Adults (CELTA) awarded by University of
 Cambridge ESOL
 Areas of interest: Teacher Development and
 English for Academic Purposes (EAP)



Rebaz, Javeria
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 Areas of interest: Creative Writing and Translation



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 PhD, University of Karachi
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 MA, University of Karachi
 Areas of interest: Conflict Resolution, Crisis
 Management, West, South Asia and Impact of
 Technology on Interstate Relations

Department of Marketing



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 MBA, University of San Francisco, California
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 Areas of interest: Consumer Behavior,
 International Marketing, Export Marketing,
 Services Marketing, Brand and Product Marketing



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 Areas of interest: International Marketing,
 Consumer Behavior, and Social Research
 Methods



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 MS in Management Sciences (*In Progress*)
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 Areas of interest: FMCG Branding & Retailing



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 Areas of interest: Marketing Issues in Pakistan,
 Principles of Marketing, Consumer Behavior and
 Media Management



Khan, Ambarin Asad (*On Study Leave*)
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 Area of Interest: Innovation, Consumer Behaviour
 & Quality



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 Areas of interest: Marketing Issues in Pakistan,
 Consumer Behavior, Rural Marketing, Oral
 Communication and Brand Management



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 Marketing, Advertizing & Business Marketing
 in SMEs



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 Areas of interest: Entrepreneurial Marketing,
 Strategy, Advertising and Management



Rashid, Amber Gul
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 PhD, Salford University
 M.Sc, UMIST
 BA (Hons.), Business Studies, University
 of Sheffield International Baccalaureate
 (IB) United World College of the Atlantic
 Areas of Interest: Active involvement in the
 Centre for Entrepreneurship Development (CED)
 Female Entrepreneurship, Typology of University-
 Students relationship, Offshore Outsourcing of
 IT Services



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 MBA, Institute of Business Administration, Karachi
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 Capacity Building Programs
 Areas of interest: Management, Marketing and
 HRM

You have a clean slate every day you wake up. You have a chance every single morning to make that change and be the person you want to be. You just have to decide to do it. Decide today's the day. Say it; This is going to be my day.

-Brendon Burchard

Department of Mathematical Sciences



Qureshi, Muhammad Shahid

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PhD, Institute of Space & Planetary Astrophysics University of Karachi
M.Phil Mathematics, University of Karachi
M.Sc, Applied Mathematics, University of Karachi



bin Zubair, Hisham

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PhD (Appl. Math), Delft University of Technology, The Netherlands
MCS, M.Sc. B.Sc. (Hons.) (Applied Maths), University of Karachi



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M.Sc (Pure Mathematics), University of Karachi
Areas of interest: Commutative Algebra, Computational Algebra, Algebraic Geometry



Majid, Abdul

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PhD (Applied Mathematics), LUMS
M.Sc (Pure Mathematics) with Distinction
Areas of interest: Applied and Computational Mathematics, Sobolev Gradient Approach to Partial Differential Equations



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Areas of interest: Statistics, Numerical Computing, Mathematics and Statistical Inference



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Mathematical Tripos
Area of interest: Mathematics



Shah, Ahmed Ali

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Areas of interest: Numerical Analysis, Mathematical Modeling, Logic & Discrete Structures, Operational Research, Statistical Inference, Business Mathematics, Design of Algorithms and their Applications



Touheed, Nasir

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PhD, University of Leeds, England, UK
MA in Mathematics, MS in Operations Research, University of California, Los Angeles
Areas of interest: Parallel Processing, Operations Research, Numerical Analysis, Data Warehousing and Data Mining

Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan, Press on, has solved and always will solve the problems of the human race.

-Calvin Coolidge

Visiting Faculty

Department of Accounting and Law



Ahmad, Moiz
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 Deputy Chief Executive, The Citizens Foundation
 Director Finance, IUCN- The World Conservation
 Union
 FCA, CA, Institute of Chartered Accountants of
 Pakistan
 MAS (Finance, COBOL Programming),
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Aziz, Rahat
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 CA (Final Group-II) Accounting & Law,
 Institute of Chartered Accountants Pakistan
 L.L.M Corporate Laws, S.M. Law College, Karachi
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Idrees, Muhammad Hanif
Chief Financial Officer (CFO) & Company Secretary
 DHL Pakistan (Pvt) Ltd
 FCA, Institute of Chartered Accountants of Pakistan
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 FCMA, Institute of Cost and Management
 Accountants of Pakistan (ICMAP)
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 Courses taught: Corporate Law, Taxation, Financial
 Management & Accounting at ICMAP, ICAP



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Khan, Gul Nawaz
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 LLM, University of Karachi
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 ENI Pakistan Limited
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 Worked with A.F.Ferguson & Co. (Member firm of
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Department of Computer Science



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Department of Computer Science (Continued..)



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how of wireless/mobile technologies, strategies and
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MSc Information Technology, London University
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TAF140 (FI)
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MS (Computer Networks & Communication),
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BS Computer Engineering, Sir Syed University of
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BE (Mechanical Engineering) UET, Lahore

Department of Economics and Finance



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M.Sc (Economics), Quaid-i-Azam University,
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Chartered Financial Analyst (In Process)



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M.Sc (Statistics), University of Punjab, Lahore
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Candidate: Sloan Fellow Program in Innovation &
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CFA Chartered Financial Analyst Program - Level II
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DAIBP Institute of Bankers Pakistan
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Department of Economics and Finance (Continued..)



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 PhD, (Financial Econometrics and Business
 Statistics), Monash University, Australia
 MAS (Applied Economics), AERC, University of
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 M.Sc, University of Karachi



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 MBA, University of Chicago, USA
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 Bachelors in Engineering & BA, Dartmouth College,
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 Pakistan Petroleum Limited (PPL)
 Associate Chartered Accountant (ACA), The Institute
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 Associate Chartered Accountant (ACA), the Institute
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 Bank-Alfalah Ltd
 MBA, LUMS, Lahore
 Extensive Experience of Credit &
 Risk Management in Banking Sector



Khan, Irfan A.
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 Faysal Bank Limited
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 MA (Development Economics), Williams College,
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 Standard Chartered Bank Pakistan Limited
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 Magnus Investment Ltd
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 Old Park Capital, UK
 MSC Finance (Financial Engineering)
 London Business School, UK
 Bachelor of Arts in Mathematics (Actuarial
 Mathematics), Pennsylvania, Philadelphia



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 MA (Economics), Boston College, USA



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 M.A International Financial Analysis, Newcastle
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 MBA (Finance), Quaid-i-Azam University, Karachi
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 CFA-Level 1, CFA Institute, USA



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 Telecommunication and Core Banking
 Head of Structured Finance, Invest & Finance
 Securities
 Head of Treasury & Resource Mobilization for Saudi
 Pak Leasing Company Ltd.
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Department of Management



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 MA, Literature and Linguistics, Lucknow University
 Teaching Diploma from Harvard University,
 Cambridge, M.A & Courses from Boston University,
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 Certificate in Risk Management, CCES, University of
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Qureshi, Abdul Waheed
 MA (English Literature)
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 Principal Compensation and Benefits Specialist,
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 LL.M, Indiana University Law School Bloomington,
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 Jaffer Brothers Pvt Ltd
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 AMAN Foundation
 Former CEO of Philips Pakistan.
 MBA, University of Karachi
 MSEE, University of Southern California (USC), USA
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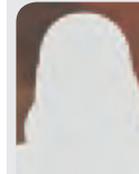
Department of Social Sciences



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 PhD, (Social and Political Sciences), Cambridge
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 MPhil (Pakistan Studies), University of Karachi
 MA, (Political Science), University of Karachi
 Author of two Books



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 Arabic Teacher in Jamia Siddiqia
 Sr. Arabic Teacher in various Institutes
 MA (Arabic), University of Karachi



Anjary, Fatima
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 River Oaks Academy
 MA English Literature, University of Karachi
 MA Mass Communication, University of Karachi

Department of Social Sciences (Continued..)



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Additional Commissioner of Income Tax,
 Federal Board of Revenue, Government of Pakistan
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 PhD (Sociology), Southern Illinois University,
 Carbondale, ILLINOIS, USA
 M.Sc (Development Studies) London School of
 Economics and Political Science (LSE), London, UK



Badar, Sharifa
 Instructor at IBA since 2009
 Baccalaureate in Literature



Husain, Fauzia
 Fulbright Scholar 2007-2009
 MA, Media and Public Affairs,
 George Washington University, Washington DC, USA
 BFA, Indus Valley School of Art and Architecture,
 Karachi



Javed, Muhamamd
 Teaches Arabic Language in Various Institutes
 Diploma in Arabic, Society for the promotion of
 Arabic
 MA. Islamic Studies, University of Karachi



Kamal, Syed Mustafa
Mayor of Karachi
 October 2005 to March 2010
 Senator of Pakistan
 Senior Advisor to the Board of Director's Habib
 University
 IT Minister for Sindh - 2003 to 2005
 ABE from Sunway College, Malaysia
 MBA Marketing, University Of Wales, UK
 Honorary PhD from Mohamed Ali Jinnah University
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 Bahria College
 Worked in Pakistan Navy as Arabic interpreter
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 MA (History), University of Karachi
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 Post Magisterial Diploma Course in Clinical
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 MA in Psychology, University of Karachi



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 Teaching in Society for the promotion of Arabic
 Dars-e-Nizami from Jamia Arabia Ahsan-uloom
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 MA Islamic History, University of Karachi



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 Development, Business Communication and Career
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Department of Marketing



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 United Bank Ltd (UBL)
 MBA (Marketing), IBA, Karachi
 MBA (Marketing), Oregon State University–Corvallis,
 USA



Hassan, Imran Javed
Chief Executive Officer (CEO) / Partner,
 Gold Mohur Corporation
 PhD in Management Sciences, SZABIST (*In
 Progress*)
 MPhil / MS in Management Sciences, SZABIST
 MBA Finance & Marketing, IBA, Karachi
 BAC, Institute of Chartered Accountants Pakistan



Husain, Shah M. Saad
General Manager, Corporate Affairs
 Pak-Arab Refinery Ltd (PARCO)
 MBA, IBA, Karachi
 MS, Materials & Metallurgical Engg, University of
 Michigan, USA



Hussain, Adnan
Marketing Strategy & Planning Manager
 Procter & Gamble Pakistan
 MBA, IBA, Karachi



Hussain, Nazeeha
Marketing Research Consultant
 Iris Communications
 MBA, IBA, Karachi
 MPM, Carnegie Mellon University, USA



Imran, Muhammad
Head of Retail & Consumer Banking,
 Bank Islami Pakistani Limited (BIPL)
 MBA, IBA, Karachi
 BE, NED University of Engineering & Technology,
 Karachi



Mahmood, Javed
Assistant Professor,
 Textile Institute of Pakistan
 MBA, (IBA), Karachi



Mahmud, Syed Akhtar
Chief Executive Officer (CEO),
 Brand Image
 (A marketing consultancy providing
 services in Branding, Advertising, Public Relations
 and Consumer Insight)
 MBA, (IBA), Karachi in Association with Wharton
 School of Business Management,
 Pennsylvania, USA



Quraishi, Muqtadar Ahmed
Director,
 Value Chain Optimization
 Chevron Pakistan Limited (formerly Caltex)
 MBA, IBA, Karachi
 Master of Engineering (Mechanical), Cornell
 University, USA
 Bachelor of Engineering, Brown University, USA



Qutubuddin, Sadia
Creative Director,
 JWT Pakistan Pvt. Limited
 MA, Global Media and Postnational
 Communications (SOAS – London, UK)
 British Council Chevening Scholar

Department of Marketing (Continued..)



Salman, Faryal
M.Phil, Management Sciences, SZABIST
MBA, (IBA), Karachi



Sheikh, Muhamamd Ishaque
Head of Consumer Travel,
American Express Pakistan
MBA, (IBA), Karachi
B.S (Mech. Engg), NED University,
Karachi



Siddiqui, Zafar A.
Director,
Alumni Public Affairs & Resource
Mobilization Department
Director, Center for Entrepreneurial Development
(CED)
MS, Marketing Communication, Chicago
MBA, (IBA), Karachi

Department of Mathematical Sciences



Alam, S. Khurshheed
M.Sc Statistics, University of Karachi
B.Sc Statistics & Mathematics, University of Karachi



Imtiaz, Muhammad
Lecturer,
Department of Mathematics,
University of Karachi
M.Phil, University of Karachi
M.Sc (Applied Mathematics), University of Karachi
B.Sc (Hons.), University of Karachi



Inayatullah, Syed
Lecturer,
Department of Mathematics, University of Karachi
M. Phil in Operations Research, University of
Karachi
M.Sc in Applied Mathematics, University of Karachi



Jilani, Tahseen Ahmed
Assistant Professor,
Department of Computer Science,
University of Karachi
PhD (Computer Sciences), University of Karachi
MA (Economics), University of Karachi
M.Sc (Statistics), University of Karachi



Khusrow, Uzair M.
Process Reengineering Lead,
Citibank N.A., Pakistan
M.S in System Design & Management,
Sloan School of Management, MIT, USA
MS Manufacturing Systems Engineering,
University of Wisconsin-Madison, USA



Siddiqui, Raziuddin
Assistant Professor,
Department of Mathematical Sciences
PhD (Algebra), University of Durham, UK
M.Sc (Math), University of Karachi
BE, NED University of Engg & Technology, Karachi

What is the difference between an obstacle and an opportunity? Our attitude toward it. Every opportunity has a difficulty, and every difficulty has an opportunity.

-J. Sidlow Baxter

Adjunct Faculty

Economics & Law



Khan, Farrukh H
Executive Vice Chairman and Founding Partner,
 BMA Capital Management Limited
 24 years of experience in capital markets and financial sectors
 Ex-Director Treasury American Express Bank
 Bachelors from University of Manchester, Chartered Accountant
 Trains: Capital Markets, Business and Financial Sector Strategy



Raza, Syed Salim
Former Governor,
 State Bank of Pakistan
 Ex-CEO, Pakistan Business Council
 36 years experience of global banking including Head of City Bank Operations in Middle East, Africa, UK, Central & Eastern Europe.
 Teaches: Global Economics and Political Environments Course at the MBA program besides delivering lectures and seminars for IBA Executive MBA Program.



Sayeed, Sadeq
Chairman,
 Metage Capital Ltd. UK
 Former CEO Nomura International
 Advisor JS Investment Ltd and Director Silk Bank
 Worked with Nomura Europe, Credit Suisse First Boston and World Bank
 Adjunct Professor at Imperial College Business School, London
 Masters (Finance), Sloan School, MIT

Management



Khan, Zaffar A.
Former President & Chief Executive Officer,
 Engro Chemicals
 Ex-Chairman, PIA, PTCL & KSE,
 Mechanical Engineer by Profession
 President of Overseas Chamber of Commerce



Jabbar, Javed
Former Senator,
 Ex-Federal Minister for Information and Broadcasting
 Highly respected author, commentator on media, political and international relations.
 Ex-Regional Counselor and Vice President IUCN
 Teaches: Media, International Relations and Political Science Courses to MBA students



Azhar, Wasim
Director,
 Excellence Exchange and Coaching Connection Programs, Center for Teaching Excellence, Haas School of Business
 Contribution: Capacity building of faculty at IBA including conducting lectures as a Visiting Faculty
 PhD, Systems Engineering; University of Pennsylvania

Social Sciences

Marketing

We have no choice of what color we're born or who our parents are or whether we're rich or poor. What we do have is some choice over what we make of our lives once we're here.

-Mildred Taylor

Group Photographs of Faculty



Academic Departments

The Institute of Business Administration (IBA) has 2 faculties and 7 departments operating under its umbrella. The departments include Accounting and Law, Economics & Finance, Management, Marketing, Mathematical Sciences, Social Sciences & Computer Science. These departments are headed by experienced and dedicated chairpersons who are renowned in their field, they supervise and maintain a curriculum which is updated respectively regularly to match the changes in the business world. The departments continuously assist the administration in its efforts to develop their current faculty.

Faculty of Business Administration

Department of Accounting and Law

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

Department of Economics and Finance

The Department of Economics & Finance is one of the key departments of the IBA. It provides a practical understanding of the financial and economic environment and helps students learn modern techniques used by business professionals. There is an emphasis on preparing students to cope

with the business challenges in an ever-changing global economic and financial environment. Moreover, it promotes research activities and encourages faculty members to publish in recognized scholarly journals. The Department has 14 full-time faculty members including 7 PhDs from reputed foreign universities. The Department invites leaders of industry and banking to teach specialized courses and to share their experiences in the seminars and conferences organized by the student societies.

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

Department of Management

The Department of Management supports teaching and research in the areas of Entrepreneurship, Human Resource Management, Organizational Behavior, Strategic Management, and Organization Theory. The Department concentrates on Human Resource Management (HRM) and Entrepreneurship and prepares students for the management challenges of tomorrow. Our faculty has expertise in areas such as leadership, employee training and development, team decision-making and effectiveness, and strategy formulation and implementation. Faculty members work as consultants and

advisors to improve competitiveness and managerial understanding of organizational processes and performance. The Department offers Masters in Business Administration with a major / specialization in Human Resource Management. In near future the department would be offering specialization in Entrepreneurship and Supply Chain. The Department consists of 10 full-time faculty members with a number of them having postgraduate qualifications from prestigious universities abroad.

Department of Marketing

Marketing is the face of the organization. According to marketing gurus; marketing is predominantly the most important activity an organization has to fulfill. If marketing is executed well it means the rest has already been accomplished. Marketing also has a peripheral spanning role. Customers' main interaction with the organization is through the marketing department. Success and failure of organizations depend to a very great extent on their marketing capability. Research has repeatedly demonstrated that most operations in the organization can be outsourced except marketing. The only constant in marketing is change.

Marketing has evolved over the years almost unrecognizably, mainly due to the tools at its disposal and the dynamic potential of customers. In nature it remains the same - being in love with the customers and always thinking of "The Customer as the King".

In order to bring the best of marketing knowledge, tools and technology to the potential marketers studying at IBA, we make great efforts to create a real world experience in the class. Our outstanding faculty are the main torch bearers in transmitting cutting edge marketing concepts, knowledge and understanding to the students. Furthermore marketing practitioners share their experiences as instructors, guest speakers, and visitors

on a regular basis. Case studies from the local markets are constantly developed and published for the classroom through interchange of information and become a part of the regular curriculum. Classroom discussion is further enhanced by material from prominent international seats of learning. The Department consist of 11 full-time faculty Members.

Department of Social Sciences

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

The exposure to various academic disciplines given by the Social Sciences Department as a part of a terminal Business Degree of Bachelor of Business Administration (BBA) adds value to the students' skill pack giving them a head start. It is aimed at achieving the following objectives: a balanced world view and an insight into domestic and global politics, a grooming in cultural, social and philosophical pluralism, an understanding of human psychology and corporate responsibility, an introduction to research methodology and training in communication and presentation skills. And last but not the least a foreign language advantage. This Department has 8 full-time faculty members including 5 PhDs.

Faculty of Computer Science

Department of Computer Science

Computer Science is the study of computational problems and systems: their theory, design, development, and application. Principal areas within computer science studies include: theory of computation, parallel and distributed computing, computer systems and networks, programming languages, software engineering, as well as application areas such as artificial intelligence, web technology, computer graphics and databases. The Faculty of Computer Science offers learning through a large number of courses supplemented by research in artificial intelligence, software engineering, analysis, computer systems,

databases and data communications. Its highly qualified full-time faculty along with well experienced visiting faculty, are responsible for teaching courses in Computer Science and Engineering as well as MIS and quantitative subjects. The Department consists of 14 full-time faculty members, with a number of them having postgraduate qualifications from prestigious universities abroad.

Department of Mathematical Sciences

Study of mathematical methods of analysis is very important for students graduating from a diverse set of majors. This includes all sciences, most arts, and management areas. The department of Mathematical Sciences is a recently set-up academic unit at IBA, and falls under the umbrella of

the Faculty of Computer Science (FCS). Prior to its inception, courses related to mathematics were managed by the FCS. In the near future, the department of mathematics plans to launch a double majors program (Bachelors standard) in Mathematics-Economics. The department of mathematics' current activities include offering courses related to analysis, quantification, and statistical inference. The department is chaired by Prof. Dr. Shahid Qureshi who is an established authority on lunar movement and positioning, which has a lot of impact in the Pakistani society. The department has 8 full time faculty members who actively pursue research in their areas of interest and prolifically produce quality research articles. Some of these research articles

have been published in the finest journals in the field. In future, the department plans to offer doctoral studies for entering PhD students within IBA.

- In 2008, IBA became the first university in Pakistan to offer SAP education as part of its curriculum.
- In 2009, the Computer Science Programs achieved the highest "W" rating from National Computing Education Accreditation Council (NCEAC).
- In 2010, IBA became the first institute in Pakistan to participate in the Robo Cup competition.



Programs Menu

S. No.	Information	Bachelors of Business Administration (BBA)	Bachelors of Science (BS)		Masters of Business Administration (MBA)		
			Economics & Math	Computer Science	Morning	Evening	
1	Admission Requirement	Higher Secondary School Certificate with a Minimum of 65% marks OR 'A' Levels (Minimum 2 'B's and 1 'C') in 3 principal subjects OR American High School Diploma (Minimum of 80%) OR An International Baccalareate (Minimum 25/45)	Higher Secondary School Certificate (Pre-engineering or General Group with Mathematics) with Minimum 60% marks OR 'A' Levels (Minimum 1 'B' and 2 'C's) in 3 principal subjects including Mathematics OR American High School Diploma (Minimum of 80%) OR An International Baccalareate (Minimum 25/45)			A Minimum 16 years of education out of which 4 years should have been spent in an HEC recognized university / degree awarding institute with: A Minimum of 60% aggregate marks OR A Minimum CGPA 2.50 on a scale of 4.00 (as applicable) & A Minimum of 2 years relevant work experience gained after graduation / completion of 16 years of education**	
2	Aptitude Test Component	<ul style="list-style-type: none"> English Composition (MCQs) English Comprehension (Essay Writing Skills) Mathematics (MCQs) 	<ul style="list-style-type: none"> English Composition (MCQs) Mathematics (MCQs) 			<ul style="list-style-type: none"> English Composition (MCQs) English Comprehension (Essay Writing Skills) Mathematics (MCQs) 	
3	Aptitude Test - Difficulty Level	SAT-I	SAT-I & SAT-II (Mathematics)		GMAT		
4	Aptitude Test Exemption*	Minimum 1900 score in SAT-I	Minimum 1900 score in SAT-I & Minimum 650 score in SAT-II (Mathematics)		BBA Degree from IBA, Minimum 2.5 CGPA & 2 years Work Exp OR Minimum 600 score in GMAT		
5	Student Profile	Avg Age: 19	Avg Age: 19		Avg Age: mid 20's Avg work exp: 2 years		
6	Graduation Requirement	33 core courses, 12 elective courses, 144 credit hours,	33 core courses, 13 elective courses, 148 credit hours, (Entrepreneurship)	38 core courses, 10 electives courses, 150 credit hours, 1 Economics Research Project	62 core, 21 supporting science, 15 general and 39 elective credit hours	16 core courses, 8 elective courses, 72 credit hours + Comprehensive Exam	14 core courses, 10 elective courses, 72 credit hours + Comprehensive Exam
7	Fees****	Rs 114,200 / Semester	Rs 67,700 / Semester		Rs 114,200 / Semester	One Course: Rs 18,200 Two Courses: Rs 36,400 Three Courses: Rs 54,600 Four Courses: Rs 72,800	
8	Application Deadline	June 14, 2012	July 5, 2012 & November 21, 2012		May 17, 2012 & November 21, 2012		
9	Application Documents	<ul style="list-style-type: none"> Matriculation / 'O' Levels certificate with transcript / marksheet HSC / 'A' Levels certificate with transcript / marksheet Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards 6 copies of a recent passport-size photograph Photocopy of Fee Challan deposit slip 			<ul style="list-style-type: none"> Matriculation / 'O' Levels certificate with transcript / marksheet HSC / 'A' Levels certificate with transcript / marksheet Bachelors degree with transcript / marksheet Post Qualification Work experience certificates Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards 6 copies of a recent passport-size photograph Photocopy of Fee Challan deposit slip 		
10	Course Start	September	September and February		September and February		
11	Duration	4 years full time			2 year for Non-BBA Graduate 18 months for BBA Graduate	2.5 years to 7 years	
12	Campus	Main / City				City	

The above are extracts of the IBA Admission Policy-2012

* Participation in Group Discussion & Interview is mandatory

** For details, see Work Experience requirement

*** All equivalency claims shall be evaluated by the HEC (www.hec.gov.pk).

**** The IBA reserves the right to revise the fee without prior notice

	Masters of Science (MS)		Executive MBA			Doctorate of Philosophy (PhD)	
	Economics	Computer Science	Corporate Managers	Financial Sector	Public Sector	Computer Science	Economics
	A Minimum 16 years of education out of which 4 years should have been spent in an HEC recognized university / degree awarding institute with: A Minimum of 60% aggregate marks OR A Minimum CGPA 2.50 on a scale of 4.00 (as applicable)		16 years of education with 3 years post qualification work experience OR 14 years education with 6 years post qualification work experience			MS / M.Phil / Equivalent in relevant subject from HEC recognized local / foreign university with : A Minimum 60% aggregate marks in the last degree OR A Minimum 3.0 CGPA in the last degree where applicable*** Also have to fulfill specific requirements by the respective departments	
	<ul style="list-style-type: none"> English Composition (MCQs) Mathematics (MCQs) Specialization 		<ul style="list-style-type: none"> English Composition (MCQs) English Comprehension (Essay Writing Skills) Mathematics (MCQs) 			<ul style="list-style-type: none"> English Composition (MCQs) Mathematics (MCQs) Specialization 	
	GRE General + Specialization		GMAT			GRE General + Specialization	
	Minimum 650 score in quantitative GRE (Int'l) OR 160 score in quantitative revised GRE (Int'l)		BBA Degree from IBA, Minimum 2.5 CGPA & 3 years Work Exp OR Minimum 600 score in GMAT			Minimum 650 score in quantitative GRE (Int'l) OR 160 score in quantitative revised GRE (Int'l)	
	Avg Age: mid 20's		Avg Age: mid 30's Avg work exp: 10 years			Avg age: 26	
	11 core courses, 4 elective courses + Thesis	24 credit hours of coursework with 6 credit hours of research OR 27 credit hours of coursework + 3 credit hours of research	18 courses, 72 credit hours, 2 projects, Comprehensive Exam			24 credit hours coursework, 12 credit hours Dissertation, Comprehensive Examination, 2 internationally referred journal papers	7 core courses 4 elective courses Dissertation
	One Course: Rs 18,200 Two Courses: Rs 36,400 Three Courses: Rs 54,600 Four Courses: Rs 72,800		Rs 100,000 / Trimester		Rs 40,000 / Trimester	A stipend of Rs 45,000 / month (provided by IBA)	
	July 5, 2012 & November 21, 2012		July 5, 2012 - November 8, 2012 & March 7, 2013			July 5, 2012 and November 21, 2012	
	<ul style="list-style-type: none"> Matriculation / 'O' Levels certificate with transcript / marksheet HSC / 'A' Levels certificate with transcript / marksheet Bachelors degree with transcript / marksheet Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards 6 copies of a recent passport-size photograph Photocopy of Fee Challan deposit slip 		<ul style="list-style-type: none"> Matriculation / 'O' Levels certificate with transcript / marksheet HSC / 'A' Levels certificate with transcript / marksheet Bachelors degree with transcript / marksheet Post Qualification Work experience certificates Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards 6 copies of a recent passport-size photograph Photocopy of Fee Challan deposit slip 			<ul style="list-style-type: none"> Matriculation / 'O' Levels certificate with transcript / marksheet HSC / 'A' Levels certificate with transcript / marksheet Bachelors degree with transcript / marksheet Master's degree with transcript/marksheet Migration certificate of the university / board concerned, except in the case of Karachi University / Karachi Board Equivalence certificate in case of holders of degrees / certificates issued by non-Pakistani universities / boards 6 copies of a recent passport-size photograph Photocopy of Fee Challan deposit slip 	
	September and February		April, September and December			September and February	
	2-2.5 years	2-2.5 years	2 years - 5 years			4-5 years	4-5 years
	City		Main / City			Main/City	

ALL ADMISSIONS ARE SUBJECT TO CANDIDATES MEETING, MINIMUM ELIGIBILITY REQUIREMENT AND QUALIFYING APTITUDE TEST, GROUP DISCUSSION, INTERVIEW AS APPLICABLE.

To apply for any of the above Programs
Please visit our website at www.iba.edu.pk incorporate query email: info@iba.edu.pk

Overview of the Programs of Study

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

Doctor of Philosophy (PhD)

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 credits and dissertation credits.

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.

Masters of Business Administration (MBA) Morning

The MBA Morning Program is a full-time program conducted at the Main Campus and the City Campus of the IBA. Specializations include Marketing, Finance or Human Resource Management.

Particulars of the course

a. For Candidates with BBAs Background

Duration: 18 months/66 Credit Hours
Pre-requisites: 16 years education plus 2 years post qualification work experience plus min 2.5 CGPA in BBA (No entry test for

Only IBA BBA students having CGPA equal or above 2.5. They will directly be qualified for Interview round & Group discussion.

Program Structure: 22 Courses including MBA Project, No Internship

b. For Candidates with Non-BBAs Background:

Duration: 24 months/72 Credit Hours
Prerequisites: 16 years education plus 2 years post qualification work experience plus min 60% aggregate marks in last degree

Program Structure: 24 Courses including MBA Project & Summer Internship

MBA Evening

The MBA Evening Program is offered only at the City Campus. Specialization include Marketing, Finance or Human Resource Management. The duration of this program may vary depending on the capacity of the student to complete the course load during each semester.

a. For Candidates with BBAs Background

Duration: 24 months/66 Credit Hours
Pre-requisites: 16 years education plus 2 years post qualification work experience plus min 60% aggregate marks in last degree .

Program Structure: 24 Courses including MBA Project & Summer Internship

b. For Candidates with Non-BBAs Background

Duration: 30 months / 72 Credit Hours
Pre-requisites: 16 years education plus 2 years post qualification work experience plus min 60% aggregate marks in last degree

Program Structure: 24 Courses including MBA Project

18 months MBA Program (Morning)

For those who have obtained BBA degree from HEC recognized institute will finish their Full time MBA in just 18 months instead of 24 months (for Non-BBAs) thus resulting in the saving of the tuition fees for one full semester and start the job 6

months earlier IBA BBA with the CGPA of 2.5 and have acquired two years 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 – Banking and Financial Services

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

Executive MBA Corporate Managers

This program provides an opportunity for experienced professionals to obtain a Master's degree in Business Administration on a schedule that minimizes disruption of work and personal pursuits. Such programs include a group-class structure that offers a planned curriculum in an executive setting. Executive MBA-CM programs are designed for senior business leaders who want to strengthen their expertise. IBA offers these unique training programs for working executives who wish to advance to the highest levels of the corporate ladder, especially managers who are seeking C-suite (CEO, CFO, COO etc.) or entrepreneurial roles.

Executive MBA – Public Sector Executives

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

executives from the public sector to learn and apply the contemporary measures in a manner which promotes and enriches the overall quality of public-sector service. The program is specifically designed for mid-career managers, and it emphasizes on their personal development, enhanced productivity and strategic thinking.

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 1½ to 3½ years, depending on the capacity of the students to complete the course load each semester. The students must complete the coursework in 7 consecutive semesters. The course load for PGD students is three in the regular semester and two in the summer semester. This program consists of 12 courses of 36 credit hours cumulative, all of which are compulsory. This program leads to MBA degree pursued in the evening program.

Masters of Business Administration (MBA Evening Program)

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

Certificate Courses (Evening Program)

Candidates interested in attending single courses of PGD and MBA, offered in the evening, are awarded certificates upon successful completion of the course. These certificate courses are available for people with a bachelors degree or equivalent from a recognized university. Relaxation in this

requirement may be allowed for candidates sponsored by their employers. These courses are useful for those who cannot join the full-length degree or diploma programs. Selection of candidates is based on an aptitude test. Students can have their status converted to that of visiting students, upon request, before the first hourly examination of the course.

Visiting Students Program (Evening Program)

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

MS Economics Program

MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. This program emphasizes on applied economics, and caters to the growing market for economic analysts. Option will be available to students either to join the morning session or the evening session. However, if a sufficient number of students is available only then morning session will also be started. Experience is not mandatory for admission to the MS Economics program.

Masters of Science (Evening Program) in Computer Science

The MS(CS) Program is offered at the City Campus. This is a part time program, preparing students in computer science. This program consists of a minimum of 30 credit hours for those students opting for MS thesis, 24 credit hours of coursework and 6

credit hours of research work is required. For students opting for coursework only, 27 credit hours of coursework along with 3 credit hours of research survey is required. Courses comprise a combination of compulsory and elective courses in core and supporting areas.

Bachelors of Business Administration (BBA Program)

The BBA Program at the Main Campus and the City Campus is a full-time 4-year bachelor program. This program consists of 49 courses of 144 credit hours cumulative. Out of these, 33 are core courses, 12 elective courses plus Experiential Work Project of 4 courses.

Bachelors 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.

Bachelors of Science (BS Program) in Computer Science

The BS(CS) program is offered at both the campuses. It is a full-time four-year

program, preparing students in Computer Science. 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.

Bachelors of Science (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.

Executive Education

The Institute combines its program of formal management education with an elaborate program of management training for executives and professionals. These specialized programs are conducted by the Center for Executive Education. 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.

Besides open enrollment 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, multinationals government departments, defence, and public sector organizations.

Enhancing our Outreach

A public sector institution of higher education has to play an important role in contributing directly or indirectly to the socio-economic development of the country. While teaching and research will generate the direct linkages by providing high calibre human resources to the economy in the medium to long term an institution such as IBA has an obligation to strengthen its community, corporate sector, public sector and non profit sector linkages in the short run. These linkages can be fostered by providing advisory and consultancy service, nurturing entrepreneurship and innovation and training of mid career executives. IBA is already providing a few of such services on a sporadic basis but they have to be further expanded and enlarged in a more systematic way. The vehicle through which this will take place are the Centre for Entrepreneurship Development, Centre for Executive Education and the Centre for Access to finance.

Responsible Citizen Initiative (RCI Program)

To strengthen our outreach to the community has been an essential ingredient of our current strategy. To enable this we have introduced 'IBA Student Community Service as a Project' ; it is a 6-8 week mandatory internship aimed to raise the level of awareness of the "future business leaders" of PK regarding the Social Sector and the challenges it faces. It is offered to our BBA students specifically in the nonprofit and NGO sector. The focus of the project is to take the students outside of their comfort zone and connect them with those parts of the society with whom they may not have ever interacted. Through this initiative we hope to bring our students in direct contact with that segment of society that is not as blessed materially as them, they will be in a better position to become part of the solution rather than the problem. This involvement with those less privileged will also help them develop awareness about the larger, diverse environment which impacts our economy and businesses, thus enabling them to become more effective leaders

with greater empathy for the less well to do segments of the society. Our student body comprises the best brains in PK and we feel that the resource hungry Social Sector would be able to benefit enormously through their contributions during the summer months. This makes the Responsible Citizen Program a win-win proposition.

Center for Access to Finance (CAF)

One of the major factors inhibiting rapid progress in poverty reduction and better income distribution is the inaccessibility of institutional finance to the low and middle income groups in Pakistan. The CAF carries out analytical studies, action research, monitoring and evaluation of the existing infrastructure, institutions and networks supplying finances. It also assesses the demand and demand side constraints through surveys, focus groups and structured interviews. The Center will link with the Center for Entrepreneurship Development (CED) in future and help transformation of business ideas into reality.

Center for Entrepreneurship Development (CED)

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.

The Specialization in Entrepreneurship would inspire potential students to think like an entrepreneur, by being innovative and creative in their thoughts and action. Some students who are fortunate enough to have a legacy of entrepreneurship in their family may want to help grow the family business, or learn how to improve the business by applying creative ideas. Furthermore, the entrepreneurial spirit may appeal to some who are looking to explore and experience a different way of running businesses.

Career Development Center (CDC)

The goal of the Career Development Center is to help the students find the right job in their preferred field, with their "employer of choice". The CDC achieves this through developing strong and tangible linkages between employers and

IBA graduates, and aligning the needs of employers with the competencies of our graduates. Professional lectures, seminars, panel discussions and workshops on career development and related skills are also organized. Other activities include arranging mock interviews of graduating students with Alumni, organizing and facilitating job fairs, coordinating internships, 5-months projects, and job placements in an efficient and smooth manner. The CDC also sponsors visits of head hunting teams to facilitate on-campus recruitment activities, as well as ensuring the timely compilation, publication, and circulation of the IBA Graduate Directory for BBA and MBA classes. At CDC, we tend to channel our energy and efforts for the career development of our students so that their strengths and competencies are showcased in a manner that is appealing and facilitative for the employers.

Center of Business and Economics Research (CBER)

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

Being defeated is often a temporary condition. Giving up is what makes it permanent.

-Marilyn vos Savant

Centre for Executive Education (CEE)

The IBA's Center for Executive Education (CEE) focuses on developing managers and providing opportunities for refining the skills needed to succeed in today's business environment. CEE aims at helping organizations gain competitive advantage by developing their most important resource – their people. It is a nucleus for activities designed to enhance organizational effectiveness through training and developing working professionals in various disciplines and equipping them with the tools and knowledge to improve their managerial skills. The programs offered are designed to strengthen the participants' leadership skills with a focus on personal development, productivity improvement and strategic thinking. The Center specializes in Executive Education and Management Development Activities through Open-Enrollment Courses, Client-Specific Customized Programs and Consultancy.

The IBA CEE and the client organization work in partnership to understand clients' needs and to develop the best possible solution for the clients; be it in the area of training or overall organizational development. In this way clients benefit from getting projects that are well researched and that absolutely match their requirements. This ultimately positively impacts performance, productivity and profitability. CEE workshops and courses provide:

- An exceptional combination of well researched and time tested approaches, cutting edge theories and powerful tools for effectively managing businesses
- Opportunities to unleash the creative potential of participants that positively transforms conventional approaches of problem solving and management into ones that are fresh and innovative

- Practical guidelines and tips on problems and issues specific to participants' needs and the organization they come from
 - An opportunity to learn and practice new skills in excellent surroundings
 - An opportunity to contribute in developing the program further through insights and suggestions
- Other additional benefits of attending a program at the CEE include:
- A sustainable relationship with IBA as a partner committed to the progress and advancement
 - Contact and association with prominent professionals belonging to a varied range of organizations and fields
 - Opportunity to learn from the best and brightest minds in the field.

Particulars of some of the training conducted by CEE in 2011 are appended as under:



A. Open Programs

- Creativity in Advertising
- Effective Presentation Skills
- Export Marketing-Manufacturing Locally, Competing Globally
- Financial Modeling (Module 1 & 2)
- Corporate Credit Risk Analysis
- Alternative Investments
- Branding for Profits

- Laws of Branding
- Finance & Accounting for Non-Finance Executives
- Effective Business Communication
- Equity Analysis
- Activity Based Costing
- PR for Branding
- Negotiation & Conflict Resolution Skills
- Finance & Accounting for Sales & Marketing Executives
- Project Management
- Transformational Leadership Program (TLP)

B. Client Specific/Customized Programs & Modules

- 'Business Administration Certification Program' for Executives of M/S Sanofi Aventis
- 'Diploma in Business Administration' for Executives' of the 2011 Batch from the Atlas Group of Companies



- Executives from HBFCL Karachi & Lahore
- 'Economic Policy Making' for P & D Department, Government of Baluchistan
- 'Leadership & Management in Public Sector' for P&D Dept, Government of Sindh

C. Conferences, Seminars & Lectures

- Conference on 'Revitalizing the Economy' – Keynote Speaker: Patrick Turner, Affiliate Professor of Entrepreneurship, INSEAD
- Seminar on 'Blue Ocean Strategy'- Keynote Speaker: Dr. Zunaira Munir, Managing Director Strategize Blue, USA
- Lecture on 'Financial Crises and the Behavior of Government and Regulators' Keynote Speaker : Mr. Sadeq Sayeed CEO METAGE Capital, UK
- Corporate Coffee: 'New Year Resolutions for the Economy of Pakistan' Mr. Simon Long, Banyan Columnist and former Asia Editor for The Economist

Try not to become a man of success but a man of value.

-Albert Einstein

Talent Hunt Programs

Objective

To prepare talented Students from under-privileged areas of Pakistan for IBA Entry Test and to finance the education of students who are able to clear the IBA entry test.

National Talent Hunt Program (NTHP)

IBA launched the National Talent Hunt Program (NTHP) in 2004 jointly financed by IBA & IHSAN Trust with the objective to prepare talented students from the deprived areas of the country for the preparation of aptitude test for BBA/BS degree courses. This program primarily targets students from the backward areas of Balochistan, Punjab, Sindh, FATA, Khyber Pakhtunkhawa and Gilgit Baltistan who are unable to apply for admission in IBA due to financial constraints.

Students who have secured A-1 positions in the merit list in their respective Intermediate boards of Pakistan are selected for this funded program jointly financed by IBA & IHSAN Trust on 70:30 cost sharing ratio. Trainees, lodging and boarding and tuition are provided free of cost, plus a small stipend is provided to cover other personal expenses.

Year	Students Trained at the Orientation Program	Successfully qualify the Aptitude Test	BBA	BS	Total students admitted
2004	19	1	1	-	1
2005	31	3	1	2	3
2006	15	1	1	-	1
2007	12	1	1	-	1
2008	No activity in 2008				
2009	23	2	1	1	2
2010	16	7	2	5	7
2011	36	14	4	10	14
TOTAL					29



Community Development Program, Planning & Development Department Government of Sindh

IBA Foundation Program (FP)

The Institute of Business Administration, Karachi has entered in to a collaboration with the Planning & Development Department, Government of Sindh, to launch the IBA – Foundation Program for Sindh region. The program aims at identifying the meritorious-cum-needy students from the less advanced districts of Sindh province, to provide them focused six (6) months foundation training to prepare them to appear in IBA’s or other Institution’s entrance examination and interviews for admission to the undergraduate programs. All expenses for the Foundation Program will be mutually borne by IBA-Karachi & Sindh Government. The first batch of the Program will commence its training at the main campus of IBA in December 2012; the training period will end in June 2013.



Sindh Talent Hunt Program (STHP)

IBA launched the Sindh Talent Hunt Program (STHP) in 2009 jointly financed by the IBA & Sindh Government with the objective to prepare talented students from the deprived areas of Sindh region for the preparation of aptitude test for BBA/BS degree courses. This program primarily targets students from the backward areas of Sindh who are unable to apply for admission in IBA due to financial constraints.

Students who are among the top-20 in the merit list in their respective Intermediate boards of Sindh are selected for this funded program jointly financed by IBA & Government of Sindh on a 70:30 cost sharing ratio. Trainees, lodging and boarding and tuition are provided free of cost, plus a small stipend is provided to cover other personal expenses. Ever since inception of the program in 2009 as many as 80 students belonging to remote areas of the Sindh region have participated in the orientation activity of the Sindh Talent Hunt Program of which 14 students were successful in acquiring admission in IBA.

Year	Students Trained at the Orientation Program	Successfully qualify the Aptitude Test	BBA	BS	Total students Admitted
2009	17	3	-	1	1
2010	27	6	1	5	6
2011	28	7	3	4	7
TOTAL					14

Admission Policy

IBA takes pride that it has never compromised quality in its standards of student intake, classroom instruction and discipline, assessment and testing during the fifty years of its existence. The challenge has been to continue the emphasis on quality assurance while promoting a culture of inquiry, inquisitiveness and innovative thinking. In our drive to reach ever higher, we consider it imperative to periodically review the admissions policy and align it with international best practices such as standardized international teaching, work experience requirements for MBAs and assessment of leadership potential.

The Policy for Admission in various programs / courses of study at the Institute of Business Administration Karachi may be stated as follows:

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 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, however, choose the campus of their preference at the time of admission and choose their specializations after a minimum of 2 years' study at IBA for 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.
- It will 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 regains 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.

Conditions

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

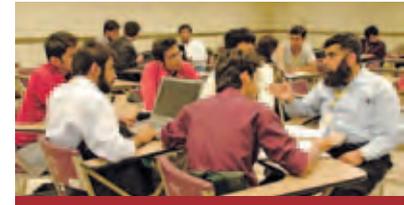
- Apply online and register for the Aptitude Test.
- Pay the required fee (Rs. 3,000/-) for processing of his/her admission application, related activity and obtain admit card.
- Qualify the Aptitude Test **OR** provide proof for exemption from the aptitude test by providing SAT I / SAT II / GMAT / GRE score transcript, whichever is applicable.
- Participate in a group discussion and appear for an interview and clear both.
- Meet the minimum academic eligibility requirement for the concerned program and provide mark sheet / transcript of the same.
- Provide equivalence certificate in case of holders of degrees/certificates issued by non-Pakistani universities / boards.

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.
- Candidates applying for admission to BS Programs and having a minimum score of 1900 in SAT-I & 650 in SAT-II (Mathematics).
- Candidates applying for admission to MBA Program and having a minimum score of 600 in GMAT.
- Candidates applying for admission to MS / PhD (CS) (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).
- IBA BBA graduates with a CGPA of 2.5 or above and having two years

work experience. 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 of Rs. 3,000 /- in any branch of Faysal Bank and obtain bank receipt for collecting the admit card.

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 High School Diploma with a minimum of 80% or an International Baccalaureate with at least 25 points out of 45. All other degree holders must provide an equivalency certificate from IBCC

Applicants to the BS Programs (CS as well as 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

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 High School Diploma with a minimum of 80% or an International Baccalaureate with at least 25 points out of 45. All other degree holders must provide an equivalency certificate from IBCC.



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 (by reappearing in the same subjects, or having their scores rechecked) and submit the new grades before the start of the classes.

Graduate Programs

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

A minimum 16 years of education out of which 4 years should have been spent in

an HEC recognized university / degree awarding institute*.

A minimum of 2 years' relevant work experience gained after graduation / completion of 16 years of education. (*Not required for MS Program*)

A minimum of 60% aggregate marks in the last degree

OR

A minimum of 2.50 CGPA on a scale of 4.00 in the last degree where applicable
For details, see Work Experience

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

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

Passed Bachelors level examination 16 years' education plus 3 years' relevant work experience

OR

14 years' education plus 6 years relevant work experience.

For details, see Work Experience Requirement given below.

*All equivalency claims shall be evaluated by the HEC (www.hec.gov.pk).

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

Transfer Candidates

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) may apply for transfer of credits to IBA. Course credits are also acceptable from Lahore University of Management Sciences and Karachi School of Business. Students must have been enrolled in degree programs at these universities.

Requirement given below

Applicants who have completed their BBA from IBA with a CGPA of 2.5 or above are exempted from taking the Aptitude Test. They are however, required to participate and qualify in Group Discussion, Interview and Essay Submission activities.

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

Applicants to the **PhD Program** must have:

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

Admission Policy

The candidate's CGPA must be 3.5 or above on a scale of 4.0 or equivalent. The candidate must have secured a minimum of 2As and 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 without assigning any reason thereof.
- The IBA Aptitude Test may be waived for such candidates but Interviews will be conducted prior to admission.
- 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.
- 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. 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 be determined on the courses they would be doing at IBA. This will be applicable for all degree programs at IBA.

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 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 MBA 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.



Admission Procedure

Online Application

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

To apply online, applicants need to fill out an online Admission Application Form, print and sign it, print a bank challan (also available at the website) and take these papers to the designated bank branches to deposit along with the admission processing fee for obtaining bank challan. Bank Challan alongwith copy of the admission application form is then to be taken to the Admissions Office for collection of the Admit Card as per the procedure described below:

Issuance of Admit Cards

Applicants residing in Karachi can obtain their Admit Cards by visiting the Admissions Office at IBA City Campus with a copy of the bank Challan, a copy of the duly signed-in Admission Form and two recent passport sized color photographs. Applicants residing outside Karachi can collect their Admit Cards from designated bank branches after payment of processing fees and submitting a copy of the signed Admission Form and two recent passport sized color photographs. List of authorized branches is given on the IBA web site.

Aptitude Test

The Aptitude Test is conducted simultaneously in Karachi, Lahore, Islamabad, Peshawar, Quetta and /or other cities announced through media on a specified date. The Admit Cards issued to the applicants indicate the test center, date, and reporting time. Please make sure to read all instructions given on the back of the Admit Card carefully. The applicants should bring their Admit Cards along with a photo ID to be able to

appear for the Aptitude Test. Candidates who pass the Aptitude Test qualify for the group discussion followed by an interview.

Interview List

The names of candidates who qualify the Aptitude Test and are eligible to participate in group discussion, interview activities will be displayed at both the campuses and on our website. These candidates are to report to the venue at the designated date and time for the said activity.

Documents Required

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

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

Group Discussion

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

Interview

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

List of Successful Candidates

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

Enrollment

Candidates who have received their Admission Letter and Fee Challan should deposit their fee in the prescribed bank and collect Enrollment Form from the respective Program Offices

for commencing studies at IBA. These candidates must, however, submit the following documents in original, along with copies attested by a gazette officer to complete the enrollment process:

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

Disclaimer

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



Rules & Regulations

Rules and regulations are an important component in the execution of the mandate of education at all institutions. Their primary goal is to ensure the quality and standard of education and to encourage professionalism by governing the admission, teaching learning processes and the evaluation mechanisms. They promote transparency in academic administration through the appropriate definition, communication and implementation of rules and regulations. Their appreciation and adherence by all concerned parties is vital for the proper functioning of the programs. Some of the Core Elements of the Rules & Regulations pertaining the academic conduct are approved in the secondary portion:

Discipline:

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

Good Standing:

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

Attendance:

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

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

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

accepted. If a student accumulates more than the permissible absences, he/she is awarded an 'F' in that particular course. Full-time students are allowed 6 absences in a 1 hour course, 4 in a 75- minutes course and 3 during a summer course. Part-time/evening students are allowed 7 absences in a regular semester course and 5 in a summer semester course. Students are not allowed to remain absent on the first and last day of the semester. Serious action is taken against those who violate this rule.

Cheating & Plagiarism

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

Transfer of Credits

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

They are subject to the following conditions:

- a. The student must have held a Master's degree with 60% marks at the time of admission to the Certificate Program
- b. The semester final grade in the course was at least 'B'
- c. The course for which the credit is sought was completed within two years from the date of admission in the PGD
- II. Students of PGD in Business Administration (Evening Program), who have not completed diploma coursework, can take MBA courses only as certificate students and may get credits for these courses in their degree coursework later, subject to the following conditions:

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

Course Load

- I. The course load for PGD and MBA Evening Program students is 3 in the regular semester and 2 in the summer semester. The students may take 4 courses if they maintain their CGPA at 3.0 and above.
- II. The course load for full-time degree program students is 6 in the regular semester. A student cannot take

additional course(s) in any semester except in the final semester (BBA-VIII and MBA-IV). If a student needs to remove his/her deficiencies, he/she can do so by dropping a course. In the final semester (BBA-VIII and MBA-IV), a student may however take two additional courses to complete coursework.

Withdrawal from a Course

- I. Full-time students are allowed to withdraw from one course in a semester if such withdrawal helps the student in improving his/her performance in the remaining courses. The withdrawal must be sought on prescribed form 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'.

- II. 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.

Make-up Examinations

- I. Morning Program Students of Both Campuses: Under normal circumstances, no make-up examination shall be allowed for missing Term or Semester Final Examination.
- II. Evening Program Students: Evening program students, who are sent out of Karachi during term and final exams on

official assignments by their respective organizations, may be allowed to take make-up examinations under the following conditions:

- a. This facility will be allowed for only one of the two term examination for the courses taken by them.
- b. This facility shall be allowed for the semester final exams if the student has not already availed this facility for the term examinations.
- c. The concerned student shall be required to provide the following documents at least one week before the scheduled exam:
 - I. A certificate from his / her organization giving details of his/ her official assignment.
 - II. Evidence of official travel comprising tickets or boarding cards for air travel as applicable.
 - III. The concerned student shall be required to appear in the make-up of a term exam within three weeks of the original exam date and within six weeks for the semester final exam on payment of make-up exam fee equal to one full semester of MBA course fee.

Make-up Exam on Medical Grounds

In extremely serious cases, authenticated by recognized hospitals, the Committee may consider to allow make-up in term exams only. The Committee's decision in this regard shall be final. This facility shall, however, be allowed for only one of the two term examinations in a semester. No make-up of semester final exam shall be allowed on medical grounds of any kind.

The concessions under the 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.

In case a student misses his / her final exams on personal medical / grounds, or other extraordinary unavoidable circumstances he / she may apply for 'I' (Incomplete) with all supporting documents including medical certificates through his / her respective program coordinator to the Executive Committee. If the Executive Committee is satisfied with the genuineness of the claim then it may award an 'I' instead of an 'F' in that course. In that case the concerned student will have to appear at the examination of that course in the following semester. However, if the Executive Committee is not satisfied with the genuineness of the case, then 'F' will be awarded. This policy will be applicable for all IBA programs.

Cancellation of Final Exam

If a student's final exam has been cancelled for carrying cell phone inside the examination room / violation of any examination rule, an 'I' (Incomplete) status / remark would be recorded in the relevant course. Students, whose final examination has been cancelled for violation of examination rules, 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.

Rechecking of Final Paper

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

Transcript of Record

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

Exemption of PGD for Evening Students

- a. The Evening Program students who complete their PGD with CGPA of 2.2 and are dropped at MBA stage on the basis of low CGPA are allowed re-admission in MBA with exemption of PGD subject to passing the admission test.
- b. The students who discontinue their studies after completion of PGD with good standing and later, after lapse of the stipulated time for completion of MBA courses, seek fresh admission to complete their MBA, are allowed exemption of PGD, subject to passing the admission test.

Dean's List

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



transcript and against his / her entry in the graduate directory.

Honors & Medals

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

- a. The student should fall within the top 5% of his/her class and subject to having a minimum CGPA of 3.5
- b. The student must not have C- or lower grades in any of the courses during the semester.
- c. He/she must not have been subjected to any disciplinary action within the Institute during the semester. (Disciplinary actions will include all those actions for which the student can be suspended).
- d. The student must be deemed by the Dean & Director's Committee (Associate Deans and Director) to be worthy of being on the Dean's List.
- e. The student must have completed the normal course load for his/her particular semester. As per the IBA program announcement the course load for degree program students is typically 6 in the regular semester.
- f. 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. 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 be determined on the courses they would be doing at IBA. This will be applicable for all degree programs at IBA.

- g. The semester average will be calculated on a weighted basis and shall include all courses studied at IBA.
- h. Students who obtain an academic semester average of 90% or more will earn the honor of the Dean's List with Distinction.

BBA/BS Overall Medals

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

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

MBA Morning, Overall Medals

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

- a. Medal shall be awarded on the basis of CGPA obtained in MBA second, third and fourth semester courses only, with the provision that the MBA (direct) student should not have any C in 18 courses and MBA through BBA student should not have any C in 18 courses of MBA.
- b. In case of a tie where the CGPA is the same, the student with the higher average percentage shall be eligible for the award of Gold Medal.
- c. No award will be made unless there is a candidate of sufficient merit. For example, if only one student qualifies according to the above mentioned criteria, he/she will be awarded with gold medal and there will be no silver or bronze medal.

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

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

- a. A student must have a minimum of 2 electives.
- b. He/she must have an 'A' in both subjects.
- c. If a student has more than 2 electives in the field of specialization, the best 2 shall be counted, provided that the student has no 'C+' in the field of specialization, and has no fail grade in MBA 3rd and 4th semesters.

- d. If more than one student has the same grades, then the student with the higher cumulative percentage in the 2 electives shall be eligible.
- e. Each student shall declare his/her field of specialization in writing at the beginning of MBA 4th semester.

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

The Best Final Year Project in CS/MIS

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

Marketing Research Gold Medal

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

- a. A student who secures the highest marks in Advance Marketing Research will be entitled to the Marketing Gold medal provided he / she has a minimum CGPA of 3, has not received a minimum "C+ grade in any course and has obtained a minimum "A-" in Marketing 400 (MKT 400), and Marketing Practices in Pakistan (MKT519).
- b. A student who has highest grade / marks in Advanced Marketing Research but does not meet the eligibility criteria mentioned above, will not be eligible for the Gold Medal.

Leadership Gold Medal (Sponsored by Sanofi-Aventis)

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

- a. He/she must be a student with highest marks (Minimum 3.5 GPA) in the course.
- b. He/she must be a leading member of any society or CR of the class for the year or have arranged a seminar or workshop.
- c. In addition to the marks in the course, the student must not have been graded "C+" in any course.
- d. In case of a tie in GPA, award will be given on the basis of percentage marks.
- e. No award will be made unless there is a candidate of sufficient merit.

High Achiever's Gold Medal

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



Evaluation & Grading

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

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

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

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

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

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

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

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

'F' Grades will be shown on the Provisional/Final Transcripts but will not be counted in CGPA once the deficiency (F) is removed by the student.

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

Minimum GPA Requirements

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

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

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

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

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

GPA Requirement for Award of BBA/MBA Degrees

- I. If a BBA program student's CGPA in the final semester is less than 2.2 but not below 2.0, the student shall be required to repeat one semester of the lowest academic standing or certain courses in order to bring his/her CGPA up to 2.2 with the following conditions:
 - a. The student who succeeds in improving the CGPA (minimum 2.2), will be eligible and for award of the BBA degree.
 - b. The student, who fails to improve the

CGPA, will not be eligible for award of BBA degree. Such a student shall be issued transcript of credits earned.

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

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

Summer Semester

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

Internship Evaluation

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

Comprehensive Examination

Every graduating (MBA) student is required to pass a comprehensive examination on completion of coursework. This 4 to 6 hour examination is held after every regular semester. After completion of coursework, the maximum period allowed to clear the comprehensive examination is 10 years for the students admitted prior to 2004, in maximum 3 attempts. However, the students admitted in 2004 and onwards are allowed maximum 5 years to pass the comprehensive examination from the date of completion of coursework with no restriction on number of attempts. Students enrolled in MBA programs from

Fall 2010 onward will have a maximum of three attempts available to pass the comprehensive examination in 5 years from the date of completion of coursework. Students, who fail to pass the comprehensive examination, are eligible only for the individual course certificates. A student is eligible for a transcript/degree only after passing the comprehensive examination. However, he/she may obtain a provisional certificate on completion of the course requirement.

Time-Bar Rule

The students admitted prior to 2004 have 10 years to complete their coursework and

pass the comprehensive examination to be eligible for the award of MBA degree. Maximum three attempts are allowed to such students to pass the comprehensive examination. The students admitted in 2004 and onwards have a total of 5 years in case of MBA and 7 years in case of BBA to complete their coursework. There will be no restriction on the number of attempts for such students to pass the comprehensive examination within 5 years from the date of completion of MBA course-work. Students enrolled in MBA programs from Fall 2010 onward will have a maximum of three attempts available to pass the comprehensive examination in 5 years from the date of completion of course-work.

- a. For course work, the period shall be counted from date of admission.
- b. For comprehensive examination 10 / 5 years shall be counted from the date of completion of coursework.

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



Registrar



Ahmed Zaheer

Controller of Examinations



Mobin Khalili

Director Information & Communication Technology



Dr. Arshad B. Siddiqi

Director Human Resource



Ayesha Menai

Director Alumni, Public Affairs & Resource Mobilization



Zafar Siddiqui

Director Projects



Engr. Rehan ul Ambia Riaz

General

IBA has two campuses spread over 80 acres. These compare in size and splendor to any campus of a world-class institution of higher learning. The facilities are immaculately maintained in line with the IBA tradition of excellence in all facets of its activities. In 2008, an extensive development plan was launched to upgrade the existing buildings, facilities and infrastructure at both campuses and bring it in consonance with the growth plan for meeting international standards. The existing classrooms at both campuses have since been renovated under a facility up-gradation plan as a part of the development strategy. All classrooms have been provided central air-conditioning and are now fully equipped with the latest audio-visual facilities to enhance the overall learning experience. State-of-the-art video conferencing facilities have been completed at both campuses. Additionally, the two seminar halls, one in each campus, having a capacity for 60 students and one classroom for 45 students have been provided video conferencing facilities.

The IBA Main campus is a large complex of buildings spread around lush green sprawling lawns, which serves as a backdrop to an extremely conducive environment for academic pursuit. It houses the Administration and Faculty Offices, Academic Block, Library and

Auditorium Building. Being the principal campus of the institution, the campus is located in the environs of University's Complex on Abul Hasan Isphani Road. The Main Campus includes the Administration and Instructional area, plus two residential areas, namely the Boys' Hostel and the IBA

Staff Town, which also houses the Girls' Hostel. The Administration and Instructional spaces include an Administration Block, an Academic Block with 2 Seminars Rooms, 12 classrooms and Break-Out Rooms, an Auditorium with a capacity of 300 persons, library block, video conferencing room, faculty lounge and student lounge.

The City Campus is in the heart of the business district of the city. It houses the Administration Block, Academic Block, the Faculty of Computer Science Building and the Centre for Executive Education which provides excellent commitment to executive education. The City Campus is also home to the Evening Program, which is attended mainly by professional managers. Existing facilities include 18 class-rooms, 4 IT laboratories, computer laboratories. As up-gradation and new construction has commenced at City Campus site, IBA has hired APWA Building space which comprises of 6 class rooms, canteen, offices, presentation rooms, EMBA seminar rooms, Library and Computer Laboratory, and a spacious auditorium with a capacity of 300 persons.

Projects

During the coming 3 years, a series of buildings and facilities at both the campuses

will continue to undergo modernization and new ones will be added. Work on these buildings and facilities is being undertaken by professional architects, consultants and project managers who are engaged on a competitive basis. The overall program is being managed by a team of highly experienced professional engineers of IBA. An update on the status of various major projects at IBA is as follows:-

1. **Students Centre at Main Campus** - Construction started in October 2011 and is scheduled to be completed in April 2013
2. **New Boys' Hostel, Main Campus** - Construction started in March 2011, it is expected to be completed by July, 2012. It will add accommodation facility of 108 male students.
3. **Abdul Razzak Tabba Academic Block at Main Campus** - Foundation stone was laid on 2nd May 2011 by Mr. Aziz Tabba of the Tabba Foundation. It will be completed by September 2012.
4. **Renovation and up gradation of Library at Main Campus** Works has commenced in respect of renovation / reconstruction of Library at Main Campus
5. **Renovation and up gradation of Auditorium at Main Campus** - Works of Renovation/ reconstruction of Auditorium at Main Campus were completed in December 2010 and it is fully functional.
6. **Renovation & up gradation of Academic Block & Administration Block at City Campus** - Renovation and refurbishment of Academic Block and Administration Block at City Campus have been completed and both the buildings are fully functional.
7. **Renovation and up-gradation of FCS Building at City Campus** -





Work on renovation and up-gradation of FCS Building at City Campus has commenced it is scheduled for completion in February 2013.

- 8. **Construction of Visiting Faculty Residences at Main Campus** (within the premises of Staff Town) has commenced and is scheduled for completion in March 2013.
- 9. **Construction of New Girls Hostel at Main Campus (Staff Town)** IN collaboration of Govt. of Sindh for STHP Students.



- 10. **Renovation and up-gradation of Administration Block at Main Campus** Work has commenced March 2012 and is scheduled for completion in March 2014.
- 11. **Construction of Aman - CED Building at Main Campus Aman-CED** Building to house the Centre for Entrepreneurship Development is near completion and will be fully functional in July 30, 2012.
- 12. **Construction of Aman Tower at City Campus** (Multi-storied building) - Work on Construction of Aman Tower at City Campus – a ground + 12 storied building has commenced and scheduled for completion in May 2014.
- 13. **Construction of Sports Arena at Main Campus** - Work on Sports facilities comprising a cricket ground, football ground, two tennis courts and basket court has commenced. The facilities will be completed in May 2013.

- 14. **Construction of Pray Hall at Main Campus** - Construction of Prayer Hall has commenced which will be completed in August 2013.

Hostel Facilities

IBA provides residential facilities for full-time IBA students from outside Karachi. The Boys' Hostel is spread over an area of 1.75 acres with lush green lawns and is a short walk from the Main Campus. The hostel provides single and shared



accommodation for its students and has 108 single rooms, 20 dormitories and 12 double rooms i.e. an accommodation for about 140 male students. It has recently been fully refurbished with the addition of 26 new accommodations, a lounge and a TV room. The hostel provides many facilities to its residents such as indoor & outdoor game facilities, a TV lounge, equipped with a large LCD screen television, satellite decoder, and high speed internet service available via LAN and radio link connectivity.

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

Hostel facilities are also available for female students. The hostel has a total



of 26 rooms located in two IBA Staff Bungalows in the IBA Staff Town. The hostels can accommodate upto 52 girls. Construction of a new girls' hostel has commenced and is likely to be completed by 2013.

Transportation

IBA owns 3 buses and 5 coasters serving different routes for the convenience of its students. Besides, private and public transport also serves both the campuses. The City Campus, being located in the downtown area, is accessible from all parts of the city by public transport available round-the-clock.

Parking facilities have been provided at both campuses for students who wish to bring their own transport.

The IBA also runs a convenience point service through private contractors for students' pick and drop, covering the entire city. IBA also offers its students an option to take classes at either or both campuses. For this purpose, IBA runs a shuttle service between IBA Main and City Campuses.



The Libraries

The IBA Libraries aspire to support teaching, learning and research at IBA by developing and promoting the systems that are useful in enhancing access to related information, introducing innovative services and acquiring knowledge resources that could encourage synthesization of thoughts and knowledge, thus contributing into transfer of knowledge worldwide.

Libraries house over 50,000 volumes on the subjects those are directly related to the academic programs being offered at IBA e.g. business, management, marketing, finance, computer sciences and other related areas of interest. To keep its learning communities abreast with cutting-edge concept, libraries also subscribe to over 55 international and local journals and newspapers. Libraries at both campuses are regularly updated with latest learning materials like books, case-studies, online resources (e-books and e-journals). Classified sources of information e.g. annual reports of stock listed companies, research published by educational institutions, international & local research organizations, and government agencies are made available to facilitate indigenous research related to different sector of economy.

Campus-wide and remote access to very rich collection of multi disciplinary online resources or digital databases, in full-text consisting of e-books, e-journals, case studies and industry related research/analysis reports is the core of library collections and services. Currently, library subscribes to around 20 e-data bases that provide access to around 10000 e-journals and 50000 e-books; some important, are being listed here:

1. EBSCOhost: Business Source Complete, Academic Search Premier, and EconLit with fulltext, three essential databases through

- this single interface: <http://search.ebscohost.com>
2. World Advertising Research Centre [WARC]: <http://www.warc.com/security/login/autologin.aspx>
3. Emerald: <http://www.emeraldinsight.com/index.htm>
4. Wiley-Blackwell Journals: <http://onlinelibrary.wiley.com>
5. Taylor & Francis Journals: <http://www.tandfonline.com>
6. Springer Link: <http://www.springerlink.com>
7. Cambridge Journals: <http://journals.cambridge.org>
8. Project Muse: <http://muse.jhu.edu>
9. Edinburgh University Press: <http://www.eupublishing.com>
10. Institute for Operations Research and the Management Sciences

- (INFORMS): <http://journals.informs.org>
11. University of Chicago Press: <http://www.jstor.org/action/showPublisher?publisherCode=ucpress>
12. Duke University Press Journals: <http://www.dukejournals.org>
13. Beech Tree Publishing: <http://www.ingentaconnect.com/content/beece>
14. Association of Computing Machinery: <http://dl.acm.org>
15. Pakistan Law Site: <http://www.pakistanlawsite.com>
16. Ebrary: <http://site.ebrary.com/lib/ibakarachi/home.action>
17. World Bank e-Library: <http://elibrary.worldbank.org>
18. McGraw Hill Access Engineering: <http://www.accessengineeringlibrary.com>

19. McGraw-Hills Access Science: <http://www.accessscience.com>

Libraries strive to conceptualize and offer host of information services to the members of its community to contribute into their scholastics and life-long-learning. The on-site library collections are searchable through online public access catalogue, a Library Management System that enables users to explore the learning materials, easily and efficiently.

Both, main and city campus, libraries are currently being reconstructed and remodeled. The main campus library is scheduled to be operational in Fall 2013, once completed, it will be one of its kind infrastructure in the city with state-of-the-art facilities, pivotal in supporting overall learning environment to cater the needs of 21st century learners. Further details/ information/ updates, keep visiting library website .

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



ICT Infrastructure and Services

The Information and Communication Technology department provides ICT services to IBA Main and City campuses, hostels and staff town, serving a total of around 3000 users on and off campus and a sizeable number of alumni. The principal aim of the ICT department is to bring state of the art technology in to IBA, provide essential services and promote automation.

Striving hard to provide essential services the dept labours day and night to meet the end users requirements of internet, email, distance learning (video conferencing), unified communications (VoIP) etc. All these services are dependent on a high performing and robust network, which includes structured cabling and wireless media. The network infrastructure in turn is backed by redundant power supplies (UPS and gen sets). A brief synopsis of the services is as follows:

- Centralized UPS backed power supplies are provided for all IT equipment in the entire institute. It's a versatile and cost efficient solution for protecting critical IT equipment from going down by providing an incessant power supply in case of a power outage, till such time secondary backup power (generator) comes up. Most of the buildings are energized through this system, remaining few buildings will be energized by Fall 2012.
- A series of new high end, IBM brand servers have recently been procured and installation / configuration has commenced. These ultra high configuration servers shall cater for the future requirements of virtualization, and in turn, help in conserving space as well as power.
- A temporary data centre has been established at City Campus. Work on construction of permanent data centre at City Campus as well as data centre at Main Campus is well under way. The data centers shall be used to house computer systems and associated components,

such as telecommunications and storage systems. These state of the art data centers will include redundant or backup power supplies, redundant data communications connections, environmental controls (e.g., air conditioning, fire suppression) and security devices.

- A Gigabit speed network infrastructure supported by Cat 6 cabling and network devices of latest technology provides backbone connectivity between different segments of the network; this network is since being upgraded from copper to fiber. When completed it will greatly enhance the speed of the traffic between different network segments, resulting in overall improved performance of the network. Huge internet bandwidth at both the campuses shall provide the users an altogether new browsing experience facilitating them in their studies and research work
- Wireless connectivity is fully available at all the locations, especially available for mobile users so that they can utilize IBA ICT services as per their convenience while being off the campus.
- Traditional voice communication system has been replaced by latest technology unified communication system, which utilizes ICT network infrastructure. This system has eliminated the need for separate voice (TDM) cabling thereby accommodating the ever increasing / changing requirements of the user.
- Video conferencing is fully implemented at both campuses, number of video conferencing sessions are being availed daily. Video conferencing meetings, video lectures sessions, and other video trainings session are being done using the video conferencing facility at both campuses.
- LAN and WAN security has been implemented and all traffic goes through the security checks and controls. Further enhancement will be implemented to make sure that all incoming mails are

thoroughly scrutinized by the level wise security measures and access to all unauthorized is denied. All logs which is being received from various network and system devices are being correlated on real time basis. Soon, these correlated logs will start to store in a system at completion of storage system configuration. Reporting systems are being planned to implement to analyze network traffic flows based on source, destination and behavioral analysis.

- At City Campus an internet Bandwidth of 34 Mbps is fully operational. At Main Campus an Internet bandwidth of 105 Mbps is operational which is shared among boys hostel, girls hostel and Main Campus. Both campuses are connected through services provider link of 35 Mbps bandwidth. A backup radio link has recently tendered and awarded to a company. A POC (Proof of Concept) is successfully completed. After the completion of tender radio link of 35 Mbps each will be installed from boys hostel to Main Campus and from girls hostel to Main Campus. For both campuses redundant connectivity, a radio link of 35 Mbps will also be installed to make sure the proper IT operation and information system availability independent of service provider. A dark fiber of 10 Gigabyte in is process from boys hostel to Main Campus and from girls hostel to Main Campus. The implementation of 10 Gigabyte connectivity of boys hostel and girls hostel will experience same building connectivity user experience at both hostel and information system access will become more robust.
- EMC enterprise class storage has also been commissioned at primary site in the City Campus. It will provide for fast & centralized storage of user data in huge quantity. Further configuration and fine tuning is also under way and the system shall be made fully operational very soon.
- Enterprise Resource Planning (ERP) is an integrated computer-based

system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources. It is a software architecture whose purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise-wide system environment. Within IBA, ERP has now been implemented and is now used to automate the workflow between teaching departments, functional departments (HR, Finance and Admin, etc.) and Program Offices. Some tasks performed by the ERP System implemented at IBA include Online Course Registrations, Grades & results entries, Faculty Evaluations, Reports Generation and many more. The ERP System is now used at IBA for effective decision making for the middle and higher management.

- The ICT Department initiated Web Radio and Web TV which are run through IBA website. Web radio broadcasts radio programs organized by IBA staff and students. Many live telecasts have been carried out through Web TV like musical and variety programs, IBA convocations etc.
- The ICT Department has also introduced IBA's own facebook called Face Friendship through which people within and outside IBA share their views, pictures, videos and many other items through Face Friendship.
- Academic Alliances with major technology vendors, e.g. Cisco, EMC, IBM etc, will provide a broad spectrum of opportunities to IBA community for enhancing their ICT skills and at the same time get certified on cutting-edge technologies either separately or by studying it as a part of their academic curriculum.

Under Construction Projects

Main Campus: Students Centre



Main Campus: Tabba Academic Block



City Campus: FCS Block



City Campus: Aman Tower



Main Campus: Aman Centre for Entrepreneurial Development



Recently Completed Renovation Projects

Main Campus: Adamjee Academic Centre



Main Campus: Gani & Tayub Auditorium



City Campus: Academic Block



City Campus: Video Conferencing Room



City Campus: Front Office



City Campus: CEE



Artist's Impression of Under Construction Projects



Main Campus: New Boys Hostel

Main Campus: Visiting Faculty Block



Main Campus: New Girls Hostel



Main Campus: Student Centre



Main Campus: Tabba Academic Block



City Campus: Aman Tower



City Campus: FCS Block

Important Events

2011

SAQ'S Accreditation

On the 4th of August, The Institute of Business Administration joined the select group of seven other top business schools in South Asia — six from India and one from Pakistan (LUMS) — as it was awarded the coveted accreditation by the South Asian Quality Assurance System. The SAQS evaluates the business schools in the region against the rigorous criteria and quality parameters of the European Quality Assurance System. After a six year long process of Self Assessment Reviews, IBA has successfully achieved the SAQS Accredited Quality Label.

MoU Signing

IBA signed two Memorandums of Understanding; one with Multimedia University (MMU), Malaysia for academic collaboration in Computer Science and Information Technology, and the other with The Washington Centre (TWC) for International Internships cum Academic Program for Undergraduate students. IBA also became a member of CEEMAN and European Foundation for Management Development (EFMD.)

International Participations

11 undergraduate and 7 graduate students from IBA attended internships, summer programs and various competitions at various international universities in USA and China. Some students also participated in the NUS Summer Program on Economic and Enterprise Development held at Singapore.

Technology and Up gradation

The period under review saw the successful introduction at IBA of various new Information Technologies namely

the 37 Terabyte Storage, Link server for Distance Learning and UAN mapping at both the campuses together with Exchange Server migration. Blue Coat Security has also been deployed. IBA is indeed proud to also be awarded the best IPS Product Award in this capacity.

2012

Book Launch

Dr Shakil Faruqi's Book, Financial Systems and Economic Development of Pakistan was launched on the 20th of February at the IBA Main Campus. The ceremony



was attended by leading bankers, experts, senior professionals, faculty and students.

Alumni

The Annual reunion of Alumni was held at the IBA Main Campus on the 18th of March 2012. About 200 alumni belonging to batches of 1962, 1963, 1972, 1973, 1982, 1983, 1992, 1993, 2002, 2003 and 2011 attended the function. The U.K. Chapter of Alumni was launched in London at a gathering attended by about 66 alumni.

MoU Signing

The vision of IBA-CED (Centre for Entrepreneurial Development) to promote

entrepreneurship in Pakistan took a step further when Dr. Ishrat signed an MoU for the same with NED University, IBA Sukkur, Baluchistan University of Information Technology, Engineering and Management Sciences, Quetta, GIFT University Gujranwala, NUST Business School Islamabad, Indus Valley School of Art and Architecture, Karachi and Institute of Management Sciences, Peshawar.

Indian School of Business (ISB) signs MoU with IBA

The Indian School of Business (ISB), Hyderabad, India has signed a Memorandum of Understanding (MoU) in

Hyderabad with the Institute of Business Administration (IBA), Karachi, on the 17th of April 2012, to provide executive education in Pakistan. The collaboration between IBA and ISB lays the foundation of a long term broad based relationship in which the two institutions will pool resources for curriculum review, faculty development, joint research and case studies, students & faculty exchange and much more in future.

IBA hosted the following events:

- 2010 Global Entrepreneurship Monitoring (GEM) Report launching ceremony.

- 2nd Annual Blog Awards UN conference organized by Google Pakistan.
- First ever meeting of the Student Counsellors from all the leading schools of Karachi.
- The seventh meeting of the National Business Education Accreditation Council (NBEAC)
- Technology Entrepreneurship Workshop organized by the Web and Info Sys Society.
- NTHP students organized a session with the International Technology Entrepreneur, Com Mirza.

A group of 35 BBA and MBA students from the Advertising and Media Management classes had a study tour of Dubai spanning 7 days.

Guests & Visitors

The following persons visited campuses of IBA on different dates during 2011 & 2012.

2011

- Qazi Azmat Issa, Chief Executive of the Pakistan Poverty Alleviation Fund (PPAF).
- Ms. Dur-e-Shahwar, Director University Advancement and her team visited
- Mr. Khalid Mahmood, Chairman, GETZ Pharma and his senior managers
- Twenty five Central Bankers from various parts of the world attending the International Banking Course.
- Mr. James Lorocco, Director Near East South Asia, and Mr. Jack Gill of National Defence University, U.S.A.
- Mr. Aaron Roesch and Ms. Meredith, graduate students from Harvard Kennedy School
- Sir Anwar Pervez, a leading Pakistani expatriate businessman of United Kingdom.
- Mr. Zafar Mahmood, Federal Secretary of Commerce and Ms. Robina Ather, Joint Secretary.



- Mr. Shabbir Dewan, Mr. Rizwan Dewan and Mr. Saqib of GATRON group of industries.
- Mr. Shoaib Kothawala, Los Angeles, U.S.A.
- Professor Adil Najam, Vice Chancellor, Lahore University of Management Sciences.
- Ms. Kalpana Kochar, World Bank's Regional Chief Economist for South 2012
- Dr. Hassan Sohaib Murad, Chairman National Business Accreditation Council.
- Mr. Geeta Krishnan and Mr. Ramanathan Hari Haran of Indian School of Business, Hyderabad
- Mr. Shahid Malik, MP UK Parliament and former Minister for International Development Dr. Zunaira Munir, an International Expert in Blue Ocean Strategy located in Silicon Valley.
- Mr. Shuja Nawaz Director South Asia.
- Dr. Rafiq Dossani, Senior Research Scholar and Executive, Director, South Asia Initiative, Stanford University.
- Dr. Azra Pechhuo, MNA and Chancellor, SZABIST.
- Dr. Zafar Iqbal Qureshi and Mr. Sajeel Butt from LUMS.

- Dr. Rashid Amjad, Vice Chancellor, PIDE, Islamabad and Dr. G. M. Arif, Dean, PIDE.

Distinguished Lectures

2011

- Mr. Sharat Sabharwal, the Indian High Commissioner in Pakistan delivered the Distinguished Lecture on "The India-Pakistan Relations Moving Forward". 2012
- Irfan Mustafa, (Managing Director, Yum Foods, UAE World) gave the students a profound patriotic session.
- Dr. Kamran Asdar Ali, Associate Professor at the University of Texas at Austin delivered the DLS "Progressives and Perverts".
- Mr. Jason Pontin, President, CEO MIT Enterprise Forum conducted a DLS Session in which six universities participated through video Conferencing.

Endowments of Donations

2011

- UBL Board of Directors approved a donation of Rs.75 million for financing

the Sports Arena at the Main Campus for which the ground breaking ceremony was held later.

- The Punjab Educational Endowment Fund (PEEF) has agreed to award 8 scholarships this year to deserving students from Punjab.

2012

- The Fauji Foundation Board has approved a donation of Rs.100 million for IBA.
- The NBP has agreed to donate another Rs.50 million to the Development Fund of IBA.
- Gatron Group contributed Rs.75 towards the IBA Development Fund.
- Burj Bank and Atlas group of Industries established endowments of Rs: 0.5 million and 2.5 million respectively for supporting Financially needy students.

The consequences of today are determined by the actions of the past. To change your future, alter your decisions today.

- Anonymous



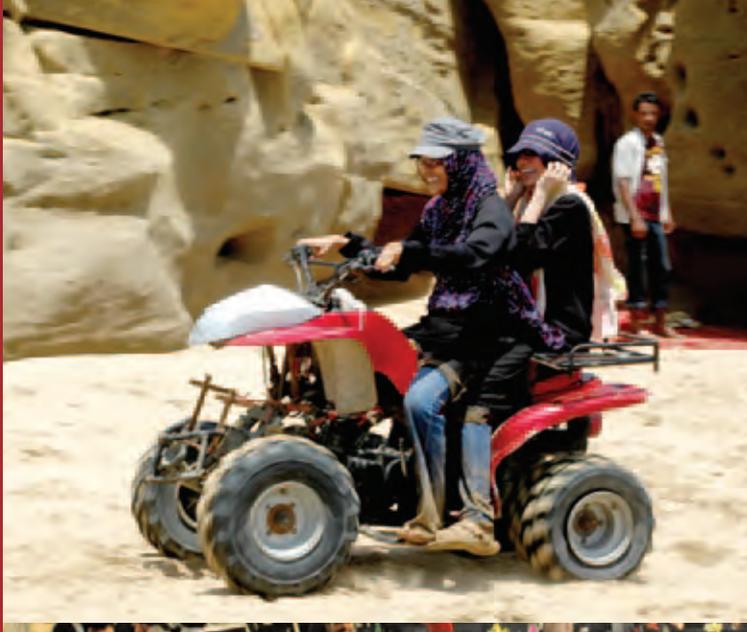
Events & Activities (2011-12)

Society / Club	Patron	Events Conducts	Society / Club	Patron	Events Conducts
1 Adventure Club	Ms. Maheen Ghauri	- IBA Ski Expedition 2012	16 Boys' Indoor Sports Society	Mr. Asad Ilyas	- Fan Club Football Tournament
2 Alumni Society	Mirza Sardar Husain	- Alumni Reunion 2012 - IBA Alumni Career Counseling Day	17 Leadership Club	Dr. Nasir Afghan	- IBA Leadership Conference 2012 - Seminar on Blue Ocean Strategy Enliven
3 Arts Society	Ms. Sana Fatima	- Artik 2011 - Enigma 2012	18 Literary Society	Ms. Tania Danish	- Rebecca-Play - Faiz Centennial Celebrations Seminar
4 Boys' Hostel Society	Mr. Zia u Haq	- Inter Wing Cricket, Football and Volley Ball Tournaments - New Year's Bonfire	19 Marketing Club	Mr. Jami Moiz	- Omore Adwar Khalid Alvis Seminar - Transform 2012 - Ye Tera Pakistan Hai Ye Mera Pakistan Hai-DLS - IBA Youth Festival-BTL Activity - Multilateral Trade and Investment Conference - Annual IBA Marketing Summit
5 Community Welfare Society	Ms.Saima Husain	- Flood Relief Drive - Movie for a Cause - Bake Sale - Special Olympics - Annual Charity carnival	20 Media and Publications Society	Dr. Huma Baqai	- IMARC 2012 - Media Flash - Perspectives - Newsletter
6 Dramatics Society	Ms. Maria Hasan	- Drama Fever - Vignette, Part of Enigma - Drama Fest: Youth Festivals - IBA Play	21 Music Society	Mr. Humayun Ansari	- Youth Fest - Charity Carnival 2012 - Voice Hunt 2011 - Jugalbandi - Movie Night
7 Economics Club	Dr. Khadija Bari	- INFER 2012 - Book Launch Ceremony - Stock Shock- Youth Fest Sadiq Saeed DLS	22 Photography Society	Mr. Ameer Rizvi	- Photo Excursion - Digital Photography - EXCURSION Snapathon: Youth Fest
8 Entrepreneurship Society	Dr. Shahid Qureshi	- Spark - Invent 2012 - Iserve 2012 - Technology Entrepreneurship Workshop - GS Session by Mr Saeed Anwar - Startup Weekend - Dr Akram Chaudhry talk on Business Plans and Venture Capital Funding	23 Placement Society	Mr. Yaseen Meenai	- Career Fair 2012 - IBA Career Management Assemblage 2011
9 Finance Club	Mr. Shabih Haider	- INFER 2012 - Beacon 2011 - Book Launch Ceremony	24 Public Speaking Society	Ms. Nadia Sayeed	- Enigma IBA Debating Championship - Teams to ROTMUN AND Zabmun - MUNIK 2012 - Parliamentary Debates - MUNTER
10 Girls' Hostel Society	Dr. Talat Wizarat	- Annual Farewell	25 Social Sciences Club	Ms. Beena Batool	- Coronation 2012 - World Business Dialogue Forum Preparation Session - Collaboration with Szabist to enroll students for elections - Lecture by Pervez Musharraf
11 Girls' Sports Society	Dr. Talat Wizarat	- HEC Tournament-RB - Karachi United Tournament - St Lawrence Fixture - Throwball and Football Friendly Matches - Special Olympics - Table Tennis Tournaments - Inter Campus Futsall Tournament	26 Boys' Outdoor Sports Society	Mr. Asad Ilyas	- Inter Batch Cricket and Football Tournament - Inter University Cricket and Football Tournament - IBA Premier League - IBA Cricket Night Match - AKU Tennis Tournament - Enigma Youth Fest
12 Go Green Society	Mirza Sardar Husain	- Lecture on Climate Change Recycling Campaign	27 Web Society	Mr. Imran Batada	- Radio IBA - TedX IBA - Technology Entrepreneurship Workshop
13 HR Club	Ms. Nyla Aleem Ansari	- HR Summit - HR Forum	28 IBA Executive MBA Club	Mr. Saleem Umer	- EMBA Mega Event - Best use of Theme Award Guest Speaker Session - Media Flash - Executive Retreat - Book Launching Ceremony - Theatre - Joke Dar Joke
14 Infosys Society	Dr. Zaheeruddin Asif	- LAN Gaming Concept - Screening of Semi Final T20 Match - TedX - Counter Strike - Technology Entrepreneurship Workshop	29 IBA Student Council	Mr. S. M. Saeed	- IBA Youth Festival - Sham e Charaghan - Seminar on Imam Husain AS - Welcome Party - Annual Farewell
15 Iqra Society	Mr. Imran Khan	- DLS Sheikh Wissam Sherrief (USA) - DLS Sheikh Adnan Rashid (UK) - A rendezvous with Saeed Anwar - Weekly Scattered Pearls Series - Weekly Purification of the Heart Series by Mufti Abu Bakr - Revamped Iqra Society's Official Website - Annual Islamic Conference			



Pictorial Review

Student Societies - Pictorial Review





Student Societies - Pictorial Review

Program Announcement 2012-13





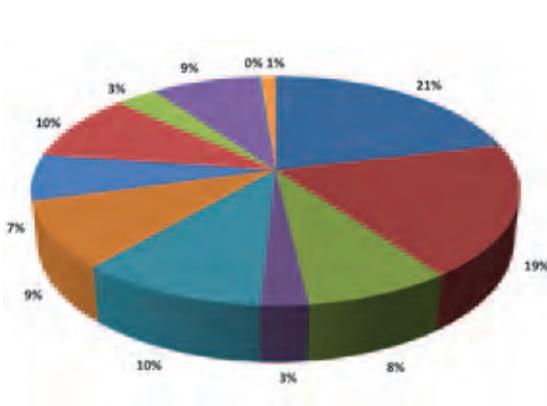
Convocation 2011

A grand Convocation Ceremony was held on December 2, 2011 in the sprawling gardens of IBA Main campus. Around 1500 person including jubilant graduating students, proud parents, faculty, philanthropists and eminent personalities from the various spheres of life attended the auspicious occasion.

A total of 610 students were conferred degrees this year of these 67% were male and 33% female graduates belonging various Bachelors and Masters' Programs including seven Executive MBA students. A unique feature of the convocation this year was the conferment of the first ever PhD degree by IBA Ms. Quratulain Nizamuddin who recently completed her PhD under the faculty of Computer Science was the proud shoulder.



Anatomy of the Graduating Batches (2011)



Batch	No. of Students
BBA - Fall 2007 (Main Campus)	130
BBA - Fall 2007 (City Campus)	114
BBA (MIS) - Fall 2007 (City Campus)	50
BS - Fall 2007 (City Campus)	16
MBA (Direct) - Fall 2009 (Main Campus)	64
MBA (Direct) - Fall 2009 (City Campus)	57
MBA (TBBA) - Fall 2009 (Main Campus)	40
MBA (TBBA) - Fall 2009 (City Campus)	59
MBA - MIS - Evening (Graduated in 2010)	20
MBA - Evening (Graduated in 2010)	52
PhD Program	1
EMBA - Public Sector (Graduated in 2010)	7

Year	Cumulative Total of Graduates
1957 - 2003	6178
2004	6473
2005	6805
2006	7067
2007	7417
2008	7875
2009	8373
2010	8857
2011	9467



Academic Calendar 2012-13

Summer Semester 2012

Summer Semester Begins: June 25, 2012 (Monday)

Months	Total Days	Sundays	Holidays	Exams. Days	Teaching Days	Activity	Action By	Commencement Date	Completion Date
June, 2012	6	-	-	-	6	Online Course Registration	Students	June 14, 2012	June 16, 2012
						Final List of Courses offered on basis of Registrations received	Chairpersons	June 18, 2012	June 23, 2012
July, 2012	31	5	-	2	24	Issue of Fee Vouchers and Payment by all students	Students	July 4, 2012	July 9, 2012
						Mid Term Exams	Controller of Exams	July 16, 2012	July 17, 2012
August, 2012	7	1	-	-	6	Teachers Evaluation	Students	August 1, 2012	August 2, 2012
						Preparatory Holiday	Students	August 8, 2012	
Total Days	44	6	-	2	36	Final Examinations	Controller of Exams	August 9, 2012	August 10, 2012
						Promulgation of Results	Faculty	August 18, 2012	

Fall Semester 2012

Fall Semester Begins: September 03, 2012 (Monday)

Months	Total Days	Sundays	Holidays	Exams. Days	Teaching Days	Activity	Action By	Commencement Date	Completion Date
September 03, 2012	28	4	-	-	24	Online Course Registration	Evening Students	August 3, 2012	
October, 2012	31	4	3	6	Sophomore Students		August 6, 2012		
November, 2012	30	4	3	5	Junior Students		August 8, 2012		
December, 2012	31	5	1	1	Senior Students BBA		August 10, 2012		
January 04, 2013	4	-	-	-	4		Senior Students MBA	August 6, 2012	
Total Days	124	17	7	12	88	Freshman Students	on enrollment		
						Final List of Courses offered on basis of Registrations received	Chairpersons	August 16, 2012	August 18, 2012
						Issue of Fee Vouchers and Payment by all students	Students	August 4, 2012	August 25, 2012
						1st Term Exams	Controller of Exams	October 8, 2012	October 13, 2012
						2nd Term Exams	Controller of Exams	November 26, 2012	December 1, 2012
						Teachers Evaluation	Students	December 20, 2012	December 28, 2012
						Preparatory Holiday	Students	January 5, 2013	January 6, 2013
						Final Examinations	Controller of Exams	January 7, 2013	January 17, 2013
						Promulgation of Results	Faculty	January 28, 2013	
						Comprehensive Exam	Controller of Exams	February 2, 2013	

NOTES

MBA classes will be held as per schedule during the 1st Term Exams week (October 8 to 13, 2012).

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

- Mid-Term Exams of MBA courses will be conducted from Nov. 26- Dec. 1, 2012.

MBA Faculty members who opt to conduct two Term Exams:

- Will take the First Term Exam in the afternoon. Consequently, Classes of MBA will continue undisturbed in morning hours from October 8 to 13, 2012.

Orientation: **August 29, 2012** Subject Assessment Test: **August 30, 2012** Student Development Program: **August 31, 2012**

Spring Semester 2013

Online Course Registration – 19 – 26 January 2013

Spring Semester Begins: February 04, 2013 (Monday)

Months	Total Days	Sundays	Holidays	Exams. Days	Teaching Days
February, 2013	25	3	1	-	21
March, 2013	31	5	1	6	19
April, 2013	30	4	-	6	20
May, 2013	31	4	1	-	26
June, 2013	03	1	-	-	02
Total Days	120	17	3	12	88

First Term Exams:	March 11-16, 2013
Second Term Exams:	April 22-27, 2013
Faculty Evaluation:	May 06 to May 11, 2013
Preparatory Holiday:	June 04, 2013
MBA Preparatory-Week:	May 29, 2013 to June 04, 2013
Final Exams:	June 05 to 15, 2013
Pre-Summer Semester 2013 (MBA Program)	June 17th to June 29th, 2013
Results of Final Examination to be posted:	June 25, 2013
Comprehensive Exams:	August 31, 2013

NOTES

MBA classes will be held as per schedule during the 1st Term Exam week (March 11-16, 2013)

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

- Mid-Term Exams of MBA courses will be conducted from April 22-27, 2013.

MBA Faculty members who opt to conduct two Term Exams:

- Will take the First Term Exam in the afternoon. Consequently, Classes of MBA will continue undisturbed in morning hours from March 11-16, 2013.

**Winter Semester 2013 (For MBA Program Only)
Duration of Semester: January 18th - 31st, 2013**

Spring Semester Orientation:	Saturday 02, February 2013
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Summer Semester 2013

Summer Semester 2013 begins: July 01, 2013 (Monday)

Months	Total Days	Sundays	Holidays	Exams. Days	Teaching Days
July, 2013	31	4	-	2	25
August, 2013	17	2	4	-	11
Total Days	48	6	4	2	36

Mid Term Exams:	July 22 and July 23, 2013
Preparatory Holidays:	August 18, 2013
Final Exams:	August 19 and August 20, 2013

**Pre-Summer Semester 2013 (For MBA Program Only)
Duration of Semester: June 17th - 29th, 2013**

Fall Semester 2013

Fall Semester Begins: September 02, 2013 (Monday)

JULY 2012

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST 2012

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER 2012

SUN	MON	TUE	WED	THU	FRI	SAT
30						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

OCTOBER 2012

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER 2012

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER 2012

SUN	MON	TUE	WED	THU	FRI	SAT
30	31					1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

JANUARY 2013

SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY 2012

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH 2013

SUN	MON	TUE	WED	THU	FRI	SAT
31					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

APRIL 2013

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY 2013

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE 2013

SUN	MON	TUE	WED	THU	FRI	SAT
30						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

Tentative List of Holidays for 2012 (1433-34 AH)

14 August	-	Independence Day
19 August	-	Eid-ul-Fitr Day 1
20 August	-	Eid-ul-Fitr Day 2
21 August	-	Eid-ul-Fitr Day 3
26 October	-	Eid-ul-Azha Day 1
27 October	-	Eid-ul-Azha Day 2
9 November	-	Iqbal Day
23 November	-	Youm e Ashura
24 November	-	Youm e Ashura
25 December	-	Quaid-e-Azam Day
27 December	-	Benazir Bhutto's Death Anniversary

Tentative List of Holidays for 2013 (1434-35 AH)

3 January	-	Bhittai Day
24 January	-	Eid Milad un-Nabi
5 February	-	Kashmir Day
23 March	-	Pakistan Day
1 May	-	Labor Day
8 August	-	Eid-ul-Fitr
9 August	-	Eid-ul-Fitr
10 August	-	Eid-ul-Fitr
14 August	-	Independence Day
15 October	-	Eid ul-Azha
16 October	-	Eid ul-Azha
9 November	-	Iqbal Day
14 November	-	Youm e Ashura
15 November	-	Youm e Ashura
25 December	-	Quaid-e-Azam Day

*Islamic holidays are subject to the appearance of the moon.

** National holidays are subject to the declaration by the Government of Pakistan.

*** Provincial holidays are subject to the receipt of notification from the Governor House.

Fee Structure - Fall 2012

The Undergraduate & Graduate Programs		
Particulars	BBA/MBA	BS
Tuition Fee	117,000	67,000
Students Activity Charges	2,500	2,500
Lab Cum Library Charges	2,500	2,500
Total Recurring Charges (Per Semester)	122,000	72,000

Evening Students	
Particulars	MS(Economics), MS(CS), MBA - Evening,
Tuition Fee	Pak Rupees
One Course	19,500
Two Courses	39,000
Three Courses	58,500
Four Courses	78,000
Lab cum Lib. Charges (per semester)	2,500

One-Time Charges (at the time of Admission)	
Admission Charges	Rs. 10,000/-
Transcript Fee	Rs. 1,000/-
Total one-time charges	Rs. 11,000/-

For those students who wish to use the transport / hostel facilities, relevant charges are as under	
Transport Fee (Per Semester)	Rs. 17,500/-
Hostel Fee (Per Semester)	Rs. 17,500/-
Hostel Security Deposit (New Students only)	Rs. 1,000/- (Refundable)

MODE OF PAYMENT

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

NOTES

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

Scholarships

The IBA offers financial assistance to deserving students in the form of scholarships and loans. No applicant who qualifies the admission test and fulfils other requirements is refused admission because of inability to afford the costs of the programs at the Institute. A financial aid committee scrutinizes the applications of students seeking financial aid and sanctions assistance for those who demonstrate need. In the academic sessions 2011-12, as many as 340 students received scholarships amounting to Rs.58.6 million. IBA gratefully acknowledges the long-term support and generous contributions made by the following organizations, companies and individuals.

- Abdul Fatah Memon Scholarship
- Abdul Waheed Khan & Asghari Khanum Memorial Fund Scholarship
- Aftab Associates Scholarship
- Barclays Bank PLC, Pakistan Scholarship
- Bhaimia Foundation Scholarship
- BURJ Bank Scholarship
- Dr. Ishrat Husain Scholarship, Financed by Habib Bank Limited
- Fauzia Rashid Scholarship
- G.M. Qureshy Scholarship
- Government of Sindh Endowment Fund Scholarship
- Habib Metropolitan Bank Ltd. Scholarship
- Helium (Pvt) Limited Scholarship
- Higher Education Commission –USAID Funded Merit & Need Based Scholarship
- IBA Alumni Chapter
- IBA Alumni Online Donation
- IBA Class of 2011
- IBA Faculty Scholarship
- Infaq Foundation Scholarship
- Lucky Cement / Abdul Razzak Tabba Scholarship
- Mateen Family Scholarship
- Mr. Mohsin Nathani and Mr. Ruhail Mohammad
- Mr. Raza Ali Khan

- Mubashira Hafeez Scholarship
- Oxford & Cambridge Society Scholarship
- Philip Morris (Pakistan) Limited
- Punjab Education Endowment Funds Scholarship
- Shell Pakistan Scholarship
- SSGC Scholarship
- Sumitomo Corporation Scholarship
- United Bank Limited Scholarship
- University of Karachi Alumni Association of Baltimore and Washington Scholarship Metropolitan Area, USA

TALENT HUNT PROGRAMS

- CDP-Government of Sindh - Foundation Program
- Government of Sindh
- Ihsan Trust - Meezan Bank

STUDENT LOAN (QARZ-E-HASNA)

- Ihsan Trust – Meezan Bank
- National Bank of Pakistan

STUDENT EXCHANGE PROGRAM

- Infaq Foundation



Endowment Funds

Being a public sector institution, the IBA mainly caters to the students from middle class and lower income groups – its fee increase is mostly modest and covers only a fraction of the costs. Therefore, reliance has to be placed on other sources of funding / financing such as endowments, etc. The income generated from these funds is utilized to supplement the faculty salaries, provide research funds to them, contribute to the hiring of foreign faculty / eminent scholars, academic program enhancement, case study development, external accreditation and professional development of academia through participation in seminars and conferences, both locally and internationally. All endowment funds are administered by the Board of Trustees which includes those organizations / persons who have donated or pledged a minimum amount of Rs. 30 million in cash or kind. A list of endowment related funds currently in operation at IBA is appended as under:

DEVELOPMENT FUND

- Abdullah Foundation (Sapphire)
- Adamjee Foundation
- Allied Bank Limited
- Arif Habib Corporation Limited
- Aziz Tabba Foundation
- Donor Wall
- Education & Literacy Department, Govt. of Sindh
- Fauji Fertilizer Bin Qasim Limited
- Higher Education Commission (HEC)
- IBA Alumni Student Centre
- Mahvash and Jehangir Siddiqui Foundation
- National Bank of Pakistan
- Philip Morris International (PMI)
- Standard Shipping Pakistan (Pvt.) Ltd.
- The Aman Foundation
- The HUB Power Company Ltd (HUBCO)
- TPL Holdings (Pvt.) Ltd.
- United Bank Ltd.

ENDOWMENTS / ENDOWED CHAIRS FUNDS

- Allied Bank Limited
- Askari Bank Ltd
- Bank Alfalah Limited
- Bank Al-Habib Limited
- Deutsche Bank
- Fatima Fertilizer Co. Ltd.
- Faysal Bank
- Gatron Industries Limited

- Getz Pharama (Pvt) Limited
- Govt. of Sindh
- Habib Bank Limited
- International Industries Limited (IIL)
- International Textile Limited
- Millat Group of companies
- Mr. Towfiq Chinoy
- Mr. Zohaib Ali Khan, IBA Alumni
- National Bank of Pakistan
- Pak Arab Fertilizers Ltd.
- Pakistan International Container Terminal Ltd.
- Soneri Bank
- Standard Chartered Bank
- UCH Power (Pvt.) Limited

ENDOWMENT FUND BY IBA – ADVISORY COUNCIL - ADVISORY COUNCIL

- Dr. Miftah Ismail, Director, Ismail Industries Ltd
- Mr. Abrar Hasan, CEO, National Foods Ltd.
- Mr. Anwar H. Rammat, Chairman, Asiatic Public Relations
- Mr. Ghouse Akbar, Director, Akbar Group of Companies
- Mr. Mohsin Nathani, CEO, Standard Chartered Bank
- Mr. Parvez Ghias, CEO, Indus Motor Co. Ltd.
- Mr. Saifuddin N. Zoomkawala, Chairman, EFU General Insurance Ltd
- Mr. Tahir Khaliq, Director, United Distributors (Pvt.) Ltd
- Mr. Tariq Kirmani
- Mr. Zahid Bashir, CEO, Mohd. Amin Mohd. Bashir Ltd.

FACULTY DEVELOPMENT FUND

- Barclays Bank PLC, Pakistan
- Cadbury Pakistan Limited
- Central Depository Company
- Chevron Pakistan Limited
- English Biscuit Manufacturers
- Higher Education Commission (HEC)
- Indus Motors
- Naseem Allawala, ESQ.
- National Foods Limited

ENDOWMENT FUND FOR SCHOLARSHIP

- Aftab Associates Endowment
- Atlas –IBA Scholarship Endowment Fund
- Dr. I. A. Mukhtar Endowment for Scholarship (IBA-Alumni)
- Feroz Textile Mills Limited
- HBFCL Endowment Scholarship Fund
- HBL- Endowment Scholarship
- IBA-Karachi Class of 1986
- Other Scholarship Endowment Fund
- PSO Endowment Scholarship
- Sardar Yasim Malik Scholarship
- Syed Mumtaz Saeed Scholarship
- The Sapphire Endowment Scholarship

IBA Financial Assistance & Scholarship Schemes (Fall 2012)

General

1. The IBA offers financial assistance to deserving students in the form of Financial Assistances and loans. No applicant who qualifies the admission test and fulfills other requirements is refused admission because of inability to afford the costs of the programs at the Institute. IBA has a dedicated Financial Aid Office and Financial Assistance Committee who administer all students financial need related affairs throughout the year. A Financial Assistance committee scrutinizes applications of students seeking financial aid and sanctions assistance for those who demonstrate need. IBA Financial Assistance strategy and procedure to award Financial Assistance to needy students is given hereunder:

Objective

2. The Institute is committed in:

- Providing quality education to all the students (other than evening / part time programs) admitted to the IBA and
- Ensuring that no deserving student is denied admissions because of financial difficulty / constraints.

Eligibility

3. Financial aid shall be offered to eligible applicants who have been assessed to be needy. This is in the form of a "Financial Aid Package" which is designed based on the recognition that an education in the Institute is a partnership involving the student, his/her family and the Institute. The packages include 'Merit Scholarships' which become part of entitlement for those students who obtain merit position during their aptitude test and

their names are among top 10% of the applicants in the result of the aptitude test.

How to apply for Financial Assistance

- Those students who need financial assistance will have to pay the Admission fee and one time charges before they apply for any financial assistance.
- Students may apply for financial assistance on the prescribed form posted on the website and send their applications to the 'IBA Financial Aid Office' during the stipulated application period.

Financial Aid Packages

4. The Financial Aid Packages include the following:

a. Installment Plan

- In principle, tuition fee for each semester is payable in full; those students, who are not able to pay the due fee in full, may apply to Director Finance for installment method of payment.
- There are two main types of equal installment plans:
 - Plan (A) Three installments
 - Plan (B) Five Installments
- The student can apply for any of the two plans. These installments must be paid within the same semester period.
- The Director Finance shall approve the application after ensuring the need of the student.
- Whatever plan is opted by the student, he or she is preferred to

make payment of installments by giving post-dated cheques for the agreed dates.

b. Deferment of Fees

- In case student did not pay his/her total fee within a particular semester then the Director Finance shall send a request letter to the student to pay the outstanding amount due.
- The Director Finance may call the student and if circumstances suggest his/her parents may also be called to evaluate the financial position of the student to reach to the amicable solution for the recovery of fees. The student shall also be directed to avail other options available in "Financial Aid Package", which are discussed later in this document.
- If there is no other option available and the circumstances necessitate, the Director Finance may defer the payment of fee to a certain date.
- In all cases when fee is overdue for payment of any semester, Director Finance shall always write to student and ask for payment of dues.

- If student is unable to pay in full then as a first step the Finance Department shall compel the student to make payment through postdated cheques.

- The post-dated cheque should be cleared within the same semester period, so that the student's amount is cleared before the admission to the next semester.

- If any of the postdated cheques is dishonored and student is unable to pay against those dishonored cheques than Director Finance may call the student / parents of the student for settlement of dues before the start of the next semester.

c. Need based Financial Assistance / Scholarships

- There are numbers of scholarships available which are awarded to needy students only and are based on the assessed need level.
- No applicant who qualifies the admission test and fulfills other requirements shall be refused admission because of inability to afford the cost of the program at the Institute.



- The Scholarship Committee scrutinizes the application along with supporting documents submitted by the students seeking financial aid and scores their need level against laid down criteria; compares it to the need level of other applicants to assesses the level of assistance that can be made available on the basis of available funds.

d. Merit Scholarships

Merit scholarship are extended to candidates who have scored high enough for their names to fall in the top 10% of the list of candidates appearing in aptitude test and thereafter qualifying to be admitted to the BBA & MBA Morning Programs. The list of these candidates is published at the culmination of the admission process i.e. qualifying aptitude test, group discussion, and interview and providing proof of having met the minimum academic eligibility standards for the concerned program. These candidates will be automatically awarded a 50% reduction in their tuition fees.

- It will, however be obligatory/incumbent on such candidates to maintain a CGPA of 3.5 on completion of every two semesters

each year. Inability to maintain the said CGPA will render the concerned merit scholarship holder ineligible for continuing of the merit scholarship in the remaining semesters.

- In the event of a student losing his standing for merit scholarship, and regaining the required CGPA in any subsequent semester; the student will again become eligible for merit scholarship in the next semester but will not be entitled to claim the same for the preceding semester.

e. Study loans

- IBA also facilitates its students in securing loans to meet their tuition fee. These may be interest free loans (Qarz-e-Hasna) to facilitate students during the course of their study. Applications for such loans will be invited from amongst candidates who have already applied for 'need based scholarship' but could not meet the criteria for the same.

f. Work-study Appointment Scheme

- The scheme enables needy students to supplement their finances through part time work on-campus and helps students minimize their debts servicing burden upon graduation.



Maria Ayub Silat
BBA Student

It was an honour to be awarded a 50% merit scholarship at the time of my admission to IBA . I had applied to IBA using my SAT score which was 2110 and was truly elated to know that this, Alhamdulillah, made me among the top 10% scorers who were privileged with this scholarship.



Syed Kamran Haider
MBA Student

IBA Financial aid program is very effective and efficient and one of its kind that create opportunities for the students who are capable and are unable to afford the education financially. After leaving my job and joining full time IBA MBA program I was worried about my Finances. My Finances and worries are taken away by IBA financial aid program by providing me full fee concession. I am extremely grateful for providing me this financial aid and opportunity to study in the leading business school of Pakistan.



The HR Dept promulgates each semester along the positions available for students to take up on-campus part time jobs / internships. The remuneration of such jobs is calculated on hourly basis.

- IBA strongly believes that such on-campus jobs and internships are an important tool in recruiting, developing talent in meeting the needs of today while preparing the workforce for the future.
- The three different programs available for IBA students seeking to gain work experience on campus include:
 - Paid Student Interns (Summer interns as well as for other times during the year)
 - Part-time student employees
 - Teaching assistants/ Research assistants
- Details of these work programs are available in the SOP's listed under " Rules for Student

recruitment – internship, part-time employment and teaching/ research assistants" available with the Career Development Centre.

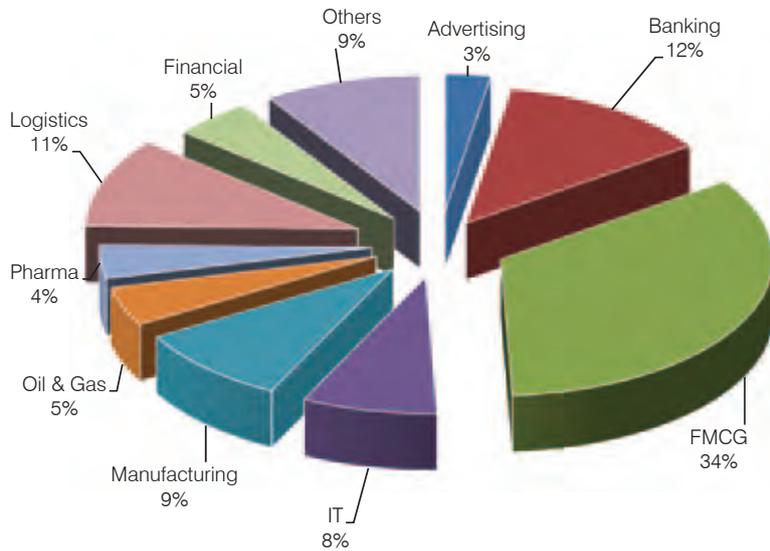
Study Expenses Financed by Corporations

5. Students at IBA, like any other top University of the world, have a well-known accreditation and acceptability in the corporate market. Some of the companies are financing students study programs by providing required financial assistance to the students; as part of their vision to invest in the future human resource capital. A bond is signed between student (one who seeks financial assistance) and company (financer), according to which student will have to serve the company as an employee; as soon as he/she completes his degree program from IBA. Company sees it as an investment in the future human resource capital. Details of such opportunities are available with the IBA Career Development Centre.

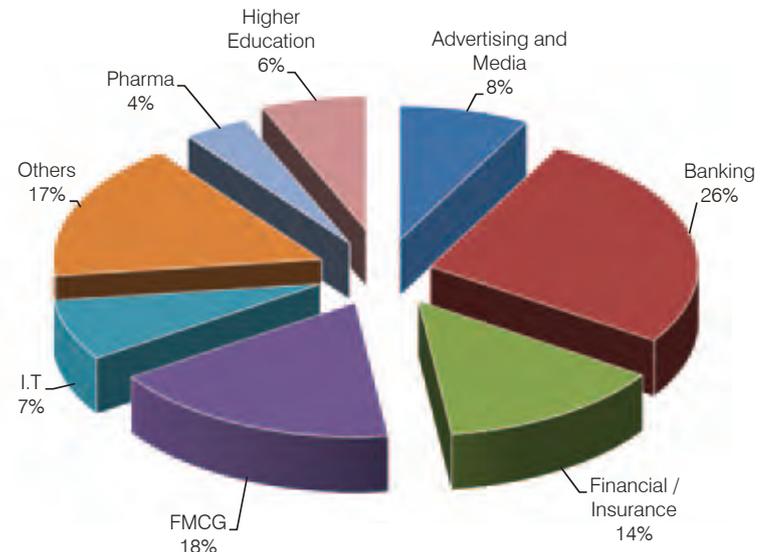
Extracts of an Employment Survey done for 2011 Graduates

(Courtesy - IBA Career Development Center)

MBA / MS Graduates



BBA / BS Graduates



IBA



**Faculty of Business Administration
Undergraduate Program**

BBA (Bachelors of Business Administration)
2012-13

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Program Director Bachelor of Business Administration

The BBA Philosophy

A bachelor of Business Administration degree prepares you for an entry level position in business and industry. A bachelor of Business Degree teaches students management, marketing accounting, mathematical statistics and business law. The degree allows students to enter the business world as educated workers and provides them with an opportunity to explore possible areas of specialization. A BBA degree is essential for advancement in business. Successful completion of a degree ensures that the graduate understands the relationship among marketing, quantitative analysis, accounting, economics, and human resources.

Why a BBA Degree?

Why do you need a BBA degree compared to a bachelor degree in any other discipline? The answer to this question is very simple. There has been a tremendous growth in industry and commerce. The world has become a global village and the industrial world is no longer confined to a club of rich countries. With the emergence of BRIC countries the center of gravity of the world is moving away from the Old West. Millions of people have risen over the poverty line. Consumption level of the newly developed world is extremely high and we need business people to cater to their growing needs. The business world not only needs good managers it also needs skilled business workers. A business degree will help you with a solid foundation to establish your career. A BBA degree ensures that you have professionally relevant skills that would help you perform your job in a better manner.

Why a BBA Degree from IBA?

Our BBA program comprises of four years of rigorous education enabling the student to have a broad view of the world. The students go through an academic program that not only emphasizes the essentials of business subjects; it introduces them to the basic concepts of social sciences and liberal arts. In their freshman and sophomore years, students study subjects such as history, anthropology, psychology, philosophy and logic and media study. Students have an option to choose from a group of social science and liberal arts courses. Additionally, students are also required to choose among three foreign languages. They have a choice to choose among, Arabic, Chinese and French. Students go through two semesters of training in the language of their choice. IBA is now introducing a study of culture and history to go with the language of their choice. For example, if they choose French, they will be introduced to the history and culture of France and Francophone Africa. This will add to the marketability of our BBA graduates.

Subsequent to an audit of our BBA program, the course structure has been modified to introduce a group of electives as majors. In the past, students only had the choice to specialize in either Marketing or Finance. With our new BBA program, students can choose among a host of electives to major in Marketing, Finance, Human Resource, Entrepreneurship, and MIS. With the passage of time, we will extend this list in response to the demands of the market.

While conducting the audit of our BBA program, we received feedback from our own alumni, human resource representatives of major corporations and some of the chief executives of the companies. They pointed out the lack of experiential knowledge on the part of our BBA graduates. In response to their requests, we have now included experiential knowledge as part of the program. Students will undergo a six months on-the-job training in the real business environment. They will spend their last semester of their eight semester BBA program working in a business of their choice. Our Career Development Center will work with the students to find them a place with a business. This will not only allow them to network with their future employers, it will also introduce them to the challenges of the real business world.

Aman U.Saiyed
Assistant Professor

Unique Features of our BBA Program

While conducting the audit of our BBA program, we received feedback from our own alumni, human resource representatives of major corporations and some of the chief executives of the companies. They pointed out the lack of *experiential knowledge* on the part of our BBA graduates. In response to their requests, we have now included experiential knowledge as part of the program. Students will undergo a *six months on-the-job training in the real business environment*. They will spend their last semester of their eight-semester BBA program working in a business of their choice. Our Career Development Center will work with the students to find them a place with a business. This not only allows them to network with their future employers, it will also introduce them to the challenges of the real business world.

As part of preparing potential future business leaders, IBA has introduced *seminars on personal effectiveness*. These mandatory seminars are offered in the eighth semester when students are interviewing for jobs with the recruiters. The personal effectiveness seminars develop the skills needed to become more effective leaders in organizations, in particular, and life in general. The seminars identify five roles of a leader: influencing people, supervising work, communicating effectively, coaching and managing through conflicts. Students learn to excel in these roles and are given tools to equip themselves through various workshops during the personal effectiveness program. These seminars are taught by well-known practitioners from the business and academic world. Some of the topics covered by these seminars are negotiating skills, creative thinking, leadership, social media networking. The interaction with different instructors and the learning through their diverse experiences *develops skills and knowledge that are beyond the conceptual education of the text*. What they take with them is a combination of theory with an understanding of application and

solutions.

IBA has recently added a new program to help students develop their personal and psychological profile to meet the changing needs of business. This program consists of *faculty advisement, counseling, and development coaching*. Faculty advising



at IBA is a developmental process which considers students' academic needs, goals, interests and prior education. Faculty advisors promote student success by referring students in need of additional resources to other relevant offices or departments within IBA or outside of IBA, with the primary objective to assist students in making informed decisions concerning their educational goals.

Counseling the students consists of career guidance and personal counseling. Academic guides are arranged for student's guidance in various subject areas to help students in issues related to academics. *A Personal Counselor is responsible for personal and psychological counseling* for students whose personal problems are affecting their performance. He/She will carry out these duties in strict confidence and will have no reporting relationship with any one on these matters. The Faculty Advisers can also refer such cases to him/her in strict confidence but there will be no further communication with them on this subject.

Developmental coaching is designed



to provide undergraduate and graduate students with *confidential, developmental feedback in order to enhance their overall leadership, teamwork, and interpersonal skills*. Coaches and students participate in a day-long session during which teams of students discuss their solutions to various business cases, and are observed in a team setting. The aim is to increase students' self-awareness, to guide them to reflect on their behavior, and to help in their personal and professional development. It is mandatory for all students to participate in the above activity once a year.

Life's disappointments are Speed Bumps ... things we need to get over ... in order to enjoy the rest of life's journey!

-Elizabeth

Department-wise Courses

Department of Accounting and Law		
4 courses	Credit Hours	
Principles of Accounting-I	ACC111	3
Principles of Accounting II	ACC201	3
Managerial Accounting	ACC381	3
Business Law	LAW205	3

Department of Economics and Finance		
7 courses	Credit Hours	
Principles of /Intermediate Microeconomics	ECO103/ECO113	3
Principles of /Intermediate Macroeconomics	ECO104/ECO114	3
Analysis of Pakistani Industries	ECO211	3
Development Economics	ECO301	3
Introduction to Business Finance	FIN201	3
Financial Institutions and Markets	FIN301	3
Financial Management	FIN401	3

Department of Management		
7 courses	Credit Hours	
Human Resource Management	HRM401	3
Principles of Management	MGT201	3
Organizational Behavior	MGT221	2
Business Communication (1 hour lab)	MGT211	3
Production and Operations Management	MGT311	3
Small Business Management	MGT401	3
Managerial Policy	MGT430	3

Department of Marketing		
3 courses	Credit Hours	
Principles of Marketing	MKT201	3
Methods in Business Research	MKT301	3
Marketing Issues in Pakistan	MKT401	3

Department of Social Sciences		
6 courses	Credit Hours	
English Grammar & Composition	SSC101	3
Foundations of Human Behavior	SSC102	3
International Relations	SSC111	3
Speech Communication (2 Hour lab)	SSC201	1
Socioeconomic Philosophy of Islam/ Philosophy Logic and Ethics	SSC301/SSC3XX	3
Personal Effectiveness	SSC33X	3
Language-I		3
Language-II		3

Department of Social Sciences (Contd.)		
2 courses	Credit Hours	
Social Sciences Elective Courses from the following:		6
Social Psychology and Self Development	SSC103	
Pakistan History	SSC151	
General History	SSC152	
Media Studies	SSC153	
Research Methods in Social Sciences	SSC154	
History of Ideas	SSC156	
Corporate Social Responsibility	SSC253	

Department of Computer Sciences		
1 course	Credit Hours	
Introduction to Computer Applications	MIS103	3

Department of Mathematics		
5 courses	Credit Hours	
Calculus I	MTS101	3
Introduction to Statistics	MTS102	3
Calculus II	MTS111	3
Statistical Inference (with econometrics lab)	MTS202	3
Business Mathematics and Linear Algebra	MTS211	3

Summary		
Core Courses	33 courses	
Total Electives	12 courses	
Social Science Electives	2 courses	
Language	2 courses	
Business Electives	8 courses	
Experiential Work Project (One semester)	4 courses	

Total	49 courses	144
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Semester-wise Sequence of Courses

		Course Code	Prerequisite	Credit Hours
FRESHMAN Semester 1				
1	Principles of /Intermediate Microeconomics	ECO103/ECO113	-	3
2	English Grammar & Composition	SSC101	-	3
3	Foundations of Human Behavior	SSC102	-	3
4	Introduction to Computer Applications	MIS103	-	3
5	Calculus I	MTS101	-	3
6	Social Science Elective	SSCXXX	-	3
Semester 2				
1	Principles of Accounting-I	ACC111	-	3
2	Principles of/Intermediate Macroeconomics	ECO104/ECO114	-	3
3	Principles of Management	MGT201	-	3
4	Calculus II	MTS111	MTS101	3
5	Introduction to Statistics	MTS102	-	3
6	International Relations	SSC111	-	3
7	Speech Communication (1+2 CH)	SSC201	SSC101	1
SOPHOMORE Semester 3				
1	Principles of Accounting II	ACC201	ACC111	3
2	Organizational Behavior	MGT221	SSC102, MGT201	3
3	Statistical Inference (with econometrics lab)	MTS202	MTS101	3
4	Principles of Marketing	MKT201	-	3
5	Socioeconomic Philosophy of Islam/ Philosophy, Logic and Ethics	SSC301/SSCXXX	ECO103 / ECO113 & ECO104 / ECO114	3
6	Introduction to Business Finance	FIN201	-	3
Semester 4				
1	Social Science Elective	SSCXXX	-	3
2	Financial Institutions and Markets	FIN301	FIN201	3
3	Business Communication (2+1 CH)	MGT211	MGT201, SSC102	3
4	Financial Management	FIN401	FIN201	3
5	Business Mathematics and Linear Algebra	MTS211	MTS101	3
6	Analysis of Pakistani Industries	ECO211	ECO103 / ECO113 & ECO104 / ECO114	3

*Remedial English and College Algebra are offered as pre-sessional courses.



Semester-wise Sequence of Courses

		Course Code	Prerequisite	Credit Hours
JUNIOR Semester 5				
1	Managerial Accounting	CC381	CC201	
2	Business Law	LAW205	-	3
3	Methods in Business Research	MGT311	MKT201, MTS202	3
4	Human Resource Management	HRM401	MGT201, MKT201	3
5	Development Economics	ECO301	ECO 103/ECO113 & ECO104/ECO114	3
6	Personal Effectiveness	SSC240	SSC201	3
Semester 6				
1	Production and Operations Management	MKT301	FIN201, MGT201, MKT201	3
2	Marketing Issues in Pakistan	MKT401	MKT201	3
3	Small Business Management	MGT401	FIN201, MGT201, MKT201	3
4	Language-I			3
5	BE*			3
6	BE*			3
SENIOR Semester 7				
1	Managerial Policy	MGT430	ECO103, ECO113, FIN201, HRM401, MGT201, MGT211, MGT221, MKT201	3
2	Language-II			3
3	BE*			3
4	BE*			3
5	BE*			3
6	BE*			3
Semester 8				
	Experiential Knowledge	PRJ490	Equivalent to 4 courses	12
1	BE*			
2	BE*			

* Business electives may be taken starting from the summer of junior year.



Courses of BBA Program

Department of Accounting & Law

Accounting Courses

ACC111 Principles of Accounting-I

The objective of this course is to familiarize students with and develop in them a thorough understanding of the accounting concepts, principles and procedures involved in the analysis and recording of business transactions and the preparation of financial statements for service and trading concerns. Accounting concepts and techniques underlying income determination and valuation of current and long-term assets, together with their related internal control measures and their presentation in the financial statements are emphasized.

ACC201 Principles of Accounting-II

This course is the continuation of Principles of Accounting-I and concentrates on the discussion of accounting principles and procedures relating to stock holder's equity, long-term and current liabilities with reference to corporate organizations. Modules offered include formation of corporations, issuance of shares, treasury stock, dividends, appropriations of retained earnings, bonds payable, analysis of financial statements and preparation of statement of cash flow. Prerequisite: ACC111

ACC381 Managerial Accounting

The aim of this course is to equip students with the managerial accounting concepts and techniques used for sound business decision-making. Modules offered include basic cost accounting concepts, their nature and behavior, cost-volume-profit relationships, absorption and variable costing, relevant costs & differential analysis, standard costing and variance analysis, gross profit analysis and capital budgeting techniques. Prerequisite: ACC201

ACC507 Accounting Information System with SAP

The course Accounting Information Systems with SAP is a fully SAP integrated course which covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD. The AIS course is different from other basic accounting courses in that it focuses on the processes & 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.

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 nonconventional 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

Law Courses

LAW205 Business Law

The contents of this course include Contract Act, Sales of Goods Act, Negotiable Instruments, Partnerships, and Company Acts. This course aims to provide a basic introduction to these laws and an appreciation of the legal system in Pakistan.

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

Department of Computer Sciences

MIS Course

MIS103 Introduction to Computer Application

The course provides a fundamental understanding of computer applications with the core focus on Microsoft Office Application (Microsoft Word, Microsoft Excel and Microsoft PowerPoint). This is a complete lab based course where students would be learning these applications by working on class assignments in the lab. The course topics include Basics and Fundamentals of Microsoft Word, Microsoft Excel and Microsoft PowerPoint. Students would also be covering the basic concepts in Computer Hardware and Operating Systems and the usage of the Internet.

Department of Economics & Finance

Economics Courses

ECO103 Principles of Microeconomics

The course is intended to give an understanding of the basic concepts and terminologies of microeconomics. The course starts with an overview of the social system and economic problem. The topics of discussion include laws of demand and supply, market equilibrium and determination of price, the utility theory, laws of diminishing marginal utility and equi-marginal utilities, budget constraint and consumer's equilibrium, business enterprises, objectives of the firm, production and cost functions and market structure.

ECO104 Principles of Macroeconomics

The objective of this course is to introduce the macroeconomic concepts, issues and their mutual relationships. Topics like business cycles: boom and depression, inflation and unemployment, measures of national income: gross domestic product (GDP) and gross national product (GNP), open and closed economy models, aggregate markets: product, money, labor and capital markets, components of aggregate demand, theories of absolute and comparative advantage, and balance of payment. The course also introduces the meaning and objectives of fiscal and monetary policies.

ECO113 Intermediate Microeconomics

The objective of the course is to clarify and extend further the microeconomic concepts and to develop analytical skills of the students along with strengthening their conceptual base. The course emphasizes on three main areas. The first area focuses on consumer theory including utility functions and demand elasticity and income elasticity. The second area covers the behavior of firms and includes topics like output maximization subject to cost constraint, costs of production, economies of scale and returns

to scale. The third area focuses on the market structure and includes a discussion of perfect market, monopoly, monopolistic competition and oligopoly.

ECO114 Intermediate Macroeconomics

This course is intended to develop the students' capacity to understand the issues and problems of the economy in a global scenario. The major topics of discussion include Classical and Keynesian schools of thought, theories of consumption, determinants of national income and investment, demand and supply of money and the labor market. Special emphasis will be placed on discussion the saving-investment gap in developing countries and the problem of inflation and unemployment with reference to Pakistan's economy. The students will be required to read and understand the Economic Survey, Annual Reports of State Bank of Pakistan, ADBP and World Bank.

ECO301 Development Economics

This course focuses on factors that spur economic growth and analyzes the equation between economic growth and human welfare. It also critically examines various measures taken for human welfare. In addition, changes in economic structures such as sectoral output and employment relations and various developmental policies/strategies regarding distribution of income and sectoral development are focused upon.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO312 Microeconomics

The objective of this course is to confront the students to the advanced theoretical concepts of microeconomics and expose them to the rigorous analysis with mathematical tools at hand. The topics of discussion include utility maximization and ordinary (Marshallian) demand functions, cost minimization and compensated (Hicksian) demand functions, theory of production and supply, efficiency of competitive market, the economic cost

of imperfect competition, theorems of optimality/welfare, and the tradeoff between equity and efficiency.

Pre-requisite: ECO113

ECO313 Macroeconomics

The course is intended to give the students a strong theoretical foundation so as to understand the real problems of the economy with particular emphasis on inflation, unemployment, instability, deficit and debt to which the developing countries are confronted at present. The discussion topics include wage rate determination, supply side disturbances leading to stagflation, determinants of the exchange rates, devaluation and its impacts for developing countries, policy formulation and implementation in the world of uncertainty and business cycles.

Pre-requisite: ECO114

ECO341 Introduction to Econometrics

This course enables the students to apply statistical methods to data through simple mathematical models and to interpret the results by using economic theory. The course introduces the students to the ingredients of econometric modeling which include specification, estimation, evaluation and forecasting. The topics of discussion are the simple two-variable model, the multiple linear regression models, multicollinearity, heteroskedasticity, time series data, autocorrelation and the simultaneous equations models.

Pre-requisite: ECO103/ECO113, ECO 104/ECO114 & MTS202

ECO342 Applied Econometrics

This course enables the students to understand the data problems, to have a good grasp over advanced estimation techniques and to have the capability of inferring results accurately. The course will require the students to learn certain computer packages like SPSS, e-views and strata besides excel. The major topics included in the course are classical regression model, generalized least-squares model, the maximum likelihood



estimators, time series analysis and autoregressive distributed lag models.

Pre-requisite: ECO341

ECO412 International Trade

The course covers the various issues and theories related to international trade. The topics of discussion include theories of absolute advantage and comparative advantage, shift in production function resulting from international trade, Ricardian trade model, international wage differentials and productivity, free trade and income distribution, factor endowment and Heckscher-Ohlin Model, transfer of resources, tariffs, quotas, trade barriers, major trade rules by WTO, contributions of International financial institutions and monetary integration.

Pre-requisite: ECO103/ECO113

ECO403 Major Issues in Pakistan Economy

The course intends to give an overview of Pakistan's economy with a detailed discussion of various issues like unemployment, poverty, income distribution, debt burden, deficit, etc. which the economy is facing. The main topics of discussion include agricultural development policies, mobilization of domestic resources, role of foreign aid, development of large and small industries, sectoral development, employment pattern, population growth, international debt dependency, inflation, foreign trade deficit and other emerging issues.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO411 Research Methods in Economics

The course will familiarize the students with the methodology by which economists conduct research, with an emphasis on the development of an effective research question and strategies for identifying relevant scholarly literature. Students will learn how to read theoretical and empirical research papers that contain mathematical exposition. The course will also provide students with an understanding of where and how to collect data used in economic analysis, and the limitations that the use of data imposes on economic inference. Students will apply their increased understanding of economic research methodology to produce their own literature review.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114 & MTS202

ECO451 Public Finance

This course emphasizes on the application of economic theory to the analysis of the issues related to public expenditures and taxation. The course discusses public goods and free rider problems, theories on public expenditures, social cost benefit analysis, fiscal policy and Distributional Equity in Taxation. The course also includes the discussion of budget cycle and tax structure in Pakistan.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO452 Islamic Economic System

The course includes the discussion of the concept of Islamic method of economic life, rules and legal provisions that govern the economic life and financial transactions, universality of Islam and the perfection in terms of attention to matters in various economic fields, and the extent of its effectiveness in finding appropriate solutions. The course also discusses the Islamic economic system as a reference for each senior development in the arena of economic life and the failure and ineffectiveness of economic systems status in solving the economic problems

and volatility, as compared to the foundations of Islamic economic system.
Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO453 Labor Economics

This course will allow the students to extend their knowledge of economic theory and apply it to the labor market. The course addresses the topics of labor demand and supply, Wage Rigidity, role of labor unions and Unemployment, Labor Market Discrimination, labor policy, theories of labor movements and child labor. Students will have an opportunity to use both economic theory and empirical evidence to analyze in depth topics such as income distribution, wage structures and differentials and the impact of immigration and globalization on the labor market.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO454 Population Economics

The course aims at exposing the students with the main population dynamics, their socio-economic determinants, consequences and their measurements. The major areas of focus include history of population growth, population theories, components of population changes, economic and social determinants of population trends and their consequences and population policies and their impacts. Special emphasis will be placed on discussing the population programs in Pakistan and their impacts, regional / provincial distribution of population in Pakistan and the impact of population growth on our economic development.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO455 Comparative Economic System

This course seeks to develop concepts enabling students to differentiate the various economic systems from one another. It provides students with an understanding of the organization, operation and performance of economic



systems, both in theory and in practice. The course includes the discussion of general categories of feudalism, capitalism, socialism, Communism and Marxism. The course includes a detailed discussion of Islamic economic system and the economic system of Pakistan.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO456 Economics and Strategy

In this course, students will explore the concepts, methods and tools of managerial economics with an emphasis on business decision-making in domestic and international settings. Topics discussed include: demand theory, supply, the price system, cost analysis, market structures, factor pricing, decision criteria and international economics. The course integrates economic reasoning with statistical techniques in order to facilitate strategic decision-making under conditions of uncertainty.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO461 Natural Resource and Environmental Economics

The course explores the economic basis of environmental issues and policies. The topics of discussion include models of pollution control, value of health, life and safety, emergence of environment issue

in Pakistan, industrial waste, agricultural issues related to pesticides use, salinity and water logging, urban environmental issues, public and private efforts to improve environment quality, Ozone depletion and the economics of global warming. Environmental policy and strategy in Pakistan will also be discussed in detail.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO462 Rural Development

The course introduces the structure of the rural economy encompassing socio-economic set up, developmental status and core social, economic and environmental problems to the students. The course also intends to impart knowledge to the students about the historical background, evolutionary planning process of rural development & familiarize students with the rural scene of Pakistan.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO463 Financial Economics

The objective of this course is to undertake a rigorous study of the theoretical foundations of modern financial economics. The course will cover the central themes of modern finance including individual investment decisions under uncertainty, stochastic dominance, mean variance theory, capital

market equilibrium and asset valuation, arbitrage pricing theory, option pricing, and incomplete markets, and the potential application of these themes. Upon completion of this course, students should acquire a clear understanding of the major theoretical results concerning individuals' consumption and portfolio decisions under uncertainty and their implications for the valuation of securities.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO464 Game Theory

The course develops a rigorous presentation of key concepts in game theory, and emphasizes their applications to economic modeling. Contents include: choice under uncertainty and Von Neumann Morgenstern utility; games in normal form: mixed strategies, Nash equilibrium (existence and stability); games in extensive form: backward induction and other equilibrium refinements; games with incomplete information: Bayesian Nash equilibrium; cooperative games: core stability and the Shapely value.

Pre-requisite: ECO103/ECO113 & MTS101

ECO465 International Political Economy

The objective of this course is to train the student to think systematically about the current state of the economy and macroeconomic policy, and to be able to evaluate the international economic environment within which business and financial decisions are made. The course emphasizes the use of economic theory to understand the workings of financial markets and the operation and impact of government policies.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO466 Monetary Economics

This course is designed as a survey of the basic theories in monetary economics for undergraduate level students. The main objective of the course is to help students understand the core aspects of monetary economy: how monetary phenomena and



policies are determined, and how they interact with the rest of the macro economy. For that purpose, several key theoretical frameworks will be constructed, and various monetary economic phenomena including monetary policy actions will be analyzed within such frameworks. Major schools of thought in monetary economics, and their differences, which give rise to different policy implications, will also be discussed within those theoretical frameworks along with the empirical evidence. Further, the review of tools of empirical analysis will help student in organizing their thoughts and applying monetary theories on Pakistani data. Finally, with the clarity of theoretical linkages along with the empirical testing of sensitivity of such linkages, it will be easier for students to understand the mechanism and framework of monetary policy.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO467 History of Economic Thought

This course is designed to provide an introduction of the contributions of major economic thinkers from the late scholastics to the present. The course will enable the students to explore the historical circumstances under which different economic theories arose. Main areas of focus include contributions of classical school: Adam Smith, Malthus and Ricardo, socialism, neo-classical economics, Keynesian and post Keynesian schools and the emergence of

modern economic thought.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO468 Agriculture Economics

This course illustrates the role the agriculture in economic development and the various issues related to agricultural development. Major topic of discussion include the theory of rent, agricultural surplus, agriculture in dualistic development models, technological change in agriculture, supply response and food supply theories. Special emphasis will be placed on discussing the agricultural issues in Pakistan like agricultural productivity, use of inputs, malnutrition, land ownership, soil degradation and green revolution.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO469 Regional Economics

The course includes a discussion of different types of regions; need for planning for local level development; theoretical and practical problems of regional development planning, linkage between planning and implementation at grassroots level, theories of inter-regional economic growth; shadow pricing and socio-economic development; centralized and decentralized planning and financing for development; regional policies for development and regional (Provincial) development in Pakistan.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO471 Health Economics

The course includes the study of determinants of health, including behavioral, economic and social factors and access to health care. Students in the health economics course will apply economic theory and empirical analysis to study how socioeconomic status, public policy actions, and individual decisions influence health outcomes. The analysis of medical care industry and economics of private insurance markets comprise another important area of study in the course.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO472 Urban Economics

The course deals with the nature and development of urban areas. The analytical sections of the course deal with the location of firms and households in an urban spatial context, the size distribution of urban areas, the theory of land rent, and optimal city size. Various urban problems such as poverty, pollution and environmental quality are discussed. Other policy questions deal with congestion tolls and efficient highway investment, land use regulation, central city fiscal problems, and alternative educational policies.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

ECO473 Welfare Economics

This course introduces students to basic concepts in welfare economics to allow an understanding of important economic factors affecting the level of social welfare. The conditions for Pareto optimality, alternative welfare criteria, measures of consumer surplus, optimal income distribution, external effects, public goods, the theory of second best and the basic theory of social choice will be discussed.

Pre-requisite: ECO103/ECO113

ECO474 Resource Economics

This course aims to provide the students a broad introduction to the economics of

natural resources and the environment. It intends to develop a systematic understanding of the economic rationale behind the optimal use of natural resources, Pricing of market and non market resources, application of environmental policy instruments, economic valuation principles.

Pre-requisite: ECO103/ECO113 & ECO 104/ECO114

Finance Courses

FIN201 Introduction to Business Finance

This course is aimed at introducing the fundamental tools of business finance. The main concepts examined include financial analysis, financial decision-making, time value of money, valuation of financial assets, risk and return analysis, and management of short-term assets of the firm.

FIN301 Financial Institutions and Markets

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

Prerequisite: FIN201

FIN401 Financial Management

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

Prerequisite: FIN201



FIN451 Investment Banking

The aim of the course is to introduce the students to the various facets of the Investment Banking Industry. The course begins on a broad conceptual level with an examination of the philosophy and the scope of Investment Banking, and then narrows down to focus on the different facets of Investment Banking.

This includes Secondary Markets (trading in the stock markets), Primary Markets (listing regulations, pricing of Equity and Term Finance Certificates for the Initial Public Offers), Financial Innovation, the concept and the basic building blocks of Financial Engineering, Eurobonds, Funds Management, and the Regulatory Framework interfacing the Investment Banking Industry.

Prerequisites: ECO103/ECO113, ECO104/ ECO114 & FIN401

FIN452 International Finance

This course concentrates on the role of external finance and foreign exchange in a macroeconomic context. The topics

covered include a study of the major institutions of international finance, the balance of payments analysis, theories of foreign exchange rate determination, international risk exposures and risk management.

Prerequisites: ECO10413/ECO114 and FIN401

FIN453 Security Analysis

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

Prerequisite: FIN401

FIN454 Corporate Finance

This course is aimed at building an analytical understanding of corporate financial decision-making. It examines the fundamental question in finance i.e., the ability of companies to make profitable financial decisions using financial theories put forward by different scholars. The course also deals with controversies regarding what businesses do in order to maximize firm value.
Prerequisite: FIN401

FIN455 Portfolio Management

This course introduces the theory and practice of investment analysis and portfolio management. The course surveys various quantitative applications and assets valuation models and their use in constructing a profitable investment portfolio. Topics include designing portfolios, risk diversifications, conceptual framework for making risk management and insurance decisions to increase business value and individual welfare, institutional aspects of the managed funds sector in Pakistan 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 covered.
Prerequisite: FIN401

FIN456 Financial 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: FIN401

FIN457 Derivatives

The course deals with applications of derivatives, investigating the risks involved in derivative instruments, and examining how investors adjust the payoff pattern of their portfolios. The course also deals with various topics, like types of option contracts, taxation of option contracts,



binomial option pricing model, Black Sholes model for call options, portfolio insurance, future versus call options and synthetic futures.
Prerequisite: FIN401

FIN458 Fundamentals of Treasury and Fund Management

It deals with an in-depth analysis of the various methods of treasury and fund management, incorporating asset pricing, expectation theory, interest rate risk and the term structure of interest rates. The differences among asset and liability management, managing interest rate risk, and selling interest rate risk products are also covered.
Prerequisite: FIN401

Department of Management

Human Resource Management (HRM) Courses

HRM401 Human Resource Management

This course serves as an introduction to HRM students who plan to specialize and learn advanced level in the field. This

course is focused on people at work. Over the years a variety of management policies, practices, and decisions have been tried to ensure that employees can achieve the organization's objectives – This HRM course would expose the students to learn and understand the Human Resource basic functions and processes starting from recruitment through development and the separation of employees from the corporations.
Prerequisite: MGT201

HRM430 Recruitment and Selection Techniques

This module is based on academic theory and research on selection and recruitment practices for both Human resources students and practitioners. The course explains different recruitment techniques and the key features of common selection methods along with the criteria of evaluating these methods. Nature of performance is discussed to analyze jobs and their measures leading to description of the main stages in process of job selection. The validity of these selection methods is covered including the examination of psychological processes that take





place within selection. Finally, issues associated with fairness in selection and assessments are considered. The focus of the module is on academic research and not on presenting a prescriptive model of evidence-based method of selection. A good selection system depends upon the changing nature of work, the context in which selection takes place and the organization's procedures and policies. Therefore, organizations must be flexible enough to embrace changes and adapt to the environment in which it operates to make appropriate firm-specific selection decisions.

Prerequisites: MGT201, HRM401

HRM445 Occupational Health and Safety

The course discusses key technical, political, management and personal issues relating to health and safety in the workplace, the role and importance of effective health and safety management to business, government, organized labor, individual employees and society, key legal rights and responsibilities of employees and employers with respect to health and safety issues in the workplace. In addition, positive health and safety initiatives made by proactive employers are also examined. Prerequisites: MGT201, HRM401

HRM451 Industrial Relations Management

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

Prerequisites: MGT201, HRM401

HRM 452 Organizational Analysis and Research

The module helps students understand organizational theories in a historical context and explains the different level of analysis used in organizational research. The course also provides an overview of the research paradigms applied in the fields of organizational behavior and occupational psychology, enabling individuals to develop their critical thinking skills when analyzing organizational issues. The students will also learn the different forms of research, the steps involved in it and the paradigms used in social sciences research.

Prerequisites: MGT201, HRM401

HRM453 Life Career Development

The module aims to help individuals understand the importance of career

development in an employment and social context and their influences on career choice and career development. The module brings with it stocks of knowledge related to various career models and theories available, to critique and evaluate their usefulness and application in making appropriate career decisions in a life space available to an individual. A variety of career interventions are discussed including career guidance and career counselling.

Prerequisites: MGT201, HRM401

HRM455 Executive Leadership

This course provides a comprehensive review of current theories and best practices to students, which enables to understand the role of Effective Leadership in Building Successful Corporate Culture. The students will comprehend the well known fact that the sources of competition today have more to do with the ways one manages people and the ways those people interact. Unlike patent, technology and other competencies, it is the only unique value proposition that cannot be copied. It also provides opportunities for leadership research projects.

Prerequisites: MGT201, HRM401

HRM456 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, HRM401

HRM457 HR and Information System.

The collection and use of information has long been recognized as a potential source of value addition to organizations. Human Resource Management Information is pivotal to the strategic planning and subsequent success of the organization. Thus, the subject focuses on the primary activities performed by the human resources (HR) function and how Human Resource Information Systems (HRIS) can be developed to support these activities.





HRIS is a cross-disciplinary subject and encompasses two critical areas, namely, Human Resource Management (HRM) and Information Technology/Systems (IT/IS). With the emergence of Enterprise Resource Planning (ERP) System that seamlessly integrates various business modules within the information architecture of any business enterprise, HRIS has become a critical area of attention for management professionals. Undertaking this course will allow the students to build on, and expand, their knowledge of HRIS from a theoretical and a practical perspective. In addition, the HRIS assessment items expose students to a variety of HRIS issues and subsequent application problems.

Prerequisites: MGT201, HRM401

HRM458 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 include encouraging an innovative organizational culture,

managing growth and decline and corporate restructuring.

Prerequisites: MGT201, HRM401

HRM462 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.

Prerequisites: MGT201, HRM401

Management Courses

MGT201 Principles of Management

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

MGT211 Business Communication

The course focuses on the theory and practice of effective communication techniques in business environments. It polishes verbal and non-verbal communication skills for effective participation in business meetings and other activities. It prepares students to write formal business reports and to add value to previous work through further library research and fieldwork.

MGT221 Organizational Behavior

This course inculcates a positive approach in managing productive relationships with peers, superiors and subordinates by examining teams, individuals and networks in a business environment. Topics such as group culture, individual motivation and behavior, collective and individual performance, decision making, interpersonal communication, small group behavior and inter-group conflict are extensively covered. This course exposes students to frameworks for diagnosing and dealing with problems in organizational settings.

MGT301 Ethics in a Corporate Society

The course examines the importance of ethics in the corporate society. It highlights the need to draw an analytical distinction between ethics and morality, good and bad, right and wrong so as to develop a criterion of judgment for socially responsive behavior. This course examines the relationship between value judgment and attitude formation, informed by the teleology of various ethical theories. Through this course the ethical relevance of such values like honesty, justice, fairness and equity in relation to the dynamics of corporate society will be highlighted. Distinction will be made between personality ethics and character ethics to draw the contours of corporate behavior. Special attention will be paid to the legislative nature of intentionality as the foundation of the principles of ethics. Fundamentals of lessons of Islamic society and those of all other religions are also included.

Prerequisites: MGT201, ACC301, MKT201

MGT311 Production and Operations Management

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

Prerequisites: MGT201, MKT201, FIN201

MGT400 Management Theory and Practice

The course presents an overview of the basic theoretical concepts in the field of management. It also highlights the linkage between management theory and management practice. Various implications of the theoretical concepts will be discussed. The course will provide an opportunity to evaluate various selected theoretical concepts and their application to business organizations.

MGT401 Small Business Management

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

Prerequisites: MGT201, MKT201, FIN201

MGT411 Comparative Management

The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management systems/models practiced by managers in different countries, with the aim of preparing them to manage international organizations successfully. The course includes the study of various





systems/models and cross cultural issues such as the Japanese Managerial System, the western model, the (Ex-) socialist countries models, the developing countries models, and the Islamic Countries Models as well as the Gulf Countries Models.

Prerequisites: MGT201, MKT201, MGT221

MGT421 Entrepreneurship

The objectives of this course are:

- To appreciate the role of entrepreneurship in economic growth and thereby personal career growth of business managers.
- To acquaint the students with the virtues of entrepreneurship for the society so as to enable them to consider it as one of the early or late career options.

The course imparts knowledge about entrepreneurial process, business lifecycle, principle concepts and general guidelines for establishing a new business enterprise at a small or large scale in a dynamic business environment.

Prerequisites: MGT201, FIN201, MKT201

MGT 430 Managerial Policy

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

Prerequisites: MGT201, MGT211, MGT221, FIN201, MKT201, HRM401, ECO103, ECO113.

Department of Marketing

MKT201 Principles of Marketing

This is an introductory course for exposing students to the discipline of marketing by equipping them to analyze the political, economic, social and technological environments. Students are encouraged to make observations about their marketing environment, detect signals about changes in the market place,

formulate need analysis, learn about consumer and organizational markets, learn about personalities and their impact on consumer behavior, observe about how marketing departments are organized, explore pricing mechanisms, decide about the appropriate distribution channels and structures, learn about various promotional techniques and tools, and the challenges which the explosion of new media pose in the marketers' world.

MKT301 Methods of Business Research

In today's borderless and highly competitive environment, the research culture needs to be nourished. This course is designed to conceive, implement, and apply research programs in organizations. The managerial aspects of conducting research are discussed thoroughly with applications from various facets of business covering all the aspects of business entities and business functions. This course empowers the students towards the scientific research methodology so that they can observe business processes, formulate hypothesis, conduct experiments, draw conclusions and disseminate these conclusions for organizational benefits. Given Research is a tool for decision making, the Research process is closely intertwined with the business decision making process. From problem definition to developing alternate courses of action and then monitoring the implementation of decision made research is used across all of these.

Prerequisite MKT 201/MTS 202

MKT401 Marketing Issues in Pakistan

The launch of this course is an outcome of an understanding that any marketing strategy that does not reflect local environment and nuances will be ineffective. This course fulfills the need to understand the local marketing landscape and the peculiar challenges it poses for marketers in Pakistan. Class room discussions are highly interactive and focus on emerging topics like bottom of

the pyramid marketing, issues in market research, new product development, evolving Pakistani consumer, brand Pakistan, issues in branding, and challenges in export marketing, changing retail landscape in Pakistan, sales and distribution issues and social marketing. Teaching pedagogy also includes frequent guest speaker sessions from marketing practitioners and case study discussions.

Prerequisite: MKT 201

MKT451 Advertising

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



planning and management. The course will place a heavy emphasis on the underlying marketing disciplines of customer-focus and branding. Understanding high value customer segments and delivering branded satisfaction to those segments through innovative communication techniques is an imperative for all marketers today. This imperative will be examined in an advertising context across multiple business sectors including consumer packaged goods, financial services, information technology, retail, and the marketing of people. An investigation of the nature and scope of advertising and its place within marketing strategy decisions and society falls within the gambit of this course.

Prerequisite: MKT 201

MKT452 Consumer Behavior*

Consumer Behavior begins with an overview of importance of understanding consumers as buyers and users of products and services, and the course delves into deeper issues revolving around consumer decision making. Multiple factors forming the foundations of consumer behavior such as economic, social, psychological and cultural factors are discussed in the light of individual behavior variables such as needs, motives, perceptions, attitudes, personalities and learning. Lectures, interactive sessions, and real life cases are all included in the pedagogical design to enable students to understand how the marketing mix can be developed to satisfy demanding consumers. A field project is incorporated to allow students to extend their learning to designing an effective communication plan for a product or service.

Prerequisites: MKT 201; MKT 301

*Mandatory elective for marketing major

MKT453 Sales Management**

Sales Management is critical for the success of any business enterprise, as it focuses on the development of sound sales and distribution strategy, the management of marketing channels, and sales force management in a business

organization. The objective of this course is to familiarize BBA level students with the concepts and practices of sales management. The course focuses on setting up sales objectives, planning and implementation of sales programs, supervising the sales effort and measuring sales performance. The areas of sales forecasting, budgeting, hiring, sales force motivation, compensation and performance evaluation are also covered.

Prerequisite: MKT 201 / MKT 401

**Recommended elective for marketing major; Either MKT 453 or MKT 454

MKT454 Personal Selling**

In the highly competitive and complex environment of the business world personal selling has an even more important and critical role to play. Personal Selling has evolved into a different activity than it was just a decade ago. At BBA level, this course provides an overview of personal selling, providing insight into the operating paradigm of today's personal selling endeavors. This course encompasses all new concepts, technologies, and techniques that have contributed to this evolution. It also describes approaches to personal selling and presents the sales process as a series of interrelated steps.

Prerequisite: MKT 201 / MKT 401

**Recommended elective for marketing major; Either MKT 453 or MKT 454

MKT455 Retail Management

This course will help the students to see how retailing fits within the broader disciplines of business and marketing and will introduce them to the basic concepts and strategies in retailing. It will help them grasp the role of retailing in society and, conversely, society's impact on retailing. This course is meant for the students who ultimately envisage fulfilling a managerial function in any area of retailing. It will help them to analyze the importance of store location, merchandising, products and pricing.

Prerequisite: MKT 201



MKT456 Export Marketing

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

Prerequisite: MKT 201

MKT457 Dynamics of Distribution and Logistics

The course reviews all pertinent concepts making the subject a timely issue. The course also serves as a training tool to someone who wants to broaden his/her knowledge about the difference between logistics and distribution from that of supply chain management. It will enable them to learn about tools as to how to be a cost-effective market leader. The first objective of this course is to learn about the strategic importance of logistics and distribution management, planning and operations and it brings about a competitive edge to the overall business. The second objective is to differentiate between logistics and other related disciplines such as Supply Chain Management, material handling and also to differentiate between distribution management and inventory management, warehousing, and transportation. The basic aim is to develop understanding of the four key areas and their interrelationships, namely strategic role of logistics and distribution management, difference between logistics and distribution and related disciplines, key activity centers of logistics and distribution, analytical tools and techniques for logistics and distribution management. The strategic concepts discussed in the course are tied together through a variety of examples that show that a combination of concepts is needed to achieve significant increase in performance.

Prerequisite: MKT 201

MKT458 Public Relations

Public Relations (PR) has gained prominence in the marketing communications mix, especially today, since media proliferation and high costs are forcing marketers to find more targeted approaches to achieve their objectives. Public Relations will provide students with the basic framework for creating and managing a PR Campaign. Through practical exercises students will also learn how to create, edit and evaluate PR texts for various publics and different situations. They will also be able to conduct basic research for PR purposes, create a PR plan, budget and implement it and finally evaluate the results. Topics which will be taught will include the publics in PR, PR tools, research methods in PR, planning, budgeting and implementing a PR campaign, and creating and managing relationships. Effective targeted writing skills and event management are also part of this course.

Prerequisite: MKT 201

MKT460 Direct Marketing

Direct marketing has become a powerful tool as part of an overall integrated marketing strategy. It is the study of the ability to reach a specific audience, create or enhance customer bonding, create dialogue or combine various media and disciplines. Here the student will learn the interactive use of advertising and other promotional media to stimulate consumer behavior predominantly through database and targeted marketing in order to obtain a measurable response. Tools include direct mail, telemarketing, TV and press advertising, web banner ads, door drops and inserts. The course will include the study of one-to-one and customer relationship marketing in which measuring customer value and building customer loyalty are major concepts which will relate to the concept of mass customization.

Prerequisite: MKT 201

MKT461 Brand Management*

The study of brand management is a crucial area in marketing and business curriculum as brands are amongst the

most valuable assets a company can have in today's highly competitive marketplace. The course includes an understanding of the psychological aspects of consumers awareness, preference, and loyalty to brands which is vital in developing long-term company growth, what brands are, how they are created and managed, and how they add value to consumers and the firm. Topics include the importance of product, service and corporate brands, how awareness, loyalty, perceived quality, strategies and tactics for maintaining and reviving brands, multi-brand portfolios, extensions, brands as a driving force for standardization and globalization with explicit examples of branding drawn from local industry in Pakistan.

Prerequisite: MKT 201

* Recommended elective for marketing major

MKT462 Essentials of Demand and Supply**Department of Mathematics****MTS101 Calculus-1**

This is intended as an introductory course for differential and integral calculus. The aim is to acquaint students with the basic methods of calculus which are required for different kinds of analysis, as well as to provide them with the requisite knowledge for taking up courses of advanced mathematics in their academic term.

Pre-requisite: College Algebra or clearance of mathematics assessment test.

MTS102 Introduction to Statistics

This is intended as an introductory course for data analysis, presentation and probability. The aim is to acquaint students with the basic methods of data handling which are required for different kinds of analysis, as well as to provide them with the requisite knowledge for taking up courses of advanced Statistics and Business Research methods in their academic term.

Pre-requisite: MTS101

MTS111 Calculus-2

This course covers basic multivariate calculus as well as topics in three-dimensional geometry that are essential to visualize its concepts. The aim is to equip students with the scientific skills needed to explore the dimensionality of various real world multi-dimensional problems, which emerge in all fields of management, economics and finance.

Pre-requisite: MTS101

MTS202 Statistical Inference (with econometrics lab)

This course is intended for sampling, decision analysis and data modeling using sample information. This course provides basic methods for research and practice in social and physical sciences and business administration. The aim is to acquaint students with the advanced methods of data.

Pre-requisite: MTS102

Department of Social Sciences**SSC101 English Grammar & Composition**

This course highlights the key aspects of writing for academic purpose. The grammatical concepts are taught in context. Reading skills are a major focus being an essential input for quality output in the form of writing. The course also focuses on embedding in students the concept that writing is a recursive process. The course aims to train students for critical reading and analytical writing. The students are made to work on patterns of development, dictions and genre analysis.

SSC102 Foundations of Human Behavior

The course familiarizes students with theories, research findings and concepts necessary to describe, explain and understand human behavior. It attempts to prepare students to monitor behavior of their peers in an organization and understand why people behave the way they do and not the way they should.

SSC103 Social Psychology and Self Development

This course teaches students to organize their lives better and reduce physical and mental stress in a corporate setting. In this course, students learn about how people think, behave, and interact in different social environments. The course focuses on application of concepts in students socio-cultural situations and enables them to analyze social processes. It will enable them to learn more about human behavior which in time will aid them in making informed managerial and human resource decisions.

SSC111 International Relations

This course attempts to explain some of the major developments in the world since the end of Cold War. It stimulates discussion and analysis of various forces and events dominating world politics. Contemporary issues globalization, environmental issues, human rights, conflicts and their resolutions, role of United Nations and Pakistan's foreign policy are looked into.

SSC151 Pakistan History

This is a comprehensive course on the history of Pakistan from earliest times to present day. Emphasis is laid on highlighting the historical and cultural aspects of Pakistan through various phases of history. The objective is to expose students to the record of human existence and struggle in this land and develop in them an appreciation for their culture and world. The course content includes the freedom struggle for Pakistan and history of the country since independence.

SSC152 General History

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

SSC153 Media Studies

The purpose of the course is to highlight the role of media in the world today. The course mainly deals with historical evolution of the discipline, its roles in society and as a tool of interaction between societies. Media studies draws on traditions from the social sciences and related discipline. This course will also explore history, development, production, influence and interpretation of media.

SSC154 Research Methods in Social Sciences

The aim of the course is to develop an understanding of research methods so as to enable students to employ research based knowledge to understand issues related to research and choose a research design. The course also aims at assisting students in data collection and analysis along with critical evaluation of research material.

SSC156 History of Ideas

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

SSC201 Speech Communication

It is a core course for the students of BBA-II. The course aims to enable students to understand, analyze and acquire communication skills for both business and personal reasons. Oral presentation experiences are heavily

intergraded throughout the course with a focus on public speaking design and delivery. The goal is to help students communicate through oral messages and hence groom them, in particular for effective presentations, speeches, interviews, meetings and interpersonal communication in general. The pedagogical tools for this course include presentations, parliamentary debates, MUN workshops and stage performances.

SSC240 Personal Effectiveness Course

This course is designed to improve the levels of personal effectiveness in the cooperate environment. It aims at increasing students self awareness and confidence levels by teaching them tools of effective behavior. This would include developing and understanding of the relationship between their own values, attitudes, beliefs and behaviors and how it influences others perception of them. It would also work towards development of leadership strategies for changing limiting beliefs to empowering beliefs. An understanding of the role of assertive behavior and assertive communication as a business skill. The importance of image management and power dressing. Developing a range of influencing interpersonal skills for clients, customers and other members of the staff and last but not least an opportunity to put these skills into practice in the safe environment of the training room under the supervision of a professional.

SSC252 Sociology

This course introduces the basic concepts of sociology, methods of sociological research, relationship between individual, culture and society, and the influence of social and cultural forces on personal experience and social behavior. Issues of social change, collective behavior, urbanization, and environment are addressed. Particular emphasis is laid on making analytical connections between social theory and policy.

SSC254 Anthropology

This introductory course in anthropology presents basic concepts, nature, scope and application of anthropology in today's world. It traces the biological and cultural evolution of mankind. Particular emphasis is laid on the concept of culture, transportation, subsistence patterns, environmental interaction, religion, language and arts and human diversity and commonality.

SSC25X Philosophy Logic and Ethics

It is a core course offered at BBA-IV level. The purpose of the course is to acquaint students with basic philosophical concepts, and to inculcate logical thinking and promote awareness of ethical issues in business environment. The course has been designed to promote an understanding of philosophical issues among the youth. Works of major philosophers are introduced. Various dimensions of social, political and economics philosophies are the main focus.

SSC301 Socioeconomic Philosophy of Islam

The course has been designed to give students an insight into the Islamic system of governance with the special focus on Islamic interpretations of socio-economic philosophies. The dynamics of Islamic philosophy in this regard will be stressed and compared with other socio-economic systems.

SSC1251 Creative Writing

This course aims at tingling and stretching the imagination and creativity of students by making them experiment with different kinds of writing. The course will enable students to improve their talents and writing skills. It will also give them the opportunity to explore different channels of expressing themselves.

Introductory Language Courses

Chinese, Arabic and French

BBA (Entrepreneurship)

Entrepreneurship is considered the liberal art of business education. Entrepreneurship means to keep an open mind, think outside the box, re-evaluate your own views of entrepreneurship and intellectually challenge your peers. Entrepreneurship is a way of thinking and acting. Connecting theory with practice, we infuse entrepreneurial thought and action throughout our curricula and co-curricular activities. The skills learned through our entrepreneurship programs are vital to the success of any business – large or small, public or private, corporate or non-profit, family business, local or global. We are committed to trying innovative things in our integrated experience based on learning environment. The Entrepreneurial Center at IBA is a living laboratory, where we experiment, improve, and evolve how to teach entrepreneurial process and foster entrepreneurial mindsets. We then take what we learn from our faculty research executive clients' students' experiences to accelerate the ever-extending outer frontier of the field of entrepreneurship education.

The Specialization in Entrepreneurship would inspire potential students to think like an entrepreneur, by being innovative and creative in their thoughts and action. Some students who are fortunate enough to have a legacy of entrepreneurship in their family may want to help grow the family business, or learn how to improve the business by applying creative ideas. Other students may want to become entrepreneurs after they graduate, or at some point in their careers, and may have the idea, but do not have the opportunity or funding to support their idea and make it possible. These students would be provided with a platform to experiment, and realize their ideas. Furthermore, the entrepreneurial spirit may appeal to some who are looking to explore and experience a different way of running businesses. Rather than pursuing the conventional specializations that we have today, an Entrepreneurship Specialization would open new doors for potential candidates, who may be looking to become skilled at a new field.

The Entrepreneurship Specialization would develop students' abilities to formulate ideas, explore, and create. It would train

them to carry out in-depth analysis of disciplinary and interdisciplinary subjects, and enable students to get hands-on experience in the 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.

IBA-CED is working in partnership with Babson College of Entrepreneurship, Boston in providing the curriculum for the entrepreneurship specialization and also training IBA faculty in electives courses at Babson relating to entrepreneurship studies.

Course Composition

Duration	= 4 Years
Core Courses	= 33
Entrepreneurship Elective Courses	= 13
Language	= 02
Total Number of Courses	= 46
Credit Hours	= 148

- The students will be required to take 33 BBA core courses, and 13 Entrepreneurship Electives.

- In Semester 3-4, the students have to take FME 1 & 2* as the Core Entrepreneurship Course to complete the Entrepreneurship Specialization.
- Every student will have to do a Summer Entrepreneurship Intensive Program in the Sixth Semester, as described below.**
- Students are to take up a minimum of 2 Co-Curricular Activities (Non-Credit) during the 4 year period; these are an integral part of the Entrepreneurship Curriculum.

Entrepreneurship Core Course

Foundation for Management & Entrepreneurship (FME)

FME is a year-long course which encompasses the world of business in which student teams create, develop, launch, manage, and liquidate a business. During the year, students study entrepreneurship, marketing, accounting, organizational behavior, information systems, and operations. The CED, IBA will fund up to Rs.100,000/- as startup money for these student businesses. Each team comprises of approximately 15-20 students, who will start and run the business across 2 semesters. This is a 6-credit hour course, spread over 2 semesters, 3 credits each. The FME course will be taught by two faculty members from different disciplines.

Entrepreneurship Elective Courses

Marketing for Entrepreneurs

This course provides an in-depth study of entrepreneurial marketing strategies for the 21st century. It examines how start-up and small/medium-size companies reach the marketplace and sustain their businesses, within highly-competitive industries. Recognition is given to the need of management to operate flexibly, make maximum effective use of scarce resources in terms of people, equipment and funds,

and the opportunities that exist within new and established market niches. Classes focus on a combination of brief lectures, extensive case study analyses and a term-long group assignment involving student-generated entrepreneurial product or service offerings.

Entrepreneurial Finance

This course focuses on the various aspects of funding and managing entrepreneurial ventures through the various stages of business growth and focuses on understanding business models and kinds of organizations and the various ways these can be financed (i.e. corporate, technology, non-profit). Students will learn: 1) the value of pro forma financial planning and what if analysis; b) the various ways to fund and manage the growing firm from inception through harvest with a particular emphasis on deal structure and risk/reward scenarios for different investor types. The class will utilize cases based on real world companies from various industries to cover topics in investment analysis, financing the entrepreneurial firm, managing the growing business and harvesting. Frequent guests ranging from entrepreneurs, private equity venture capital, banking and legal professionals will bring the entrepreneurial experience to life in this course

Business Law for Entrepreneurs

This course teaches entrepreneurs how to manage the law from start-up with contract law and forms of business organization through securities law for public offerings, mergers & acquisitions, and bankruptcy. To succeed, businesses need to effectively manage intellectual property and employment law issues. Managers also must be aware of their legal obligation of loyalty to the firm and seek to manage litigation risks involved with product liability, antitrust and other areas of law. Managers have a legal obligation to society in terms of minimizing crime and tort liability for themselves and their employees.

Description of BBA Entrepreneurship Courses

Entrepreneurial Management

A survey of management topics designed to give students a broad view of the environment and techniques of entrepreneurial business, introducing various disciplines including strategy, entrepreneurship, accounting, finance, marketing, marketing research, organizational behavior, and effective presentations. The backbone of the course is a business plan where student teams create product or service concepts which are then developed into a cohesive and persuasive business plan. At the end of the semester, the plans are presented to and evaluated by a panel of judges including debt and equity capital providers, entrepreneurs, and the teaching team.

Family Business Management

Entrepreneurship is the key to family business success. A family business enterprise must view each challenge from a multigenerational perspective. The business must also examine its goals, objectives, and ability to reinvent itself and its growth. The course is most useful for students interested in the issues, challenges and unique concerns of family business involvement and management and in starting up businesses with family members. It is intended for those who are now affiliated with family firms or may be in the future, or those who may start their own businesses. It is organized around the following themes: mentoring, reinvention, individual development and career planning; management of family structure, conflicts, and relationships; and organizational issues including succession and estate planning, strategic planning, and formalizing the firm.

Developing Entrepreneurial Opportunities

This is a course that will provide students with the knowledge needed to recognize and evaluate entrepreneurial opportunities in a variety of settings. The course is also intended to give students a solid understanding of the vital role played

by entrepreneurs and entrepreneurship in the global economy. Entrepreneurial behavior is a human universal and the course will approach it as a way of thinking and acting. The course's emphasis will be on entrepreneurship as a manageable process to be applied in virtually any organizational setting. We will identify the many ways in which entrepreneurship manifests itself and discuss the characteristics and implications of social entrepreneurship, high-tech entrepreneurship, corporate entrepreneurship, public sector entrepreneurship, family business, and other contexts. It explores entrepreneurial thinking and how thinking affects our behaviors that lead to entrepreneurial action.

Financing Entrepreneurial Ventures

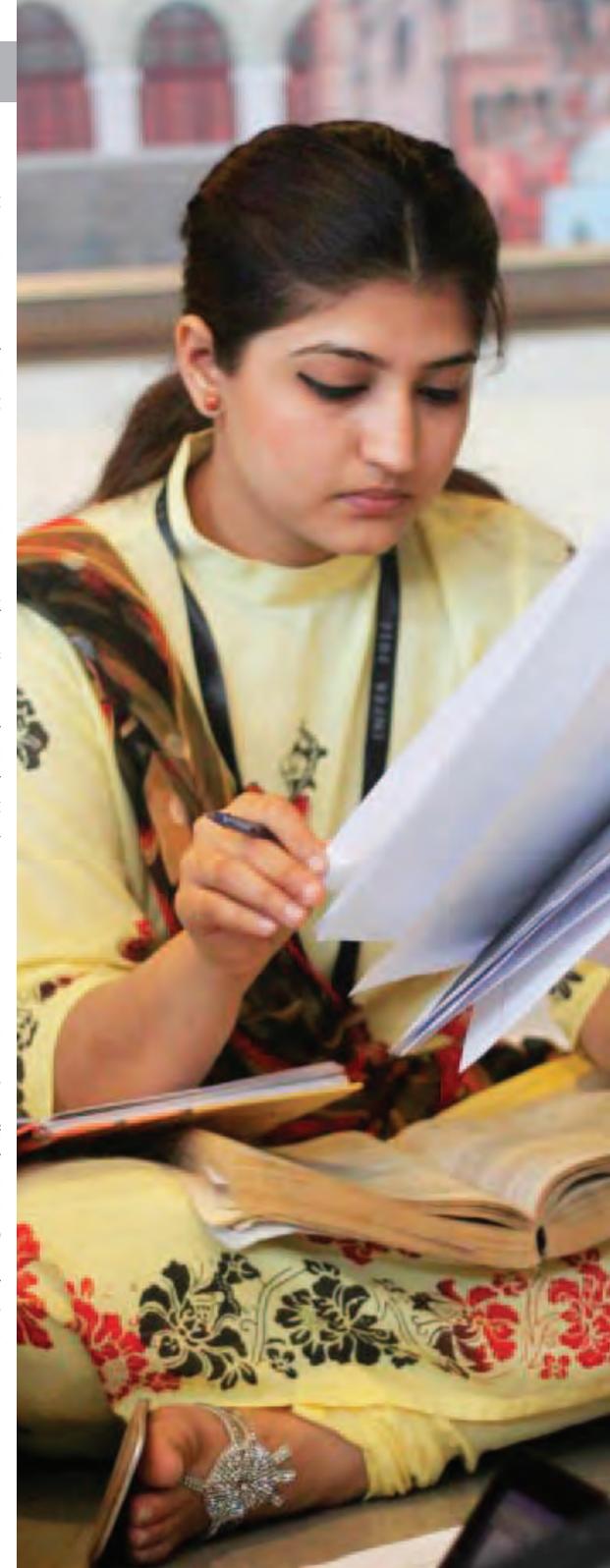
This course focuses on financing entrepreneurial companies, especially startup and early-stage ventures. The overall aim of the course is to understand how entrepreneurs and their financial backers can spot and create value. This involves learning about the topics that trace out the 'venture capital cycle, such as opportunity recognition, valuation and evaluation, negotiating funding, and managing the investment. It will explore the new venture finance from a number of different perspectives: the entrepreneur's, the venture capitalists, that of the investors backing the VC, and stock-market investors. Entrepreneurial ventures often contend with the challenge of raising capital for their development and growth. By addressing issues of risk and return with various providers of capital, this course equips entrepreneurs with an informed perspective in dealing with these parties. The objective and means of building venture value will likewise be studied with the view of maximizing outcomes from possible harvest scenarios. Venture valuation methods will consequently be taught. Finally, management strategies for ventures undergoing financial distress will be explored.

New Technology Ventures

This course introduces the fundamentals of 'technology entrepreneurship', a recent global phenomenon that has driven vital changes in society by empowering individuals to seek opportunity in technological and business solutions when presented with what others see as insurmountable problems. Technology entrepreneurship, in itself, is a spirited approach to business leadership that involves identifying high-potential, technology-intensive commercial opportunities, gathering resources such as talent and capital, and managing rapid growth and significant risks using principled decision-making skills. It is designed to be approachable for all students from all majors, who seek to understand this entrepreneurial process. This course provides a basic understanding of the personal, technical, and market success factors of a new high tech or Internet venture. It will draw heavily on case studies of technology-based businesses. Students will work individually or in small groups to develop a product concept and a business plan around a new innovation in their concentration area.

Women's Entrepreneurship & Leadership

This course explores leadership roles that have been held by women in politics, social movements, science, engineering, business, religion, and the arts, using readings, movies, and guest lectures. In each case, we consider what difference gender makes. It covers the constraints and enables the unique contribution of these women leaders, what barriers they faced, what are the qualities of a good leader, are they the same for men and women. This course is designed to help you acquire the knowledge, attributes, skills, practices, and resources necessary to achieve your leadership potential. The course will include self-assessment; self-leadership development; and exploration of leadership philosophy, traits and styles within diverse cultures and contexts from



a woman's perspective. You will emerge from this experience with an enhanced knowledge of your own leadership capacity; an ability to identify and analyze the leadership styles exhibited by others; an expanded network of peer advisors, colleagues and mentors who will contribute to your leadership development; and a clearer understanding of leadership in diverse cultures and contexts.

Sustainable Entrepreneurship Strategies

This course introduces students to the global challenges and opportunities arising from exponential growth in resource use and economic activity. Beginning with an introduction to the economics of sustainability, students will study trends and science driving the growing role of businesses in promoting sustainability. Strategies being pursued by innovative and entrepreneurial business organizations to provide much needed solutions will be evaluated on conventional economic criteria and alternative metrics. There will be a special focus on climate change abatement and adaptation, poverty alleviation and healthy living. The entrepreneurial potential of new technologies and community-oriented models for localization of essential services will be considered from a practical perspective.

Creativity and Innovation

This course is a comprehensive introduction into innovation from both a practical and theoretical viewpoint. The course addresses thinking, problem solving, domain knowledge, creativity, culture, innovation and entrepreneurship. The innovation process of inspiration, ideation, and implementation are explained. The course is designed to be interdisciplinary and innovative in order to assist students to expand their perception, employ creative skills, develop ideas with their team, sustain a creative climate and manage innovation. It offers methods and processes designed to help identify

opportunities and cultivate appropriate skills and attitudes.

Sustainable Entrepreneurship Strategies

This course introduces students to global challenges of poverty, environmental degradation, and public health etc. Alternative energy, clean-tech and energy management offer solutions to some of these challenges, but market success and the cost of scaling often requires strong public/private partnerships, technological innovation, and financial capital. This course applies and expands on Management, Entrepreneurship core courses by examining technology development, new venture entry, competition and strategy at three levels of analysis: country, industry and firm. Students learn by investigating opportunity creation and recognition, and the potential for new venture creation in emerging industries, also the role of entrepreneurial management in private and public sector approaches. It addresses the need for continuous improvement and innovation to meet such challenges by analyzing different sustainable business strategies.

Social Entrepreneurship

Social enterprises are often launched to address problems where government, the private sector and the traditional non-profit sector fail to provide a public good. These organizations adapt various aspects of the market model emphasizing a core value of profit leveraged to a social end, rather than as an end itself. The course emphasis will be on how such organizations are started, how they are sustained, and the various business models that are adopted to achieve an organizational mission. The focus will be on how to bring and adapt business skills to the creation and management of social enterprises. It provides a conceptual framework and techniques for thinking strategically about innovation in the social sector. The students are made to understand that for profit and nonprofit entrepreneurs lead

various types of social enterprises involved in a wide range of social sector causes, encompassing education, health care, economic development, youth services, social advocacy, and environment.

Entrepreneurial Sales Strategy

Focusing on sales strategy and execution is one of the most critical success factors in building entrepreneurial ventures. This course will enable students to develop the practical knowledge and specific skills necessary to maximize top-line revenue growth for emerging companies. Topics to be covered include direct, indirect and channel sales strategies; implementing pipeline management principles and forecasting techniques; the use of technology in selling; building a sales organization; and the development of strategic partners and alliances. Also covered are the use of sales tools and skills (presentation, negotiation, territory management, and pipeline development), building successful channel partners, and the keys to successful selling including solution selling vs. product selling.

Corporate Entrepreneurship

In a competitive environment, entrepreneurship is an essential and indispensable element in the success of every business organization - whether small or large, new or long-established and mature. Intrapreneurship is the practice of entrepreneurial skills and approaches by or within an organization. The essential objective of the course is to develop an awareness and understanding of the range, scope, and complexity of the issues related to the creation of an organizational environment that is supportive of entrepreneurial endeavors as well as to gain insight concerning the effective implementation of technological and organizational innovations in a corporate setting. It examines the challenges and opportunities for both employees and companies in creating and maintaining a culture that fosters intrapreneurial endeavors. The focuses

primarily on managerial efforts aimed at the identification, development and exploitation of technical and organizational innovations, the management of new product or process developments, and on effective new venture management in the context of large corporations in manufacturing as well as in service industries.

Co-Curricular Activities

- Hatchery Development & Management
- Venture Accelerator
- Women Entrepreneurship Center
- Youth Entrepreneurship Center

** Summer Entrepreneurship Intensive Program (Sixth Semester)

Each student will have to go through a mandatory Summer Entrepreneurship Intensive Program in the 6th Semester, where they would have to spend 2 months (July – August) working for an Entrepreneurial venture, either in Pakistan or abroad. This will give them a hands-on experience of running a business, including marketing, accounting, organizational behavior, information systems, and operations.



Impressions - BBA Students

Anum Ahmed



“ IBA gave me a reason to believe in myself as an independent and capable person ”

Sarah Khan



“ A truly world class business school! ”

Versha Qazi



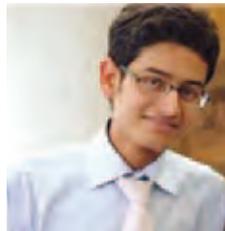
“ IBA has given me a platform to explore my horizons and discover myself ”

Anam Shafaat Khan



“ IBA has given me a chance to compete in credible business competitions and prove myself to the world. ”

Sohaib Bin Shahid



“ I wasn't aware of the diverse opportunities present in the world, until I got a chance to delve into extra curriculars here at IBA ”

Abdullah Soomro



“ I am more confident and prepared to face challenges now having grown personally and professionally to quite an extent! ”

Danyal Nayer



“ A diverse learning experience providing a multitude of opportunities in the business arena ”

Zainab Khan



“ The entire process of grooming an individual starts from day one and evolves one continuously during the stay at IBA. ”



IBA



Faculty of Computer Science
Undergraduate Programs

BS (Economics & Math)
2012-13

Contents

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Program Coordinator **Bachelors of Science (Economics & Math)**

In recent years economics has become increasingly dependent on mathematical tools. The BS Economics and Mathematics program has been developed jointly by the Department of Economics and Finance and the Department of Mathematics at IBA. It is a well conceived program designed for students with strong interest in the two disciplines. The philosophy of this program with double majors in economics and mathematics is to provide sufficient command of mathematical concepts to allow pursuit of an economics program emphasizing modern research problems. The concentration on applied economics and mathematics in this program is designed to reflect the mathematical and statistical nature of modern economic theory and empirical research. The BS Economics and Mathematics program is a streamlined avenue for the students wishing to prepare themselves for responsible positions in government, investment, brokerage and research organizations or academia.

BS Economics and Mathematics program offers a large variety of courses to meet students' interests. We have made the elective pool sufficiently large so that students can pick courses along the lines of their interests. We have also not limited the electives to the areas of economics and mathematics and the students can also select non-specialization elective courses from management, social sciences, finance, accounting and marketing departments. During this undergraduate program, students will also get an opportunity to be involved in a research project with the faculty in our economics department. We hope the students will find the program to be intellectually challenging and personally rewarding. I invite you to read more about our program in the program details and encourage you to contact me for further information.

Sana Tauseef
Lecturer

Bachelors of Science (Economics & Mathematics) Program

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. It prepares the students for entry level positions in private and public sector corporations, banks, insurance companies, investment companies, education and research organizations. 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. The wide range of courses offered in this program give students ample opportunity to broaden their knowledge base. The economics research project in the fourth year enables students to apply the quantitative tools learnt in the program to real economics and financial problems in the public and private sectors.

CURRICULUM STRUCTURE

Duration	:	4 years
Semesters	:	8
Courses	:	48
Research Project	:	1
Total Credit Hours	:	150

Get a life in which you are not alone. Find people you love, and who love you. And remember that love is not leisure, it is work.

-Anna Quindlen

BS (Eco & Math) Course Structure

Required Courses

Section	Knowledge Area	Credit Hours
A	University Core Course	12
B	Economics	54
C	Mathematics	54
D	Non- Specialization Area	30
Total		150

A. Core Courses

Course Title	Course Code	Credit Hours
English Grammar and Composition	S(SC101)	3
Speech Communication	SSC201	3
Pakistan History	SSC151	3
Islamic Studies/ Ethics	SSC301/SSCXX	3

B. Economics

Course Title	Course Code	Credit Hours
Principles of Microeconomics	ECO103	3
Principles of Macroeconomics	ECO104	3
Intermediate Microeconomics	ECO113	3
Intermediate Macroeconomics	ECO114	3
Microeconomics	ECO312	3
Macroeconomics	ECO313	3
Development Economics	ECO301	3
Major Issues in Pakistan's Economy	ECO403	3
Research Methods in Economics	ECO411	3
Introduction to Econometrics	ECO341	4
Applied Econometrics	ECO342	4
International Trade	ECO412	3
Economics Elective-1	ECOxxx	3
Economics Elective-2	ECOxxx	3
Economics Elective-3	ECOxxx	3
Economics Elective-4	ECOxxx	3
Economics Research Project	ECO441	4

C. Mathematics

Course Title	Course Code	Total Credit Hours
Calculus-1 & Plane Geometry	MTS101	3
Mathematical Methods	MTS112	3
Calculus-2 & Solid Geometry	MTS201	3
Linear Algebra	MTS202	3
Discrete Mathematics	MTS203	3
Differential Equations	MTS204	3
Real Analysis	MTS301	3
Complex Analysis	MTS302	3
Advanced Differential Equations	MTS303	3
Stochastic Processes	MTS304	3
Abstract Algebra-I	MTS305	3
Numerical Analysis	MTS306	3
Functional Analysis-1	MTS401	3
Functional Analysis-2	MTS402	3
Abstract Algebra-II	MTS403	3
Scientific Computing for Linear PDEs	MTS404	3
Mathematics Elective-1	MTSxxx	3
Mathematics Elective-2	MTSxxx	3

D. Non-Specialization Area

Course Title	Course Code	Total Credit Hours
Introduction to Computer Applications	MIS103	3
Essential Software	MIS150	3
Introduction to Statistics	MTS102	3
Statistical Inference	MTS202	3
Applied Probability	MTS112	3
Regression Analysis and Experiment Design	MTS114	3
Non-Specialization Elective-1	xxxxxx	3
Non-Specialization Elective-2	xxxxxx	3
Non-Specialization Elective-3	xxxxxx	3
Non-Specialization Elective-4	xxxxxx	3

Economics Electives

Course Title	Course Code	Total Credit Hours
Public Finance	ECO451	3
Islamic Economic System	ECO452	3
Labor Economics	ECO453	3
Population Economics	ECO454	3
Comparative Economic System	ECO455	3
Economics and Strategy	ECO456	3
Natural Resource and Environmental Economics	ECO461	3
Rural Development	ECO462	3
Financial Economics	ECO463	3
Game Theory	ECO464	3
International Political Economy	ECO465	3
Monetary Economics	ECO466	3
History of Economic Thought	ECO467	3
Agricultural Economics	ECO468	3
Regional Economics	ECO469	3
Health Economics	ECO471	3
Urban Economics	ECO472	3
Welfare Economics	ECO473	3
Resource Economics	ECO474	3



Mathematics Electives

Course Title	Course Code	Total Credit Hours
Numerical Solutions of PDE*	MTS451	3
Integral Equations	MTS452	3
Advanced Numerical Analysis I	MTS453	3
Advanced Numerical Analysis II	MTS454	3
Differential Geometry	MTS455	3
Fluid Dynamics I	MTS457	3
Fluid Dynamics II	MTS458	3
Financial Mathematics with a Computational approach	MTS461	3
Computational Finance	MTS462	3
Modern Algebra I (Galois Theory & Applications)	MTS463	3
Modern Algebra II (Commutative Rings & Fields)	MTS464	3
Measure Theory I	MTS465	3
Measure Theory II	MTS466	3
Operations Research I	MTS467	3
Operations Research II	MTS468	3
Topology I	MTS471	3
Topology II (Differential Topology)	MTS472	3

*PDE = Partial Differential Equations

Non-Specialization Electives

Course Title	Course Code	Total Credit Hours
Political Science	SSCxxx	3
Foundation of Human Behavior	SSC102	3
Social Psychology and Self Development	SSC103	3
Principles of Accounting-I	ACC111	3
International Relations	SSC111	3
Introduction to Business Finance	FIN201	3
Financial Institutions and Markets	FIN301	3
Principles of Marketing	MKT201	3
Marketing Issues in Pakistan	MKT401	3
Principles of Management	MGT201	3
Human Resource Management	HRM401	3

Courses of BS (Eco & Math)**Economics: Core Courses****ECO103 Principles of Microeconomics**

The course is intended to give an understanding of the basic concepts and terminologies of microeconomics. The course starts with an overview of the social system and economic problem. The topics of discussion include laws of demand and supply, market equilibrium and determination of price, the utility theory, laws of diminishing marginal utility and equi-marginal utilities, budget constraint and consumer's equilibrium, business enterprises, objectives of the firm, production and cost functions and market structure.

ECO104 Principles of Macroeconomics

The objective of this course is to introduce the macroeconomic concepts, issues and their mutual relationships. Topics like business cycles: boom and depression, inflation and unemployment, measures of national income: gross domestic product (GDP) and gross national product (GNP), open and closed economy models, aggregate markets: product, money, labor and capital markets, components of aggregate demand, theories of absolute

and comparative advantage, and balance of payment. The course also introduces the meaning and objectives of fiscal and monetary policies.

ECO113 Intermediate Microeconomics

The objective of the course is to clarify and extend further the microeconomic concepts and to develop analytical skills of the students along with strengthening their conceptual base. The course emphasizes on three main areas. The first area focuses on consumer theory including utility functions and demand elasticity and income elasticity. The second area covers the behavior of firms and includes topics like output maximization subject to cost constraint, costs of production, economies of scale and returns to scale. The third area focuses on the market structure and includes a discussion of perfect market, monopoly, monopolistic competition and oligopoly.

Pre-requisite: ECO103

ECO114 Intermediate Macroeconomics

This course is intended to develop the students' capacity to understand the issues and problems of the economy in a global scenario. The major topics of discussion include Classical and Keynesian schools of thought, theories of consumption, determinants of national



income and investment, demand and supply of money and the labor market. Special emphasis will be placed on discussion the saving-investment gap in developing countries and the problem of inflation and unemployment with reference to Pakistan's economy. The students will be required to read and understand the Economic Survey, Annual Reports of State Bank of Pakistan, ADBP and World Bank. Pre-requisite: ECO104

ECO301 Development Economics

This course focuses on factors that spur economic growth and analyzes the equation between economic growth and human welfare. It also critically examines various measures taken for human welfare. In addition, changes in economic structures such as sectoral output and employment relations and various developmental policies/strategies regarding distribution of income and sectoral development are focused upon. Pre-requisite: ECO103 & ECO104

ECO312 Microeconomics

The objective of this course is to confront the students to the advanced theoretical concepts of microeconomics and expose them to the rigorous analysis with mathematical tools at hand. The topics of discussion include utility maximization and ordinary (Marshallian) demand functions, cost minimization and compensated (Hicksian) demand functions, theory of production and supply, efficiency of competitive market, the economic cost of imperfect competition, theorems of optimality/welfare, and the tradeoff between equity and efficiency. Pre-requisite: ECO113

ECO313 Macroeconomics

The course is intended to give the students a strong theoretical foundation so as to understand the real problems of the economy with particular emphasis on inflation, unemployment, instability, deficit and debt to which the developing countries are confronted at present. The

discussion topics include wage rate determination, supply side disturbances leading to stagflation, determinants of the exchange rates, devaluation and its impacts for developing countries, policy formulation and implementation in the world of uncertainty and business cycles. Pre-requisite: ECO114

ECO341 Introduction to Econometrics

This course enables the students to apply statistical methods to data through simple mathematical models and to interpret the results by using economic theory. The course introduces the students to the ingredients of econometric modeling which include specification, estimation, evaluation and forecasting. The topics of discussion are the simple two-variable model, the multiple linear regression models, multicollinearity, heteroskedasticity, time series data, autocorrelation and the simultaneous equations models.

Pre-requisite: ECO103, ECO 104 & MTS202

ECO342 Applied Econometrics

This course enables the students to understand the data problems, to have a good grasp over advanced estimation techniques and to have the capability of inferring results accurately. The course will require the students to learn certain computer packages like SPSS, e-views and strata besides excel. The major topics included in the course are classical regression model, generalized least-squares model, the maximum likelihood estimators, time series analysis and autoregressive distributed lag models. Pre-requisite: ECO341

ECO403 Major Issues in Pakistan Economy

The course intends to give an overview of Pakistan's economy with a detailed discussion of various issues like unemployment, poverty, income distribution, debt burden, deficit, which the economy is facing. The main topics



of discussion include agricultural development policies, mobilization of domestic resources, role of foreign aid, development of large and small industries, sectoral development, employment pattern, population growth, international debt dependency, inflation, foreign trade deficit and other emerging issues. Pre-requisite: ECO103 & ECO104

ECO411 Research Methods in Economics

The course will familiarize the students with the methodology by which economists conduct research, with an emphasis on the development of an effective research question and strategies for identifying relevant scholarly literature. Students will learn how to read theoretical and empirical research papers that contain mathematical exposition. The course will also provide students with an understanding of where and how to collect data used in economic analysis, and the limitations that the use of data imposes on economic inference. Students will apply their increased understanding of economic research methodology to produce their own literature review.

Pre-requisite: ECO103, ECO104 & MTS202

ECO412 International Trade

The course covers the various issues and theories related to international trade. The topics of discussion include theories of absolute advantage and comparative advantage, shift in production function resulting from international trade, Ricardian trade model, international wage differentials and productivity, free trade and income distribution, factor endowment and Heckscher-Ohlin Model, transfer of resources, tariffs, quotas, trade barriers, major trade rules by WTO, contributions of International financial institutions and monetary integration. Pre-requisite: ECO103

Economics: Elective Courses

(4 to be selected from the following list)

ECO451 Public Finance

This course emphasizes on the application of economic theory to the analysis of the issues related to public expenditures and taxation. The course discusses public goods and free rider problems, theories on public expenditures, social cost benefit analysis,

fiscal policy and Distributional Equity in Taxation. The course also includes the discussion of budget cycle and tax structure in Pakistan.

Pre-requisite: ECO103 & ECO104

ECO452 Islamic Economic System

The course includes the discussion of the concept of Islamic method of economic life, rules and legal provisions that govern the economic life and financial transactions, universality of Islam and the perfection in terms of attention to matters in various economic fields, and the extent of its effectiveness in finding appropriate solutions. The course also discusses the Islamic economic system as a reference for each senior development in the arena of economic life and the failure and ineffectiveness of economic systems status in solving the economic problems and volatility, as compared to the foundations of Islamic economic system.

Pre-requisite: ECO103 & ECO104

ECO453 Labor Economics

This course will allow the students to extend their knowledge of economic theory and apply it to the labor market. The course addresses the topics of labor demand and supply, Wage Rigidity, Role of Labor Unions and Unemployment, Labor Market Discrimination, Labor Policy, theories of Labor Movements and child labor. Students will have an opportunity to use both economic theory and empirical evidence to analyze in depth topics such as income distribution, wage structures and differentials and the impact of immigration and globalization on the labor market.

Pre-requisite: ECO103 & ECO104

ECO454 Population Economics

The course aims at exposing the students with the main population dynamics, their socio-economic determinants, consequences and their measurements. The major areas of focus include history of population growth, population theories, components of population changes,

economic and social determinants of population trends and their consequences and population policies and their impacts. Special emphasis will be placed on discussing the population programs in Pakistan and their impacts, regional / provincial distribution of population in Pakistan and the impact of population growth on our economic development.

Pre-requisite: ECO103 & ECO104

ECO455 Comparative Economic System

This course seeks to develop concepts enabling students to differentiate the various economic systems from one another. It provides students with an understanding of the organization, operation and performance of economic systems, both in theory and in practice. The course includes the discussion of general categories of feudalism, capitalism, socialism, Communism and Marxism. The course includes a detailed discussion of Islamic economic system and the economic system of Pakistan.

Pre-requisite: ECO103 & ECO104

ECO456 Economics and Strategy

In this course, students will explore the concepts, methods and tools of managerial economics with an emphasis on business decision-making in domestic and international settings. Topics discussed include: demand theory, supply, the price system, cost analysis, market structures, factor pricing, decision criteria and international economics. The course integrates economic reasoning with statistical techniques in order to facilitate strategic decision-making under conditions of uncertainty.

Pre-requisite: ECO103 & ECO104

ECO461 Natural Resource and Environmental Economics

The course explores the economic basis of environmental issues and policies. The topics of discussion include models of pollution control, value of health, life and safety, emergence of environment

issue in Pakistan, industrial waste, agricultural issues related to pesticides use, salinity and water logging, urban environmental issues, public and private efforts to improve environment quality, Ozone depletion and the economics of global warming. Environmental policy and strategy in Pakistan will also be discussed in detail.

Pre-requisite: ECO103 & ECO104

ECO462 Rural Development

The course introduces the structure of the rural economy encompassing socio-economic set up, developmental status and core social, economic and environmental problems to the students. The course also intends to impart knowledge to the students about the historical background, evolutionary planning process of rural development & familiarize students with the rural scene of Pakistan.

Pre-requisite: ECO103 & ECO104

ECO463 Financial Economics

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

Pre-requisite: ECO103 & ECO104

ECO464 Game Theory

The course develops a rigorous presentation of key concepts in game theory, and emphasizes their applications to economic modeling. Contents include:

choice under uncertainty and Von Neumann Morgenstern utility; games in normal form: mixed strategies, Nash equilibrium (existence and stability); games in extensive form: backward induction and other equilibrium refinements; games with incomplete information: Bayesian Nash equilibrium; cooperative games: core stability and the Shapely value.

Pre-requisite: ECO103 & MTS101

ECO465 International Political Economy

The objective of this course is to train the student to think systematically about the current state of the economy and macroeconomic policy, and to be able to evaluate the international economic environment within which business and financial decisions are made. The course emphasizes the use of economic theory to understand the workings of financial markets and the operation and impact of government policies.

Pre-requisite: ECO103 & ECO104

ECO466 Monetary Economics

This course is designed as a survey of the basic theories in monetary economics for undergraduate level students. The main objective of the course is to help students understand the core aspects of monetary



economy: how monetary phenomena and policies are determined, and how they interact with the rest of the macro economy. For that purpose, several key theoretical frameworks will be constructed, and various monetary economic phenomena including monetary policy actions will be analyzed within such frameworks. Major schools of thought in monetary economics, and their differences, which give rise to different policy implications, will also be discussed within those theoretical frameworks along with the empirical evidence. Further, the review of tools of empirical analysis will help students in organizing their thoughts and applying monetary theories on Pakistani data. Finally, with the clarity of theoretical linkages along with the empirical testing of sensitivity of such linkages, it will be easier for students to understand the mechanism and framework of monetary policy.
Pre-requisite: ECO103 & ECO104

ECO467 History of Economic Thought

This course is designed to provide an introduction of the contributions of major economic thinkers from the late scholastics to the present. The course will enable the students to explore the historical circumstances under which different economic theories arose. Main areas of focus include contributions of classical school: Adam Smith, Malthus and Ricardo, socialism, neo-classical economics, Keynesian and post Keynesian schools and the emergence of modern economic thought.
Pre-requisite: ECO103 & ECO104

ECO468 Agriculture Economics

This course illustrates the role of agriculture in economic development and the various issues related to agricultural development. Major topic of discussions include the theory of rent, agricultural surplus, agriculture in dualistic development models, technological change in agriculture, supply response and food supply theories. Special emphasis will be placed on discussing the agricultural

issues in Pakistan like agricultural productivity, use of inputs, malnutrition, land ownership, soil degradation and green revolution.
Pre-requisite: ECO103 & ECO104

ECO469 Regional Economics

The course includes a discussion of different types of regions; need for planning for local level development; theoretical and practical problems of regional development planning, linkage between planning and implementation at grassroots level, theories of inter-regional economic growth; shadow pricing and socio-economic development; centralized and decentralized planning and financing for development; regional policies for development and regional (Provincial) development in Pakistan.
Pre-requisite: ECO103 & ECO104

ECO471 Health Economics

The course includes the study of determinants of health, including behavioral, economic and social factors and access to health care. Students in the health economics course will apply economic theory and empirical analysis to study how socioeconomic status, public policy actions, and individual decisions influence health outcomes. The analysis of medical care industry and economics of private insurance markets comprise another important area of study in the course.
Pre-requisite: ECO103 & ECO104

ECO472 Urban Economics

The course deals with the nature and development of urban areas. The analytical sections of the course deal with the location of firms and households in an urban spatial context, the size distribution of urban areas, the theory of land rent, and optimal city size. Various urban problems such as poverty, pollution and environmental quality are discussed. Other policy questions deal with congestion tolls and efficient highway investment, land use regulation, central city fiscal problems,



and alternative educational policies.
Pre-requisite: ECO103 & ECO104

ECO473 Welfare Economics

This course introduces students to basic concepts in welfare economics to allow an understanding of important economic factors affecting the level of social welfare. The conditions for Pareto optimality, alternative welfare criteria, and measures of consumer surplus, optimal income distribution, external effects, public goods, the theory of second best and the basic theory of social choice will be discussed.
Pre-requisite: ECO103

ECO474 Resource Economics

This course aims to provide the students a broad introduction to the economics of natural resources and the environment. It intends to develop a systematic understanding of the economic rationale behind the optimal use of natural resources, Pricing of market and non-market resources, application of environmental policy instruments, economic valuation principles.
Pre-requisite: ECO103 & ECO104

Mathematics: Core Courses

MTS101 Calculus-1 & Plane Geometry

This course develops concepts of Functions and Algebra of Functions, Limits and Continuity of Functions, Derivability and Differentiability. After handling the basic concepts, deeper indulgence in theoretical concepts such as the Mean Value Theorems, Higher derivatives, Generalization of Mean Value theorem, Taylor's and McLaurin's Expansions, Curve Sketching and other applications of derivatives are taught. Students also explore Integral Calculus by studying Anti-Derivatives and techniques of Integrations, Riemannian Sum, and Fundamental Theorem of Integral Calculus. Curves in a plane, differential and integral properties of curves. Successful completion implies thorough understanding of basic univariate calculus.

MTS102 Mathematical Methods

The methods and investigative techniques of mathematics as employed in various domains of application, are imparted in this course. This course covers Complex



Numbers, Circular and Hyperbolic Functions and Complex Exponential and Logarithms. Furthermore, students get exposed to Infinite Sequences and Series, as well as theoretical matters relating to Convergence of Sequences and Infinite Series. This also includes Piece-wise, continuous and bounded functions, Periodic Functions, and especially Fourier Series. A little bit of elementary abstract algebra such as the concepts of Groups, Rings and Fields, also form part of this course. Similarly, some bits of elementary linear algebra such as Matrix methods and their Algebra, Determinants, and elementary Vector Spaces are also included. Successful students may be expected to use these methods successfully in any area of application.

MTS201 Calculus-2 & Solid Geometry

Concepts from calculus and geometry are integrated in this course. Topics (in brief) include, multivariate differential calculus and their applications; Lines, curves and surfaces in 3D; Surface and Solid of Revolution; Double and triple integrals; Arc length, surface area and volumes; Scalar and Vector Fields; Vector Valued Functions and Elementary Vector Calculus; Gradient Divergence and Curl; Theorems of Gauss and Green. It is expected that students taking this course, would develop a good understanding

of how calculus might be employed for solving geometrical problems.

Pre-requisite: MTS101

MTS202 Linear Algebra

This is a standard sophomore course of linear algebra, and aims to ground students in linear algebraic concepts and structures such as Vector spaces; direct sums of subspaces of a finite dimensional vector space, as well as linear transformations. Deeper issues such as Dimension Theorem, null spaces, image spaces of linear transformations, rank and nullity of a linear transformation, relation between rank, nullity, and dimension of the domain of a linear transformation, are then introduced. Subsequently, students are exposed to advanced concepts such as inner product spaces, Cauchy Schwartz inequality and its application, orthogonal and orthonormal bases, similar matrices and matrix diagonalization. The ultimate aim is to empower students sufficiently so that they may use linear algebraic techniques in diverse application areas, such as, designing good numerical solution techniques for applied problems.

MTS203 Discrete mathematics

Symbolism and logic as used in mathematics merits proper training. This course serves two purposes. It aims to introduce symbolism and logic as

well as treating the subject of discrete mathematics at a sophomore standard. Topics at a glance include Logic, Discrete Sets, Functions, Algorithms, and their complexity, as well as Mathematical Reasoning, and Methods of Proofs. Graph theory and Boolean Algebra at the sophomore standard are also treated here.

MTS204 Differential Equations

This course introduces the concepts of equations involving derivatives. The Introduction, formation, solution and applications of first-order-differential equations is first dealt, paving the way for the introduction and solution of higher order linear differential equations. The approach to this subject in this course is analytic (as opposed to numerical/computational). Advanced concepts that merit an inclusion at the sophomore standard such as differential equations with variable coefficients; Sturm-Liouville (S-L) system and boundary-value problems are brought in next. The course culminates on concepts such as series solutions and Bessels Function.

Pre-requisite: MTS201

MTS301 Real Analysis

This is a pure mathematics real analysis course at the junior standard. Topics include ordered sets, completeness properties of the real numbers, limits of numerical sequences, properties of continuous functions on closed bounded intervals, point-wise and uniform convergence. Functions and calculus in several variables, properties of continuous functions on compact sets, and Taylor series in R^n with applications, inverse and implicit function theorems. This course aims to provide a pure grounding in Real Analysis and therefore facilitates related courses such as Stochastic processes.

Pre-requisite: MTS201

MTS302 Complex Analysis

This course, in its own spite, is the complement of the Real Analysis course MTS 301. It includes the algebra and the

geometry of complex numbers, Cauchy-Riemann equations, and harmonic functions. The study of complex calculus is amply treated here in junior standard detail, and includes, Contour integrals, the Cauchy-Goursat Theorem, Cauchy integral formulas, the Morera Theorem, maximum modulus principle, the Liouville theorem, and the fundamental theorem of algebra. Advanced topics covered expose students to Laurent series, uniqueness of representation, zeros of analytic functions. Residues and poles, integrals around a branch point, the argument principle, and the Roche theorem.

Pre-requisite: MTS301

MTS303 Advanced Differential Equations

This course mainly deals with partial differential equations (PDEs). PDEs form the mathematical model of many problems of interest, typically, the ones that admit a mathematically analyzing approach. A thorough grounding in the analytic methods and the Laplace and the Hankel transforms. Students finishing this course are expected to have the skills required for modeling and solving important problems in a diverse application area.

Pre-requisite: MTS204

MTS304 Stochastic Processes

Stochastic processes form the basis of mathematical models of many phenomena which have a mathematical side to them. They include credit-crisis, stock movements in stock markets, dynamics of financial derivative prices, as well as the dynamics of elementary particles. This subject here is only treated up to the junior standard. Briefly, it includes basic stochastic processes, probability spaces, random variables and moments. It then moves on to develop random walks, Gambler's ruin, Markov chains, decomposition of state space etc. After that, stochastic calculus is introduced and the concepts of continuity, differentiability, Ito's lemma, Ito's integral, spectral representation, and

Martingales, are brought in. Finally some advanced topics such as white noise, and Kolmogorov forward/backward equations are handled. The goal is this course is to impart the understanding and the appreciation of non-deterministic phenomena, and their mathematical treatment.

Pre-requisite: MTS202, MTS204 & MTS301

MTS305 Abstract Algebra-I

This is a pure mathematics abstract algebra course, and aims to develop the skills of recognizing mathematical abstractions. Purely abstract concepts such as groups, subgroups, generators, cyclic groups, cosets and quotient sets are introduced first. Permutations, symmetric, and alternating groups, rings, finite and infinite fields are treated next. Finally advanced concepts, such as Normalizers and Centralizers of a subset of a group, congruency classes of a group, quotient groups, homomorphism and isomorphism between groups, as well as , auto morphisms, finite p-groups, orbits, and the 1st, the 2nd and the 3rd Sylow theorems are given.

Pre-requisite: MTS202

MTS306 Numerical Analysis

Phenomenally, mathematical models of different problems happen to be much more sophisticated than the available

analytic solution methods. Fortunately, this issue can be addressed in most cases by resorting to numerical and computational techniques that aim to approximate the real solution up to a prescribed accuracy. This course imparts the skills of numerical analysis and techniques for different problems. Computer arithmetic is introduced, and different iterative methods for the solution of nonlinear equations and their error analysis are treated. Interpolation and numerical calculus follows, incorporating important techniques and algorithms. Finally, direct numerical solution of systems of linear equations is treated.

Pre-requisite: MTS201

MTS401 Functional Analysis-1

This senior level Functional Analysis course deals with the following topics. Completeness, convergence, and completion of metric spaces. Normed spaces, Banach spaces, Bounded and continuous linear operators and functional, Dual spaces, Finite dimensional spaces, F. Riesz Lemma, the Hahn-Banach Theorems, the open mapping theorem, the closed graph theorem, Uniform boundedness principle and its applications, applications in Differential and Integral equations. Also included are the Inner-product space, Hilbert space, orthogonal complements,



the Gram-Schmidt orthogonalization process, besides other topics. The course facilitates Functional Analysis-2. Pre-requisite: MTS302

MTS402 Functional Analysis-2

This is an add-on course to Functional Analysis-1 and brings the subject of Functional Analysis to a sufficiently sophisticated standard, suitable for senior level students. In brief, topics incorporate affine spaces, Banach spaces, and Hilbert spaces. Calculus on manifolds, homomorphic spaces, Urysohn's lemma, and Baire category theorem. Metrization of spaces , and spaces with measure, measurable functions, idea of σ -fields. Students who successfully finish this course are expected to apply the knowledge for further research in this and related fields. Pre-requisite: MTS401

MTS403 Abstract Algebra-II

This course aims to teach Abstract Algebra at a senior level, and requires Abstract Algebra 1 as a pre-requisite. Topics in brief include, review of rings and \mathbb{Z} -fields, introduction to integral domain, ideals, prime and maximal ideals, \mathbb{Z} -field of quotients of an integral domain, and \mathbb{Z} -field extensions. Advanced topics incorporate free Abelian groups, \mathbb{Z} -modules, scissors congruence group, simplicial complexes, homology groups, and their computations. Splitting \mathbb{Z} -fields, and Galois theory is treated last.

Pre-requisite: MTS305

MTS404 Scientific Computing for Linear PDEs.

Linear PDEs model a wide variety of interesting problems in science and finance. This course aims to impart the theoretical foundation as well as the practical implementation of some of the methods used for solving PDEs. The numerical solution of important PDEs, such as the Poisson and the Helmholtz PDE is dealt in this course. Discretization techniques and multilevel iterative solution methods are the main highlights. Implementation of the algorithms is another salient feature.

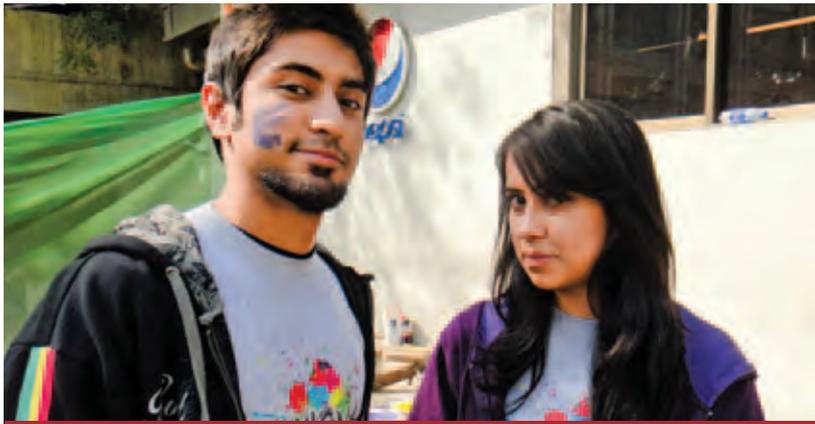
Pre-requisite: MTS202, MTS303 & MTS306

Mathematics: Elective Courses

(2 to be selected from the following list)

MTS451 Numerical Solutions of PDEs

This course aims at developing computational skills required for numerically solving partial differential equations (second order). Different discretization methods are introduced from the scratch and different solution strategies, some for linear PDEs and some for non-linear PDEs are built. Discretization methods include, the Finite Difference Methods and the Finite Volume Method. The resulting linear / linearized systems are solved directly using suitable LU decompositions. Successful completion



of this course implies the skill set required for direct numerical solutions of PDEs.
Pre-requisite: MTS306

MTS452 Integral Equations

The major topics discussed in this course include Linear integral equations, Fredholm integral equations, Eigenvalue problems, Volterra integral equations, Singular integral equations, Systems of linear integral equations, Nonlinear integral equations, Miscellaneous special kernels, Integro-ordinary differential equations, Integro-partial differential equations, Qualitative behavior, Abstract integral equations, integral equations in abstract spaces, Integral operators, Inverse problems, Random integral equations
Pre-requisite: MTS20

MTS453 Advanced Numerical Analysis I

The main aim of this course is to teach modern techniques of solving a system of linear equations, obtained from PDE discretizations of various kinds. The solution method used in this course would be iterative, in particular, the Krylov subspace family of iterative methods prototyped by Conjugate Gradients. Students taking this course should be able to contribute to the development of these iterative solvers as well as solving any consistent system of linear equations.
Pre-requisite: MTS301 & MTS306

MTS454 Advanced Numerical Analysis II

This is an advanced course for the iterative solution of discretized Partial Differential equations of the second-order. The iterative solution technique taught here is multigrid. Concepts related to solving PDEs on multiple resolutions that correspond to each other are built here. Different multigrid components are constructed and the students are encouraged to explore the comparative merits of these components. Multigrid preconditioned Krylov methods are also taught, which form some of the fastest

known solvers. The skill set developed in this course would include solving PDEs through multigrid based solvers.
Pre-requisite: MTS453

MTS455 Differential Geometry

The course introduces the basic language of differentiable manifolds, important in understanding geometric objects independent of being embedded in any ambient space. Differential forms and its integration are introduced to emphasize the intrinsic notion of calculus. By introducing tangent and cotangent bundles, the aim is to lay down a strong foundation for a general theory of vector bundles, very important for the gauge theory of mathematical physics. This is followed topics such as Lie bracket, Lie derivative of vector fields and introduction to Riemann geometry. On completion of this course, the student is expected to have the basic tools of modern geometric methods applicable in modern physics.
Pre-requisite: MTS202 & MTS30

MTS457 Fluid Dynamics I

The study of fluid mechanics helps to understand many other aspects of engineering and applied sciences for example food industry, energy conversion systems and fluid control systems. Fluid mechanics deals with fluids either in motion or at rest. We concentrate on fluid in motion and the forces on them (fluids include liquids, gases, and plasmas). The aim of this course is to study the famous principle of classical mechanics such as Newton's laws of motion, conservations and basic equations used in fluid mechanics. We will study many useful situations by using simple idealized fluid models and classical principle of mechanics. On completion of this course, students will be able to formulate solutions to flow problems, including those based on differential analysis, using appropriate fluid properties, flow conditions, and coordinate representations.
Pre-requisite: MTS303



MTS458 Fluid Dynamics II

This course is a follow up course of fluid dynamics I. In this course we study about rheology and some of its properties like shear thinning and shear thickening viscoelasticity. The motion of a fluid in the neighborhood of a sliding or rotating cylinder is of great interest. Students are taught about geostrophic flow and Kelvin-Helmholtz instability. This is followed by more advanced topics such as constitutive models and Orr-Sommerfeld equation. This concludes the course.
Pre-requisite: MTS457

MTS461 Financial Mathematics with a computational approach

Financial mathematics is the basis of understanding financial markets which are deriving the world economy today. This course aims to introduce financial mathematics from a sufficiently elementary level and to take it up to computational level. Basis stochastic processes are introduced and market dynamics are connected to well defined processes. Stochastic calculus is also taught in this

course as well as all requisite concepts which finally give way to the Black-Scholes equation for pricing options. Different kinds of derived contracts are also studied both theoretically as well as mathematically. Successful students will have the skills required for setting and pricing derivatives.
Pre-requisite: MTS201, MTS304 & MTS306

MTS462 Computational Finance

Many models used in finance end up in formulation of highly mathematical problems. Solving these equations exactly in closed form is impossible as the experience in other fields suggests. Therefore, we have to look for efficient numerical algorithms in solving complex problems such as option pricing, risk analysis, portfolio management, etc. This course will provide a systematic introduction to the development, analysis and implementation of numerical methods for solving financial problems. After this course, the students will understand the basic concepts of quantitative finance and will be aware of the major hedging, and pricing problems in finance. They will also

learn how to formulate these problems as mathematical models, and understand the computational technique to solve the arising model.

Pre-requisite: MTS461

MTS463 Modern Algebra I (Galois Theory & Applications)

Galois Theory is one of the most spectacular mathematical theories. It gives a beautiful connection between the theory of polynomial equations and group theory. It also gives complete answers to questions such as the solution of equations by radicals and the devising of a circle into an equal arcs using rulers and compasses. The aim of this course is to impart a comprehensive and working knowledge of the classical field and Galois Theory from a theoretical as well as a computational perspective. It deals with "field extensions", and the central topic is the "Galois correspondence" between extensions and groups. Students taking this course should be able to understand "solubility" of wide range of problems.

Pre-requisite: MTS403

MTS464 Modern Algebra II (Commutative Rings & Fields)

Commutative Algebra deals with the properties of commutative rings and modules over them. This course aims to introduce commutative algebra and also present it with respect to homological algebra point of view. It starts with the quick review of rings and modules, following different notions related with it, a Special class of rings: Noetherian rings, Artinian rings and their properties are studied. Successful completion of this course implies the abilities required to work in core areas of mathematics such as algebraic geometry and algebraic topology.

Pre-requisite: MTS463

MTS465 Measure Theory I

Measure theory is the study of measures. It generalizes the intuitive notions of length, area, and volume. The objective

of this course is to introduce the notion of abstract measure space and the corresponding integral. We construct integrals with respect to a Lebesgue-Stieltjes measure and state their most relevant properties, together with the most important convergence result, the Monotone Convergence Theorem and the Dominated Convergence Theorem. After this course, students will be able to use these new tools in the context of the analysis and probability courses.

Pre-requisite: MTS301

MTS466 Measure Theory II

This course is a brief introduction to the theory of Lebesgue integration. H. Lebesgue introduced the integral that bears his name. His key idea was to extend the notion of length from intervals to more complicated subsets of \mathbb{R} (and \mathbb{R}^n). The aim of this course is to introduce the Lebesgue measure on \mathbb{R} and to show how this theory leads to the Lebesgue integral on \mathbb{R} , and to introduce the concept of Hausdorff dimension of sets in \mathbb{R}^n . Lebesgue integral integrates any function which is Riemann integrable, and also has good limit properties. On successful completion of this course students will be able to understand the manipulation of Lebesgue integrals using basic theorems.

Pre-requisite: MTS465

MTS467 Operations Research I

Operational Research is a discipline that deals with the application of advanced mathematical techniques to help make better decisions. The aim of this course is to introduce the key aspects of operations research methodology. This course will introduce mathematical models, including transportation, network, linear and integer programming. Successful completion of this course implies that a student has the required skill set to formulate, analyze, and solve mathematical models that represent real-world problems.

Pre-requisite: MTS112 & MTS202

MTS468 Operations Research II

This course is a follow up course of operation research I. It will cover topics such as network optimization models, branch-and-bound algorithm for combinatorial optimization and advanced integer programming.

Pre-requisite: MTS467

MTS471 Topology I

Topology is an important mathematical language which plays a role in virtually all areas of modern mathematical inquiry. The aim of this course is to introduce topology, covering topics fundamental to modern analysis and geometry. It deals with subjects like topological spaces and topological properties. Further topics such as function spaces and the fundamental group are included. Successful students will have the skills required for advanced courses like algebraic topology and differential topology.

Pre-requisite: MTS301

MTS472 Topology II (Differential Topology)

Differential topology deals with the extension of differential calculus to manifolds. Manifolds provide the natural setting for a general study of differentiable (smooth) functions and mappings. The main aim of this course is to provide some basic tools with which to study manifolds and, as is the case with the best mathematics, gives proofs of results about familiar objects that are not easy to obtain by elementary means. For example, we shall give a proof of the fundamental theorem of algebra from this point of view, as well as the famous Brouwer fixed-point theorem. We shall also define and study the Euler characteristic for compact orientable manifolds; this classifies compact orientable manifolds. Successful completion of this course implies the abilities required to work in the category of smooth manifolds.

Pre-requisite: MTS471





	Faculty of Computer Science Undergraduate & Graduate Programs
	BS, MS & PhD 2012-13



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Program Director Faculty of Computer Science

That the future of business is technology should come as no surprise for us. We have seen an exponential rise in amalgamation of business and technology in recent years. The boundaries between IT and business strategy are blurring day by day – IT has become the backbone of any competitive strategy. Newer social applications are changing the very concepts of value creation and consumption. Mobile marketing, computational finance, virtual manufacturing, intelligent supply chains and virtual communities of practice are just some examples of this trend. Most of the organizational structures of the future will be global, networked, agile and ephemeral, with IT being the key driver of change and momentum.

For today's students it is essential not only to be able to master and predict these trends, but to be innovators and trend setters themselves. The BS program at IBA is uniquely poised to provide students with an in depth knowledge of computer science theoretical foundations as well as an understanding of current and emerging technologies, against a backdrop of business studies and applications. The constant and healthy interaction between BS and BBA students enables both groups to learn from each other and develop a broader perspective as well as enhanced collaboration skills. The BS curriculum has been designed after careful consideration of local contexts as well as global practices embedded in ACM/IEEE model curricula.

Our MS and PhD programs benefit from the expertise of our faculty as well as that available in the industry through our visiting faculty program. Research is an integral part not just of the PhD course work, but also of MIS curriculum. Many of our MS and PhD students have several publications to their name in leading national and international journals and conferences. The research output from the students and faculty continue to rise at FCS, IBA. With world class faculty at hand, IBA's CS program has already achieved the highest rating available in Pakistan and is aiming to compete with the world's best universities in the coming years. We look forward to welcoming you at Faculty of Computer Science, IBA.

Dr. Zaheeruddin Asif
Assistant Professor

BS (Computer Science) Program

BS (Computer Science) is a 4-years degree program that combines a solid core of theoretical Computer Science courses and a range of applied courses to inculcate problem solving skills in students and to make them ready for the challenges of the practical life. The program consists of 137 credit hours out of which 62 are core CS courses while 36 are from supporting disciplines (Maths, Physics and General Education). In addition to these core requirements, students are allowed to take electives from a wide range of CS courses including but not limited to Enterprise Resource Planning, Supply Chain Management, Social Computing, Introduction to Robotics, Game Programming, Data Warehousing, Distributed Systems, E-Commerce, Software Project Management and others, etc. This wide selection of courses gives students enough flexibility to pursue a career path of their choice.

In addition, the availability of numerous humanities and management science courses and the prevailing culture at IBA which strongly encourages students to actively participate in a wide-range of student bodies help in developing a well-rounded personality in our students. As CS/IT graduates are required to closely work with members of other professions, this breadth-based approach makes sure that students have enough understanding of the issues they will face after graduation. The placement of IBA BS(CS) graduates in top software houses, financial institutions, business solution providers and multi-national corporations is a living proof of the success of this philosophy.



BS(CS) Course Structure

Required Courses

Section	Knowledge Area	Credit Hours
A	Core Courses	62
B	Supporting Sciences	21
C	General Education	15
D	Computer Science Electives	21
E	General Electives	18
Total		137

Please note that these are minimum credit requirements. Further credit requirements may be added in due course of the program.

A. Core Courses

Course Title	Course Code	Credit Hours
Introduction to Programming	CSE141	4
Object Oriented Programming Techniques	CSE142	4
Introduction to Computing	CSE145	4
Numerical Analysis and Algorithms (Analysis of Algorithms)	CSE202	3
Digital Logic Design (DL and Computer Arch)	CSE241	4
Data Communications and Networking	CSE243	4
Data Structures and Algorithms	CSE246	4
Introduction to Artificial Intelligence	CSE307	3
Theory of Automata	CSE309	3
Computer Architecture and Assembly Language	CSE310	3
Software Engineering (Introduction to Software Development)	CSE312	3
System Programming	CSE315	3
Numerical and Symbolic Computation	CSE316	3
Database Systems	CSE341	4
Operating Systems	CSE342	4
Computer Science Project (I & II)	CSE491 & 492	6
Logic and Discrete Structures	MTS 201	3

B. Supporting Science

Course Title	Course Code	Credit Hours
Calculus-I (Calculus and Analytical Geometry)	MTS101	3
Introduction to Statistics (Probability and Statistics)	MTS102	3
Linear Algebra	MTS203	3
Calculus-II (Multivariate Calculus)	MTS232	3
Differential Equations	MTS401	3
Physics - I (Electromagnetism)	SCI105	3
Physics - II (Mechanics)	SCI205	3

C. General Education

Course Title	Course Code	Credit Hours
Business Communication	MGT211	3
Technical Report Writing	MIS202	3
Audit, Ethics & IS Issues	MIS454	3
English Composition	SSC101	3
One course from Group I	SSCXXX	3

D. Computer Science

Course Title	Course Code	Credit Hours
Object Oriented Design and Implementation	CSE311	3
Compiler Design	CSE344	4
Microprocessor Interfacing	CSE448	4
Introduction to Game Programming and Robotics	CSE460	3
Software Project and Quality Management	MIS305	3
Datawarehousing	MIS343	4
Social Computing	MIS406	3
E-Commerce	MIS456	3
Enterprise Resource Planning	MIS458	3
Customer Relationship Management	MIS459	3
SAP ABAP Programming-I	MIS541	4
SAP ABAP Programming-II	MIS542	4
Logistic and Supply Chain Management	MIS550	3

E. General Electives

Course Title	Course Code	Credit Hours
Principles of Accounting I	ACC111	3
Principles of Microeconomics	ECO103	3
Principles of Macroeconomics	ECO113	3
Introduction to Business Finance	FIN201	3
Principles of Management	MGT201	3
Principles of Marketing	MKT201	3
Social Psychology and Self Development	SSC103	3
Foreign Language (French, German, etc.)	SSCXXX	3
Numerical Analysis	CSE346	3
Numeric Computation	CSE4XX	3
Algorithms	CSE203	3

Group | Courses

Course Title	Course Code	Credit Hours
International Relations	HUM131	3
Pakistan's History	SSC151	3
General History	SSC152	3
English Literature	SSC112	3



BS Program

CSE141 Introduction to Programming (3,1,4)

This is a first of a series of programming based courses. It introduces fundamental problem solving skills and algorithm development with the help of a programming language. It covers topics like Variables & Data Types, Selection and Iteration Structures, Methods and Recursive Methods, Arrays and Structures, File I/O and optionally elementary 2D Graphics based on certain toolkits. It also covers flowchart design and pseudo-code approaches for representing solution to problems as well as debugging and testing techniques. Many programming languages support the required functionalities for this course. Spring and Fall.

Prerequisite: None

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

This course describes another paradigm as a better replacement for structured/procedural programming paradigm (CSE141) for managing large programs to segregate code into reusable chunks called classes. Principles of Abstraction, Encapsulation, Inheritance and Polymorphism are explored as well as developing an understanding of code structuring and design philosophies. It requires a thorough understanding of fundamentals of programming. Topics include class definition, constructors, destructors, access control, method overloading and overriding, inheritance, static and dynamic binding, exception handling, object life cycle and garbage collection, and namespaces. Either Java, C+ or C++ is used as a tool for implementation of concepts learnt in this course. Spring and Fall.

Prerequisite: CSE141, CSE145

CSE145 Introduction to Computing

This course takes a breadth-wise approach to different areas in the discipline of computer science. It overviews topics from number representation, hardware architecture, operating systems, databases, some computing models, languages and grammars, software development and engineering, networking and graphics. Java or C is used to demonstrate certain concepts. Spring and Fall.

Prerequisite: None

CSE 203 Algorithms (3,0,3)

This course is a senior core course, and requires a working knowledge of the basic algorithms, such as searching, sorting, hashing, and various other computational algorithms. Students are taught how to analyze these methods and design efficient ones. The key emphasis is on algorithms that are in widespread use. Integer algorithms as well as matrix computations are also covered. The aim is to enable students to design competing alternatives of their own by creative design and analysis.

CSE209 Numerical Analysis & Algorithms (3,0,3)

This course introduces concepts and analysis of numerical methods. Topics covered are solutions of nonlinear equations (interval-halving, linear interpolation, Newton, Fixed point, etc.), Interpolating polynomials, various types of differences, representation of polynomials by difference operators and their relation, symbolic derivation, interpolation with unequal intervals, inverse interpolation, 2nd and 3rd dimensional interpolations, numerical differentiation and integration. Fall.

Prerequisites: CSE246, MTS203

CSE241 Digital Logic Design (3,0,3)

This course introduces basic concepts of digital computer logic including switching logic, combinational circuits, minimization methods, adders,



comparators, multiplexers, synchronous and asynchronous sequential circuits, registers, counters, flip flops, encoders, decoders, buffers, RAM, switches, PLDs, instruction set design, processor implementation techniques, serial and parallel arithmetic units, pipelining, and memory hierarchy. Fall.

Prerequisite: CSE145, MTS201

CSE243 Data Communication and Networking (3,1,4)

This is an introductory course in data communications and networking. It is a 4 credit course comprising of 3 hours of theory and 3 hours of lab teaching per week. It familiarizes the students with the techniques, applications and control of modern data communications networks. Topics included are network models, digital and analog transmission, multiplexing, circuit and packet switching, LAN, WLAN and WAN Networks. Spring

Prerequisite: None

CSE246 Data Structures and Algorithms (3,1,4)

The purpose of this course is to provide students a solid foundation in the basic concepts of programming: data structures and algorithms. Students are taught how to select and design data structures and algorithms that are appropriate for

problems that they might encounter. The course focuses on comparing algorithms and studying their correctness and computational complexity. Students are provided a mixture of theoretical knowledge and practical experience using any programming language (C, C++, C# or JAVA). Other topics covered in the course include analysis of algorithms, primitive types, arrays, stack, queues, recursion, link list, trees, binary search trees, multi-way search trees, priority queues and graphs, sorting, searching, and hash table. Spring and Fall.

Prerequisites: CSE142, MTS201

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

This course provides an overview of the theoretical and practical aspects of designing intelligent computer systems. Students are expected to implement the concepts learned during the course using standard and AI-specific programming languages and tools. Topics included are history and overview of artificial intelligence, state space representation, uninformed and informed search techniques, search in games, decision trees, neural networks, evolutionary algorithms, propositional and predicate logic, inference in logic, probabilistic reasoning, robotics and various machine



learning and computational intelligence techniques. Spring.

Prerequisites: CSE246, MTS201

CSE309 Theory of Automata (3,0,3)

This course is about the theoretical foundations of computer science. Mathematical and abstract computational models are explored with special reference to the theory of programming languages. Topics include Kleene's Closure, Regular Expressions and Languages, Deterministic and Non-Deterministic Automata, Transition Graphics, Context Free Grammars and Derivations, Push-Down Automata and Pumping Lemma, Turing Machines and other equivalent machines, and Chomsky Hierarchy of Languages. The domains and limitations of each computational model are also explored. Fall.

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

This course is an advancement of the techniques learnt in Object Oriented Programming. Topics include Conceptual and Object Modeling, Functional Requirements for a system and produces implementation specifications. Unified Modeling Language is used for representing various phases of analysis and design.

Prerequisites: CSE142, CSE246

CSE312 Software Engineering (3,0,3)

This course introduces students to the fundamental principles and methodologies of large-scale software development. Students learn about the theory and practice of software engineering. It requires a programming background. Students apply the taught practices on their individual programming effort to identify their strengths and shortcomings through the use of Personal Software Process (PSP). Additionally, they work as part of a team on a full lifecycle software project that includes planning, software specification, software design, coding, inspections, and testing. Spring
Prerequisite: CSE246

CSE341 Database Systems (3,1,4)

The course covers the foundations of database systems, database management systems and the design and implementation of database systems using industries top DBMS such as Oracle, SQL Server, etc. Topics included are fundamentals of database architecture, focusing on basics such as the relational algebra and data model, deriving a physical design from the logical design, schema normalization & denormalization, data security, data integrity, query optimization, transactions management, and introduction to distributed databases, object oriented databases and data warehousing. Spring
Prerequisite: CSE246

CSE342 Operating Systems (3,1,4)

The objective of this course is to introduce the organization of operating systems. Topics included are process management and scheduling, interaction of concurrent processes, interrupts, I/O, device handling, memory and virtual memory management and file management. A survey is carried out of the design and implementation of distributed operating systems, both by introducing basic concepts and considering examples of current systems: UNIX and recently developed operating systems such as Linux, Vista are presented. Fall
Prerequisites: CSE246, CSE310

CSE344 Compiler Design (3,1,4)

This course examines the design consideration, constraints and implementation techniques for developing compilers and interpreters. Programming language code translation issues are explored with reference to problem domains, resource requirements and runtime requirements. Topics include Compiler Backend Operations like Scanning, Parsing (top-down and bottom-up parsing), BNF/EBNF and Syntax Trees, Semantic Analysis and Annotated Grammars, and Compiler Frontend Operations like Runtime Environments, Code Generation and Introduction to Code Optimization.

Prerequisites: CSE310, CSE309

CSE345 Computer Architecture & Assembly Language (3,0,3)

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

Prerequisites: CSE141, CSE208

CSE 346 Numerical Analysis (3,1,4)

This is a junior standard elective course of numerical analysis. Basic paradigms and concepts of -numerically computing what cannot be analytically estimated- are introduced. The beginning deals with numerical techniques of finding roots of non-linear univariate equations, and system of non-linear equations with Newton's method. This is followed by system of linear equations and iterative as well as direct solution methods. Interpolation and averaging based on 1-dimensional and 2-dimensional grids are treated next. This gives way to numerical calculus, which -in turn- is followed by time integration methods aimed at solving linear ordinary differential equations. Some introduction to numerical techniques for partial differential equations ends the course. Successful students should be capable of appreciating, understanding, and constructing numerical methods for solving mathematical models that belong in the solution domain of numerical techniques taught in this course.

CSE 4XX Numeric Computation (3,0,3)

This senior level elective course of numerical analysis is more focused towards computational techniques for scientific problems, rather than theoretical analysis of numerical methods. Students are required to be well-versed with numerical methods, such as the ones taught in the junior course of numerical analysis. This course starts with partial differential equation of the linear type and introduces grid discretization concepts. Finite Difference and finite volume techniques on cell centered and vertex centered regular grids are taught. Numeric computation involving iterative solutions of discretized PDEs, such as multigrid are taught here. Multigrid components, and multigrid preconditioned Krylov subspace methods are also covered. Successful students are expected to be capable of solving actual PDE models numerically.



CSE406 Principles of Programming Languages

This course develops understanding of programming language design and implementation issues with respect to computational models their domains and ease of use. It covers topics like data types, declarations, static and dynamic binding, evaluation order, scopes and lifetimes, evaluation order and interpretation and compilation as well as just in time compilation. A comparison of fundamental characteristics of structured, scripting, logical and functional languages is also drawn.

Prerequisite: CSE142

CSE407 Human Computer Interaction

This course aims to give students an understanding of how the study of Human Computer Interaction (HCI) affects the design of interactive systems, hardware and software and improves students' awareness of the issues that determine the usability of an interactive computer system. Humans are the key deciding factor to make a computer system successful. This course discusses the key issues and their solutions to make a system more human friendly. Effective design is reliant upon understanding the human context in which a new artefact has to fit. This course

provides the necessary knowledge and skills to design, prototype and evaluate usable human-computer interaction in both its narrow sense (the user interface) and its broad sense (information systems, people, organizations, even societies and cultures). It further provides a strategic grounding in both theory and good practice for students to make effective use of applying HCI principles to IS design in their professional work.

CSE443 Modeling & Simulation (3,1,4)

This course looks at simulation, which is one of the most widely adopted techniques in problem solving. It includes an overview of system modeling and simulation, manual example on simulation of discrete event individual life and health insurance, regulation, and insurer operations and functions.

CSE448 Microprocessor Interfacing (3,1,4)

This course covers the fundamentals of Intel x86 assembly language and the basic architecture of the Intel microprocessor. Topics include assembly language, microcomputer system hardware, input / output devices, and bus discipline. In addition, 8051 Microcontroller Programming and Interfacing will also be

covered. This course consists mostly of hardware labs in which students develop projects on electronics, leading to a final semester project.

Prerequisite: CSE310

CSE455 Network Security (3,0,3)

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

Prerequisite: CSE243

CSE460: Introduction to Game Programming and Robotics (3,0,3)

The course introduces the fundamentals of game programming and robotics. This is a programming intensive course and students are required to spend a

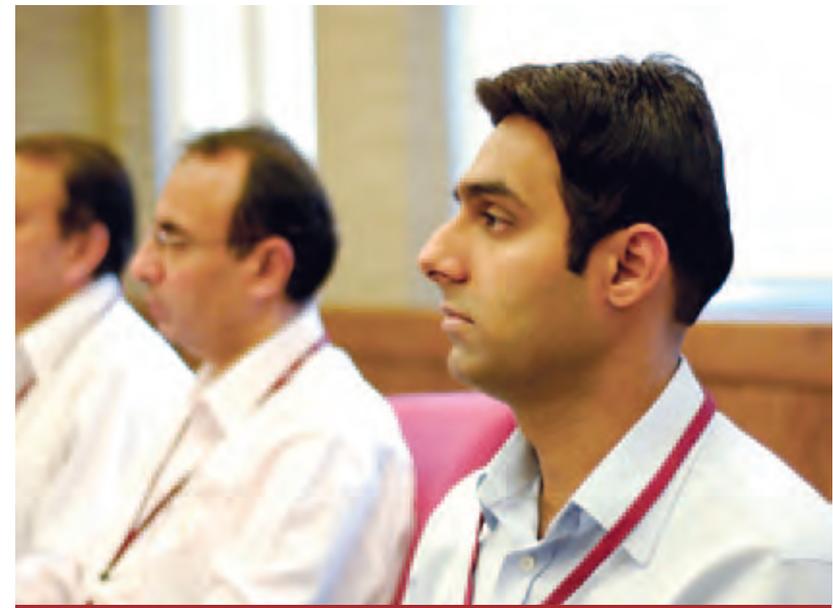
significant amount of time in developing interactive games and creating virtual simulation environments to be used in conjunction with robots. Students will get hands on experience of XNA Studio Express, Microsoft Robotics Development Studio, and Lego Robots. The main focus of the course is on the processes, algorithms, and mathematics necessary to create 3D computer games and to build autonomous robots for various tasks. The course provides great opportunity to students to expand their programming and engineering skills even if they are not interested in pursuing careers in robots or video games development.

Prerequisite: CSE142 and CSE307

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

This is a two semester development project under faculty supervision. Students may propose their own projects for departmental approval or may apply for a project proposed by a faculty member. Spring and Fall.

Prerequisites: CSE311, CSE312, CSE341



CSE492 Computer Science Project II (0,3,3)

This is the second part of Computer Science Project to be taken after the successful completion of Computer Science Project-I Spring and Fall.

Prerequisite: CSE491

MIS202 Technical Report Writing (3,0,3)

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

Prerequisite: MGT211

MIS343: Datawarehousing (3,1,4)

This course is a study of the techniques for planning, designing, building, populating, and maintaining a successful datawarehouse. The data warehouse continues to be one of the most organizationally complex and technically interesting projects in Information

Technology. This course provides students an in-depth knowledge of the different phases of building data warehouse. Throughout the course, the special focus is given to the practical aspects of dimensional modeling, ETL, Data Quality and cleansing, and decision support through OLAP.

MIS406: Social Computing (3,0,3)

The course focuses on the emerging area of 'Social Computing', which is becoming quite popular and important these days within the discipline of Information Systems. As information systems are becoming more social, Information Systems increasingly require both social and technological perspectives. Social computing hinges on this intersection of social and computer sciences. This course's pedagogy also reflects this new paradigm and is not teacher centric. Rather it is collaborative learning, where peers learn from each other and the role of the teacher becomes that of a guide, resource person and moderator. The students make use of a class wiki as their collaborative learning platform. Typical topics covered include; network theory, theories of social influence, analysis and design of social online environments,

blogosphere, business applications of social computing, collective intelligence, computer supported cooperative work, folksonomies, prediction markets, recommender systems, reputation management systems, social collaboration, social network analysis and visualization, tagging, virtual communities of practice, wiki technology and culture.

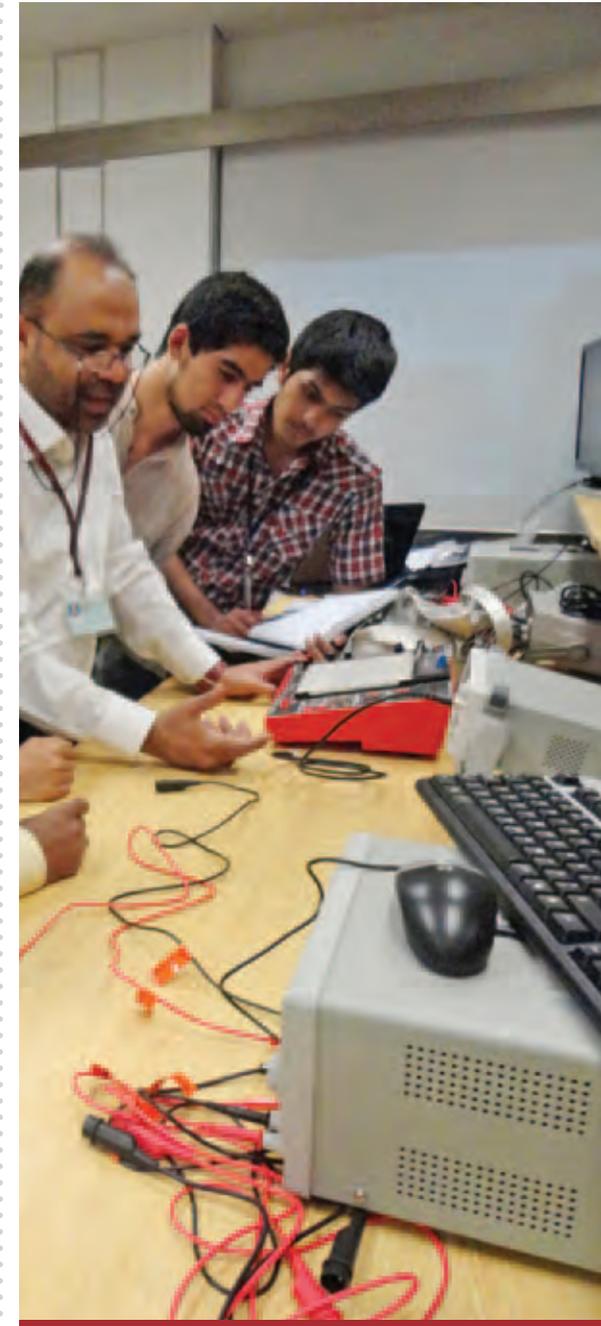
MIS454 Audit, Ethics & IS Issues (3,0,3)

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

Prerequisite: MIS102

MIS458 Enterprise Resource Planning (3,0,3)

Now a days the corporate world is moving towards ERP Implementations. ERP has become the backbone of modern corporate world and it is hard to imagine a corporation without ERP. The ERP course will give the students a clear understanding what is ERP and what it does and what are the issues in the organizations that lead toward ERP implementation. The ERP course will cover areas such as Fundamental Concepts about ERP, Major ERP Vendors, ERP Selection Process (including ERP Business case development, Business Requirement definition, ERP Budgeting, Request for Proposal and ERP Vendor demos and ERP selection criteria), and Project Management and Information flows in ERP. The course will also cover the overview of SAP modules (Sales and Distribution, Material Management, Production and Supply Chain Management). The Students are required to do presentations and conduct surveys about ERP related topics. A term report will also be submitted at the end of the Semester.



MIS550 Logistic & Supply Chain Management (3,0,3)

Logistics is one of the most important aspect of supply chain and its importance is growing rapidly as the world is moving towards globalization. After completing this course the students will have a clear understanding what is supply chain management and the role of logistics in the modern supply chain paradigm. The course is specifically designed for students who are proactive in their work style and want to sharpen their problem solving and solution designing skills. The students will learn how to identify issues / problems and develop solutions in the areas such as procurement management, supplier management, inventory handling, warehouse management, logistics etc. The course will cover areas such as understanding the supply chain, purchasing management, supplier management, strategic sourcing, demand forecasting and collaborative planning, inventory management & bull-whip effect (SCM game), domestic and international transport, logistics outsourcing (3pl and 4pl), designing the transport network,

performance measurement along the supply chain. A term report will also be submitted at the end of the semester.

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

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

Prerequisite: MTS105

MTS203 Linear Algebra (3,0,3)

This course familiarizes students with binary operations, groups, rings and fields, vector spaces, linearly dependent and independent vectors,

linear transformations, matrices of linear transformations, properties of matrices, matrix algebra, elementary row/column operations, Echelon form, normal form, rank and inverse of matrices, solution of equations, consistency criteria, elimination method and Gauss Jordan method, determinants and their properties, Cramer's rule and computations through MATLAB. Spring.

Prerequisite: MTS105

MTS401 Differential Equations

This is an advanced course on differential equations. The objective of the course is to impart knowledge about the bits and pieces that help in understanding the different areas of computer science. It is a 3 credit course comprising of 3 hours of theory teaching per week. Topics included are analytic, numerical, and qualitative analysis of ordinary differential equations, linear equations, linear and non-linear systems, application to mechanics, biology, physics, and the social sciences. Existence and uniqueness of solution and visual analysis using computer graphics is a part of this course. Topics selected

from Laplace transforms, power series solutions, chaos, and numerical solutions are taught as well. Fall.

Prerequisite: MTS232

SCI105 Physics-I (Electromagnetism) (3,1,4)

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

A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes.

-Hugh Downs



MS (Computer Science)

The Faculty of Computer Science (FCS) at IBA is an exciting place to perform high-impact research and to learn about the latest developments in the constantly developing field of Computer Science. This program provides a solid grounding in the fundamentals of computer science and offers an opportunity to specialize in selected cutting-edge technology areas.

The key objectives of the master's degree in Computer Science are:

- To prepare our students for the increasingly sophisticated application of computers to the needs of industry and society.
- Opportunities for a research-oriented program, in preparation for the PhD program in computer science.
- Transformation from young IT junior positions to middle and senior level techno-managerial positions.
- To provide maximum curriculum flexibility, allowing students to adapt their program to their ambitions and goals as well as to their educational and professional backgrounds.
- Study under accomplished faculty, with the opportunity to specialize in selected areas of interest.
- Possibility of working towards a master's thesis, engaging in directed research under faculty members who are internationally recognized in their fields.

MS(CS) Curriculum:

The MS(CS) curriculum has been designed as per IEEE / ACM guidelines that have been tailored to accommodate the rapidly changing landscape of computer technology. This program offers a powerful, personalized, and in-depth potential for professional growth, which is measured by students' readiness

of job market and higher education opportunities. The curriculum integrates concepts, tools, and theories to find and formulate based solutions, think analytically, and recommend technology-based solutions to problems. An option of a capstone thesis is also available that will let students to apply research techniques on real world problems, synthesize and relate core concepts acquired from the program through research or hands on work.

The MS program in Computer Science is offered in the evening and prepares students in computer and programming theory, design, development and application. It consists of 30 credit hours; for those students opting for MS thesis, 24 credit hours of coursework and 6 credit hours of research work is required. For students opting for coursework only, 27 credit hours of coursework along with 3 credit hours of Research Survey is required. The MS thesis will be optional. The coursework may be taken from multiple specialization tracks and a student would be required to take courses from at least two tracks. Specialization tracks include Net-Centric Computing, Human Computer Interaction, Intelligent Systems, Software Engineering, Information Management and Theoretical Computer Science. Within a specialization track a minimum of two to a maximum of 4 courses may be taken. Each track has its own set of prerequisites which are usually BS level courses. Prerequisite for MS Thesis is the completion of 18 credit hours of coursework.

PhD (Computer Science)

If your ambitions lie in carrying out cutting edge research in the field of Computer Science, gaining recognition for it and maintaining social and corporate networks in your field of study then an excellent option for you is to pursue your graduate studies at the IBA Faculty of Computer Science.



The IBA Faculty of Computer Science (FCS) offers PhD programs in the following areas:

- Artificial Intelligence and Cognitive Robotics
- Wireless and Mobile Communications
- Social Computing
- Operations Research
- Management Information System
- Numerical Analysis and Computing
- Multimedia and Web
- Human Computer Interaction

The FCS PhD program aims at encouraging those graduate students who can make a significant contribution to their field through original research. The FCS hosts a number of research labs that are actively engaged in cutting edge research in a number of fields mentioned above. By being a part of this program, you will get an opportunity to establish linkages with international researchers publish scholarly articles and attend reputed conferences worldwide in your chosen discipline. Your quantitative and qualitative research capabilities will be polished

and interdisciplinary research along with interaction with the local industry will always be encouraged.

The FCS PhD program motivates independence and originality of thought in the research process. The PhD program at IBA expects that not only will the graduates display excellence in their field of research but that the discipline, research and professional competences they develop from this program will be highly regarded by national and international employers. To achieve this, students are expected to immerse themselves in research in order to develop a strong and vibrant research culture at the institute. The program offers a residency of at least two years where students are expected to complete a specially designed program comprising of advanced courses. During the residency program students are expected to attach themselves to a supervisor in their field of specialization. Students also avail a full Teaching/Research assistantship which comprises of an attractive monthly stipend and full tuition fee waiver.

Research Labs at FCS

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

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

Telecommunications Research Lab

Telecommunications Research Lab (TRL) at the Faculty of Computer Science focuses on research in the areas of wireless and mobile networks. Specific

topics under current research include: performance analysis, modeling and simulation of Mobile Ad Hoc Networks (MANETs), call admission control in integrated wireless 802.11e voice and data networks, routing issues in MANETs, and Wireless Sensor Networks, performance analysis and simulation of cluster-based Wireless Sensor Networks using Bayesian Networks, as well as research in Layer 2 and Layer 3 protocols for MANETs and VANETs. The TRL is equipped with modern simulation tools such as Qualnet v5.0, NS2 and Matlab. During 2010/11, the TRL plans to expand research into cutting-edge areas such as Long Term Evolution (LTE) with the acquisition of OPNET simulation software and also creation of a Wireless Sensor research lab. A modern Cisco networking lab on core routing issues, network security and VOIP is also planned. Staff at TRL contributes frequently to publications in international conferences and journals. PhD students attend international workshops and training sessions that contribute to their self development skills in using simulation tools as well as in gaining hands-on experience with advanced networking devices.

Artificial Intelligence Lab

Artificial Intelligence Lab at IBA endeavors to provide a platform for young researchers and experienced professionals to manifest their innovative capabilities through development of sophisticated research projects. Being established in 2008, AI LAB at IBA is a dynamically growing research center focusing in the core areas of AI namely probabilistic reasoning, data mining/machine learning, semantic web, computational intelligence and cognitive/educational robotics. The following is a list of the current active projects:

- AI Lab has partnered with the Innovation and Enterprise Research Lab of the University of Technology, Sydney to form a joint RoboCup Soccer team under 3D simulation league. The team was established in late 2010 and has since then participated in Iran Open 2011 and has also successfully qualified for the World RoboCup to be held in Istanbul, Turkey this year. This is a remarkable achievement for a team that is less than a year old as

typically teams have to wait for 2 years before they can qualify for the World RoboCup.

- Several other educational robotics related projects have also been initiated by the lab. This includes the incorporation of a hands-on robotics exposure in "Introduction to Artificial Intelligence" course. Starting from Fall 09, a senior level course, Introduction to Game Programming and Robotics, has also been introduced in the BS(CS) curriculum. A series of robotics workshop for high school students has also been initiated. The purpose of these workshops is to expose our youth to the exciting field of Robotics/Artificial Intelligence.
- AI Lab has developed and released BNOSA (Bayesian Network and Ontology based Semantic Annotation) which is a framework for semantic annotation of unstructured, ungrammatical and incoherent data sources using Ontology and Bayesian networks. The tool can be accessed and tested via the lab website.
- Another tool released by the AI Lab is IBAYes which is a probabilistic reasoning tool that allows a user to model uncertain situations and to perform inference using Bayesian networks and Influence Nets. It is freely available for download from the lab website.
- An Anti-Money Laundering System (AMLS) is currently under development in partnership with Credit-Chex, a consumer credit bureau services and total risk management solution provider. Once fully developed, AMLS would serve as a decision support tool and would aid financial institutions and State Bank in identifying suspicious financial transactions and in curbing anti money laundering activities.



MS(CS) Specialization Tracks

List of Specialization Tracks (Courses and Prerequisites)

1. Net-Centric Computing

Advanced Computer Networks
Mobile Computing
Wireless Communication
Distributed Systems
Information Security

2. Human Computer Interaction

Advanced Human Computer Interaction
Usability Engineering
Interaction Design
GUI Design
Multimedia and Multi-Modal Systems
Advanced Web Technologies

3. Intelligent Systems

Advanced Artificial Intelligence
Knowledge Discovery and Data Mining
Computational Intelligence
Probabilistic Reasoning
Computer Vision

4. Software Engineering

Software Quality Assurance
Requirement Engineering
Software Project Management
Advanced Web Technologies
Web Engineering

5. Information Management

SAP ABAP Programming I
SAP ABAP Programming II
Operations & Technology Management
Enterprise Integration
Social Computing Applications
Information Industry Structure &

Competitive Strategy
Advanced Data Warehousing
Knowledge Discovery and Data Mining

6. Theoretical Computer Science

Advanced Analysis of Algorithms
Formal Methods



List of Specialization Tracks

(Courses and Prerequisites)

Net-Centric Computing

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

ICT511 Advanced Computer Networks

This course will cover advanced concepts in computer network such as: Advanced Internet addressing (CIDR and NAT), End-to-end protocols, Multicast Address resolution server, Multi protocol over ATM, IP Switching / Tag Switching, Multi protocol label Switching(MPLS), scheduling and congestion control in the Internet, Quality of service in the Internet, Internet Routing Architecture, Border Gateway Protocol (BGP), Resource Reservation Protocol (RSVP), IP version 6, Wi-Fi and Wi-Max, and Mobile IP.

Mobile Computing

This course presents an extensive overview of the technical as well as business aspects of mobile computing and wireless communications. Main topics to be covered are: mobile applications, mobile computing platforms, wireless networks, architectures, security, and management, of mobile computing and wireless communications. The role of wireless Internet and Mobile IP is reviewed and the mobile computing platforms are examined with a discussion of wireless middleware, wireless gateways, mobile application servers, WAP, i-mode, J2ME, BREW, Mobile Internet Toolkit, and Mobile Web Services.

Wireless Communication

The objective of this course is to provide the student with an adequate understanding of the prevalent Mobile Wireless Networks. The course will discuss the protocol reference model(s) that

relate to Mobile Wireless Communication Systems. It will mainly cover the physical, data link, and the application layers from user plane perspective as they apply to mobile wireless networks in use today. Additionally, it will cover the management and control plane functions.

Distributed Systems

This course deals with an in-depth understanding of Distributed Systems. Distributed system is a computer system consisting of several independent computers, connected by a network, that can work together to perform a task or provide a service. Typical examples include: the World Wide Web, networked file systems, DNS, and massive multiprocessor supercomputers. This course focuses on the principles, techniques, and practices relevant to the design and implementation of such systems. The course takes a systems-oriented view of distributed systems, concentrating on infrastructure software and providing hands-on experience implementing distributed systems. The main objectives of this are: to present the principles underlying the functioning of distributed systems; to create an awareness of the major technical challenges in distributed systems design and implementation; to expose students to modern and classic technology used in distributed systems and their software; to expose students to past and current research issues in the field of distributed systems; and to provide experience in the implementation of typical algorithms used in distributed systems.

Information Security

The purpose of this course is to introduce students to the fundamental concepts and issues of information security. Basic principles for information security; threats and defenses; cryptography; introduction to network security and security management are covered in this course. By the end of this course the student should be able to understand

the importance of information security in software systems, understand what a security policy is and what are the major mechanisms for implementing security policies, have a background in information security sufficient for the study of computer networking, be familiar with the major educational resources available for information security and be able to effectively present ideas about information security in written, oral, and web formats.

Human Computer Interaction

Prerequisite: Software Engineering, Introduction to HCI

CSE575 Advanced Human Computer Interaction

This course aims to give students an understanding of how interactive systems are developed. The hardware and software issues that determine the usability of an interactive computer system will also be read in this course. Humans are the key deciding factor to make a computer system successful. This course discusses the key issues and their solutions to make a system more human friendly. Effective design is reliant upon understanding the human context in which a new artifact has to fit. This course provides the necessary knowledge and skills to design, prototype and evaluate usable human-computer interaction in both its narrow sense (the user interface) and its broad sense (information systems, people, organisations, even societies and cultures). It further provides a strategic grounding in both theory and good practice for students to make effective use of applying HCI principles to IS design in their professional work.

CSE576 Usability Engineering

This course introduces methods for usability engineering alongside basic concepts of usability and the design of human computer interfaces. One of the prime requirements of any software

is usability; however the term usability has many facets. Usability is not only determined by the design of the human computer interface, but also by the underlying task model and data model of the software. In practice, usability is determined by a development process that takes users, their environment and tasks into account. The course relies on practical exercises during which participants learn to apply usability engineering methods. In this way participants gather the necessary skills required for improving the usability of their software systems. The course enables participants to apply selected usability engineering methods in their own projects in order to improve the usability of the software systems they develop.

CSE577 Interaction Design

This course provides theoretical knowledge and practical experience in the fundamental aspects of Interaction Design. The course focuses on the process of designing the user experience by examining works of interface design from the perspective of psychology, graphic design, and human-computer interaction conceptual frameworks. Topics included are: concept and planning of Interaction Design, Prototyping, User testing, Market Testing, Iteration, Product Specifications, Production Matrixes, Follow-up and maintenance.

CSE578 GUI Design

This course introduces design and analysis methods for Graphical User Interface design. Relevant perceptual psychology is introduced, and guidelines for user interface design are derived. Design methods are discussed. Analysis of interfaces by experimentation on humans is described. Exploring effective Web applications design through theory and hands-on exercises, exploring user interaction characteristics and incorporating them in application design is also covered in this course.

CSE579 Multimedia and Multi-Modal Systems

This course will extensively cover the growing field of multimedia by introducing advanced programming on different multimedia applications. Topics covered in this course are Multimedia Authoring tools, Graphics and Image data representation, color in image and video, fundamental concepts of digital audio and video, data compression, video compression, MPEG I and II video coding, media communication and retrieval and content based retrieval in digital libraries.

ICT512 Advanced Web Technologies

To deliver in-depth knowledge of the basic concepts and general principles associated with web application development, illustrating specific technologies. To provide an understanding of different concepts, architectures, techniques, and infrastructures for service oriented computing in web development. The course explains the principles and practice of web services. It provides a comprehensive overview of state of the art web services and associated disciplines, relating concepts to practical examples and emerging standards.

Intelligent Systems**Prerequisite: Artificial Intelligence, Object-Oriented**

Programming, Introduction to Statistics

CSE561 Advanced Artificial Intelligence

This course discusses a breadth of advanced issues in artificial intelligence including but not limited to data mining, machine learning, probabilistic reasoning, evolutionary computation and computer vision. The emphasis on different topics may vary from one offering to the next. The primary audience of this course is those students who are not doing specialization in the AI track but are interested in the application of AI in different fields (computer networks, human computer interaction, software engineering, etc.).

Being a graduate level course, students are expected to read a lot of recent research papers and do a research project – preferably on application of AI techniques in a field of their choice.

CSE652 Knowledge Discovery and Data Mining

This course offers the state-of-the-art in knowledge discovery and data mining from a research as well as a practical perspective. Classification and clustering techniques, features ranking and selection, association rules and text mining, performance evaluation of different techniques and data visualization are studied in detail. Students are expected to implement many of the above techniques and to use available open source and commercial softwares to analyze extremely large data sets. A significant amount of time will be spent on the current research issues in data mining. Being a graduate level course, it is expected that students have a decent background in databases, artificial intelligence and statistics.

CSE656 Computational Intelligence

The course presents the fundamentals of computational intelligence. Topics included are evolutionary algorithms, particle swarm optimization, ant colony optimization, artificial immune systems, artificial neural networks, fuzzy systems and hybridization of the above techniques.

The course focuses on the applications of these techniques on real world problems and shows how they are designed, implemented and analyzed for a given a problem domain. Real world applications include portfolio optimization in financial domain, control and strategy optimization in robotics, route optimization in path planning and network traffic flows, and so on. A significant amount of time will be spent on the current research issues in computational intelligence. This is a programming intensive course and students are expected to spend a significant amount of time on implementing all the techniques studied in the course and applying them on a significantly complex problem of their choice.

CSE655 Probabilistic Reasoning

This course provides an in-depth analysis of Bayesian Belief Networks which have become the tool of choice for reasoning under uncertainty. The course focuses on the syntax and semantics of Bayesian Networks and how to use BNs to model and analyze uncertain situations. Models that aim to integrate time and uncertainty such as dynamic Bayesian networks, dynamic Influence Nets, Markov Nets as well as the learning of structure and parameters of a Bayesian network will be discussed in detail. The course is intended for graduate level CS students and a significant amount of time will be spend

on the current research issues in the field of probabilistic reasoning. Students are expected to use various softwares and develop their own tool to implement various reasoning and learning algorithms.

CSE660 Computer Vision

Computer Vision is a study in algorithms, tools and techniques that enable computers to extract information out of digital images. Computer Vision is being used extensively for driving autonomous vehicles, planetary exploration, life-saving medical imaging techniques, enhancing the Human-Computer-Interaction experience and preservation of accumulated human wisdom by digitizing books. This course will offer an introduction to the core concepts, some industrial-strength tools and recent breakthroughs in Computer Vision. By the end of this course, students should be able to analyze problems in Computer Vision, break them into simpler problems, associate these simpler problems to established solution techniques, design efficient algorithms using these established techniques and make computer programs based on these algorithms.

Software Engineering

Prerequisite: Object-Oriented Programming, Introduction to Software Engineering

CSE566 Software Quality Assurance

This course addresses process considerations in software systems development. It discusses advanced material in software planning, mechanisms for monitoring and controlling projects, and leadership and team building. Furthermore, it provides knowledge and understanding of the concepts, principles, techniques, and tools that are used in the management of software projects. Some the topics included are Size and Cost Estimation, Schedule Plan, Risk Management, Quality Management and Configuration Management. Students work in a team to develop a project



plan for a small project according to the established standards based on best practices of the global IT industry.

CSE567 Requirement Engineering

Students will learn to gather correct, concise, clear and complete set of requirements. Some of the topics included in this course are requirements engineering process, requirements elicitation and analysis, requirements validation and requirements management. Moreover, advance topics such as Model Based Verification and Formal Specification techniques will also be discussed in class. Students will apply the acquired knowledge to document requirements for a software application.

CSE568 Software Project Management

This course deals with lifecycle of Software Project Management, Project Planning, Software estimation, software project schedules, reviewing work products, system requirements, project automation, software metrics, testing, bugs and diagnosis, change configuration, managing organization, team and project, software process improvement. This course will enable students to have a complete view of Project Management, as described by PMBOK.

ICT512 Advanced Web Technologies

To deliver in-depth knowledge of the basic concepts and general principles associated with web application development, illustrating specific technologies. To provide an understanding of different concepts, architectures, techniques, and infrastructures for service oriented computing in web development. The course explains the principles and practice of web services. It provides a comprehensive overview of state of the art web services and associated disciplines, relating concepts to practical examples and emerging standards.

CSE569 Web Engineering

The aim of this course is to teach the students the technologies and techniques for creating large-scale hypertext information systems on the WWW. Based on recent hypertext research and current WWW standards it will address the issues of publishing individual documents and sites together with the problems of global information management. Course topics will include, principles of web architecture, web information design, searching the web graph, factors that have led development of the web in its present form and current trends in the development of hypertext in the web.

Information Management

Prerequisite: Database Systems

MIS541 SAP ABAP Programming I

The first section of this course comprises of Introduction to SAP ABAP, SAP architecture, and ABAP Development workbench tools. The second section deals with study of ABAP workbench in detail, which includes, study of flow of an ABAP program, ABAP workbench, ABAP dictionary, ABAP language elements, data retrieval, subroutines and ABAP events. The third section of this course is based on in-depth study of ABAP dictionary, including study of data objects, performance, input checks, object dependencies, views, search and performance monitoring.

MIS542 SAP ABAP Programming II

This course is divided into three sections. The first part deals with Object Oriented paradigm in SAP ABAP. Object Oriented Programming techniques, Repository Objects, Exception handling and RTTS are covered in the first part of this course. The second part is advanced ABAP and covers topics such as ABAP runtime, types and data objects, internal tables and function groups. The third part deals with developing user dialogs within ABAP. This section covers topics such as screen programming, program interface, screen elements, lists and context menus.

MIS502 Operations & Technology Management

Technology is becoming an indispensable tool for companies to stay competitive in the fast changing business environment of today and there is an increasing demand for effectively introducing and managing technology in the corporate world. The course will cover the management of business systems that produce goods, as well as those that provide services. It will discuss key issues in Operations Management including Lean Production, Six Sigma, 5S, JIT, Kaizen, and Continuous Process Improvement and explore the implementation of technology to solve operational problems. It will provide tools for analyzing business processes for improvement and for incorporating and managing technology to provide sustainable competitive advantage to the organization.

MIS503 Enterprise Integration

This course provides students with the theories, models, and analytic techniques required to develop solutions for integrating heterogeneous information systems. Basic concepts that must be applied to enable diverse applications developed in different environments under a variety of rules and standards to process cooperatively will be explored and illustrated. This course serves as a focused introduction to the concept that information systems must be utilized (i.e., re-used) rather than redeveloped and will give consideration to the role of users and the impact of information systems on those people.

Independent and group assignments will provide the students with the opportunity to investigate Enterprise Integration solutions from the Web and in use in local environments

MIS553 Social Computing Applications

The course will focus on the new area of Social Computing and its Applications, which is becoming quite popular and important these days. The course will examine a sampling of the social, technical and business challenges social web sites must solve to be successful, teach students how to use high-level tools to analyze, design or build online communities, and help them understand the social impact of spending at least part of their lives online.

MIS513 Information Industry Structure & Competitive Strategy

This course draws upon the most recent experience in the impact of information technology upon diverse industries, ranging from securities trading to consumer packed goods relating. It integrates the experience with relevant theory to develop a theory of competitive strategy for electronic commerce, and for information-based strategies more generally. It is not tools and techniques course or a quantitative analysis course;



likewise it is not a technology or an implementation course. It provides a focused and modern complement to strategic planning.

MIS552 Advanced Data Warehousing

Data warehouses are databases of a specific kind that periodically collect information about the activities being performed by an organization. This course will discuss advanced topics of data warehousing in order to provide a detailed knowhow of the subject to the student. Topics included in this course are: discussion on conventional data warehousing techniques, spatial data warehousing techniques, temporal data warehouses, designing conventional data warehouses, designing spatial and temporal data warehouses, and ongoing research in ware housing.

CSE652 Knowledge Discovery and Data Mining

This course will offer a comprehensive coverage of well known Data Mining topics including classification, clustering, and

association rules. A number of specific algorithms and techniques under each category will be discussed. Methods for feature selection, dimensionality reduction and performance evaluation will also be covered. Students will be exposed to relevant Data Mining research.

Theoretical Computer Science

Prerequisite: Computer Architecture, Algorithms.

CSE651 Advanced Analysis of Algorithms

The objective of this course is to read advanced topics of the core area of computer science which enables students to focus on the study of abstract models of computation. These abstract models allow the students to assess via formal reasoning what could be achieved through computing when they are using it to solve problems in science and engineering. The course exposes students to the computability theory, as well as to

the complexity theory. The goal is to allow them to answer fundamental questions about problems, such as whether they can or not be computed, and if they can, how efficiently.

The course defines advanced computation models and their properties, and the necessary mathematical techniques to prove more advanced attributes of these models. The students will be able to express computer science problems as mathematical statements and to formulate proofs. Upon completion of this course the students are expected to become proficient in key topics of theory of computation, and to have the opportunity to explore the current topics in this area.

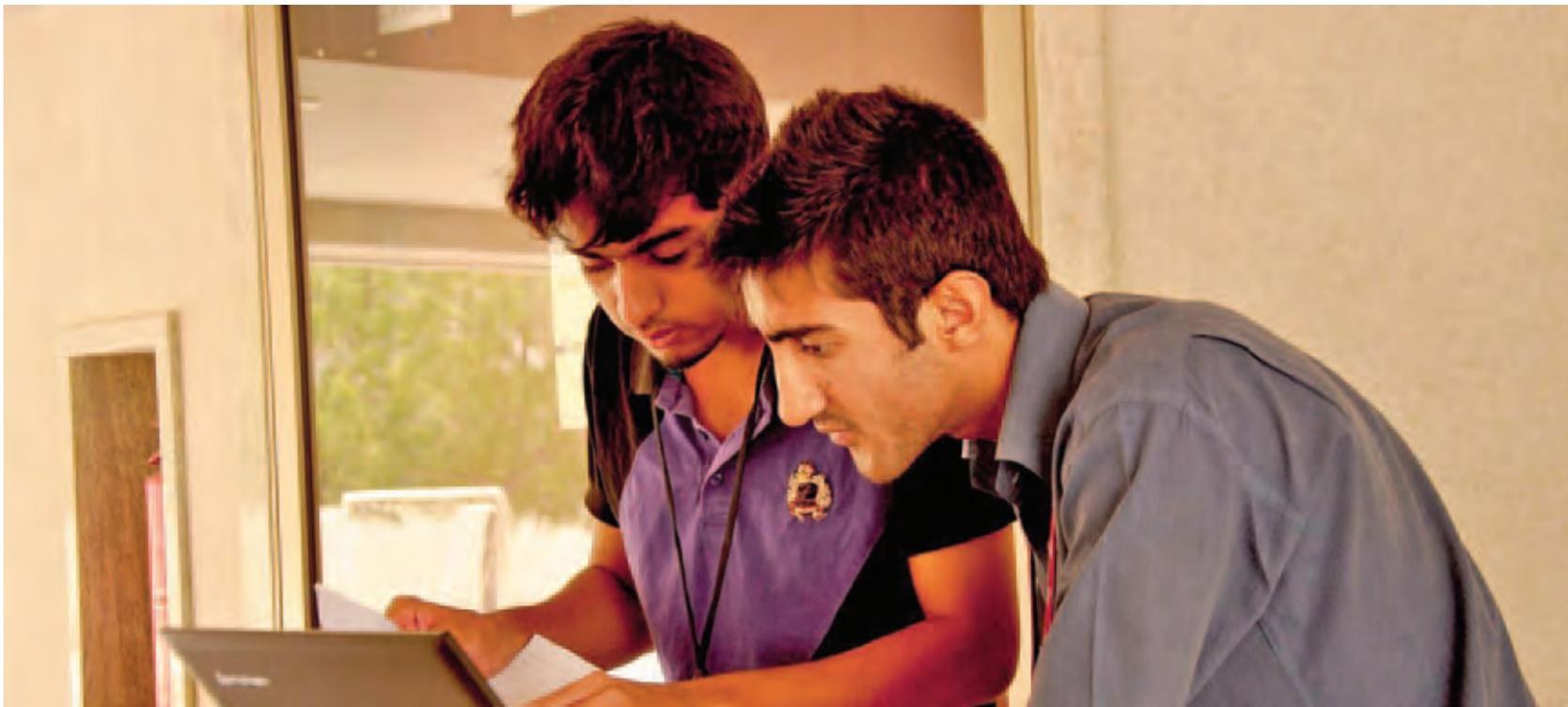
CSE572 Formal Methods

The aim of this course is to expose students to mechanized formal tools which help ensure correctness and hence reliability of computer systems. Students will learn about the theory underlying model checking and will gain experience with model checking tools. Upon

completion of this course the student will be able to demonstrate knowledge and understanding of temporal logics, theoretical underpinnings of model checking and model-checking tools and their uses.

CSE573 Advanced Computer Architecture

Comprehensive coverage of the architecture and system issues that confront the design of a high performance workstation/PC computer architectures with emphasis on quantitative evaluation. Topics covered in this course are Quantitative Principles of Computer Design, Instruction Set Principles and Examples, Advanced Pipe-lining and Instruction-Level Parallelism, Memory-Hierarchy Design, Storage Systems, Interconnection Networks and Multiprocessors.





IBA



**Faculty of Business Administration
Graduate & Postgraduate Programs**

MBA, MS & PhD

2012-13

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Program Director 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.

Dr. Nasir Afghan

Assistant Professor

MBA Programs

MBA Morning

The MBA Morning Program is a full-time program conducted at the Main Campus and the City Campus of the IBA. Specialization include Marketing, Management Information Systems, Finance or Human Resource Management.

For BBAs Background:

Duration:

18 months/66 Credit Hours

Pre-requisites:

16 years education plus 2 years post qualification work experience plus min 2.5 CGPA in BBA (No entry test for only IBA BBA students having CGPA equal or above 2.5. They will directly be qualified for Interview round & Group discussion.

Program Structure:

22 Courses including MBA Project, No Internship

For Non-BBAs Background:

Duration:

24 months/72 Credit Hours

Pre-requisites:

16 years education plus 2 years post qualification work experience plus min 60% aggregate marks in last degree

Program Structure:

24 Courses including MBA Project & Summer Internship

MBA Evening

The MBA Morning Program is a full-time program conducted at the Main Campus and the City Campus of the IBA. Specializations include Marketing, Management Information Systems, Finance or Human Resource Management.

For BBAs Background:

Duration:

24 months/66 Credit Hours

Pre-requisites:

16 years education plus 2 years post qualification work experience plus min 2.5 CGPA in BBA (No entry test for Only IBA BBA students having CGPA equal or above 2.5. They will directly be qualified for Interview round & Group discussion.

Program Structure:

22 Courses including MBA Project, No Internship

For Non-BBAs Background:

Duration:

30 months/72 Credit Hours

Pre-requisites:

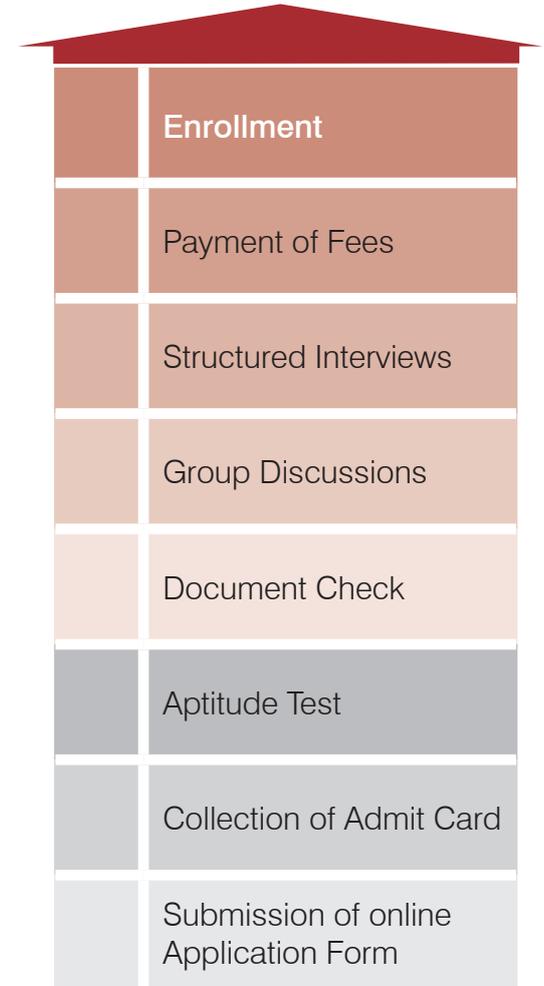
16 years education plus 2 years post qualification work experience plus min 60% aggregate marks in last degree

Program Structure:

24 Courses including MBA Project & Summer Internship



Admission Process at IBA



Academic Year 2012-13

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

BBA Stream (MBA Morning & Evening)	
Course Code	Semester 1
LAW501	Legal and Regulatory Environment of Business
MGT557	Organizational Behaviour and Leadership
MKT501	Marketing Management
MKT505	Advanced and Applied Business Research
ECO517	Global Economic and Political Environment
MIS405	Excel for Business Managers (Non credit)
	A minimum of two courses from Electives
Course Code	Semester 2
ACC505	Accounting for Decision Making
ECO501	Managerial Economics
FIN507	Business Finance II
MGT506	Corporate Strategy
MGT510	Operations & Production Management
MGT519	Personal Effectiveness and Communication (Non credit)
	A minimum of two courses from Electives
Course Code	Summer
-	MBA Project (Core Course)
Course Code	Semester 3
-	MBA Project (Core Course)
	A minimum of Six courses from Electives

(F*) Foundation Course

- MBA Project is Equivalent of 2 Core Courses

- No Internship for MBA Evening

Core Courses

Semester-1

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.

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

On the one hand, there is no doubt that marketing consists of a broad body of concepts, principles, and analytics that merits study. On the other hand, marketing's primary concern, fostering buyer-seller transactions, sees its successes and failures in customer behavior at the "point-of-sale," and some

argue strongly that being near "the action" is the best way to become fully sensitive to what marketing is about. 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. It dilates upon the philosophy of integrated marketing and focuses on giving a top level leadership view of managing businesses. Upon completion, students should be able to understand the role of marketing led decisions and appreciate the criticality of the marketing function in order to achieve organizational success.

MKT505 Advanced and Applied Business Research

The purpose of the course is to have the students learn advance tools and techniques of Marketing and Business Research which is imperative to effective decision-making. Research is systematic and scientific and as such it carries with it a huge knowledge bank of dos and don'ts. Throughout this course students practice various forms of qualitative and quantitative methods of information collection, analysis, and interpretation and learn how to apply them effectively in different situations. This learning is achieved through case-based class discussions, interaction with the industry through guest speakers, and a live semester-long project. Advanced statistical techniques are taught for data analysis and interpretation and reinforced through their application to the assigned research project. Students are also encouraged to use sophisticated software for data analysis, such as SPSS, and classroom learning is extended to the interpretation of the software outputs and their relevance to decision-making.

Prerequisite: MKT501/MTS 506

ECO517 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.

MIS405 Excel for Business Managers

Spreadsheet Applications are widely used in most organizations for data analysis. These applications help management to take better decisions. Spreadsheet applications comes either in the form of desktop or web based applications. Microsoft Excel is a well-known general purpose desktop based spreadsheet software. Unfortunately, many managers hardly know the basics of the Excel capabilities and as a result they spend hours on simple tasks that could be completed in minutes. Spreadsheets created by such users are difficult to update. They fail to understand the core drivers in business models developed by others and undermining their decision-making ability.

The purpose of this course is to produce skilled MBA students so that they may enter in the market as effective Excel users and can become efficient managers. This course will enable them to use Microsoft Excel to improve their work, analysis and decision making skills.

The course is divided into six(6) major modules.

Module 1: Excel Formulas & Features

Module 2: Statistical Analysis and Modeling

Module 3: Financial Calculations and

Modeling

Modeling

Module 4: Operation Research (using Solver)

Module 5: Data Summarization, Reports and Pivot Tables

Module 6: Automation using Excel Macro

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.

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.

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

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.

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

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.

MGT510 Operations and Production 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.

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.

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.

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.

Summer

Internship / Summer Project

Semester-3

PRJ701 MBA Project (Core Course)

A minimum of four courses from Electives.

Semester-4

PRJ701 MBA Project (Core Course)

A minimum of four courses from Electives.

Elective Courses

Accounting & Law

ACC507 Accounting Information System with SAP

The course Accounting Information Systems with SAP is a fully SAP integrated course which covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD. The AIS course is different from other basic accounting courses in that it focuses on the processes and the working and interaction of various organization elements rather than the accounting information itself. As against the traditional AIS curriculum, this course is more focused on business processes in SAP with minimum discussion of the technical aspects of systems development. The course is delivered with hands on experience on SAP.

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.

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

MKT501 Marketing Management

On the one hand, there is no doubt that marketing consists of a broad body of concepts, principles, and analytics that merits study. On the other hand, marketing's primary concern, fostering buyer-seller transactions, sees its successes and failures in customer

behavior at the "point-of-sale," and some argue strongly that being near "the action" is the best way to become fully sensitive to what marketing is about. 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. It dilates upon the philosophy of integrated marketing and focuses on giving a top level leadership view of managing businesses. Upon completion, students should be able to understand the role of marketing led decisions and appreciate the criticality of the marketing function in order to achieve organizational success.

MKT505 Advanced and Applied Business Research

The purpose of the course is to have the students learn advance tools and techniques of Marketing and Business Research which is imperative to effective decision-making. Research is systematic and scientific and as such it carries with it a huge knowledge bank of do's and don'ts. Throughout this course students practice various forms of qualitative and quantitative methods of information collection, analysis, and interpretation and learn how to apply them effectively in different situations. This learning is achieved through case-based class discussions, interaction with the industry through guest speakers, and a live semester-long project. Advanced statistical techniques are taught for data analysis and interpretation and reinforced through their application to the assigned research project. Students are also encouraged to use sophisticated software for data analysis, such as SPSS, and classroom learning is extended to the interpretation of the software outputs and

their relevance to decision-making.

Prerequisite: MKT501/MTS 506

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: MKT 501

MKT552 Consumer Behavior*

The course helps in better understanding of the individual as a consumer. The concepts and theories that underlie consumer behavior provide a deeper understanding of how the consumer contributes to the success of a brand or firm. Students learn how to apply concepts like learning, personality, motivation, perception, attitudes, communication and decision making in tailoring marketing and brand strategies to persuade customers to purchase. The need of understanding consumers and their role in building brand loyalty and brand equity is vividly discussed with each concept. The research based project is a live practical application incorporating strategies like developing the product and improving it; determining a price point for the brand and designing marketing strategies especially advertising, direct marketing techniques and nontraditional communication. Prerequisite: MKT501 : MKT505

*Recommended elective for Marketing Major

MKT556 Social Marketing

Pakistan ranks very low in social indicators and the majority of the population are living below the poverty line. Social marketing is an approach towards behavior change that has been developed by using the principles of commercial sector marketing. Yet, the goals of social marketing are extremely different from the goals of commercial entities. In the United States, social marketing has been used successfully to combat smoking in public places and has been used to increase physical activity, improve nutrition, reduce heart disease, increase the use of seat belts, and in improving the environment. This course is designed to examine research and practice in the area of social marketing, with the purpose of developing an excellent understanding of the application of social marketing principles and approaches. Social marketing relies heavily on consumer research and students will be expected to apply research techniques such as in-depth interviews to do consumer research on target groups as part of developing a strategy for a social marketing project of their choice. The course will focus on deepening understanding of target markets through research and on using information collected through research to manipulate the 4 Ps to develop an effective social marketing campaign.

Social marketing as opposed to commercial marketing focuses on behavior change of various cross-sections of society. This behavior 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. Prerequisite: MKT501

MKT558 Customer Ascendancy

The course helps to understand Marketing in the 21st Century and transforming ordinary marketing organizations into Customer Driven Businesses. The students will apply marketing concepts and theories learnt in basic marketing courses to develop strategies and plans for maximizing Customer Satisfaction and Market Leadership. Customers are the reason why businesses exist. Identifying their needs and 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. Knowledge of theory, concepts, processes and practices for attaining customer ascendancy in organizations is predominantly discussed through case studies. The project report is a major pedagogical tool of this applied course. Prerequisite: MKT501

MKT559 Supply Chain Management

The objective of this course is to generate a basic level understanding and translating conceptual exposure among the students and professional as to why supply chain management is among the top initiatives for businesses of all sizes. Yet most purchasing, operation, planning, and finance managers feel they don't have good control over their supply chains. Even the best informed are saddled with questions about establishing organization buy-in, defining metrics and benchmarks, optimizing material and transactional flow, and conducting relevant competitive analysis to define business opportunities. The challenges involved in optimizing a company's supply chain are substantial. While studying SCM, students will be able to understand and appreciate the significance of a strong SCM model; to help top management to make decisively differentiated options to counter their

competition. They will learn the strategic importance of an efficient supply chain design, planning and operation 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 strategic frameworks and concepts are tied together through a variety of examples that show how a combination of concepts is needed to achieve significant improvement in overall performance. Prerequisite: MKT501

MKT561 Brand Management*

The astronomical growth in the wealth and the culture influence of multinational corporations over the last 40 years can arguably be traced back to a single, seemingly innocuous idea developed by management theorist in the mid 80s: successful companies must produce brands. Brands are known as the most valuable assets that a company has invested in and developed over time. This is true for large global conglomerates as well as small local start-up companies. Often a company itself is considered a brand. Marketers see a brand as an implied promise that the level of quality people have come to expect from a brand will continue with future purchases of the same product. Lack of branding is perceived as a major weakness in marketing in Pakistan, both in domestic market and the international markets. Brand management is the application of marketing techniques to a specific product/services, product line, or brand. It seeks to increase a product's perceived value to the customer and thereby increase demand for a particular brand and its brand equity. Brand Management will help you to understand how to apply concepts like brand identity, brand name, brand logo, brand value, brand equity, brand positioning and image so as to culminate in the growth of a premium brand. Brand audits are conducted so that students can learn how to map consumer

behavior insights for effective brand building activities.

Prerequisite: MKT501

*Recommended elective for Marketing Major

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: MKT 501

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: MKT 501

MKT651 Personal Selling

The field of Personal Selling has matured into a professional endeavor. To-day, selling may be a stronger profession because of the obstacles it has overcome and sometimes still battles. 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. It is approached with a modular approach covering communications, prospecting, negotiating and sales presentations.

Prerequisite: MKT501

MKT653 Sales Management

Sales Management as a function of marketing focuses on the development of a sound sales and distribution strategy, the management of marketing channels, and sales force management in a business organization. Rapid changes in technology, a higher level of customer orientation, the globalization of business, and increasing competition have made sales and distribution management critical for the success of any business enterprise. The aim of this course is to familiarize you with the concepts and practices of sales management. With a focus on setting sales objectives, planning and implementing sales programs, supervising the sales

effort and measuring sales performance; sales forecasting, budgeting, hiring, sales force motivation, compensation and performance evaluation is also covered. Sales are a culmination of the marketing effort. Allocating resources optimally by careful territory design is the key to its 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 also studied in depth.

Prerequisite: MKT501

MKT656 Services Marketing

The service sector forms an increasingly important part of the world economy. The Services Marketing module seeks to provide an understanding of the differences and similarities between goods and services, as well as analyzing services marketing to enable students to become an expert service marketer. 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 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 focus 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 students will develop an understanding how organizations make buying decisions; what are the various organizational influences and the methodologies for addressing the various concerns of these influences. Further they will also understand the various occasions of organizational decision making, the role of B2B market research, branding of B2B brands and the innovative field of B2B Services. Discussions on marketing to the Government and marketing to institutions are incorporated throughout the course. The course discusses the industrial marketing environment, modern concepts of interaction, buying behavior of businesses, role of technology, industrial marketing research and planning.

Prerequisite: MKT501

MKT 659 Global Marketing Management

The marketing function can no longer be demarcated across boundaries and needs to be seen in the context of an increasingly globalised world. Various forces affect the marketing of goods and services around the globe, and the savvy marketer needs to be aware of them and use them to his/her advantage while remaining socially responsible. This module will be taking students on the journey to become the best global marketer that they can possibly be - and will also look at global marketing in the Pakistani context. Political, economic, cultural and regulatory issues will be considered, as well as issues that belong to export-oriented firms. Multi-nationals will also be examined in terms of their impact on the global economy, and how they formulate marketing strategies that work in different regions. The key theme running throughout the course will be 'Think Globally, Act Locally'.

Prerequisite: MKT 501

MKT752 Seminar in Marketing

Seminar in marketing is a capstone marketing course. This is a modular course with practitioners and experienced experts leading many sessions. This is value added by presenting various points of view of leading marketing gurus and thoroughly debated incorporating practical implementation strategies. The important issues in marketing especially those of the local environment, customer ascendancy, nation branding, differentiation, segmentation and positioning are discussed. Research is undertaken specifically of interest to the marketing community and a solution provided. In this course students are thus expected to contribute to marketing knowledge through research and review of cutting edge marketing concepts

Prerequisite: MKT501/MKT505

Pedagogy

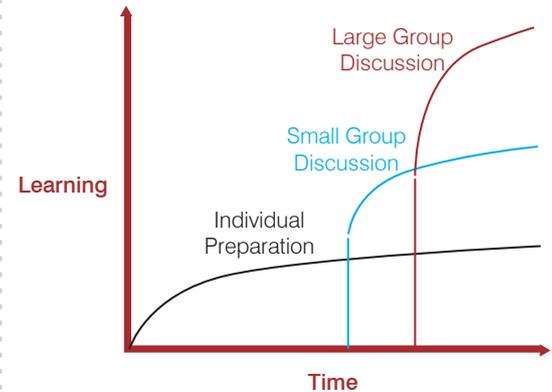
MBA Project

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 some time 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

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	

(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.

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 IBA.

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

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

Facilitating 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 Counselling

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:

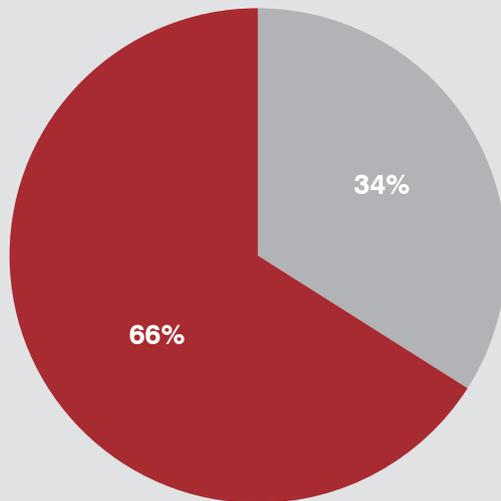
- Supporting the students in their career development
- Aligning the needs of employers with the competencies of our graduates
- Organizing professional lectures, seminars, panel discussions and workshops on career development and related skills



Our Graduates

MBA Class of 2011

■ Male ■ Female



Top Employers

- Allied Bank Limited
- Almeezan Investment Management Limited
- Abudawood Trading Company Limited
- Bank al Falah Limited
- Bayer Pakistan
- BMA Capital Management
- Chevron Pakistan Limited
- Cloud BPO (pvt.) Limited
- The Coca Cola Company
- Colgate Palmolive Company
- Dawlance
- EFU General Insurance Ltd.
- Faysal Bank Limited
- Group M
- Glaxo SmithKline Pakistan
- Habib Bank Limited
- Herbion Pakistan (Pvt.) Limited
- Indus Motor Company Limited
- International Industries Limited
- JS Bank Limited
- Jugno Ink Inc
- logicose
- Manhaton International (Pvt.) Limited
- Meat One
- Meezan Bank Limited
- Nestle Pakistan
- Procter & Gamble Pakistan
- Pak Brunei Investment Company
- Pakistan Cables limited
- Philip Morris (Pakistan) Limited
- Reckitt Benckiser (Pakistan) Ltd
- Standard Chartered Bank Limited
- Shan Foods (pvt.) Ltd.
- Shell Pakistan
- Signium International Pakistan
- Teach for Pakistan
- The Resource Group (TRG) Pakistan
- United Bank Limited
- Unilever Pakistan Limited
- Zulfiquar Industries Limited







Program Director MS & PhD (Economics)

MS and PhD programs in Economics are designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. The curriculum of MS and PhD Economics has been designed to meet the international standards. We hope the students will find the programs to be intellectually challenging and personally rewarding.

MS and PhD programs in Economics emphasize on applied economics, and cater to the growing market for economic analysts. Graduates from these programs will be able to teach and conduct quality research in the fields of their interest, and will be prepared for careers in universities, research organizations, business enterprises, government organizations, and multinational companies.

We look forward to welcoming you at IBA.

Dr. Heman Das Lohano

Associate Professor

MS (Economics)

MS program in Economics is designed to provide a solid background in theory, quantitative methods, and applications appropriate to the needs of economists involved in policy planning, analysis, and forecasting of public and private sectors. This program emphasizes on applied economics, and caters to the growing market for economic analysts.

Option will be available to students either to join morning session or the evening session. However, the morning session will start only if sufficient number of students enrol.

Credit Hours

Credit hours of coursework	:	45 (15 Courses)
MS Thesis	:	09
Total credit hours in MS program	:	54

Duration

Duration of evening program is 2-2.5 years. The minimum time required is 2 years while the maximum time allowed is 7 years.

Eligibility

- Minimum 16 years of education/equivalent degree recognized by HEC with minimum 2.5 out of 4.0 CGPA or 60% marks in the last degree. All equivalency claims shall be evaluated by HEC.
- Experience is not mandatory for admission to MS Economics program.

Note:

IBA allows the candidates to apply for admission whose final results are yet to be announced. All admissions are conditional pending submission of the required results within the specified date i.e. the date of commencement of classes.

Course Requirement

S. No.	Course Code	Course Title	Credit Hours	Prerequisites
1	ECO531	Microeconomic Theory I	3	Co-requisite: ECO533
2	ECO532	Macroeconomic Theory I	3	-
3	ECO533	Mathematics for Economists	3	-
4	ECO534	Microeconomic Theory II	3	ECO531
5	ECO535	Macroeconomic Theory II	3	ECO532
6	MTS536	Mathematical Statistics and Linear Algebra	3	-
7	ECO537	Econometrics I	3	-
8	ECO538	Econometrics II	3	ECO537
9	ECO539	International Trade	3	ECO531
10	ECO548	Development Economics and Issues in Pakistan Economy	3	ECO531/ECO532
11	ECO549	Graduate Research Seminar for MS	3	ECO538, ECO534 & ECO535
12		Elective I	3	(Given in the list)
13		Elective II	3	(Given in the list)
14		Elective III	3	(Given in the list)
15		Elective IV	3	(Given in the list)
16	ECO599	Thesis	9	-

List of Elective Courses

S. No.	Course Code	Course Title	Credit Hours	Prerequisites
1	ECO561	Environmental and Resource Economics	3	ECO533/ECO534
2	ECO562	Financial Economics	3	ECO531/ECO533
3	ECO563	Health Economics	3	ECO543
4	ECO564	History of Economic Thought	3	-
5	ECO565	Islamic Economics	3	ECO534/ECO535
6	ECO566	Monetary Economics	3	ECO532
7	ECO567	Public Economics	3	ECO535
8	ECO568	Transport Economics	3	ECO533/ECO534
9	ECO571	Industrial Economics	3	ECO534
10	ECO572	General Equilibrium and Welfare Economics	3	ECO533/ECO534
11	ECO573	Game Theory and Competitive Strategy	3	ECO534

Admission Criteria

Admissions to all programs at the IBA are granted on merit, and there are no reserved seats. The criterion for admission is the performance of the applicant in admission test and interview. The admission test is a written test of three subjects: English, Mathematics and Economics.

Candidates who have a minimum 650 score in quantitative section of GRE (International) or 160 score in quantitative section of Revised GRE (International) are exempted from the IBA admission test. The candidates who pass the admission test qualify for the interview.

PhD (Economics)

PhD program in Economics provides graduate students an opportunity to make contribution to 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 IBA are prepared for careers in universities, business enterprises, 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.

Credit Hours

Credit hours of coursework : 33 (11 Courses)
 PhD Dissertation : 27
 Total credit hours in PhD program : 60

Duration

Duration of the PhD program is 4-5 years. The maximum time allowed is 8 years.

Eligibility

- M.S./M.Phil/Equivalent degree in Economics or related discipline from HEC recognized local and foreign universities with minimum 3 out of 4 CGPA or 60% marks in the last degree. All equivalency claims shall be evaluated by HEC.
- Experience is not mandatory for admission to PhD program.

Note:

IBA allows the candidates to apply for admission whose final results are yet to be announced. All admissions are conditional pending submission of the required results within the specified date i.e. the date of commencement of classes.

Course Requirement

S. No.	Credit Title	Credit Hours	Prerequisites
1	Microeconomic Theory II	3	-
2	Macroeconomic Theory II	3	-
3	Econometric Analysis I	3	-
4	Microeconomic Theory III	3	Microeconomic Theory II
5	Macroeconomic Theory III	3	Macroeconomic Theory II
6	Econometric Analysis II	3	Econometric Analysis I
7	Elective I	3	-
8	Elective II	3	-
9	Elective III	3	-
10	Elective IV	3	-
11	Graduate Research Seminar for PhD	3	Econometrics Analysis II, Microeconomic Theory III Macroeconomic Theory III
	PhD Dissertation	27	



Admission Criteria

Admissions to all programs at the IBA are granted on merit, and there are no reserved seats of any category. The criterion for admission is the performance of the applicant in admission test and interview. The admission test is a written test from three subjects: English, Mathematics and Economics. Candidates who have a minimum 650 score in quantitative section of GRE (International) or 160 score in quantitative section of Revised GRE (International) are exempted from the IBA admission test. The candidates who pass the admission test qualify for the interview. Candidates are required to submit statement of purpose and two reference letters from the institute/university last attended before the interview.

Comprehensive Examinations

Students are required to pass comprehensive examinations for Microeconomic Theory and Macroeconomic Theory.

A maximum of three attempts will be allowed for the comprehensive examinations. However, students are required to pass both comprehensive examinations within two years from the commencement of PhD program.

Oral defense of the PhD dissertation proposal

At the end of the third year, students are expected to present and defend their Ph.D. proposal before the dissertation committee.

Dissertation Defense

We expect students to submit and defend their dissertation (27 credit hours) within the next two years.

Major Areas of Specialization

- Macroeconomics
- Development Economics
- International Trade
- Public Finance
- Monetary Economics
- Environmental Economics
- Industrial Organization
- Financial Economics
- Labor Economics

Note: New courses can be added to the list depending on the availability of faculty.



Impressions - MBA Students

Muhammad Owais Younus



“ The activities of the student societies were an ideal opportunity to meet with learn from and network with a number of extremely intelligent, highly motivated, and creative people around. ”

M.Umair Khan



“ An ideal opportunity for exceptional, consistent learning packed with challenge. An experience I will cherish all my life. ”

Afsheen Qaiser



“ Overall the two years at IBA have been a challenging and exhilarating experience. The case based teaching style enabled me to apply concepts to real life scenarios and helped me develop and hone my business and analytical skills. ”

Mahmood Hussain



“ The interaction with outstanding people from the business world was awesome. Professors and advisors are truly concerned about the progress of students, a type of attention hard to find at other business schools of Pakistan. ”

Javeria Siddiqui



“ The MBA experience enabled me to face my fears by taking up challenges I would otherwise have shied away from. My exchange semester at the Tsinghua University, made me realize that top-class talent resides in Pakistan and that we can compete with anyone, anywhere in the world! ”

Ahmad Adeel Zia



“ The IBA's 'Responsible Citizen Initiative' provide me an ideal opportunity to play a role towards the betterment of society and community at large. ”



IBA



**Faculty of Business Administration
Executive MBA Programs**

EMBA

2012-13

- Banking & Financial Services
- Corporate Managers
- Public Sector Executives

Contents

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Program Director Executive MBA Programs

The in- service professionals often face a dilemma of meeting the job pressure and pursuit of higher education simultaneously. They are genuinely concerned that lack of professional qualification is hurting their career growth but cannot do anything because of work load. To address the needs of such professionals, week end Executive MBA programs were launched in 2009. As expected, the programs were well received and in a short span of time over 400 mid-career Executives came on board.

One of the unique features of this program is the presence of senior and mid level professionals from across the business and industry. They are brilliant and carry wide and varied experiences. Their active participation in the learning sessions provides wealth of knowledge. Further, their net working is a powerful outcome of this program. Our Top tier faculty carrying vast experience also adds lot of value to this program. They engage and motivate the participants in sharing experiences and ideas.

Just like full time MBA, the Executive MBA is a 72 credit hour program comprising 18 courses and two projects. It follows trimester model with an aim to complete the required courses within two years period. To facilitate the aspirants of this program the admission test is organized thrice in a year with continuous support and guidance. Executive MBA is a fast route to join the prestigious IBA Alumni.

Muhammad Saleem Umer

Faculty Member

Executive MBA drives Professionals for the “C” Suit

This flagship program offers a unique opportunity for the in-service professionals to enrich their knowledge and skills without sacrificing their job commitment and earning stream. This weekend program presents a fast track route to the Masters in Business Administration from the prestigious IBA. Executive MBA program is more suitable for the professionals aiming at acquiring leadership role and moving on the highest levels of the corporate ladder especially under C-suite (CEO, CFO, COO etc.) or an entrepreneurial role. The program format, courses, methodology and contents are developed in consultation with leading experts and worthy faculty members. In order to address the specific needs of different target groups, three programs were launched in the year 2009. These are:

- Executive MBA for Corporate Managers
- Executive MBA – Banking and Financial Services
- Executive MBA for Public Sector Executives

Since launching it attracted over 250 professionals serving at 100 multi business segments. The first batch of qualified Executive MBAs will InshaAllah enter into market by early 2012.

IBA Corporate Leaders Advisory Board (ICLAB)

At IBA we believe in creating meaningful collaboration between the industry and academia so that all our programs should be reflective of the aspiration and needs of the business and industry. In order to ensure regular interaction with the corporate leaders a high level Advisory Board has been formed:

S.No.	Name	Designation	Organization
1	Dr. Ishrat Husain	Dean & Director	IBA
2	Mr. Humayun Bashir	Country GM	IBM
3	Mr. Khalid Rahman	MD	Pakistan Petroleum
4	Mr. Salman Burney	MD	GlaxoSmithKline
5	Mr. Tariq Wajid	MD & GM	Sanofi Aventis Pak. Ltd.
6	Mr. Jamal Mustafa Siddiqui	MD	Makro Habib Pak. Ltd.
7	Mr. Hasan Ali Khan	MD	Continental Biscuits
8	Mr. Asad S. Jafar	Chairman & CEO	Philips
9	Mr. Farouq Rahimtoola	Chairman	Rahimtoola Group
10	Mr. Saquib H. Shirazi	CEO	Atlas Honda
11	Mr. Sirajuddin Aziz	CEO	Bank Alfalah
12	Ms. Ayesha Aziz	MD	Pak Brunei Invest. Co.
13	Mr. Nadeem Hussain	President	Tameer Micro
14	Mr. Najam Ali	CEO	Next Capital
15	Mr. Tahir Ahmed	CEO	New Jubilee Insu.
16	Mr. Hasan A. Bilgrami	CEO	BankIslami
17	Mr. Tabish Gauhar	CEO	KESC
18	Mr. Ahmed Kuli Khan	CEO	Ghandhara Nissan
19	Mr. Christian Allbech	CEO	Telenor Pvt. Ltd.
20	Mr. Sikander M. Khan	Chairman	Millat Group of Co.



Executive MBA for Corporate Managers

Preparing leaders for the corporate world

- Intermediate & Advanced Business Theory, Skills

To create solid technical and theoretical background, 18 courses covering key disciplines of business administration have been offered, including leadership and business strategy courses.

- Course Curriculum

The course curriculum is responsive to the needs of the industry and is endorsed by an Advisory Board drawn from among the expert practitioners of the industry and academia

- Project Reports

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

- Format

Learning sessions are scheduled on:
Saturdays - 6:00 pm to 9:15 pm
Sundays - 10:00 am to 5:15 pm

- Degree

Executive MBA degree from IBA Karachi shall be awarded on qualifying:

- Course work with minimum 2.2 CGPA
- Comprehensive exam
- Completion of research project (s)

- Eligibility Criteria

In-service professionals having:

- 16 years education with three years' post qualification work experience; **OR**
14 years education with six years' post qualification work experience.
- Satisfactory performance in the IBA admission test and interview.

- Fee Structure

Rs. 600,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

Courses

S. No.	Course Code	Course Title	Credit Hours
1	MGT503	Managerial Communication	3
2	ECO102	Business Economics	3
3	MTS541	Quantitative Methods for Decision Making*	4
4	MKT501	Marketing Management*	3
5	ACC541	Financial Accounting & Information System*	4
6	LAW501	Legal & Regulatory Environment of Business*	3
7	MGT552	Strategic Management	3
8	MGT221	Organizational Behavior	3
9	ACC542	Accounting for Decision Making*	4
10	HRM570	Strategic HR Management	3
11	MGT541	Corporate Strategy*	4
12	MGT542	Technology & Operations Management*	4
13	MGT516	Leadership in Organization	3
14	FIN542	Managerial Finance	4
15	ECO517	Global Economics & Political Environment*	3

* Course Description in respect of these Courses is available in the MBA Program portion.

Electives

S. No.	Course Code	Course Title	Prerequisite(s)
1	MKT561	Brand Management	Marketing Management
2	MKT559	Supply Chain Management	Marketing Management
3	FIN501	Advance Corporate Finance	Managerial Finance
4	FIN559	Islamic Finance	
5	FIN567	Risk Management	Managerial Finance
6	ACC507	Accounting Information System with SAP	Financial Accounting & Info. System
7	MKT553	Entrepreneurial Management	Marketing Management, Managerial Finance,
8	LAW553	Corporate Governance	Strategic Management
9	FIN535	Treasury & Financial Derivatives	
10	FIN536	Corporate Investment Banking	

Participants

1	Unilever Pakistan Ltd.	13	World Wide Chemtech Pvt. Ltd.	24	Attock Petroleum Ltd.
2	Glaxo Smithkline Pakistan	14	Armstrong International Pvt. Ltd.	25	Johnson & Johnson Pakistan Pvt. Ltd.
3	Procter & Gamble Pakistan	15	Novartis Pharma Pakistan Ltd.	26	Wi-Tribe Pakistan
4	IBM	16	ICI Azkonobel Pakistan Ltd.	27	Kalsoft
5	Siemens Pakistan Engineering Ltd.	17	IGI Funds	28	Orient Advertising Pvt. Ltd.
6	Standard Chartered Bank	18	Mobilink	29	PARCO
7	Shell Pakistan Ltd.	19	Telenor Pakistan Ltd.	30	Media Max Pvt. Ltd.
8	Ernst & Young	20	Adamjee Enterprises	31	Lakson Tobacco Company Ltd.
9	British Oxygen Company Pakistan	21	Bayer Pakistan Pvt. Ltd.	32	Lotte-Pakistan PTA Ltd.
10	Transasia Refinery Ltd.	22	Sheraton Karachi Hotel	33	KSB Pumps Company Ltd.
11	Engro Corporation	23	BP Pakistan Exploration and Production Inc.	34	Inbox Business Technologies
12	Roche Pharmaceuticals				

Executive MBA - Banking & Financial Services

Developing future leaders of Banks & Financial Services

- Intermediate & Advanced Business Theory, Skills

To create solid technical and theoretical background, 18 courses covering key disciplines of business administration, banking and Financial Services have been offered, including leadership and business strategy courses.

- Course Curriculum

The course curriculum is responsive to the needs of the industry and is endorsed by an Advisory Board drawn from among the expert practitioners of the industry and academia.

- Project Reports

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

- Format

Learning sessions are scheduled on:
Fridays - 6:00 pm to 9:15 pm
Saturdays- 10:00 am to 5:15 pm

- Degree

Executive MBA degree from IBA Karachi shall be awarded on qualifying:
Course work with minimum 2.2 CGPA
Comprehensive exam
Completion of research project (s)

- Eligibility Criteria

In-service professionals having:

- 16 years education with three years' post qualification work experience; **OR**
14 years education with six years' post qualification work experience.
- Satisfactory performance in the IBA admission test and interview.

- Fee Structure

Rs. 600,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

List of Courses

AAA: Fundamental business theory and skills

S. No.	Course Code	Course Title
1	MGT503	Managerial Communication
2	MTS5541	Quantitative Methods for decision making
3	ECO102	Business Economics
4	ACC542	Accounting for Decision Making
5	LAW501	Legal and Regulatory Environment of Business
6	MKT501	Marketing Management
7	FIN542	Managerial Finance
8	MGT516	Leadership in Organization
9	MGT541	Corporate Strategy
10		Customer Relationship Management

BBB: Hard core banking and financial services

S. No.	Course Code	Course Title
1	ECO503	Financial Systems
2	FIN531	Financial Intermediation
3	FIN532	Advance Credit Management
4	FIN567	Risk Management
5	FIN541	Strategic Management in Banks

CCC: Portfolio of Electives

S. No.	Course Code	Course Title	Prerequisites
1	MKT561	Brand Management	Marketing Management
2	MKT559	Supply Chain Management	Marketing Management
3	FIN501	Advance Corporate Finance	Managerial Finance
4	MKT442	Entrepreneurial Management	Marketing Management, Managerial
5	ACC507	Accounting Information System with SAP	Finance, Strategic Management
6	FIN559	Islamic Finance	
7	FIN536	Corporate and Investment Banking	
8	LAW553	Corporate Governance	
9	FIN535	Treasury and Financial Derivatives	

Institutions EMBA participants belong to

- | | | | |
|----------------------------|-----------------------------|-----------------------------|---------------------------------|
| 1. State Bank of Pakistan | 9. Faysal Bank Limited | 17. Dawood Islamic Bank | 25. Karachi Stock Exchange |
| 2. Habib Bank Limited | 10. Silk Bank Limited | 18. Dubai Islamic Bank | 26. Habib Modaraba |
| 3. United Bank Limited | 11. Habib Metropolitan Bank | 19. Engro Fertilizer | 27. National Insurance Company |
| 4. Allied Bank Limited | 12. HSBC | 20. Gul Ahmed Textile Mills | 28. Pak Oman Investment Company |
| 5. MCB Bank Limited | 13. Citi bank | 21. Ameer Microfinance | 29. UBL Fund Managers |
| 6. Alfalah Bank Limited | 14. NIB | 22. JS Global | 30. Bank of Khyber |
| 7. Bank Al Habib Limited | 15. First Women Bank | 23. AKD Securities | |
| 8. Standard Chartered Bank | 16. My Bank | 24. KASB Group | |



Dr. Ishrat Husain, visits a stall at the Career Fair 2011

Executive MBA for Public Sector Executives

Empowering to serve the nation even better

- Fundamental Business Theory and Skills

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

- Course Curriculum

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

- Project Reports

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

- Format

Learning sessions are scheduled on:

Saturdays - 6:00 pm to 9:15 pm
Sundays - 10:00 am to 5:15 pm

- Eligibility Criteria

In-service professionals having:

- 16 years education with three years' post qualification work experience; **OR**
14 years education with six years' post qualification work experience.
- Satisfactory performance in the IBA admission test and interview.

- Fee Structure

Rs. 240,000/- payable in six equal installments

For further details, see the IBA Admission Policy.

List of Courses

S. No.	Course Code	Course Title
1	MGT503	Managerial Communication
2	ECO531	Business Economics & Economics of Public Sector
3	MTS541	Quantitative Methods for Decision Making
4	MKT501	Marketing Management
5	ACC541	Fin Accounting & Info System
6	LAW501	Legal & Regulatory Environment of Business
7	MGT552	Strategic Management
8	ECO536	Research Methodology
9	ECOXXX	Issues in Pakistan Economy
10	ACC542	Accounting for Decision Making
11	MGT221	Organizational Behavior
12	MGT542	Technology & Operations Management
13	MGT541	Corporate Strategy
14	MGT531	Project Evaluation & Management
15	HRM570	Strategic HR Management
16	MGT518	Leadership in Organization
17	FIN542	Managerial Finance
18	ECO517	Global Economics & Political Environment



EMBA Program

ECO102 Business Economics

This course enables students to use the tools of microeconomics, macroeconomics, and other quantitative courses for decision-making. Case studies from the different sectors of the economy and papers from national and international journals are analyzed through application of microeconomic and macroeconomic theories.

Prerequisites: ECO103 Principles of Microeconomics, ECO113 Principles of Macroeconomics

Eco Issues in Pakistan Economy

The course "Issues in Pakistan Economy" is designed with the objective of helping students in learning about the working of Pakistan economy. It is therefore a blend of Macroeconomics, economic policy analysis and International trade and Finance. I will be using Issues in Pakistan's Economy by Mr. Akbar Zaidi as the main text book and will refer to quite a few research papers written in international as well as Pakistani context. We will have at least 3 guest speakers during the course who will be renowned experts in their fields. Mr. Sabir will speak about the NFC Award while Dr. Qazi Masood will be speaking about Fiscal Policy and fiscal issues faced by Pakistan. Lastly the Additional Chief Secretary P&D will speak about the political economy of Budget making and finalization of Annual Development Program.

FIN542 Managerial Finance

This course aims at introducing the student 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 students to evaluate the financial performance of the firm, calculate the measures of risk and return, understand the principles of discounted cash flows, and identify the techniques used to manage the firm's current

accounts, so that an acceptable level of net working capital is maintained. Topics include discounted stock, bond duration, and the term structure of interest rates, portfolio theory, and asset pricing models, cash flow valuation and bond valuation, capital budgeting under certainty and uncertainty and efficient markets.

FIN567 Risk Management dynamics, dimensions and mitigates

The course is designed to develop a broader understanding of Risk Management perspectives giving due consideration to the global outlook and local challenges in light of international regulations and national regulatory framework. Focusing on the strategic level, program will explore the current risk management practices, modern risk management approaches and techniques. Participants will be presented case studies that will engage them in discussions on areas like strategic risk taking, macro level considerations, policy implications and regulatory requirements. They have the opportunities to discover and critically examine Base III approaches that are currently in vogue. They will be confronted with challenges that banks face while implementing and adapting to the said requirements vis-à-vis the SBP regulatory requirements.

Customer Relationship Management

Customer Relationship Management explains the circular relationship amongst the Bank, technology, and customers - which together provide the infrastructure for customer support in banking business environment. Managing relationships with customers has become a critical organizational competency for all financial institutions. Get winning strategies for acquiring and retaining customers by leveraging the latest advanced technologies. This course will teach the students how to select the right CRM tools for the banking business, so it can grow today and on into the future.

FIN533 Financial system – process, players, status and prognosis

The Course will cover detailed study of the financial system significance and role in the Economy, Financial institutions, financial markets, financial instruments – term and type based, financial services, monetary policy, Forex and debt management, financial sector reforms: analysis and suggestions, financial system: issues and challenges, global financial crisis and lessons learnt, macro prudential financial stability framework, financial safety nets / ensuring financial soundness and financial infrastructure.

FIN531 Financial Intermediation

This course reviews the evolution of financial intermediaries in the global economy. The role played by financial intermediaries to integrate the financial system would be discussed. It will expose the participants to analyze recent global credit and subprime crises and develop a comprehensive understanding of the integrated financial system. Focused discussion will take place with respect to Pakistan market and participants would be required to develop intermediary solution for further broadening of the financial markets along with the legal and regulatory prospective.

FIN532 Advance credit management

Credit is the bread and butter of banking. It is the core function of every bank, without which a bank cannot sustain. Recent banking crisis has highlighted the importance of sound credit management across the world. The course will include introduction to credit management, fundamentals of credit management, classic credit analysis, Credit-related regulations in Pakistan, Principles for management of credit, Program-based vs. Relationship-based credit management, Credit management under Base III, Credit portfolio management, Credit rating, Credit documentation, Problem credits management.

FIN541 The Strategic Management of Banks

The top leader of a bank, the visionary has to have an eye on all critical areas, including but not restricted to; products, customers, competitors, Board of Directors, human resource, regulators, policies, financial and non-financial resources, operations, controls, risk factors, liquidity, profitability and reputation. Banking is becoming more complex and exposed to multidimensional risks. The global financial crisis 2007-8, depicted how the big guns/ giants have failed to see the impending danger and take timely action. The eventual hit was taken by the tax payers and the system will swallow the bitter pill. This course is aimed at raising all these issues to offer a holistic view to the future leaders of the bank.

MGT503 Managerial Communication

To train the participants to deal with communication tasks faced in a business environment. At the end of the course the Participants should be able to understand the communication process and communication in organizational settings, compose clear, correct, and coherent business messages (letters, memos, reports and proposals), prepare and deliver effective presentations, participate effectively in meetings and other team work situations and communicate across cultures.

HRM570 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.

MGT516 Leadership in Organization

This course is designed to guide students towards a better understanding of executive leadership and analyze the impact of leadership in large, complex organizations. The course intends to balance the students as they walk on this tight rope, and to meet the expectations of the galaxy of stakeholders. Students are given a conceptual framework to develop their own innovative solutions to deal with issues related to the expectation and demand of these stakeholders. Growing expectations of stakeholders for increased share in corporate profits is a big challenge for corporations. The course will be taught through case method and augmented with required text and industry academia interaction.

Electives**ACC507 Accounting Information System with SAP**

The course Accounting Information Systems with SAP is a fully SAP integrated course which covers fundamentals of SAP Financial Accounting FI, Managerial Accounting CO, Materials Management MM and Sales & Distribution SD. The AIS course is different from other basic accounting courses in that it focuses on the processes and the working and interaction of various organization elements rather

than the accounting information itself. As against the traditional AIS curriculum, this course is more focused on business processes in SAP with minimum discussion of the technical aspects of systems development. The course is delivered with hands on experience on SAP.

FIN559 Islamic Finance

This course will cover the fundamental principles of Islamic Finance and banking. Islamic banking refers to a system of banking or banking activity that is consistent with Islamic law (Shariah) principles and guided by Islamic economics. In particular, Islamic law prohibits usury, the collection and payment of interest, also commonly called *riba*. Generally, Islamic law also prohibits trading in financial risk (which is seen as a form of gambling). In addition, Islamic law prohibits investing in businesses that are considered unlawful, or *haram*.

FIN501 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 firm's investment and financing decisions. Topics include valuation, tax policy, option pricing, mergers and acquisitions, and corporate bankruptcy.

Prerequisite: Business Finance

**MKT553 Entrepreneurial Management**

The objectives of this course are:

- A. To appreciate the role of entrepreneurship in economic growth and thereby personal career growth of business managers.
- B. To acquaint the students with the virtues of entrepreneurship for the society so as to enable them to consider it as one of the early or late career options. The course imparts knowledge about entrepreneurial & entrepreneurial process, business lifecycle, principle concepts and general guidelines for establishing a new business enterprise at a small or large level in a dynamic business environment.

Prerequisites: Principles of Management/ Introduction to Business Finance

MKT559 Supply Chain Management

While studying SCM, students will be able to understand and appreciate the significance of a strong SCM model, thereby, helping top management in coming up with decisively differentiating options to counter their competition. They will learn the strategic importance of good supply chain design, planning and operation for every firm within the strategic framework, and will identify and study key elements like facilities, inventories, transportation, and information as key

drivers of a supply chain performance. The course will include analysis of these key elements and how they may be used on a conceptual level during supply chain design, planning and operation to improve performance. The course entails how utilizing the managerial levels require knowledge of analytic methodologies for supply chain analysis and to know about these methodologies with discussions explained through excel sheets. The strategic frameworks and concepts are tied together through a variety of examples that show how a combination of concepts is needed to achieve significant improvement in overall performance.

Prerequisite: Marketing Management

MKT561 Brand Management

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

Prerequisite: Marketing Management



Executive MBA Program 3rd Trimester 2012

Academic Plan: August –December 2012

Month	Sessions	Friday	Saturday	Sunday
Aug	1	August 24	August 25.	August 26
	2	August 31	01	02
	3	7	8	9
Sept.	4	14	15	16
	5	21	22	23
	6	28	29	30
October	Midterm Exam	Oct 5 6.30 pm – 8:00pm	Oct 6 Paper 1- 3pm – 4:30pm Paper 2- 6pm to 7:30pm	Oct 7 Paper 1-11am – 12:30pm Paper 2-2:30pm – 4:00pm
		7	12	13
	8	19	20	21
	9	2	3	4
Nov.	10	TBD	10	11
	11	16	17	18
	12	30 Nov	1	2
Dec.	Final Exams	Dec 7 – Dec 16		

Executive MBA Program 2nd Trimester 2013

Academic Plan: April – July 2013

Month	Sessions	Friday	Saturday	Sunday
April	1	12	13.	14
	2	19	20	21
	3	26	27	28
May	4	3	4	5
	5	10	11	12
	6	17	18	19
	Midterm Exam	May 24 6.30 pm – 8:00pm	May 25 Paper 1- 3pm – 4:30pm Paper 2- 6pm to 7:30pm	May 26 Paper 1-11am – 12:30pm Paper 2-2:30pm – 4:00pm
		7	May 31	1
	June	8	7	8
9		14	15	16
10		21	22	23
11		28	29	30
July	12	5	6	7
	Final Exams	July 12 - 21		

Executive MBA Program 1st Trimester 2013

Academic Plan: Dec. 2012 –March 2013

Month	Sessions	Friday	Saturday	Sunday
Dec	1	21	22	23
	2	28	29	30
Jan.	3	4	5	6
	4	11	12	13
	5	18	19	20
	6	25	26	27
Feb.	Midterm Exam	Feb 1 6.30 pm – 8:00pm	Feb 2 Paper 1- 3pm – 4:30pm Paper 2- 6pm to 7:30pm	Feb 3 Paper 1-11am – 12:30pm Paper 2-2:30pm – 4:00pm
		7	8	9
	8	15	16	17
	9	22	23	24
March	10	1	2	3
	11	8	9	10
	12	15	16	17
	Final Exams	March 22 - 31		

Target Dates		
Trimester	Test Date/Day	Trimester Beginning Date/Day
Trimester 3rd, 2012	July 8, 2012 Sunday	August 24, 2012 Friday
Trimester 1st, 2013	November 11, 2012 Sunday	December 21, 2012 Friday
Trimester 2nd, 2013	March 10, 2013 Sunday	April 12, 2013 Friday

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Main Campus Exchange: +9221-38104700				City Campus Exchange: +9221-38104701		
Help Desks	ICT	Transport	Maintenance	Administration	Security	Main Gate
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City Campus	1105	1005	1502	1008 & 1005	1468	1461

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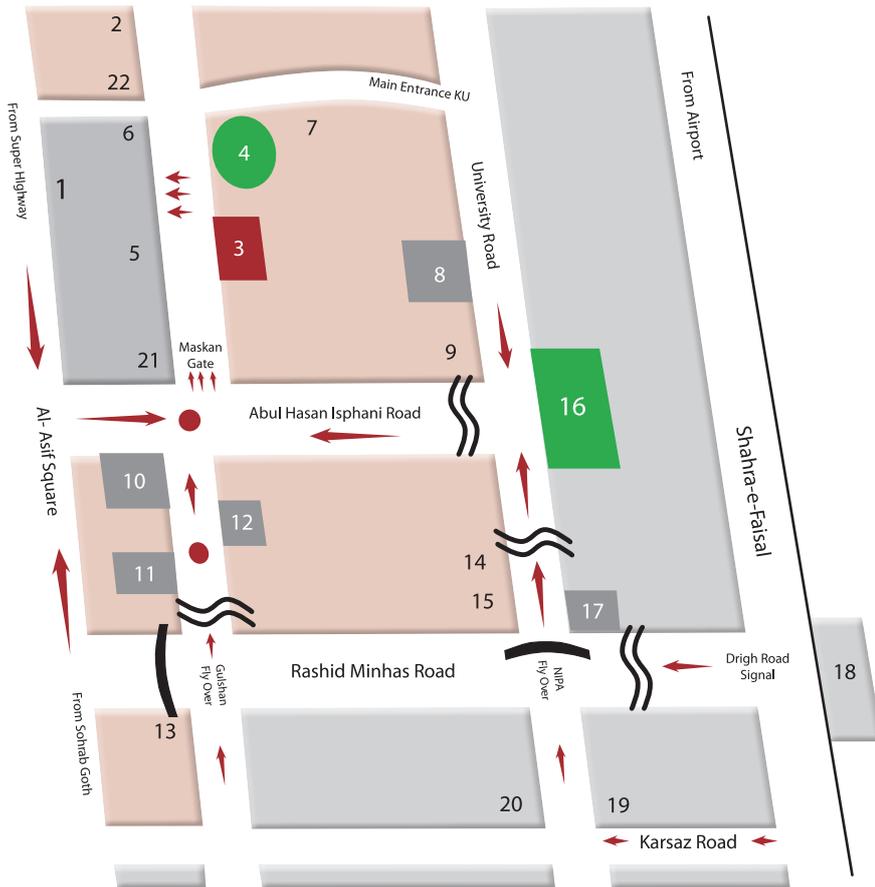
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Direction Map

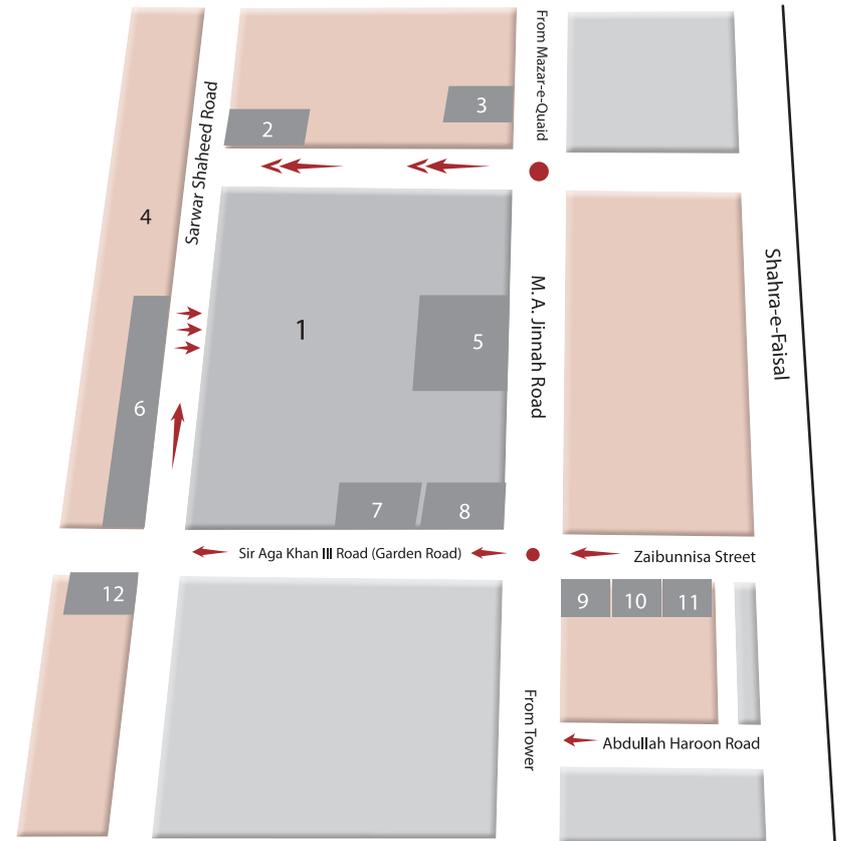
Main Campus



- | | | |
|-------------------------------------|-----------------------------|--------------------|
| 1 IBA Main Campus | 10 Maskan Apartments | 20 Hasan Square |
| 2 IBA Staff Town | 11 Disco Bakery | 21 Bhayani Heights |
| 3 IBA Boys Hostel | 12 KFC | 22 HEJ |
| 4 Cricket Ground | 13 Oxford School | |
| 5 Commerce Department | 14 Petrol Pump | |
| 6 Applied Economics Research Center | 15 Nadeem Medical Centre | |
| 7 United Bank Limited | 16 Safari Park | |
| 8 NED University | 17 NIPA | |
| 9 SGTC | 18 Drigh Road Train Station | |
| | 19 Civic Center | |

	Traffic Signal / Square
	Long Distance
	Fly Over
	Park / Ground

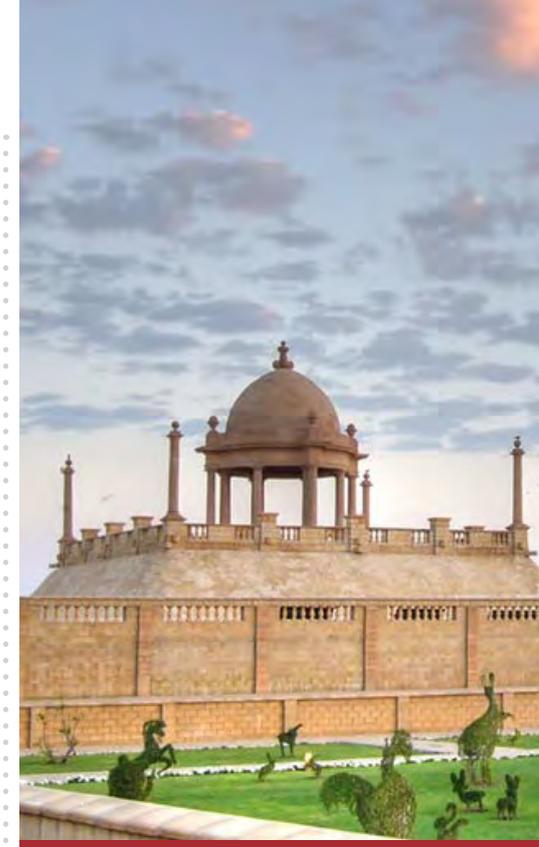
City Campus



- | | |
|-------------------------------------|------------------------|
| 1 IBA City Campus | 11 Star Cinema |
| 2 OMI Hospital | 12 Anklesaria Hospital |
| 3 Prince and Princess Cinema | |
| 4 Headquarters Pakistan Coast Guard | |
| 5 Nishat Cinema | |
| 6 APWA Building | |
| 7 Pakistan Medical Association | |
| 8 Kandawala Building | |
| 9 Lyrics Cinema | |
| 10 Bambino Cinema | |

	Traffic Signal / Square
	One-Way Traffic

The Karachi Edge



The City of Karachi encapsulates a multitude of cultures, nations, architecture, sight-seeing places, career opportunities and so much more. It is a standing monument to the efforts of the Father of the Nation, whose dream is now a reality and which we now live in today. The 3rd largest city in the world with regard to population and the 20th largest metropolis in the world, its flyovers, high rises and expansive roads present never-ending opportunities for ambitious and creative minds looking for innovation and challenges. While holding its glorious title as the gateway to Asia, the city generates 65% of the total national revenue and is the major port city of the country.

This industrial, financial and commercial powerhouse of the country has more than 600 listed companies on its stock exchange and is the headquarters of most of the local

and multinational companies in Pakistan. It offers ample career opportunities in various market sectors including financial institutes, oil and petroleum industry, FMCGS, multinationals, telecommunication / media, television, production, publishing, software production, business and market research, education and tourism and so many more. Karachi also opens a whole new avenue for shopping; from Zamzama and Gulf to Sunday Bazar, from Zainab Market to Tariq Road and from Paposh to Hyderi, where you can find a never ending variety in branded ware to local specialties. Apart from the conventional marketplaces, here you will also find modern trade stores like Macro and Metro. Students' hang-out places range from the very affordable Students' Biryani, Cafe Mubarak, Bovichic and Subway to the food street at Boat Basin, Nandos, Arizona and Food Courts at Park Towers, The Forum, Dolmen Mall

and the Millennium Mall.

Looking for recreation? This city will not disappoint you. Bowling, go-carting, Cineplex, amusement and water parks like Aladdin and Dream world, gaming zones, boating, and crabbing: it's all here. The Arena offers you the best ice-skating, rock-climbing and swimming experiences while concerts, theatres and drive-in cinemas await to give you the movie experience of your life.

That's not all. A city is incomplete without any landmarks of its history and culture and you will find plenty of these in the City of Lights. Top of the list is the white marble glory of the Quaid-e-Azam's Mausoleum. The most visited sight of all, this memorable place is home to hundreds of tourists who come to pay respects to the Father of the Nation and admire the beauty

of the structure and the impressive change of guards' ceremony. In addition, you will find museums and art galleries like the Maritime, PAF and National Museums, the Fayzee Rahman Art Gallery, and Sadequain Gallery in Frere Hall, among others. And not to forget, the ancient and compelling splendor of the Mohatta Palace, Bhanbore, Thatta, and Mohenjo-Daro, to name a few.

Finally, purely from a professional point of view, it is noteworthy that this city is a hub of local and international business organizations. All major employers of Pakistan are located in the City of Karachi, making it a perfect choice for a business school. IBA Karachi welcomes you to this extraordinary city and promises you the experience of your lifetime!

Artist's Impression of IBA (Main Campus) in 2014 - Panoramic View



LEGENDS

- A : Adamjee Academic Center
- B : Clinic
- C : Students Centre
- D : Ring Road
- E : Cricket Ground
- F : Tennis & Basketball Courts
- G : Football Ground
- H : Abdul Razzak Tabba Academic Block
- I : Prayer Hall
- J : Aman Centre for Entrepreneurial Development
- K : Vehicle Parking
- L : Multipurpose Block
- M : Gani & Tayub Auditorium Block
- N : Library Block
- O : Admin Block
- P : Campus Lawn
- Q : Main Entrance
- R : Muskan Gate Road

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