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## Program Announcement 2009-10: Graduate Programs

Institute of Business Administration

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## *Graduate Programs*

***Leadership and Ideas for Tomorrow***



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# The MBA Program

## The MBA Philosophy

IBA's Flagship product has been its MBA program. It is one of the oldest in the country and well-recognized and accepted by the industry. Our MBAs are known to be high performers and high achievers - IBA alumni's exceptional kudos is a testimony to this fact. Through its MBA program IBA strives to nurture and polish the leadership potential of its students, inculcate ethical values, and develop positive and progressive attitudes besides equipping them with a sound academic foundation for designing and managing in contemporary business environments.

The IBA MBA offers a thorough exposure to current business theories as well as practical organizational knowledge to its students in order to develop functional expertise in them. It provides them an opportunity to build incisive analytical skills, a global outlook and get first-hand experience of using state-of-the-art management tools and techniques. The MBA program is designed to encourage entrepreneurship, creativity, innovation and social responsibility through a host of modern pedagogical methodologies. It instills values of discipline, honesty, integrity, industriousness and punctuality in the students, and engages them in collaborative exercises where they hone their coordination, communication, group-work and conflict management abilities.

MBA students at IBA enjoy flexibility and resources to design their own study programs or to select pre-designed programs. IBA's dynamic learning environment is competitive, collaborative and conducive to agile learning aimed at developing high class business professionals, entrepreneurs and managers.

## An Overview of MBA

The program provides a rigorous training in fundamental skills as a foundation to help students develop meaningful aspirations. Change is the one thing one can expect with certainty. That's why IBA has carefully crafted the MBA curriculum to help the students to develop a capacity for analysis, assessment, judgment, and action that one can exercise throughout the course of any career.

It is one thing to learn a theory from lectures and textbooks; it is something else entirely to learn how to make decisions in the face of conflicting data, complex politics, and intense time and fiscal pressures, and then defend choices among peers who are as motivated and intelligent. That is exactly what the MBA students will do throughout their stay and case-method learning puts them in the role of the decision maker. Field studies, career treks, and in-depth immersions under faculty guidance take students to the frontiers of new markets, practices, and technologies across the globe.

The course initially focuses upon building a broad foundation of theoretical knowledge about business through core courses in subjects ranging from accountancy to strategy, and from managerial economics to organisational analysis.

Once these core building blocks are in place, students can take advantage of the flexible course structure by tailoring

elective choices to suit target career paths, and choosing whether to spend the summer working upon a strategic consulting project, completing an internship, undertaking an individual academic thesis or auditing additional elective courses. These are often taught by visiting experts or by faculty in association with practitioners, bringing together academic rigour and hands-on expertise. The wide variety of courses offered gives students the chance to develop themselves in preparation for a post-MBA career.

The new MBA Program starts with superior students and instills the necessary learning to succeed in the rapidly changing, competitive world of business. The requirement of 2 years of work experience for new entrants will bring matured students in the class who will possess sufficient knowledge about practical market conditions. In this way, this new entrant requirement will bring a wealth of real world experiences into the curriculum.

## A New MBA for New Challenges

Changes in the global business environment necessitated a relook at the MBA curriculum, the objective being to incorporate new business concepts and bring them in line with current market needs. The MBA faculty has been chosen to ensure content and teaching with value addition.

A globally accepted aspect of MBA programs is that it is targeted to experienced managers having real world experience. The MBA program will ensure that students are exposed to real world issues and the practical component of problem solving.

- ✦ The curriculum is designed to ensure that students demonstrate the strength in leadership and decision making required in a fast paced business environment. The object is to prepare them to face a challenging corporate environment through discussions, involvement and pedagogy.
- ✦ A one year corporate project is the capstone industrial exposure of this program.

A strategy has been developed with a goal of being ranked among the top 100 Global Business Schools, and top ten Business Schools in the Middle East and South Asia region within the next five years, a comprehensive process was initiated towards achieving this goal. It was also decided that IBA will benchmark itself against chosen institutions of India, Singapore, Hong Kong and Japan. Based on this, an External Review Panel was formulated and an academic audit was undertaken. The recommendations of the above process were then reviewed by the Academic Committee and subsequently incorporated into formulating a new MBA program that had the following differentiated dimensions:

- ✓ Participants' maturity, qualifications and experience
- ✓ Curricula
- ✓ Pedagogy and learning environment (including provision of world-class facilities and infrastructure).

# Curriculum

The curriculum is designed to incorporate 12 core courses and 12 electives with specialization in two areas of choice between finance, marketing and MIS. A preterm of six(6) weeks may be required based on individual abilities and background. The duration of the course is two years and the total credit hours are 72.

## Core Courses

### Semester 1

1.	Accounting for Decision Making	ACC505
2.	Operations Management	MGT514
3.	Ethics	MGT517
4.	Marketing Management	MKT601
5.	Managerial Finance	FIN503
6.	Quantitative Methods for Decision Making	MTS506

### Semester 2

7.	Legal and Regulatory Environment of Business	LAW501
8.	Business Strategy	MGT513
9.	Leadership in Organization	MGT516
10.	Managerial Economics	ECO501
11.	Global Economic Environment	ECO512
12.	Strategic Analysis of ICT	MIS504

### Semester 3

Six courses from electives

### Semester 4

Six courses from electives

Students may specialize in any two major areas mentioned above. For Bi-Major the student has to take six courses from each discipline. For example if a student wants to major in Marketing and Finance then he/she has to take six Marketing elective and six Finance electives.

### Summer Internship: 6 Weeks

This will be part of a year long association with a particular organization.



## MIS Specialization

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

### Core MIS Courses

Information Systems Development: Theory & Practice	MIS441
Enterprise Integration	MIS503
Network Architecture for Business	MIS563
Logistics & Supply Chain Management	MIS551
IT Project & Change Management	MIS515
Business Intelligence	MIS561

**Students specializing in MIS need to take six electives. These may be chosen from any undergraduate courses offered by IBA provided their prerequisites have been met.**

## List of Electives

### Marketing

✓ Industrial Marketing*	MKT550
✓ Export Marketing	MKT553
✓ International Marketing*	MKT559
✓ Strategic Export Marketing	MKT560
✓ Brand Management	MKT561
✓ Personal Selling	MKT562
✓ Services Marketing*	MKT563
✓ Sales Management	MKT564
✓ Social Marketing	MKT556

### Finance

✓ Advance Corporate Finance	FIN501
✓ Investment Banking	FIN550
✓ Fixed Income Securities	FIN556
✓ Islamic Finance*	FIN559
✓ Strategic Financial Management	FIN560
✓ Portfolio Management	FIN561
✓ Risk Management*	FIN562
✓ Derivatives	FIN564
✓ Treasury and Fund Management	FIN565
✓ Commercial Banking	FIN566
✓ Venture Capital and Private Finance*	FIN568
✓ Financial Econometrics*	FIN569
✓ International Corporate Governance	FIN573
✓ Management of Banking Companies	FIN585
✓ Banking Operations	FIN587
✓ Risk & Insurance	FIN
✓ Property Risk Management	FIN
✓ Real Estate Finance & Investment	FIN

### MIS

✓ Management of e-Business	MIS453
✓ E-Commerce	MIS456
✓ Supply Chain Management	MIS551
✓ Network Security	CSE455
✓ Advance Topics on Computer Networking	CSE557
✓ Strategic Computing and Communications Technology	ICT502
✓ Mobile & Ubiquitous Commerce	ICT501
✓ Generating Business Value from IT	ICT503
✓ Enabling Technologies	ICT504
✓ Information Technology & Business Transformation Seminar	ICT505
✓ Information Technology Essentials	ICT506
✓ Telecommunications Management	ICT507
✓ Enterprise Networking	ICT508
✓ Network Architectures for Business	ICT509

### Additional Electives

✓ Operations Strategy	OPS502
✓ Laws of Taxation	LAW301
✓ Executive Leadership	HRM455
✓ Organizational Development	HRM552
✓ Leading the Change Process	HRM558
✓ Human Resource Management	HRM401
✓ Entrepreneurial Management	MGT507
✓ Strategic Management	MGT552
✓ Project Management	MGT555
✓ International Economics	ECO553
✓ Project Evaluation & Financing	ACC589
✓ IAS & Financial Reporting in Pakistan	ACC559
✓ Analysis of Financial Statements	ACC561
✓ Corporate Governance-Code & Practices in Pakistan	LAW553

\* These courses are required for respective specialization.

### Preparatory Term - 6 weeks

Many of IBA students have diversified academic background and some of them have been away from academic for some years. In order to enable a smooth transition back to academics and learning, 6 week-long preparatory courses are offered to help these students.

The preparatory term is an intensive program, covering the following areas:

- ✓ Communication skills
- ✓ Maths and Statistics
- ✓ Economics
- ✓ Financial Accounting
- ✓ Financial Analysis
- ✓ Computer Skills
- ✓ Marketing



# Course Descriptions

## Core Courses

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

This course is designed to provide the 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 and financial measures of performance evaluation for enhancing organizational capabilities.

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

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

### **MGT513 Business Strategy**

Strategy is the 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.

### **MGT514 Operations Management**

The objective of this course is to familiarize students with the issues and problems confronting operations managers, and to provide the insights, concepts and tools to deal with these issues to gain competitive advantage through operations. A process view of operations is used to analyze different key operational dimensions such as capacity management, cycle time management, supply chain and logistics management and quality management. The course

examines how different strategies require different business processes and how different operational capabilities support different strategies for competitive advantage. The course also highlights recent developments such as world-class or lean manufacturing, time-based competition, business process re-engineering and just-in-time operations.

### **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.

### **MGT517 Ethics**

The objective of the course is to get students to learn about the complex responsibilities that business leaders face today. It teaches students about governance systems and management that leaders can use to promote responsible conduct by companies and their employees. The course also shows how personal values can play a critical role in effective leadership. The course uses cases about legal, ethical, and economic responsibilities of corporate leaders and difficult managerial decisions to convey the critical concepts that business leaders require today.

### **MKT601 Marketing Management**

This course deals with the management of marketing functions in profit and non profit enterprises. Attention focuses on the influence of the marketplace and the marketing environment on marketing decision making. The course aims at integrating the principles of marketing with the practical aspects of how marketing programs are conceived, executed and controlled. This course will enable the students to develop coherent marketing plans incorporating segmentation, targeting and positioning. The course also provides an introduction to marketing strategy and the key elements of the marketing mix.

### **ECO501 Managerial Economics**

The course prepares students for decision-making using various analytical tools and techniques. The analytical tools 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, theory of markets, statistics, econometrics and mathematics

### **ECO512 Global Economic Environment**

This course studies the forces that determine consumption, production, investment and savings. It explores the fundamentals of productivity, growth and national competitiveness. It explores the complex relationships among private-sector performance and government policies in an international setting. It introduces and discusses the problem of varying foreign exchange rates and their impact on finance, performance and policy. Theoretical concepts are applied to specific cases, such as economic relationships between the global and regional countries.

### **FIN503 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, the term structure of interest rates, portfolio theory, asset pricing models, cash flow valuation and bond valuation, capital budgeting under certainty and uncertainty and efficient markets.

### **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 fundamental statistical tools & methodologies enable us 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 diverse problem-situations. Key concepts also include interpretation of regression analysis, time series analysis and decision making under uncertainty. The objective of this core course is to make students critical consumers of statistical analysis using available software packages.

### **MIS504 Strategic Analysis of ICT**

The goal of this course is to help students learn about the strategic role of information and communications technologies, and how information technologies have an impact on business strategy on an organization's work processes, customer relationships and extended enterprise networks. It addresses key issues of how the business value of information technologies should be assessed and synchronized with other important business processes and activities, and what managerial practices are vital for the effective leveraging of information technologies. It also focuses on the issues faced in implementing new information systems.



# Course Descriptions

## Electives

### Marketing

#### MKT553 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 yard sticks, advertising and sales promotion and packaging for exports, export terms and documents, banking services and transportation for exports.

**Prerequisite:** MKT200

#### MKT562 Personal Selling

Personal selling is an important element of the promotional mix especially in a country where the literacy rate is low. The ability to convert product attributes into specific customer benefits, handling of sales objections, designing and delivering sales presentations and customizing the dialogue in various selling situations are an integral part of this course. Students are empowered to make an optimum use of empathy and ego to meet their sales objectives.

#### MKT559 International Marketing

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

**Prerequisites:** MKT 200 or MKT 400

#### MKT564 Sales Management

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

Pakistani market. Sales management efforts in different industries of Pakistan are studied in depth.

#### MKT550 Industrial Marketing

This specialized course in marketing is concerned with management of business-to-business marketing transactions and developing marketing strategies for industrial, corporate and institutional customers. The course discusses the industrial marketing environment, modern concepts of interaction, buying behaviour of businesses, role of technology, industrial marketing research and planning. The development of industrial products, industrial selling and promotion are discussed in depth. Case studies and a project report are part of this applied course.

**Prerequisites:** MKT 200 or MKT 400

#### MKT563 Services Marketing

This course is designed to cater to the continuous dominance of services over products. Many economies especially in the developed world are now known as service economies. This course addresses the issues of intangibility, heterogeneity, simultaneity and perish-ability 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 the human resource is a great asset, service differentiation through people is a cornerstone of this course.

#### MKT560 Strategic Export Marketing

The course focuses on combining export marketing and management of international firms. Various forces of strategic alliances for entering into international markets are presented, along with examples from recent developments in exporting countries. Current issues including globalization of markets and various free trade agreements are also discussed in the context of export marketing.

**Prerequisite:** MKT200

#### MKT561 Brand Management

Lack of branding is perceived as a big 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.

### **MKT556 Social Marketing**

Pakistan ranks very low in social indicators and the majority of the population is living below the poverty line. Social marketing as opposed to commercial marketing focuses on behaviour change of various factions of society. This behaviour change relates to habits which are detrimental to the healthy development of society. Through a combination of theory and demonstration of practical projects the students are exposed to the techniques of social marketing. This exposure will broaden the employment prospects of students in not for profit and non governmental organizations plus social welfare organizations in Pakistan.

## **Finance**

### **FIN501 Advanced Corporate Finance**

This course covers analytical foundations of corporate financial policy 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:** FIN 555

### **FIN556 Fixed Income Securities**

This course is aimed at equipping students with the technical knowledge required for pricing and hedging of different types of fixed income securities. Students learn how to model interest rates and credit risk and to apply these models to price a wide variety of debt instruments. This course covers a variety of fixed-income securities and the characteristics and attributes that define them. It looks at what bonds are, provides details on different types of bonds and the features that set them apart, and addresses factors that drive the market. The course also looks at money market instruments and government securities and the value they offer to individual and institutional investors. The course provides an overview that is important for any financial services professional who needs a broad understanding of these investment tools.

**Prerequisite:** FIN201

### **FIN559 Islamic Finance**

This course introduces the Islamic financial and banking system and how the present institutions can be progressively transformed. The course discusses prohibition of riba and other finance related issues in the light of the

teachings of the Holy Quran and Hadith. It also exposes students to the operational aspect of Islamic Financial Institution including risk management in IFIs and how the new Institutions can fulfill the financing requirements of their customers. The concepts and applications of asset side and liability side products such, as Murabaha, Musharaka, Mudarabah, Salam, Istisna, Istijrar, Trust/Investment deposits as well as Takaful and Islamic insurance, and the marketing of new products and services are adequately covered.

### **FIN561 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 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.

**Prerequisite:** FIN 201

### **FIN562 Risk Management**

The course provides students with 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:** FIN201

### **FIN568 Venture Capital and Private Finance**

The course is aimed at examining the structure of different facets of the venture capital including the financing of start-ups and management buyouts, the different stages of funds generation, valuation of equity, and timing and pricing of exit strategies, but also the basics of converting an idea into reality, including the basics of company formation, financial analysis, market and competitor analysis, and the development of business plan for soliciting venture capital financing. The course will also involve examination of case studies of successful start-ups.

**Prerequisites:** FIN201, FIN401

### **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.

**Prerequisites:** ECO501 / ECO103, MTS503 / MTS202, FIN400 / FIN201

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

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

**Prerequisite:** FIN201

### **FIN564 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 Scholes model for call options, portfolio insurance, future versus call options and synthetic futures.

**Prerequisites:** FIN201

### **FIN550 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.

**Prerequisite:** FIN201

### **FIN587 Banking Operations**

The course outlines the practices relating to day- to-day banking operations. Topics include the nature of banker customer relationship in its various forms, the general and special relationship between banker and customer,

mandates, power of attorney, appropriations, set-off, money laundering, the clearing system, rights and duties of paying/collecting banker, role of banks as financial intermediaries, regulation and the role of government in banking, asset-liability management, banks and financial distress, introduction to international banking, assets securitization, and banking and the payments system.

### **FIN566 Commercial Banking**

The focus of this course is on the economics of commercial banks. This course seeks to enhance your understanding of why commercial banks exist and what economic roles they play, the risks faced by banks in the lending process, off-balance sheet banking, deposit insurance, bank regulations, and risk management. The economics of financial contracting in the banking industry-from deposit contracts to derivative instruments-and the interplay between information, technology, and regulation in shaping contracts and institutions in the financial markets will represent the guiding theme of the course. The approach is analytical rather than descriptive. The emphasis will be on practical applications and Case Study Method.

### **FIN573 International Corporate Governance**

The course will examine international corporate governance topics as applied to the corporation, with focus on the separation of ownership and control and related issues. The formal and informal contracts that bind together shareholders, bondholders, directors, managers, employees, suppliers, customers, and communities will be explored. The collaborative efforts as well as the potential conflicts of interest of these various constituencies will be analyzed in the context of a changing legislative and regulatory environment. It enables students to evaluate the effectiveness of how corporate objectives are determined and achieved in developed and developing economies.

### **FIN585 Management of Banking Companies**

This course deals with international dimensions of domestic commercial bank management as well as the global perspective of multinational banks. Funds procurement including offshore borrowing, foreign lending and syndicated loans, financial product design, and investment banking are analyzed in a global setting. The role of government regulations and prominence of offshore financial markets are highlighted for planning and decision-making purposes.

### **FIN Strategic Financial Managers**

Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages. The course focuses on the analysis, decision and implementations of strategic

goals (vision, mission, and strategic objectives) along with the analysis of the internal and external environment of the organization. The course also discusses how the managers can turn the competitive forces in favour of the firm to achieve and sustain competitive advantage in order to create value for its stakeholders.

### **FIN Risk and Insurance**

Provides an introduction to, and an understanding of, risk management and insurance as they relate to both personal and business situations. The course includes a survey of risk management and insurance principles and addresses risk identification, life insurance, employee benefits and property/liability insurance. Students will be able to understand the risk management process, including identifying, eliminating, reducing, and transferring the risks that can shut down a business. Students will be able to understand how to obtain and manage cost-effective insurance programs and policies.

### **FIN Property Risk Management**

This course introduces the fundamental principles of property insurance and a framework for designing and analyzing insurance contracts. The course examines property loss exposures and their management, with primary emphasis on insurance. Risk control focuses on principles of loss causation and mitigation and techniques for implementing risk control strategies. Case studies synthesize the risk management concepts covered in the course.

### **FIN Real Estate Finance and Investment**

This course will focus on understanding, calculating, and analyzing potential cash flow, tax, and future benefits for representative real estate asset types from a variety of perspectives, including those of a developer, investor, lender, or broker. A framework to analyze the quantitative and non-quantitative risks and rewards of existing and proposed real estate developments will be used to make specific financing and investment recommendations.

## **MIS**

### **MIS453 Management of E-Business (3,0,3)**

The objective of this course is to introduce managerial perspectives on conducting businesses. Content comprises of optimizing value chain activities of a business, preparing a business for e-business, Transforming a traditional business into an e-business, managing, e-business transformation projects, implementing e-business, identifying performance measurements for e-business, dealing with human resource issues in e-business and

learning from actual e-business implementations by studying cases.

**Prerequisite:** Instructor's consent.

### **MIS551 Supply Chain Management (3,0,3)**

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.

### **MIS456 E-Commerce (3,0,3)**

The course introduces the e-commerce concept, objectives, market drivers, requirements, underpinning techniques and technologies. Topics include: intelligent agents, client/server model, commitment, concurrency, recovery, network service, and application management, quality of service management, service level agreement management, application service providers and security management. Policy and regulatory issues in e-commerce will also be discussed. Finally, various e-commerce applications in the areas of finance, securities, trading, auctions, and travel will be described.

### **CSE455 Network Security (3,0,3)**

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

### **CSE557 Advanced Topics on Computer Networking (3,0,3)**

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

**Prerequisite:** CSE243

### **ICT502 Strategic Computing and Communications Technology**

Factors strongly impacting the success of new computing and communications products and services (based on underlying technologies such as electronics and software) in commercial applications, technology trends and limits, economics, standardization, intellectual property, government policy, and industrial organizations, strategies to manage the design and marketing of successful products and services are covered.

### **ICT501 Mobile & Ubiquitous Commerce**

This course explores the convergence of telecommunications, computer, telephone, and Internet technologies, framed in terms of their strategic impact in the business environment as the INFOTAINMENT (INFOrmation - enterTAINMENT) industry. This course will analyze how the Internet, Instant Messaging, VoIP, and Secure Socket Layer (SSL) work. Packet switching versus circuit switching is contrasted. Mobile communication is studied. Different standards such as TDMA, CDMA, GSM, Wi-Fi, WiMAX and Bluetooth are introduced.

### **ICT503 Generating Business Value from IT**

This course provides concepts, frameworks, practice and evidence to help managers generate business value from information technology in their enterprises. It takes the strategic perspective of the general manager and studies how leading firms get more value from their IT investments. It also focuses on the business value that can be achieved rather than the details of the technology. Topics include: business models, IT portfolios, IT investment and justification, business strategy and IT alignment, IT infrastructure, IT architecture and IT governance.

### **ICT504 Enabling Technologies**

Technology is a vital input to the process of wealth creation in a networked economy. This course is about understanding emerging technology enablers with the goal of stimulating thought on new applications for commerce. The class is a comprehensive overview of various emerging technologies and culminates in a class-driven identification of new and novel businesses that exploit these enablers. No prerequisite or technical background is assumed. Students with little prior technical background can use the course to become more technologically informed. Those with moderate to advanced technical background may find the course a useful survey of emerging technologies. The course is recommended for students interested in careers in consulting, investment banking and venture capital in the tech sector.

### **ICT505 Information Technology and Business Transformation Seminar**

The seminar presents a framework and cases and consists mostly of speakers who are Chief Executive Officers, Chief

Information Officers, and consultants. The purpose is to enrich student understanding of the world of information technology use and management, particularly as it affects the transformation to digital business with concomitant radical change in operations and strategy. CEOs are drawn from companies which are heavily digital or providing technology as vendors. Consultant presenters are focused on the use of IT in business transformation or advising top management on IT and digital business issues. Class interaction with the speakers, including follow-up communications, is encouraged.

### **ICT506 Information Technology Essentials**

This subject covers technology concepts and trends underlying current and future developments in information technology, and fundamental principles for the effective use of computer-based information systems. Special emphasis on networks and distributed computing, including the web. Other topics include: hardware and operating systems, software development tools and processes, relational databases, security and cryptography, enterprise applications and business process redesign, and electronic commerce. Hands-on exposure to web, database, and graphical user interface (GUI) tools.

### **ICT507 Telecommunications Management**

This course focuses on the management of corporate telecommunications networks, including voice and data communications, text and image. The objective of the course is to provide students with a technical introduction of telecommunications as well as the current management issues and how they influence the business setting. **Prerequisite:** Management Information Systems, or permission from the instructor.

### **ICT508 Enterprise Networking**

This course examines fundamental cutting-edge networking technologies providing the business process foundation of today's Internet-enhanced organization. This course adopts the perspective of a contemporary organizational IT manager and attempts to understand the cost/benefit tradeoffs involved in making new technological investments in enterprise network architecture. Procedures involved in outsourcing network solutions, including technological, financial and strategic due-diligence research are examined. Additionally reporting on the research results, making well-founded predictions, and writing a request for proposal (RFP) for a particular new networking technology are also undertaken. Salient analysis and design considerations in the following areas are discovered and examined : client hardware, software and operating systems, server hardware, software and operation systems, network operating systems, middleware, wireless networking, wireless/wired networking security, and the integration of internet, intranet and web-based technologies. Students also get some hands-on experience with LINUX and one

or more varieties of middleware (i.e. Coldfusion and/or PHP).

**Prerequisite:** Telecommunications Management

### **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. Understand the role of the information architecture and distributed systems on organizational design and management strategy.

## ***Additional Electives***

### **OPS502 Operations Strategy**

In this course, students will develop the ability to identify and frame complex strategic issues in operations, design operating strategies that address those issues, and take effective action to achieve the full potential of the decision. The course exposes students to a range of concepts, tools, and techniques for addressing issues such as the design and evolution of multi-site operating networks, the selection and development of process technologies, and the creation of operating systems that effectively connect operations with customers, distribution channels, and suppliers.

### **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 and preparation of income tax returns for individuals, partnerships and joint stock companies.

### **HRM455 Executive Leadership**

The course is designed to provide students with a better understanding of the realities of executive leadership and the impact of leadership in large, complex organizations. Besides in-depth lectures, there is dialogue with a broad-range of senior executives who have significant experience in large organizations. Students are asked to use the readings and lectures as an opportunity to formulate a personal leadership philosophy that they believe best fits them and their career objectives.

**Prerequisites:** 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.

**Prerequisites:** 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.

**Prerequisites:** MGT201/MGT400

### **HRM401 Human Resource Management**

This course focuses on the human element of the firms and provides a framework for understanding and thinking strategically about employment relations and the management of human resources in organizations. The course covers the overview of the following areas: impact of economic, legal, social, psychological and cultural forces on employment relations, performance evaluation, compensation and benefits, promotion, job design, training, layoffs, retention and turnover and the human resource implications of business strategies.

**Prerequisite:** MGT201/MGT400

### **MGT507 Entrepreneurial Management**

This course focuses on the concepts, skills, attitudes, alternatives and knowledge relevant for an entrepreneur. It emphasizes the role of creating and recognizing business opportunities and gives an insight into appropriate systems, resources and regulations governing the entrepreneurial activities. The course allows students to make a career change directly into entrepreneurial ventures, to return to the field with the necessary frameworks and skills, to opt for the field of management consulting and to enter into small companies with a strong growth curve.

**Prerequisites:** MGT201 / MGT400, MKT201 / MKT400, FIN201 / FIN400, ACC201/ACC501.

### **MGT552 Strategic Management**

This course focuses on converting strategies into actions, a major problem in most organizations. A prerequisite of implementation is an effective organization that has the capabilities to meet the expectations of its key stakeholders, namely; customer, employer, shareholder etc. with least cost. The central focus of the course is the creation of strategic alignment of all the elements of an organizations

managerial system with its strategy and values. A frame work will be developed in developing the skills and capabilities for strategic alignment. Since this is a companion course to Managerial Policy, students specializing in General Management are required to choose this elective along with Entrepreneurship. This course will integrate OB, HRM & Principles of Management. **Prerequisites:** MGT201/MGT400, MKT201/MKT400, FIN201 / FIN400, ECO501 / ECO113 & 103

### **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 topic 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 Project Management Institute PMBOK standard. **Prerequisites:** MGT 201/MGT 400

### **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, and 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

### **ACC559 IAS and Financial Reporting in Pakistan**

Increasing trend of acquisitions, mergers, leverage buyouts and restructuring currently witnessed in highly dynamic and global economic environment, the problems associated with the measurement of value-creating potential and reporting financial results have been significantly brought out. These problems have arisen due mainly to corporate bodies in different regions of the world following different sets of accounting standards. In view of above and vulnerability of standards to creative interpretations exposed by recent accounting scandals, the need to harmonize and develop globally acceptable reporting standards has long been recognized and efforts made. The course covers understanding of need for, scope of and authority attaching to International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) their adoption and practice in Pakistan.

**Prerequisite:** ACC501

### **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 over-emphasized. 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 given largely through case studies and real life business problems thereby stimulating effective participation of students in the learning process.

**Prerequisite:** ACC501/ACC201

### **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 stake holders, the need for effective Corporate Governance and its proper implementation cannot be over emphasized. 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 class room discussions.

**Prerequisite:** Legal and Regulatory Environment of Business LAW501.

# 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 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.

Developed in consultation with the leading professionals and industry experts, the salient aspects of the program are:

- ✓ Two year duration distributed into six trimesters of four months each.
- ✓ Classes are conducted in the evening/afternoon of Fridays and Saturdays.
- ✓ Comprises of eighteen (18) courses and three (3) term reports/research projects evenly distributed throughout a two year period. Pedagogical tools will be a combination of intellectual discourses by the subject experts, case studies, syndication and other knowledge sharing modes.
- ✓ Open to all professionals with minimum three years experience at banks or financial services institution, who have received minimum 16 years education and qualify the IBA entry test/selection process.

Trimester	Courses
1 <sup>st</sup>	<ul style="list-style-type: none"> <li>✓ Managerial Communications and negotiations</li> <li>✓ Quantitative methods for decision making</li> <li>✓ Business Economics</li> </ul>
2 <sup>nd</sup>	<ul style="list-style-type: none"> <li>✓ Financial and Managerial Accounting</li> <li>✓ Legal and regulatory environment of business</li> <li>✓ Marketing management</li> </ul>
3 <sup>rd</sup>	<ul style="list-style-type: none"> <li>✓ Managerial Finance</li> <li>✓ Leadership in organization</li> <li>✓ Business Strategy</li> </ul>
4 <sup>th</sup>	<ul style="list-style-type: none"> <li>✓ Financial system; process, players, status and prognosis</li> <li>✓ Financial Intermediation: process and products</li> <li>✓ Anti Money Laundering &amp; Know your Customer (KYC)</li> </ul>
5 <sup>th</sup>	<ul style="list-style-type: none"> <li>✓ Risk Management dynamics, dimensions and mitigates</li> <li>✓ Strategic Financial Management of banks</li> <li>✓ Elective</li> </ul>
6 <sup>th</sup>	<ul style="list-style-type: none"> <li>✓ Elective</li> <li>✓ Elective</li> <li>✓ Elective</li> </ul>

Specialization fields
Commercial Banking
Islamic Banking
Mutual Funds
Insurance
Capital Market
Micro Finance & SMEs

Course Plan	
Class duration	03 hours
Number of classes per week	03 hours
Teaching per week	09 hours
Number of hours per subject	48 hours
Number of sessions per course	16 hours

Evaluation	
Term examination	40 marks
Comprehensive	40 marks
Quizzes	10 marks
Group work, syndication	10 marks

**Schedule:** Friday 6.00 p.m. to 9.00 p.m., Saturday 3.00 p.m. to 9.00 p.m.

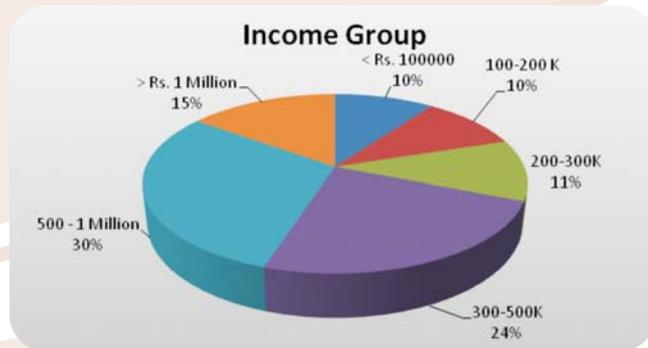
# Profile of Incoming MBA Class

## MBA Class - 2008

Appeared:	1114
Qualified:	209
Enrolled:	110
Success Rate:	10%

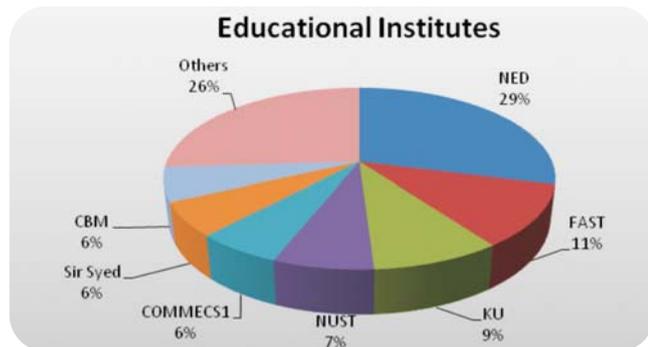
## Income Group:

Below Rs.	100,000	10%
	100 – 200 K	10%
	200 – 300 K	11%
	300 – 500 K	24%
	500 – 1 million	30%
Above Rs.	1 Million	15%



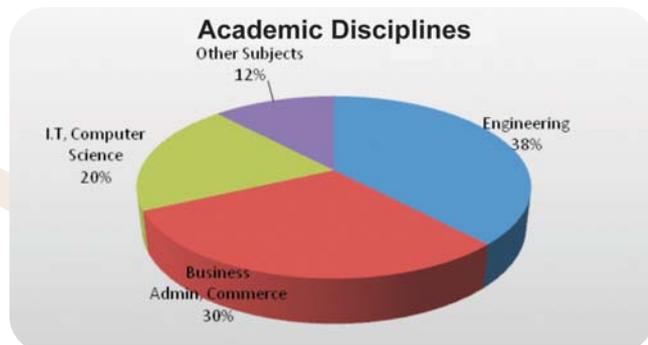
## Educational Institutes

NED	29%
FAST	11%
KU	9%
NUST	7%
COMMECS	6%
Sir Syed	6%
CBM	6%
Others	26%



## Academic Disciplines

Engineering	38%
Business Admin, Commerce	30%
I.T., Computer Science, etc.	20%
Other Subjects	12%



## Educational Background

Matric	66%
O-Level	34%
Intermediate	78%
A-Level	22%

# Profile of Graduating Classes

## Average Starting Salaries

Master's Program	Average Salary
May 2003	22k
December 2003	24k
May 2004	24k
December 2004	24k
May 2005	26k
December 2005	31k
May 2006	42K
May 2007	44K
May 2008	46K
May 2009	50K



MBA Program	Total No. of Graduating Students
May-04	68
Dec-04	139
May-05	97
Dec-05	164
May-06	133
May-07	144
May-08	280
May-09	187

# MS in Computing Disciplines

## Requirements for Master of Science Degree Programs in Computing: MS(CS), MS(SE), MS(IT)

Section No.	Knowledge Area	Credit Hours
A	Core Courses	12
B	Electives	12
C	Thesis/Project	6
	<b>Total</b>	<b>30</b>

## MS, Computer Science (Section A.1) Computer Science - Core Courses

S. No.	Subject Code	Course Title	Total	Semester
1	CSE	Theory of Computation	3	1
2	CSE	Advanced Algorithm Analysis	3	1
3	CSE	Advanced Operating Systems	3	1
4	CSE	Advanced Architecture	3	1

## (Section B.1) Computer Science - Electives (12 credit hours); (Not limited to the list below)

S. No.	Subject Code	Course Title	Total	Semester
		<b>Software Engineering</b>		
1	CSE	Advanced Software Engineering	3	
2	CSE	Topics in Software Engineering	3	
3	CSE	Object Oriented Software Engineering	3	
		<b>Artificial Intelligence</b>		
4	CSE	Design of Intelligent Systems	3	
5	CSE	Machine Learning	3	
6	CSE	Neural Networks	3	
		<b>Database Systems</b>		
7	CSE	Advanced DBMS	3	
8	CSE	Data Warehousing	3	
9	CSE	Object Oriented Databases	3	
		<b>Computer Architecture</b>		
10	CSE	Advanced Logic Design	3	
11	CSE	Digital System Design	3	
12	CSE	Integrated Circuit	3	
		<b>System Engineering</b>		
13	CSE	Advanced Computer Architecture	3	
14	CSE	Digital Signal Processing	3	
		<b>Multimedia &amp; Graphics</b>		
15	CSE	Advanced Computer Graphics	3	
		<b>Computer Networks</b>		
16	CSE	Parallel & Distributed Computing	3	

**MS, Software Engineering  
(Section A.2) Software Engineering - Core Courses**

Subject Code	Course Title	Total	Semester
CSE	Software Requirement Engineering	3	1-2
CSE	Software System Design & Architecture	3	1-2
CSE	Software Quality Engineering	3	1-2
CSE	Software Project Management	3	1-3
	<b>Subtotal</b>	<b>12</b>	

**(Section B.2) Software Engineering - Elective Courses**

Subject Code	Course Title	Total
CSE	Formal Methods	3
CSE	Risk Management	3
CSE	Design Patterns	3
CSE	Software Metrics	3
CSE	Software Processes	3
CSE	Distributed Software Development Management	3
CSE	Software Reliability	3
CSE	Software Costing and Estimation	3
CSE	Business Process Re-engineering	3
CSE	Personal Software Process	3
CSE	Reverse Engineering	3
CSE	Human Factors in Computing	3

***MS, Information Technology  
(Section A.3) Information Technology - Core Courses***

<b>Subject Code</b>	<b>Course Title</b>	<b>Total</b>	<b>Semester</b>
MIS	Advanced Database Systems	3	
MIS	Advanced Computer Networks	3	
MIS	Advanced Web Technologies	3	
MIS	Advanced Multimedia Systems	3	
	<b>Subtotal</b>	<b>12</b>	

***(Section B.3) Information Technology - Elective Courses***

<b>Subject Code</b>	<b>Course Title</b>	<b>Total</b>
MIS	Information Management	3
MIS	Electronic Coaching Systems	3
MIS	Interactive Media	3
MIS	Enterprise Architecture	3
MIS	Communication Design for the World Wide Web	3
MIS	IT Entrepreneurship	3
MIS	Systems for Teaching and Learning	3
MIS	Strategic Information Systems	3
MIS	Inter-Enterprise computing	3
MIS	Information Technology and Strategic Opportunity	3
MIS	Internet Protocols	3
MIS	Strategic Information Technology Management	3
MIS	Wireless Technologies and Applications	3
MIS	Client Server Technologies and Applications	3
MIS	Digital Voice Communications	3
MIS	Project Management for IT	3
MIS	Broadband Networks	3
MIS	Management of Technical Projects	3

# Graduate Program (Evening) Course Requirements

Postgraduate Diploma (Business Administration)  
Master of Business Administration - MBA (Evening)  
Master of Business Administration

## Graduate Programs (Evening)

Core Courses	Subject Code
1. Accounting for Decision Making	ACC505
2. Legal and Regulatory Environment of Business	LAW501
3. Business Strategy	MGT513
4. Operations Management	MGT514
5. Leadership in Organization	MGT516
6. Ethics	MGT517
7. Marketing Management	MKT601
8. Managerial Economics	ECO501
9. Global Economic Environment	ECO512
10. Managerial Finance	FIN503
11. Quantitative Methods for Decision Making	MTS506
12. Strategic Analysis of ICT	MIS504

### Specializations:

- ✓ Finance
- ✓ Marketing
- ✓ MIS

Students may specialize in any two major areas mentioned above.

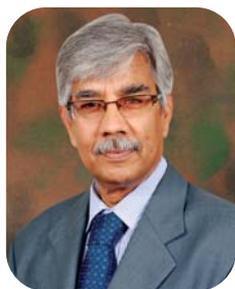
# MS Economics Program (Evening) Course Requirements

## *MS Economics (Evening)*

Total Number of Courses	12
Credit Hours	42

Subject Code	Course Title	Credit Hrs.
ECO	Microeconomic Theory	3
ECO	Macroeconomic Theory	3
ECO	Econometrics	3
ECO	History of Economic Thought	3
ECO	General Equilibrium & Welfare Economics	3
ECO	Advanced Econometrics & Research Methodology	3
ECO	International Trade	3
ECO	Advanced Topic in Development Economics	3
ECO	Monetary Economics	3
ECO	Public Finance	3
ECO	Elective I	3
ECO	Elective II	3
ECO	(Thesis)	6

# Faculty Profile



**Dr. M. Nishat**



**Dr. Sayeed Ghani**



**Dr. Heman Das Lohano**



**Dr. Zaheeruddin Asif**



**Dr. A. Nasir Afghan**



**Dr. Mahnaz Fatima**



**Dr. Ahmed Ali Shah**



**Dr. Nasir Touheed**



**Dr. Naved Ahmad**



**Dr. Shahid Mir**



**Shabih Haider**



**Zia-ul-Haque**



**Ejaz Mian (ABD)**



**Rustom Kavasji**



**Lalarukh Ejaz**



**Jami Moiz**



**Mahreen Nazar**



**Huma Amir Samir (ABD)**

# Major Employers of IBA Graduates

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

# IBA and Us

## Shaukat Aziz

Ex-Prime Minister of Pakistan  
Parliament House  
Islamabad

*"In my view, the IBA is an island of excellence, it has always been that and will always be; because it practices meritocracy, teaches good values, teaches you to be competent, teaches you to be thorough and moulds you into a fine human being."*



## Mohammadmian Soomro

Ex-Chairman, Senate  
Islamabad

*"IBA has done so much for Pakistan. Its contribution in the field of economics and business research are phenomenal. I'm proud to be a member of the community."*



## Byram D Avari

Chairman  
Avari Hotels Ltd

*"IBA broadened my horizon and helped me to look at the complete picture. It helped me to be concise, precise and to the point in my business dealings, correspondence and putting my point of view across as a businessman."*



## Mohsin Nathani

Country Head & Managing Director  
Barclays Bank Plc, Pakistan

*"I learned the value of determination and discipline, two concepts that are always applicable in the professional world. IBA programs required constant diligence and by going through the rigorous process, I became better prepared to handle all types of challenges. I would like to thank IBA, as well as some of my professors, for giving me the opportunity I needed to succeed in the practical life."*



## Shireen Naqvi

Senior Associate, Navitus  
CEO School of Leadership  
Trustee, School of Leadership Foundation

*"Sixteen years after graduation, what I took from IBA that has stayed with me through the thick and thin of my career, are the smells, sounds, tastes, sights and feels of this tremendous Institution. The sounds of my teachers, the taste of tough competition to exceed self-determined standards, break barriers of the best and urgent craving for the next challenge."*



## Ruhail Y. Mohammed

Chief Financial Officer  
Engro Chemical Pakistan Ltd

*"The classroom provided me with the fundamentals of finance, marketing, management and business in general. The internships and project reports were extremely helpful in understanding the real business world and a forum to interact with leading corporate executives."*



**Rizwana Mujeeb**

Head of Human Resources  
Zulfeqar Industries Ltd

*"I consider the IBA, MBA program one of the most realistic experiences I have ever had. A professional teaching staff with appropriate backgrounds, friendly environment, and constant pursuit for academic excellence are the key elements of such a valuable experience."*



**Rajinder Kumar**

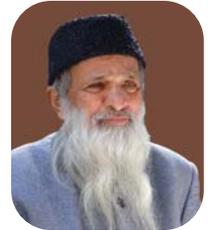
Territory Manager (Retail)  
Karachi Territory  
Shell Pakistan Limited

*"I think "IBA" is the house of finest individuals of tomorrow. It's the promise of providing infinite opportunities around the globe. "IBA taught us the philosophy of team work, lessons of compromise, enhanced the capacity of tolerance, producing even better results under extremely pressured environment."*



**Abdus Sattar Edhi**

*"I'm grateful to the IBA for having conferred on me the degree of Doctorate in Social Services Management (Honoris Causa). The contributions of your institution for the social uplift of our society are commendable."*



**Mujahid Hameed**

Ex-Chairman Levers, China

*"The IBA was a turning point in my life. It passes out only stars, persons of the first quality, driven by the vision of a long term high, honoured place in Pakistan and the world."*



*"Gratitude is a fruit of great cultivation; you do not find it among gross people."*

**-Samuel Johnson**

*"As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them."*

**-John F. Kennedy**

# Addendum

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

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

**Website: [www.iba.edu.pk](http://www.iba.edu.pk), E-mail: [info@iba.edu.pk](mailto:info@iba.edu.pk)**