

**IBA CEE**

Center for Executive Education  
Institute of Business Administration

**Training Redefined. Bridging Experience to Vision.**

**EXPERIENCE  
EXECUTIVE EDUCATION**

[cee.iba.edu.pk](http://cee.iba.edu.pk)

**IBA** Institute of  
Business Administration  
Karachi  
*Leadership and Ideas for Tomorrow*



*“I am excited about being part of such a prestigious and first of its kind program in Pakistan. With the increased economic growth and opportunities, business leaders like us are required to return to the classrooms and continually re-learn, refresh and reassess various aspects of leadership and strategy. I hope to apply my learning to the work place, impact my organization and corporations to benefit from this program.”*

**Mir S. Talpur**  
General Manager Operations,  
Pakistan State Oil

**LEADERSHIP SKILLS FOR TOP MANAGEMENT**

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## About Institute of Business Administration (IBA), Karachi

IBA is the oldest Business school outside North America. It was established in 1955 with initial technical support provided by the world renowned universities Wharton School of Finance, University of Pennsylvania, and later, the University of Southern California set up various facilities at the Institute. Several prominent American professors were assigned to the IBA Faculty.

The University of Karachi awarded degrees to the graduates uptill 1994. In that year, the Sindh Assembly elevated the Institute's status to that of a degree-awarding institution. IBA currently offers degree programs in Business Administration, Computer Sciences, Social Sciences, Economics and Mathematics and Accounting and Finance. Apart from degree programs IBA also offers Professional Development Programs and Research programs through its dedicated centers including the Center for Executive Education.



## About Center for Executive Education (CEE)

The Center for Executive Education was incepted in 2004 with the vision to provide opportunities to executives working at different echelons of organizations. To enhance their careers by gaining knowledge and insight into top-of-the-line management techniques as well as technologies. Executive Education Programs consist of various training courses and workshops that are organized and conducted by distinguished IBA faculty members as well as leading Industry Professionals. Besides open enrollment programs, the Center also offers client specific trainings to organizations on as per request, with regard to their unique and distinct prerequisites. Organizations that have benefit from the Executive Education Program include private firms, small business corporations, multinational and transnational corporations, government departments, defense and public sector organizations.

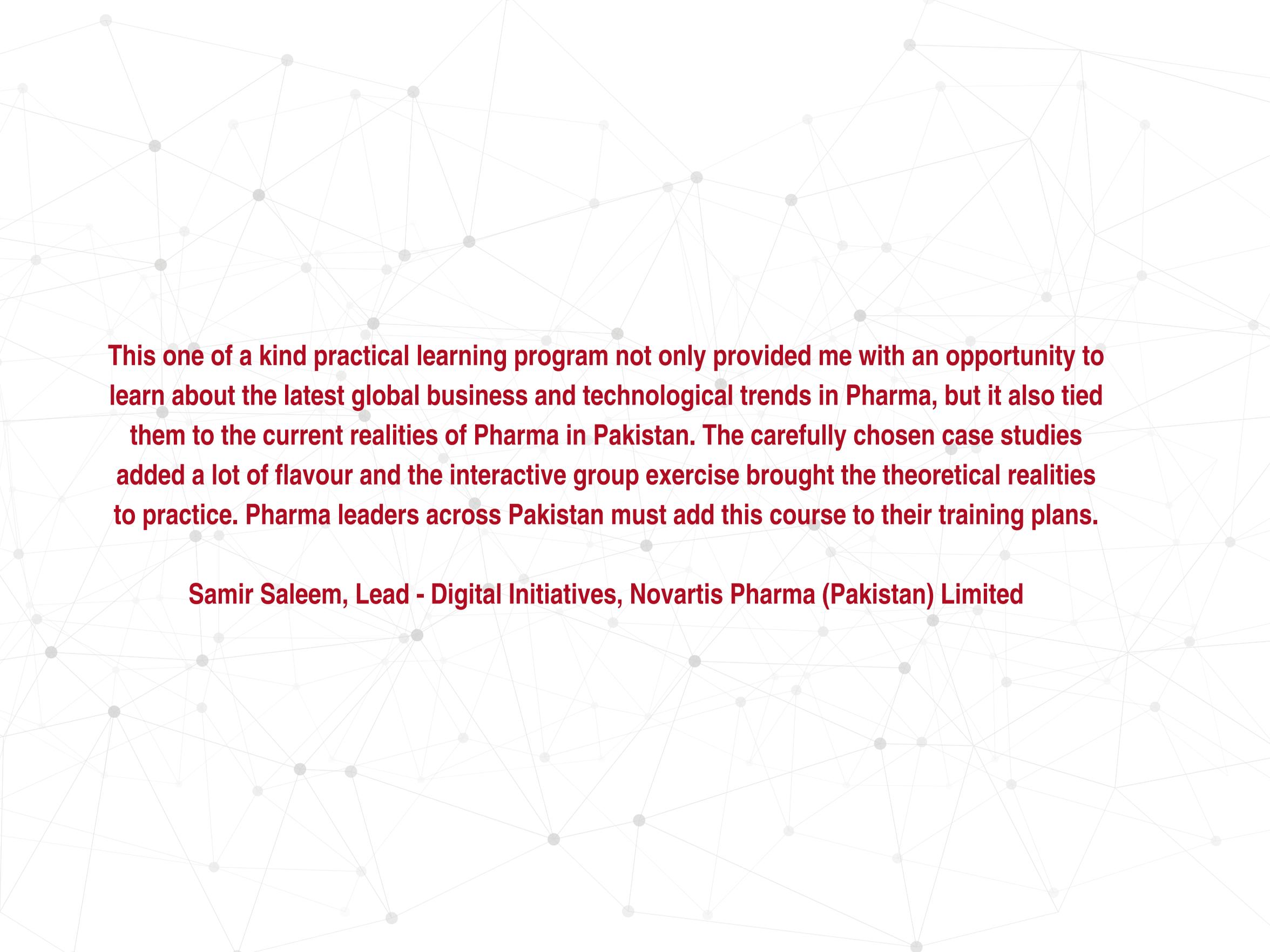
Further details: [cee.iba.edu.pk](http://cee.iba.edu.pk)



## Major Milestones

2018	Collaboration with Karachi Chamber of Commerce and Industry (KCCI) for Family Managed Business Programs
	Collaboration with Huddersfield University for Healthcare Management Programs
2017	Strategic Partnership with Bank Alfalah Limited
	Certificate & Diploma Programs on Leadership & Tax Management for Sindh Revenue Board
	Partnership with the Institute of Directors (IoD), UK for Governance Programs
	Four Month Capacity Building weekend Diploma Programs
	Offered Pakistan's first Women Directors' Training Program
	Diploma in Business Administration (1 Year) - Batch 5 - Customized DBA For Atlas Group of Companies
2016	Collaboration with University of Cambridge for English as Medium of Instruction (EMI)
	PGD-SCM listed on Institute for Supply Management (ISM), USA
	Training of 'Clerks of Parliament' of Senate of Pakistan & Pakistan Institute of Parliamentary Services (PIPS)
	Hosted First Convocation of PGD Programs
2015	Collaboration with Institute of Financial Markets of Pakistan (IFMP)
	Collaboration with Higher Education Commission for Tertiary Education Support Program (TESP)
	Collaboration with Liaqat National Hospital, Karachi
	Post-Graduate Diploma (1 Year) Program in Supply Chain Management (SCM) Launched
	Post-Graduate Diploma (1 Year) Program in Human Resource Management (HRM) Launched
	Post-Graduate Diploma Programs Launched in Supply Chain Management, Healthcare Management, Project Management & Human Resource Management
2014	Diploma in Business Administration (1 Year) - Batch 4 - Customized DBA For Atlas Group of Companies
	Collaboration with Indus Hospital, Karachi
	Healthcare Management Programs started
2013	Membership of American Institute of Healthcare Quality (AIHQ)
	Skill Development Programs (Extended Offerings - Client Specific and Open Enrollement Programs)
	Collaboration with International Commission on Workforce Development (ICWFD)
	Collaboration with Securities & Exchange Commission of Pakistan (SECP)
	Diploma in Business Administration (1 Year) - Batch 3 - Customized DBA For Atlas Group Companies

2012	Collaboration with SPJIMR, Mumbai for Family Business Programs
	Collaboration with Indian School of Business (ISB) for Global Executive Education Programs
	Collaboration with Robert H. Smith School of Business at the University of Maryland for Global Executive Education Programs
	Collaboration with Agri-Support Fund - USAID
	Collaboration with Sajjad Foundation, Singapore (First Workshop on Entrepreneurial Leadership with Prof. Patrick Turner, INSEAD)
	Registered Education Provider (REP), PMI, USA
	Program Excellence Network (PEN) Member, AHRD, USA
2011	First Program on Islamic Finance offered via Top Global Faculty
	Collaboration with Small and Medium Enterprises Development Authority (SMEDA)
	Collaboration with National Institute of Banking and Finance (NIBAF)
	Collaboration with JCR-VIS Credit Rating Co. Ltd.
	Joint Conference on Entrepreneurship: Revitalizing the Economy with INSEAD Alumni Association of Pakistan
	First Open Enrolment Program on Leadership
	Diploma in Business Administration (1 Year) - Batch 2 - Customized DBA For Atlas Group of Companies
2010	Certificate in Business Administration (2 Year) - Batch 2 of Sanofi Pakistan
	Diploma in Business Administration (1 Year) - Batch 1 - Custom DBA For Atlas Group of Companies
	Certificate in Business Administration (2 Year) - Batch 1 of Sanofi Pakistan
	Corporate Governance Programs with Pakistan Institute of Corporate Governance (PICG)
2009	First Program with Foreign Faculty on Global Risk Management by Mr. Ronald Schramm, CEO China Macro Finance & Prof. Columbia University New York
	Open Enrolment Programs started
	EMBA Public Sector Organizations Launched
	EMBA Corporate Managers Launched
2005-08	First Open Enrolment Workshop on Activity Based Costing
	Capacity Building Programs & Certificate in Business Administration for Public Sector Organizations
2004	Skill Development Programs merged to IBA CEE
	Center for Executive Education (CEE) established at IBA, Karachi



**This one of a kind practical learning program not only provided me with an opportunity to learn about the latest global business and technological trends in Pharma, but it also tied them to the current realities of Pharma in Pakistan. The carefully chosen case studies added a lot of flavour and the interactive group exercise brought the theoretical realities to practice. Pharma leaders across Pakistan must add this course to their training plans.**

**Samir Saleem, Lead - Digital Initiatives, Novartis Pharma (Pakistan) Limited**

## Directors' Training Program for HBL





## Dr. Farrukh Iqbal

Dean & Director  
IBA, Karachi

Website:  
<http://farrukhiqbal.iba.edu.pk/>

### Welcome to the Center for Executive Education (CEE) at IBA, Karachi !

Since 2004, the Center for Executive Education (CEE) at IBA, Karachi has been working to transform managers into leaders in the public, family business and the corporate sectors of Pakistan. We do this through offering a range of educational programs covering governance, leadership, strategy and other specialized subjects. .

Our programs prepare participants to reach new levels of success in their careers while helping their organizations achieve increased value, productivity, impact and employee satisfaction. Along with expanding their knowledge and enhancing their skills in key leadership areas, program participants learn the importance of adaptability and how to manage ongoing uncertainty while remaining focused on their organization's goals and values. Participants also explore how to inspire and implement innovation in their organisation, and form successful strategic alliances with external partners with be-spoken and open programs as well as post-graduate and diploma programs.

A committed faculty, drawn from academia and industry, provides practical management knowledge and experience. The faculty consists of outstanding experts in their fields who actively engage course participants in an intense and rewarding learning process.

Action learning is at the heart of executive education at CEE. It blurs the line between "work" and "learning" by bringing CEE directly into the workplace. The objective is to help participants act more creatively and deepen their learning capacity as current and future leaders working in complex organizations. Leadership in this model is another name for continual life-long learning.

I welcome you to expand your horizons by participating in the educational program at IBA-CEE.

“THERE ARE NO SECRETS TO SUCCESS. IT IS THE RESULT OF PREPARATION, HARD WORK AND LEARNING FROM FAILURE”- COLLIN POWELL

Greetings from Centre for Executive Education at IBA, Karachi!

Business leaders, today, are faced with the challenge of unpredictable market cataclysms with their ambiguity and convulsion, while delivering requisite growth. Every progressive organization knows the need of refining and expanding the knowledge of its workforce to stay ahead in a hyper-competitive business environment. In fact, a study by Bersin of Deloitte highlights how executive education improves employee behavior outcomes by reducing 40% of employee turnover rate, increasing 26% of higher revenue per employee and 29% of higher employee engagement rate.

Recent studies by Harvard Business Review indicate that by becoming a learning organization (a term popularized by Peter M. Senge’s publication ‘The Fifth Discipline’) helps organizations not only to create, acquire and transfer knowledge, but also helps them adapt to unpredictable circumstances than their competitors by providing them an opportunity to utilize new technologies, processes, and methods through social learning and engagement. This is what we focus on, not only in our open enrolment programs but also in client-specific programs.

We continue to update our program portfolio and design new programs based on inputs from industry and academia, thus ensuring that each program that we deliver should be relevant, applicable, and based on evidence-based management concepts. We have collaborated with academic institutes and professional bodies of high repute ranging from Public and Corporate sectors as well as for Family Businesses. For delivering executive education, the body of our faculty members comprises not only of IBA faculty but also industry practitioners, field experts, and faculty from the institutions of high repute possessing evidence-based knowledge.

Our executive programs have seen growth and success over the years. We started with 19 executive programs in 2009 and 682 participants. In the span of only ten years, we have hosted more than 50 customized programs every year, delivered roughly 500 training, trained well over 14000 executives since 2009.

We hope this catalog and calendar of our programs will be of help and relevance to you and your organization. And, with all our achievements and milestones reached I am pleased to invite you to experience our programs yourself. I and my team will be happy to share more about our programs in case you wish to know more details.

**Dr. Izhar M. Hussain**  
Director Center for Executive Education



**Dr. Izhar M. Hussain**

Director Center for Executive Education  
IBA, Karachi

# Programs at CEE

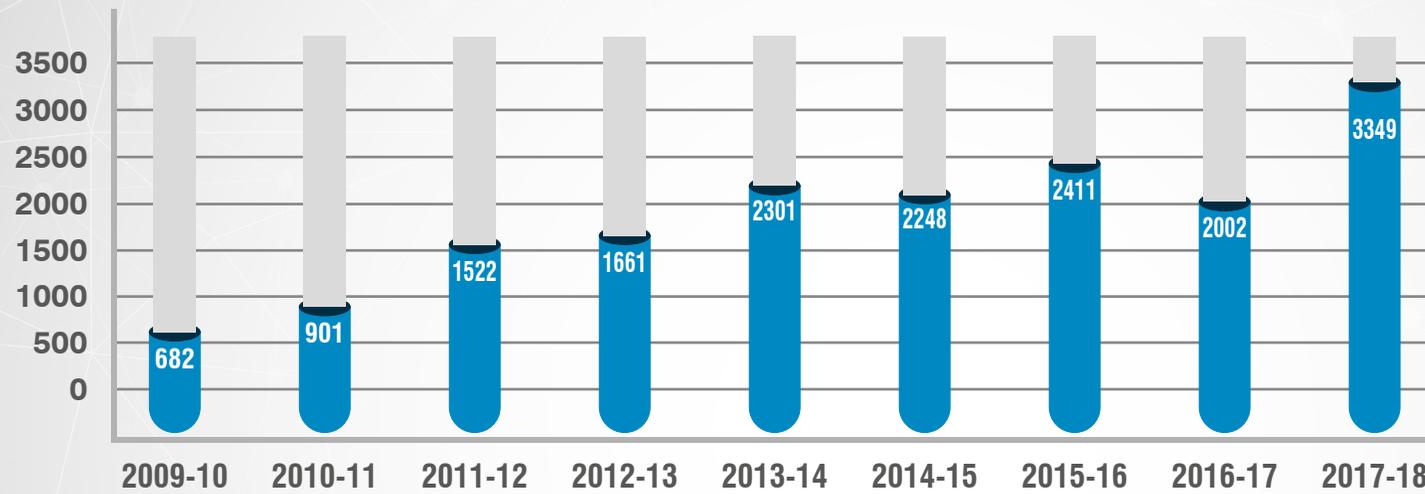
Programs at CEE are designed for Senior executives and high-potential managers from around the country. Intensive one-day to several day courses focused on a particular area of interest are offered. Our portfolio of non-degree, executive education and management programs provide business professionals with targeted and flexible means to advance towards their career development goals and position their organizations for future growth.



- Organization Perspective
- Executive Development at CEE
- Organization Development at CEE

\* This framework is designed at the Center for Executive Education, IBA, Karachi

### No. of Participants



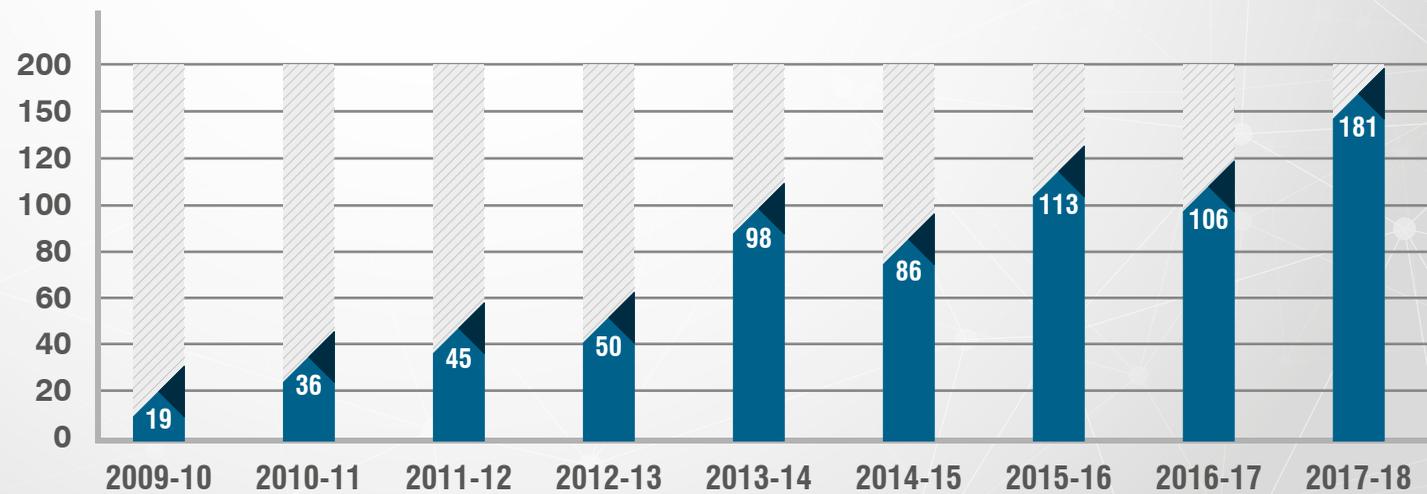
**+17000**  
Participants trained  
since 2009

**+725**  
Trainings  
since 2009

### No. of Programs

**50+**  
customized Programs  
every year

**60+**  
Open Enrolment  
workshops every  
year



# Affiliations/Partners – IBA CEE



SINDH PUBLIC PROCUREMENT REGULATORY AUTHORITY GOVERNMENT OF SINDH



JCR-VIS Credit Rating Company Limited  
Affiliate of Japan Credit Rating Agency, Ltd.





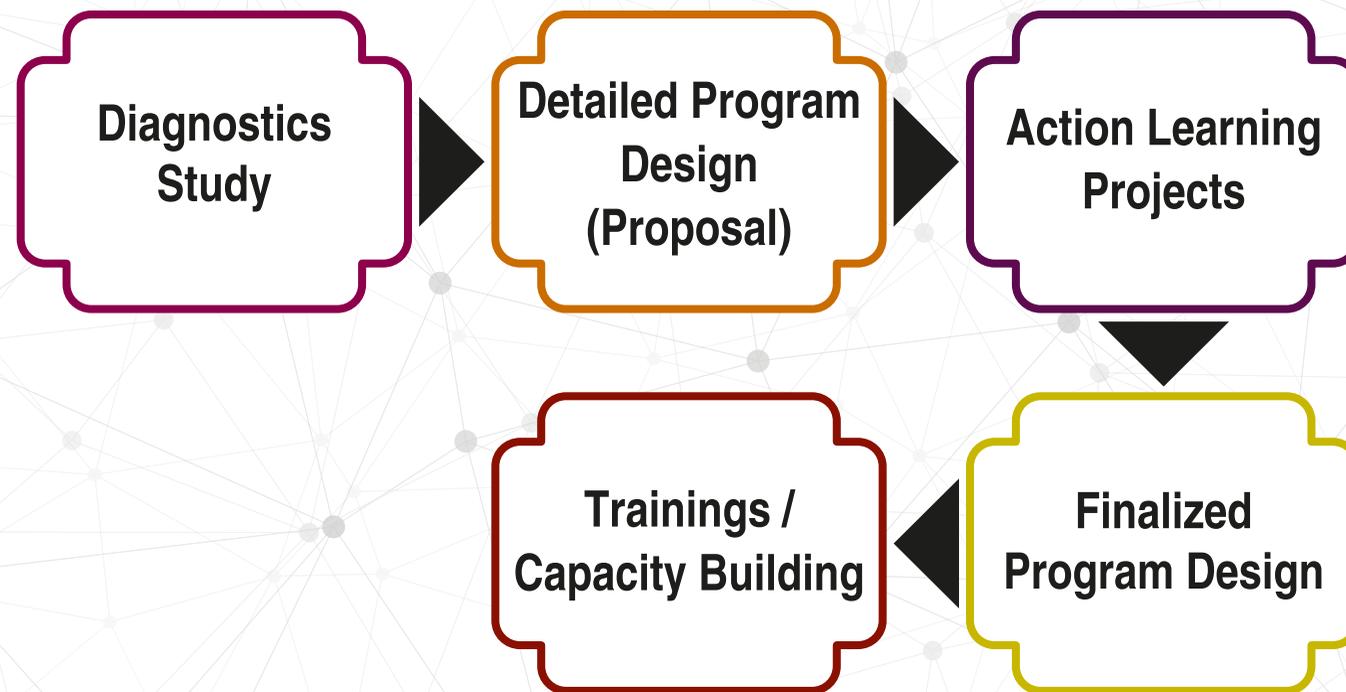
Center for Executive Education  
Institute of Business Administration

# Client-Specific

Management Development Programs

These workshops are designed to meet the organizations' specific learning needs. CEE offers its client base and training need analysis, design expertise featuring a personalized client-oriented needs assessment; lasting partnerships that focus on long-term learning objectives, and facilitators with experience and expertise in a wide range of industries.

## The Process Flow



# Training of Clerks' of Parliament

## In collaboration with Senate of Pakistan & Pakistan Institute of Parliamentary Services (PIPS)

CEE, IBA, Karachi is pleased to be part of a first of its kind initiative in Pakistan with Senate of Pakistan & Pakistan Institute of Parliamentary Services (PIPS).

In the first phase of this initiative, IBA inducted, tested and recruited Clerks of Parliament. This process of induction was hosted by IBA Testing Department.



In the second phase, the Center for Executive Education IBA, initiated a comprehensive six-week training program for the 23 Clerks of Parliament. The training program was hosted at Pakistan Institute of Parliamentary Services (PIPS) in Islamabad. The inducted clerks hold MPhil, MBA & MS in varied subjects from International Relations, Social Sciences to Business Management and others. The inducted clerks were representing all provinces of Pakistan. This six-week comprehensive training program covered the following topics:

1. Personal Development
2. Constitutional Development: History, Development and Role of Parliament in Safeguarding the Constitution
3. Parliamentary Practices: Comparative Analysis
4. Functioning of Federal Government and functioning of Senate
5. Legislation in Pakistan
6. Innovation in Research
7. Conflict Resolution and Negotiation Skills
8. Financial Management
9. Personal Development
10. Drafting for Senate

# Programs for Public Sector Institutes



- **FBR**
- EMBA / Leadership



- **Senate of Pakistan**
- Leadership/ Drafting / Constitution of Pakistan / Legal frameworks



- **Govt. of Sindh**
- Leadership / Project Management / Negotiations (community level)



- **Govt. of Baluchistan**
- Leadership / Project Management



- **Sindh Coastal Development Authority**
- Project Management / Negotiations (community level)



- **hbfc**
- Change Management & Leadership



- **Pakistan Customs**
- Leadership & Negotiations Skills

- **PIAC**
- different programs

- **Punjab Education Foundation**
- Project Management

- **Higher Education Commission of Pakistan**
- Leadership/Finance/Strategy and others

- **National Institute of Banking & Finance**
- Leadership / Communication

- **State Bank of Pakistan**
- Leadership / Communication

- **Banking Services Corporation**
- SBP – Leadership / Communication

- **Pakistan Petroleum Limited**
- Negotiations and Communication

- **Pakistan Refinery Limited**
- Leadership



# Past Clients

## Directors' Training Program



## Leadership, Change Management &/or Strategy



## Certificate in Business Excellence



## Post-Graduate Diploma in Business Administration



## Negotiations & Conflict Resolution Skills



## Written & Verbal Communication Skills



PAKISTAN REFINERY LIMITED  
CONTRIBUTING TO NATION'S ENERGY NEEDS  
...WITH A DIFFERENCE



HBL

## Strategic Selling Techniques



## Building Strong Pharma Brands

SEARLE

## Supply Chain Management



## Project Management



آغا خان یونیورسٹی ہسپتال کراچی  
The Aga Khan University Hospital  
Karachi



# 7 Competencies of Top Leaders



Integrity



Leadership



Change Management



Strategic Thinking  
and Execution



Technical and  
Technology Skills



Team and  
Relationship Building



Communication and  
Presentation Skills





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# Corporate Governance

## TESTIMONAIL

My experience is quite good as I don't have corporate background but even then I learnt a lot. Sohail Salam, Executive Director, Pak Beverages (Pvt.) Ltd. (Pepsi Co)

## Overview

Directors of listed companies are required to have the certification of Directors' Training Program (DTP) under Code of Corporate Governance issued by the Securities and Exchange of Pakistan (SECP).

Boardroom best practice is constantly evolving. Certain industries have specific regulatory and knowledge requirements. This program provides guidance on targeted areas to ensure that directors of listed companies with specific requirements remain up to date. This program is extensively prepared by subject matter experts and is designed to keep directors of listed companies abreast of leading trends and practices that promote good governance, protect competitive advantages and prepare for regulatory change.

The program consists of two modules covering the essential regulatory knowledge requirements and broad subject matter awareness expected of directors of listed companies with local and global best practices.

In the past CEE hosted the customized Directors' Training programs for the following boards:

**HBL**



**Meezan Bank**  
The Premier Islamic Bank

**TPL Holdings**  
Tomorrow Delivered Today



**Pakistan Kuwait Investment Company (Private) Ltd.**

الشركة الكويتية للاستثمار الخاصة (الحدودة)

A joint venture between the Governments of Pakistan and Kuwait



## Programs with Institute of Directors IOD, UK

The Institute of Directors (IoD) has accepted a partnership with the Center for Executive Education to deliver a series of development programs that supplement the mandatory Directors' Training Program (DTP) offered by CEE IBA.

Under this partnership IoD, UK and CEE, IBA, are committed to establishing good quality trainings to ensure that all directors who enroll in the programs are equipped with the knowledge, skill and experience to discharge their duties effectively within leadership positions.

The IoD is the only institute in the world to offer internationally recognized qualifications designed by directors for directors under Royal Charter. IoD qualifications provide development specific to the core competencies required of senior leaders, directors and aspiring directors. The IoD Certificate in 'Company Direction' is the first stage towards achieving 'Chartered Director' status.

This strong, collaborative relationship between IoD, UK with CEE IBA will effectively support current and future participants in Pakistan. All delegates on these programs gain exposure to leading thinkers and practitioners, allowing them a unique opportunity to develop their capability and deliver real value to their business.

This collaboration includes:

### Certificate in Company Direction Programmes for the Boards in Pakistan:

Hosted by CEE IBA in Karachi and led by IoD UK tutors.

- Award in Role of the Director and the Board (Examination)
- Leadership for Directors (2 day IoD led training module)
- Strategy for Directors (3 day IoD led training module)
- Finance for Non-Financial Directors (2 day IoD led training module)

### Customized Programs for the Boards in Pakistan:

All Certificate programs are available to individual organizations. This will be arranged with CEE IBA and delivered by IoD UK tutors at the location of their choice.

**Stage 3:  
Chartered Director**

**Stage 2:  
Diploma in Company Direction**

**Stage 1:  
Certificate in Company Direction**

### IoD Examinations for Certificate in Company Direction

All Certified Directors by IBA CEE will be eligible to take the online exam to obtain the award in role of the director and the board with IoD, UK. Successful completion of this exam will contribute to the overall Certificate in Company Direction (subject to completion of all Certificate modules set out in the requirements by IoD, UK), which is internationally recognized as the benchmark for directors, providing a robust and challenging qualification which meets the needs of today's Board members. The participants enrolled for the exams will have access to IoD's Online Learning Zone & Practice Exam questions to supplement the CEE IBA mandatory DTP.

### Executive Coaching

Executive coaching provides directors and senior leaders with confidential, personal and professional support to achieve their full potential, with a focus on their immediate and future goals. It is a partnership between the executive coach and the coachee.

### All Director Qualifications awarded under Royal Charter

### About the Institute of Directors, United Kingdom

The Institute of Directors (IoD) was founded in 1903 and obtained a Royal Charter in 1906. The IoD is a not-for-profit, non-party-political membership organisation which represents individual business leaders from all sectors and industries. The IoD currently has some 30,000 members in the UK, with significant numbers of overseas members and strong relationships with other institutes around the world.

The primary aim of the IoD is to actively promote best practice and professionalism within and beyond the boardroom. With over a century's worth of experience working with current and aspirational directors, the IoD has a unique understanding of how to transform high performing managers into effective business leaders. Details: <http://cee.iba.edu.pk/iod.php>



## Directors' Training Program

### OVERVIEW

Boardroom best practice is constantly evolving. This program is extensively prepared by subject matter experts and is designed to keep directors of listed companies abreast of leading trends and practices that promote good governance, protect competitive advantages and prepare for regulatory change.

### IoD, UK Examination

All Certified Directors by IBA CEE will be eligible to take the online exam to obtain the Award in Role of the Director and the Board with IoD, UK. This exam will lead to Certificate in Company Direction (subject to fulfillment of all requirements set by IoD, UK) which is internationally recognized as the benchmark for directors, providing a robust and challenging qualification which meets the needs of today's board members.

### Who should attend?

Board Members, CxOs, Functional Heads and those interested in the subject

### Faculty

Leading Faculty and Industry Practitioners

### PROGRAM FEES

PKR 180,000/-

### FEEDBACK RATING

Faculty **4.7/5** Program **4.4/5**

## Women Directors' Training Program

### OVERVIEW

According to New Companies Act 2017, companies have to make at least one Female Director. Directors of listed companies are also required to have the certification of Directors' Training Program (DTP) under Code of Corporate Governance 2012 issued by the Securities and Exchange of Pakistan (SECP).

### IoD, UK Examination

All Certified Directors by IBA CEE will be eligible to take the online exam to obtain the Award in Role of the Director and the Board with IoD, UK. This exam will lead to Certificate in Company Direction (subject to fulfillment of all requirements set by IoD, UK) which is internationally recognized as the benchmark for directors, providing a robust and challenging qualification which meets the needs of today's board members.

### Who should attend?

This program is exclusive for women only:

- Women of the Family Business
- Women executives & directors seeking opportunities on the board
- Existing women on the boards who want to refresh and update new regulatory knowledge

### Faculty

Leading faculty and industry practitioners

### PROGRAM FEES

PKR 180,000/-

### FEEDBACK RATING

Faculty **4.6/5** Program **4.4/5**





Center for Executive Education  
Institute of Business Administration

# Global Executive Education Programs for Top Leaders

With an objective to offer Global programs in Pakistan, CEE offers programs for CXOs and Business Unit Heads in joint collaboration with globally top ranked B-Schools. In the last few years CEE offered seven programs in Karachi on Leadership & Strategy with Prof. Clive Rubery from London Business School and Prof. Shailendra Raj Mehta, Vice Chancellor, Ahmedabad University, both visiting faculty at the Indian School of Business.

**The following customized programs are available:**

Leadership Skills for Top Management  
Strategic Thinking & Execution for the Top Management





Center for Executive Education  
Institute of Business Administration

# Family Managed Business

## TESTIMONAIL

After attending these workshops in IBA during last 8-9 months I used to ask myself, it does not sound good if ignore the warning signs. Real life examples are available on any argument, query, disagreement etc. I will recommend this series to all family businessmen and members of their families. Normally in family business management positions are inherited, whereas management is a responsibility and discipline, I hope after attending these workshops, Family Members will be in a position to differentiate Ownership, Business and Management. The faculty was Superb & Admirable.

Since 2012, the Center for Executive Education has hosted more than 30 workshops in Lahore & Karachi and over 50 seminars in Karachi, Lahore, Islamabad, Gujrat, Gujranwala, Sialkot, Faisalabad and Multan. These workshops were conducted by Prof. Parimal Merchant, Global Director Family Managed Business, SP Jain School of Global Management.

CEE has also hosted programs for leading communities and associations including Bohra & Khoja Community, Delhi Saudagran Youth Forum, Gujranwala Business Council, JIBA, Karachi Chapter, Lahore Chamber of Commerce & Industry, Pakistan Gems & Jewellery Development Company (PGJDC), Entrepreneurs Organization (EO) Pakistan, Small and Medium Enterprise Development Authority (SMEDA) and Pakistan Association of Automotive Parts. The programs are offered at two different levels:

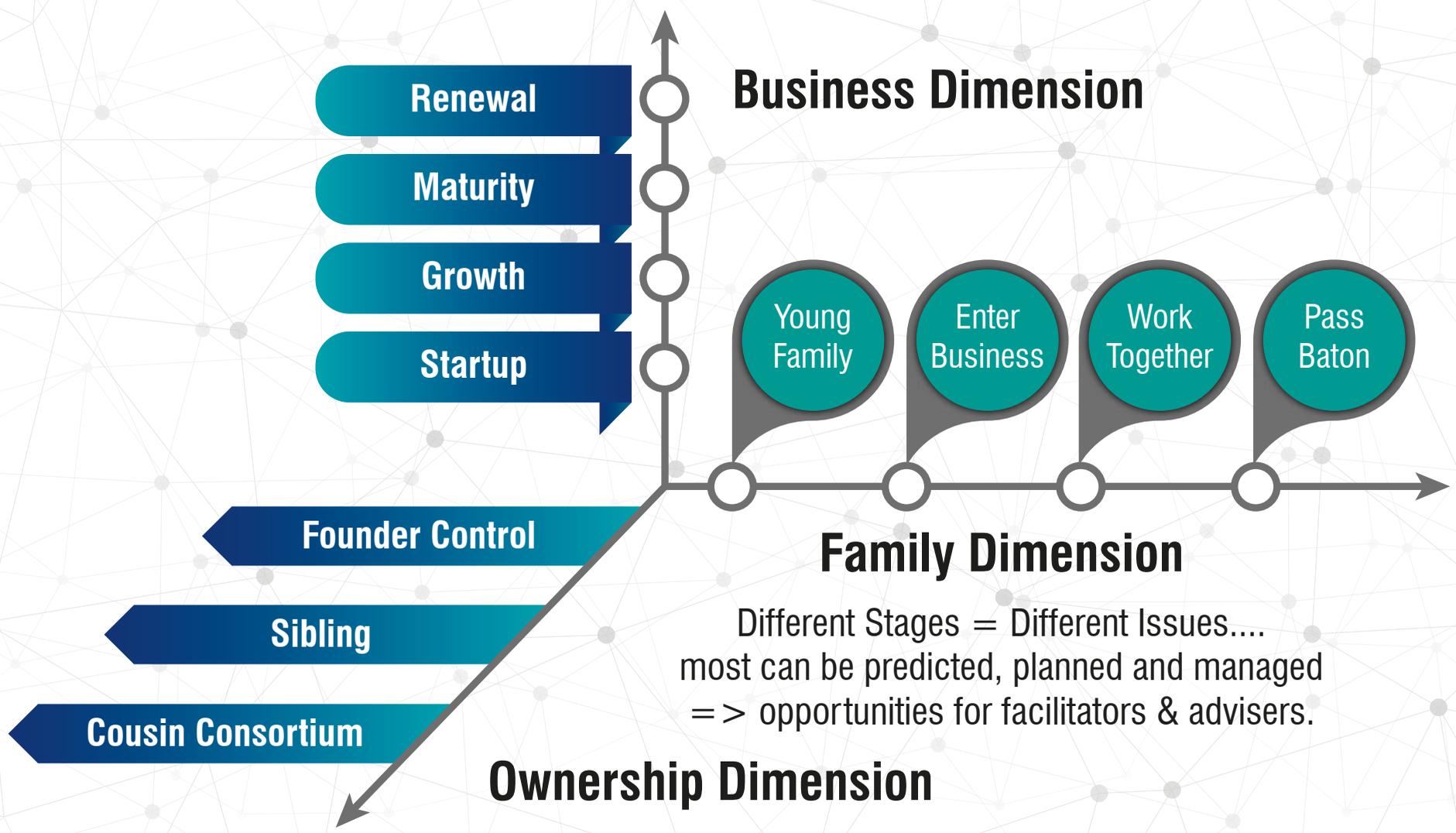
1. Series of 10 workshops spread over 1 year for the family business owners and families
2. Four month weekend Diploma in Family Managed Business for the next generation for the business.

### Importance of Family Managed Business

In most economies, family businesses account for two thirds of businesses with an estimated 70 to 90% contribution to Global GDP (Family First Institute) of these 33% of the Fortune Global 500 are linked to family managed businesses (Deloitte). Family businesses create 50 to 80% jobs worldwide. With contributions to national income, growth and employment, family businesses truly serve as the bedrock of any economy. In addition family businesses the world over have a significant share in philanthropic efforts. There are over 50,000 family businesses operating in Pakistan (Center for International Private Enterprise). This excludes small roadside businesses in the country. And over 80% of companies listed on the Pakistan Stock Exchange are in same way related to a family business.



# Family Business Lifecycle



Different Stages = Different Issues....  
most can be predicted, planned and managed  
=> opportunities for facilitators & advisers.

Source: Gersick, Davis, McCollom hampton, & Lansberg. 1997 *Generation to Generation: Life Cycles of the family Business*. HBS PRESS

## For the Family Business

In this epoch of great changes family businesses and businessmen are in crisis. It is not that all changes are bad. Rather what is disturbing is that we do know how to behave in front of them.

We can see opportunity as well as threats in the changes.

Everybody says that we have to gear up, to change our mindset.

The million dollar question is how?

It is here that education can play a key role. The ten workshop series covers the following questions:

S.No.	Series of 10 workshops	S.No.	Series of 10 workshops
1.	<b>What is the job of top management?</b> Balancing between 'today' and 'tomorrow'.	6.	<b>How to manage operations differently?</b> Different kinds of task and different measures of time.
2.	<b>How to decide on the priorities?</b> Differentiating between opportunities and problems	7.	<b>What value we are creating and for whom?</b> Identify the value, communicate and get rewarded for that.
3.	<b>Where to focus on business?</b> Identifying areas that 'matter' and the areas to be 'abandoned'.	8.	<b>How to manage money?</b> Understanding finance and costs.
4.	<b>How to strengthen our business model?</b> Understanding who will contribute to our success and why will they do so.	9.	<b>What goes in making a 'better' business?</b> The role of strategy and the options we have.
5.	<b>How to manage people?</b> Different people need different treatment.	10.	<b>How to get ready for 'tomorrow'?</b> The role and process of business plan and innovation.

## For the Next Generation

CEE offers a four month weekend program for the next Generation of the family business in Pakistan. The theme of this program is:

- Significance of family business governance and dynamics of family communication and trust creation
- Challenges FMB face and response strategies
- Reviving the spirit of entrepreneurship
- Managing non family talent
- Succession planning, wealth management, capital allocation, and professionalization in family managed business (FMB)

### Topics Covered

The Diploma covers family dynamics, management and soft skills within the following modules:

- Family dynamics
- Accounting
- Operations Management
- Family business governance
- Basics of Finance
- Law
- People management
- Wealth Management
- Women in family business
- Marketing
- Entrepreneurship

**IBA** **CEE**

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# Healthcare Management Programs

There are statistics available to prove that healthcare status and its delivery in Pakistan is a century behind from that of the industrial world. In 2015, CEE IBA started offering programs for Healthcare Sector with the vision to bring improvement. The vision us to bring about betterment to the situation by capacity building within the healthcare management. It launched a Post-graduate diploma (PGD) program in Healthcare Management (focused to Hospital Management). The decision to launch this program was in view of expansion of local hospitals, with new ones being built and existing ones with untrained professionals. Stakeholders who were looking for well-trained professionals for the management of hospitals and to have a cutting edge in the market. CEE offers open enrolment and customized programs for healthcare sector.





Center for Executive Education  
Institute of Business Administration

# Post-Graduate Diploma Programs

In January 2015, CEE-IBA launched three post-graduate diploma programs designed to develop highly skilled practitioners with an in-depth understanding of strategic, tactical and operational issues. Each PGD is spread over a span of 1 year, with 12 courses, a live project and practicum. These programs will help bridge the competency gap in Pakistan and help enhance the professionalism of those involved in the industry. The curriculum design is based on several years of research through various stakeholder surveys and focus groups. Each program is devised to develop critical thinking among participants and give them practical application of knowledge. The following five PGDs are offered:

- 1) Supply Chain Management
- 2) Human Resource Management
- 3) Healthcare Management (Focused to Hospital Management)
- 4) Project Management
- 5) Business Administration (Client-Specific)



## Eligibility Criteria

- 16 years education with three years' post qualification work experience or
- 14 years education with six years' post qualification work experience

In any subject from HEC recognized university

## Learning Outcomes

- Students will be able to equip with a wide range of global business concepts, allowing them to achieve in-depth understanding of the fast developing field.
- Students will learn procedures, concepts and theories associated to practical issues in modern organizations to become a responsible manager.
- Students will also learn to manage change within an organization and will be able to demonstrate the best ways to manage teams and workplace.
- Bridging the competency gap and to enhance the professionalism of those involved in the industry.
- Combination of academic theory with practice.
- Equip them to run respective functions efficiently in local and global environment.







Center for Executive Education  
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# Diploma Programs

In 2017, the Center for Executive Education introduced four-month specialized Diploma Programs in different areas of specialized skills in different management functions. These program will:

- Prepare competent managers who are able to manage functions in different emerging areas of management.
- Bridge the competency gap and to enhance the professionalism of those involved in the industry.
- Transform academic theories into practice.
- Equip the professionals with changing relevance of body of knowledge and sets of skills.

The following four Specialized Diplomas are offered:

- Diploma in Accounting, Finance & Law
- Diploma in Family Managed Business
- Diploma in Strategic Marketing
- Diploma in Capital Markets [in collaboration with Institute of Financial Markets of Pakistan (IFMP)]

## Objectives

- To develop highly skilled practitioners with an in-depth understanding of strategic, tactical and operational issues due to disruptive dynamism.
- To familiarize the participants with the best practices in the industry (both local and international).
- To cultivate visionary anticipation skills required for successful management.
- To impart study techniques that will help prepare participants for the international certificate examinations, when applied.
- To acquire tools of Leadership, Problem Solving & Decision Making.
- To establish cost of leadership.

## Salient Features

- Taught by Leading Academicians and Industry Practitioners
- Soft skill courses integrated with the program
- Case study & experiential blended learning
- Simulations
- Guest speaker sessions
- Directly mappable to job requirement including latest tools & concepts followed by industries

## Who should apply?

- Managerial level executives wanting to enhance their skills in the relevant management area.
- Those who are engaged in the specific areas of management.
- Anyone who opts for mid-career shift.

## Eligibility Criteria

For Diploma in Accounting, Finance and Law, Diploma in Capital Market & Diploma in Strategic Marketing:

- A bachelor's degree from HEC recognized educational institution in any area of study.
- An adequate post qualification work experience.

For Diploma in Family Managed Business:

- Family Business Members
- Employees working for business

Details: <http://cee.iba.edu.pk/diplomaprograms.php>



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# Open Enrolment Programs

These workshops bring together individuals and teams from multiple organizations to learn from each other. These workshops are announced through training calendar on different emerging themes including but not limited to:

- Governance (Corporate and Public Sector)
- Leadership
- Strategy, Innovation & Change Management
- Family Business Management
- Healthcare Management
- Supply Chain Management
- Human Resource Management
- Financial Management
- Legal & Law
- Quality Management
- Information Technology
- Project Management
- Communication



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# Leadership

## Discovering Leadership Through Self Analysis

### OVERVIEW

According to contemporary thinking leadership is an extension of self. It is largely driven by a mixture of personality, behavior, values, emotions and environment. An individual (called a leader) has to influence other individuals (called followers or team members) to achieve personal and organizational goals. Building on this perspective, the main aim of the workshop is to uncover through self-analysis, the leader within 'you'.

### Learning Outcomes

- Utilize emotionality as an effective leadership tool.
- Improve decision-making as a leader
- Identify the traits and behaviors of an effective leader.
- Understand the relationship between leadership and environment.
- Understand the leadership context of communication and how it impacts the information flow.
- Manage relationships between leader and team members.
- Effective use of power

### Who should attend?

Senior and middle level managers and any senior executive who is leading a group of individuals within an organization.

### Faculty

Dr. Khurram J. Sharif, Faculty, Qatar University

### Duration

02 Days

### PROGRAM FEES

PKR 75,000/-

### FEEDBACK RATING

Faculty **4.4/5** Program **4.3/5**



### Other Available Programs

- Leadership Skills For the Top Management
- Managing & Leading Education Institutions
- Women Leadership



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# Human Resource Management

## TESTIMONIAL

"It is always amazing coming to IBA for such class room type training and an extremely disciplined environment." Anna Iqbal,  
Human Resource Officer, Adamjee Life Assurance Co. Ltd



## Balanced Scorecard

### OVERVIEW

The aim of this workshop is Strategy Deployment & Measurement using the Balanced Scorecard as to translate strategy into action across four perspectives namely; financial value, customer delivery, internal processes and, learning and growth.

### Learning Outcomes

- Gain Awareness of the Balanced Scorecard as a system for management
- Practice in developing your own Balanced Scorecards
- Establish the organization's state of preparedness for developing a full scale Balanced Scorecard
- Develop an early pilot model for a Scorecard
- Develop a plan for commitment and action.

### Who should attend?

- Business Leaders
- Head of Strategic Planning Department
- Departmental Heads
- Senior Managers

### Faculty

**Dr. Akmal Atallah**, Certified Balanced Scorecard Master Professional

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.8/5** Program **4.7/5**

## Compensation & Benefits Management

### OVERVIEW

This program is designed to integrate both standard practices and changing trends in C&B management that can be replicated to add Big Value to your organization.

### Learning Outcomes

- Align the C&B Strategy with strategic goals & company objectives
- Understand & use varied methods of Job Evaluation & the relevant changing global trends
- Develop a salary administration program for the organization
- Develop critical guidelines to effectively manage salary review decisions and outliers
- Strike a good balance between internal equity and external parity
- Strengthen the link between pay and performance (the real game changer)
- Design Incentive programs – keep check on growing fixed payroll cost & convert to variable pay
- Focus on diversified aspects while designing benefits (financial aspects, ROI, cost-benefit analysis, affordability & sustainability)
- Monetize benefits – creating a win-win equation for employer and employee
- Communicate total reward communication - Branding & Merchandizing your Pay Package

### Who should attend?

HR Professionals

### Faculty

**Hussain Adenwala**, Independent Consultant

### Duration

02 Days

### PROGRAM FEES

PKR 45,000/-

## Competency Based Interviewing – “Select the Best”

### OVERVIEW

This one-day workshop will enhance participants' skills, knowledge and confidence in recruitment & selection decisions they make, and provide them a comprehensive perspective and practical understanding of Competency Based Interviewing.

### Learning Outcomes

After completing this course, participants will have:

- An understanding of the term “Competency”
- A concept of Competency Mapping/Profiling
- An ability to identify and develop competency profiles for the position to be interviewed for
- A practical understanding of how to apply Competency Based Interviewing techniques during interviews through use of simulations and practical exercises

### Who should attend?

Middle and Line Management Employees who are involved in employee selection process and conduct interviews for selection of employees.

### Faculty

**Shuja Shams**, Visiting Faculty, IBA, Karachi

### Duration

01 Day

### PROGRAM FEES

PKR 19,500/-

## HR as Strategic Business Partner

### TESTIMONIAL

"Course was completely relevant. It increased my knowledge regarding HR Business Partner. I learned a lot and would help me in implementing in my career/organization."  
Zainab Taufiq, Manager Organizational Development, MAL Pakistan

### OVERVIEW

This workshop is designed to give participants an insight to the current challenges facing HR and how it can evolve as a Strategic Business Partner.

### Learning Outcomes

- How can HR strategically position itself whether it is in a Multinational or a local organization. How it can influence without being seen as an interference in the business.
- How all elements of HR such as organisational development can be viewed as adding value to organisation as opposed to being stereotyped as... Training, Recruitment, OD, Compensations are seen as adding value and not seen as being stereotypical..

### Who should attend?

HR Heads & HR Managers (Preferably Senior & Middle Management)

### Faculty

**Shakeel Mapara**, Visiting Faculty, IBA, Karachi & Director HR & OD, Sanofi Aventis Pakistan

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.6/5** Program **4.7/5**

## Performance Management Essentials

### OVERVIEW

This two-day workshop will enhance participants' knowledge on performance management concept and modern performance management tools and also develop their skill and confidence in identifying and implementing a suitable performance management process to manage the performance of individuals and teams, through an experiential learning approach.

### Learning Outcomes

- An understanding of the concept of Performance Management including its aims, characteristics and guiding principles.
- A step by step comprehensive understanding of the complete Performance Management Process cycle.
- Concept and practical application of setting performance standards through key performance standards (KPIs).
- Complete grasp of performance measurement techniques used for measuring objective results and behavioral competencies.
- A practical understanding of how to apply performance management techniques in the organization.
- The ability to design a high quality development plan upon conclusion of performance management cycle.

### Who should attend?

Middle and Line Management employees who have people management responsibilities. HR managers responsible for developing and implementing Performance Management System in their organizations can also benefit.

### Faculty

**Shuja Shams**, Visiting Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.5/5**



### Other Available Programs

- Finance & Accounting for HR Professionals
- Effective Interviewing Skills
- Employee Engagement & Retention
- Coaching & Mentoring Employee at workplace

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# Strategy, Innovation & Management

## TESTIMONIAL

This is one of a kind practical learning program which not only provided me with an opportunity to learn about the latest global business and technological trends in Pharma, but it also tied them to the current realities of Pharma in Pakistan. The carefully chosen case studies added a lot of flavor and the interactive group exercise brought the theoretical realities to practice. Pharma leaders across Pakistan must add this course to their training plans in 2018. Samir Saleem, Lead - Digital Initiatives, Novartis Pharma (Pakistan) Limited



## General Management Program (GMP)

### OVERVIEW

The program will emphasize strategic, functional, tactical and personal aspects associated with management at middle and senior organizational levels. The program will provide hands-on and pragmatic insights for managers who want to enhance and polish their existing competencies, knowledge and skills and rethink management within the contemporary framework.

### Learning Outcomes

- Identify the principal challenges that managers face in modern organizations.
- Understand what drives individual behaviour and how to encourage and reward good performance.
- Utilize emotionality as an effective management tool.
- Use effective communication to engage people.
- Identify and eliminate time wasting practices and activities.
- Conduct effective negotiations within and outside the organization. B3+B3+B3+B3+B3
- Conduct self-analysis to conceive appropriate time management and life management strategies.
- Manage relationships between teams and team members.
- Utilize different tools and techniques for organizational decision making.

### Who should attend?

Middle and Senior Level Managers who want to polish their existing skills by exposing themselves to current and innovative practices within the organizational, self and people management.

### Faculty

**Dr. Khurram Sharif**, Faculty, Qatar University & Moiz Ahmad. Visiting Faculty, IBA, Karachi

### Duration

05 Days

### PROGRAM FEES

PKR 200,000/-

## Strategic Thinking and Execution for Top Management

### OVERVIEW

This program focuses on understanding the key elements of strategy and examining how companies can align the different elements of their organisational architecture to successfully execute that strategy. The programme will also look at the current level of a company's execution capabilities and explore ways of developing it to a higher level through short-term and long-term actions. As a participant, you will learn the skills needed to bridge the gap between strategy formulation and strategy execution.

### Learning Outcomes

- A clear, conceptual framework to assess the competitive environment and craft strategies to stay ahead
- Understanding of the trade-offs involved in developing winning strategies
- Skills to identify the cognitive and practical obstacles which hinder the execution of winning strategies
- Key concepts of successful strategy execution
- Ability to create an appropriate organisational architecture and culture which facilitates the execution of a chosen strategy

### Who should attend?

This program is designed for any top leaders responsible for the formulation and execution of strategy in their organisations, including CEOs and strategic business unit heads.

### Faculty

**Dr. Shailendra Raj Mehta**, President and Director, MICA, Ahmedabad, Visiting Professor IIM-Ahmedabad

### Duration

03 Days

### PROGRAM FEES

PKR 350,000/-

### FEEDBACK RATING

Faculty **4.9/5** Program **4.8/5**

## Effective Business Model Generation Strategies

### OVERVIEW

The key objective of this workshop is to share contemporary thinking about the design and development of a business model that is market centric and cost effective.

### Learning Outcomes

- Understand and apply business model generation dynamics related to consumer and business products.
- Construct different business models using canvas approach.
- Think creatively to formulate business models for of the future.

### Who should attend?

Entrepreneurs, Executives, Business Consultants, Innovators, Product Developers, Marketers, Researchers, Academics and Other Professionals

### Faculty

Dr. Khurram Sharif, Faculty, Qatar University

### Duration

02 Days

### PROGRAM FEES

PKR 45,000/-

## Emotional Intelligence Toolkit for Managers

### OVERVIEW

If you are a manager (leader), EI can be a very useful tool for getting the best out of your team, colleagues, students and friends. Through utilization of EI tools, you can not only become a better manager but you can also become a better human being.

### Learning Outcomes

- Utilizing emotionality as an effective team building tool.
- Improving decision-making by being more rational than emotional.
- Using communication for creating positive emotionality cycles.
- Managing emotions of others for optimal performance.
- Reducing conflict through management of strong emotions.
- Improving quality of life through realizing of your emotional strengths and weaknesses.

### Who should attend?

This workshop will be very beneficial for senior and middle level managers who are leading a group of individuals within an organization.

### Faculty

Dr. Khurram Sharif, Faculty, Qatar University

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

## Negotiation & Conflict Resolution Skills

### OVERVIEW

Participants in this dynamic training learn how to strengthen their negotiation skills through classroom game sessions, extensive role-play and exercises.

### Learning Outcomes

- Gain greater confidence in handling difficult situations
- Make faster decisions through quicker thinking
- Gain better morale and understanding of personal strengths
- Know that you are doing the best in the circumstances

### Who should attend?

- Senior Managers; Sales Professionals; Entrepreneurs; Engineers;
- Industrial Relations Professionals; HR Heads/Executives;
- Health Care professionals;
- Educators; Customer Service representatives

### Faculty

**Dr. Huma Baqai**, Director Public Affairs & Communication and Associate Professor, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.3/5** Program **4.4/5**

## Digital Innovation for Banking and Financial Institutions in Pakistan

### TESTIMONIAL

His energy is contagious and his grasp of all things digital, customer, innovation and transformation is solid. A true treat to watch him in his craft. - Stacey Kurzendorfer, Director of Business Excellence and Change Management - Marriott Hotels

### OVERVIEW

This workshop is part of IBA's Digital Innovation initiative with a purpose of educating Pakistan's Banking and Financial Institutions in ways they can transform their capabilities in becoming true Digital Enterprises. The future of Banks and Financial Institutions will largely be lead by Digital initiatives. Easypaisa and other financial platforms are getting increasingly popular, yet the banks don't seem to have a coherent Digital Innovation strategy to beat them. Pakistan's 46 commercial and micro-finance banks are serving every 100,000 people with just 6 online bank branches. Pakistan's 200M population has 45M bank accounts but 90M unique mobile subscribers with 135M SIMs. Mobile subscribers outnumber bank account holders by 2:1.

### Who should attend?

- Representatives of Commercial, Government and Academic organizations related to the banking and financial industry
- Middle to upper level leaders of the Service, Marketing, Strategy, Finance, Technology, and HR divisions of an organization.
- Forward-thinking CEO's, Deputy CEO's and Group Heads responsible for the future growth and profitability of banking and financial institutions

### Faculty

**Javaid Iqbal**, Independent Consultant

### Duration

01 Day

### PROGRAM FEES

PKR 40,000/-

## Digital Innovation for FMCG's in Pakistan

### TESTIMONIAL

"He gripped us all from the get go and never lost our attention. One of the most engaging speakers I have ever had the opportunity to be in the presence of." Mark Somerville, Vice President, Customer Success - Salesforce.com

### OVERVIEW

All industries globally are on the verge of digital disruption. From the way things are manufactured and packaged, to marketed and transported are on a continuous change cycle and digital technology is the primary driver of it all. The changes in business dynamics are starting to mandate FMCG's and others to start providing the right Customer Experience, gather the right Customer Intelligence, explore new business models to cater to these changing dynamics and achieve levels of Organizational Efficiencies to stay ahead of the curve. A 'Digital by default' mindset is needed across all manufacturers, suppliers/vendors, employees and others in the ecosystem to make this a success. The holistic understanding of the Digital mindset, the ways to execute and the ways to succeed are still largely not known in most corporations across Pakistan.

### Who should attend?

Forward-thinking leaders associated with and responsible for the future growth and profitability of FMCG's in Pakistan.

### Faculty

Javaid Iqbal, Independent Consultant

### Duration

01 Day

### PROGRAM FEES

PKR 40,000/-

## Digital Innovation for the Pharmaceutical Industry in Pakistan

### OVERVIEW

This workshop is part of IBA's Digital Innovation initiative with a purpose of educating Pakistan's Pharmaceutical Industry in ways they can transform their capabilities in becoming true Digital Enterprises

### Who should attend?

Forward-thinking Business Owners, CEO's, Deputy CEO's and Group Heads responsible for the future growth and profitability of Healthcare and Pharmaceutical enterprises in Pakistan.

### Faculty

Javaid Iqbal, Independent Consultant

### Duration

01 Day

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty 4.4/5 Program 4.4/5

### Other Available Programs

- Acquiring a Business
- Business Performance Measurement (BPM)
- Customer Centric Quality Management
- Issues of Urban Growth Explosion
- Leading Innovative Teams
- Strategic Decision Making
- Emotional Intelligence
- Data Science
- Digital Innovation Strategies



Hira Ghazanfar  
Executive Director, IFCI Ltd



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# Finance & Accounting

## TESTIMONIAL

“Excellent and the efforts are appreciated.” Muhammad Dilbar Ghouri, Company Secretary, National Transmission & Despatch Company (NTDC)

## Financial Modeling - Module 1

### TESTIMONIAL

A learning experience that refined my financial modeling skills." Unser Owais, Accounts Officer, Sindh Engro Coal Mining Company

### OVERVIEW

The objective of the course is to provide comprehensive overview of the latest analytical tools used by financial advisors and industry consultants for developing financial statements, while applying globally accepted best practices.

### Learning Outcomes

- Financial Model Basics
- Recap of key Excel formulas (if, sumif, vlookup etc.)
- Designing financial model template
- Use of timelines, flags and switches
- Use of range names & data validation
- Income Statement and Capital Expenditures and D&A Schedules
- Debt financing and interest calculations
- Working Capital Schedule
- Tax calculations within the model
- Setting up projected balance sheet
- Model review and testing

### Who should attend?

- Professionals using MS Excel
- Professional involved in the construction and use of financial models, including budgets, projections, evaluations, cash flows, projects, etc
- Professional aspiring to pursue a career in financial advisory
- Senior executives looking for opportunities to rejuvenate their financial modeling skills

### Faculty

**Saad Usman**, Visiting Faculty, IBA, Karachi & Head of Accounts & Company Secretary, Sanofi Aventis Pakistan Limited

### Duration

1.5 Days

### PROGRAM FEES

PKR 36,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.3/5**

## Corporate Reporting: A means for Corporate Governance & Sustainability Reporting

### OVERVIEW

Today the corporate world is even going beyond governance and financial reporting. Stakeholders' needs of corporate reporting are changing. During the past few years the corporate reporting in Pakistan has experienced rapid development in the area of 'Sustainability' or 'Corporate Responsibility' reporting.

### Learning Outcomes

- Ability to read and understand Corporate Reports for better understanding about a company in terms of its financial position and operating results, as well as Corporate Governance practices adopted by the company.
- Learning the new developments in Sustainability Reporting covering concepts, local and global trends, regulatory matters, standards and frameworks and much more – the 'must' you need to develop your sustainability reports.

### Who should attend?

- Directors (executive / non-executive) with finance a non-finance background
- Independent Directors
- CEO
- Chief Financial Officers / Company Secretaries
- Corporate communication /CSR department heads

### Faculty

**Abdul Rahim Suriya**, Visiting Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.4/5**

## Finance for Non-Finance Executives

### TESTIMONIAL

I would like to thank IBA for addressing such an important topic especially for non-finance background professionals. This workshop has certainly enhanced my understanding of finance in and out of office." Dr. Muhammad Fahim, Director, Strongman Medline

### OVERVIEW

This workshop provides requisite basic concepts of finance & accounting, including terminology and assumptions, valuation, financial statements, identify trends, and study competitors and thus become strategic users of accounting and financial data.

### Learning Outcomes

- To remove fear of accounting and finance and to communicate effectively with Finance Executives.
- To acquire a solid grasp of how information is conveyed in basic financial statements and monthly reports reflecting the performances; how to analyze the information, how to use the information to make informed decisions
- To enhance the decision making skill by using accounting, cost and management accounting concepts in day to day operating decisions and planning the business models

### Who should attend?

Senior & Mid-Level Non-finance executives who are involved in the business operations

### Faculty

**Abdul Rahim Suriya**, Visiting Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.3/5** Program **4.2/5**

## Financial Modeling - Module 3

### TESTIMONIAL

A learning experience that refined my financial modeling skills." Unser Owais, Accounts Officer, Sindh Engro Coal Mining Company

### OVERVIEW

The objective of the course is to provide comprehensive overview of the latest analytical tools used by financial advisors and industry consultants for developing financial statements, while applying globally accepted best practices.

### Learning Outcomes

- Overview of Practical Financial Modeling
- Review of Financial Statement Projections
- Corporate Valuations
  - a. DCF
  - b. Comps. based
  - c. Others
- Financial Models for Various Scenarios
- Corporate Model for a Going Concern
- Project Finance Model
- Leveraged Buy Out (LBO) Model
- Mergers & Acquisition (M&A) Model
- Financial Modeling as a Strategic Planning Tool for Decision Making

### Who should attend?

- Professionals using MS Excel
- Professional involved in the construction and use of financial models, including budgets, projections, evaluations, cash flows, projects, etc
- Professional aspiring to pursue a career in financial advisory
- Senior executives looking for opportunities to rejuvenate their financial modeling skills

### Faculty

**Muhammad Tauseef Ansari**, EVP - Head of Investment Banking, The Bank of Khyber

### Duration

1.5 Days

### PROGRAM FEES

PKR 36,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.2/5**



## Financial Modeling - Module 2

### TESTIMONIAL

A learning experience that refined my financial modeling skills." Unser Owais, Accounts Officer, Sindh Engro Coal Mining Company

### OVERVIEW

The objective of the course is to provide comprehensive overview of the latest analytical tools used by financial advisors and industry consultants for developing financial statements, while applying globally accepted best practices.

### Learning Outcomes

- Overview of Advanced Financial Modeling
- Introduction to FAST Financial Modeling standards
- Complex formulas for lookup and referencing
- Dealing with circular references using macros
- What if analysis, using Scenario Manager
- Auditing the model and error handling
- Presentation of key performance indicators using macros
- Model security

### Who should attend?

- Professionals using MS Excel
- Professional involved in the construction and use of financial models, including budgets, projections, evaluations, cash flows, projects, etc
- Professional aspiring to pursue a career in financial advisory
- Senior executives looking for opportunities to rejuvenate their financial modeling skills

### Faculty

**Saad Usman**, Visiting Faculty, IBA, Karachi & Head of Accounts & Company Secretary, Sanofi Aventis Pakistan Limited

### Duration

1.5 Days

### PROGRAM FEES

PKR 36,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.3/5**

## Best Practices in Internal Auditing

### OVERVIEW

This workshop presents a wealth of practices for a world-class internal audit departments. It is designed to ensure that the expectations of all the stakeholders - board, executive officer, line management are all aligned. This is not just an overview, it covers all eight foundational attributes of internal audit as well as well as how to protect the business and deliver measurable values

### Learning Outcomes

The participant of the Course will learn to improve audit performance by adopting the most up to date audit techniques. It will also help them to market the internal audit service effectively. Another benefit will be that the learning will help in covering and auditing more challenging and interesting areas of the business which in turn will result in measurable value to their organization.

### Who should attend?

Internal Audit professionals

### Faculty

**Huma Pasha**, Independent Consultant

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.3/5** Program **4.2/5**

### Other Available Programs

- Activity Based Costing
- Contract Management
- Corporate Law
- Finance for Engineers & Technical Executives
- Financial Engineering
- Alternative Investments
- Corporate Credit Risk Analysis
- Equity Analysis – (Module 1 & 2)
- Financial Derivatives – (Module 1 & 2)
- Financial Engineering & Risk Management
- Fixed Income Securities
- Operational Risk Management
- Bank Credit Analysis
- Financial Statement Analysis (Module 1 & 2)
- Industry Analysis from Credit Perspective
- Risk Analysis of Insurance Companies
- Basel III

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**Law**



## Law for Non-Lawyers

### OVERVIEW

Philosophical questions like, what is law? And practical questions like, when to use a stamp paper to sign an agreement? Make majority confused. The program is designed to familiarize the participants and train them with essential legal knowledge and skills required in every day social and business environment.

### Learning Outcomes

- You will learn about the basics of legal system of Pakistan
- You will understand how contracts are made and the basics involved in drafting and executing contracts
- You will gain an understanding of criminal and constitutional law and system and understand your basic rights
- You will develop the essential skills required to differentiate between types of intellectual property and when and how to protect it.
- You will be able differentiate between different types of leases, tenancies and easements.

### Who should attend?

Mid-level and senior managers from technical and semi-technical backgrounds who are now involved in dealing with legal departments, regulatory bodies, government and judiciary. Government officials and people working in regulated sectors such as Media, IT, Pharmaceuticals, Oil & Gas.

### Faculty

**Mohammad Sohaib Saleem**, Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

## Competing to Win: Essentials of Competition Law

### OVERVIEW

Competition Law is at the juncture of Law and Economics. The basic notion being that no single entity or cartel should be allowed to control and have negative influence on the market dynamics. The Competition Commission has been one of the most active regulators which has an increasing impact on many businesses and economic sectors. The objective of the workshop is to understand the law and the regulator and to clear the misconceptions surrounding them. The workshop will enable businesses to develop a deeper understanding and avoid legal pitfalls / risks in their acquisition, pricing, product, branding and promotion strategies and to become a more informed player in the business landscape of Pakistan while competing in the market for a market share.

### Learning Outcomes

- You will learn about the Competition Laws of Pakistan and the Competition Commission
- You will develop the essential skills required to differentiate between types of anti-competitive behavior prohibited under law.
- You will gain an understanding of how you can develop your strategies and tactics in order to avoid anti-competitive behavior and ending up on the wrong side of the law
- You will be able to identify anti-competitive behavior and the legal recourses available to take a competitor to task for such behavior.
- You will develop an understanding of the regulatory and enquiry process and how to respond and work with the Competition Commission when needed

### Who should attend?

Brand, Product, Sales and Marketing managers who are operating in a highly competitive market and want to understand the legal risks involved in promoting and marketing their product and services. Mid-level and senior managers who have a legal or a non-legal background and come across competition law or the competition commission while doing business and are in need of a deeper understanding of the competition law and policy.

### Faculty

**Mohammad Sohaib Saleem**, Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-



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# Quality Management

## TESTIMONAIL

Experience was excellent. Danish Abrar, Senior Manager, Agriauto Industries Limited



## Applicative Six Sigma - Green Belt Level

### OVERVIEW

This course develops the understanding of the participants around the famous Six Sigma Methodology, its barriers and applications. It depicts the role of strategy, team work, leadership, planning, comprehension of statistical tools, and experimental design in accomplishing successfully a six sigma project.

### Learning Outcomes

The outcomes of this course are defined using Blooms Taxonomy, which defines Levels of Cognition according to Complexity: Remember, Understand, Apply, Analyze, Evaluate, & Create.

### Who should attend?

Professionals, Engineers, Managers, Executives from Manufacturing and Service Industries (Health Care, Academia & Government)

### Faculty

**Dr. Rameez Khalid**, Assistant Professor, IBA, Karachi | **Ali Zulqarnain**, Faculty, NEDUET

### Duration

04 Days

### PROGRAM FEES

PKR 45,000/-

### FEEDBACK RATING

Faculty **4.2/5** Program **4.4/5**

## Cost of Quality

### OVERVIEW

This program focuses on making the professionals capable of articulating quality costs, categories, elements, bases and models with ease to develop a common language of quality. Globally, the participants will also develop an understanding of the phases and dynamics of a "Cost of Quality (CoQ) Program Implementation" project.

### Learning Outcomes

Participants will equip themselves with:

- Bird's Eye View of Quality Management & its Evolution
- Cost of Quality (CoQ) & its Development
- Development of CoQ Categories and Elements for your department
- Development of CoQ Bases as KPIs at strategic and tactical levels
- Implementation of CoQ Program in your company

### Who should attend?

Corporate-managers, Senior-engineers and professionals interested in the subject

### Faculty

**Dr. Rameez Khalid**, Assistant Professor, IBA, Karachi | **Ali Zulqarnain**, Faculty, NEDUET

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-



Center for Executive Education  
Institute of Business Administration

# Operations Management

## TESTIMONAIL

Nabeel ur Rehman Deputy Executive Engineer Fauji Fertilizer Company Limited (FFCL)

This course at IBA has been a source of motivation for me. The diversity of course participants and excellent quality of content has been a unique value addition experience of me.

## Factory Management

### OVERVIEW

This course is specially designed for business leaders desirous of improving their performance and who are intensively engaged in cost reduction and process improvements. Best practices in Factory Management is the focal point of the program.

### Learning Outcomes

By the end of the course, each participant is expected to have a clear understanding of World Class Factory Management, and its various components. After learning the latest tools and techniques, each participant is in a better position to enhance his/her productivity and becomes well-aware of problem-solving tools used in industry. Participants will learn about how embedded technology is used to convert a traditional setup to smart manufacturing. Technical jargon have been avoided, wherever possible, to make the learning process easy.

### Who should attend?

Factory Owners and Operations Managers. Family Business Owners and those interested

### Faculty

**Nasir Mahmood**, Independent Consultant

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.4/5** Program **4.2/5**

## Current Good Manufacturing Practices (cGMP) in Pharmaceuticals

### TESTIMONIAL

"Networking opportunity, understanding nature of teachers, friendly environment and appropriate facility. Course conducted was good." Dr. Sumbul Ishtiaq - Country Quality Head, Novartis Pharma (Pakistan) Limited

### OVERVIEW

For years, the Pharmaceutical Manufacturing Industry of Pakistan enjoyed respect and recognition in the region. During the last decade, the scenario has significantly changed mainly because of challenging regulatory requirements and global technological / knowledge driven advancements. The aim is to groom Pharma professionals with skill sets for quality deployment in local industry and to make them understand how much it is important to adapt quality measures in cGMP compliant operations and hence enabling business to go into international markets.

### Learning Outcomes

- A knowledge of "how things work" and how they impact the quality of product
- An appreciation of the regulated and compliant pharmaceutical environment
- It helps to advance your career and boosts organization's bottom line through your mastery of quality skills.

### Who should attend?

- Those in Production, QA/QC, Warehousing, Third party and Engineering.
- Those on board or aspiring to work in the manufacturing industry.

### Faculty

**Dr. Bilquis Yasmeen**, Independent Consultant

### Duration

10 Days on weekends

### PROGRAM FEES

PKR 40,000/-



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# Sales & Marketing



## Building Strong Pharma Brands

### OVERVIEW

The workshop would unveil branding tools and Laws as to how “Brand Contact” at various levels may create all the difference. It’ll also discuss how to decrease dependency on traditional local module making a transition to a low cost on-line, interactive & visual media.

### Learning Outcomes

- Essence of Branding.
- Perceptual Mapping for Competitive Analysis
- Implications of Brand Value Pyramid for Pharma Products
- Improvising the Differential advantage.
- Giving Brands a “Positioning Statement”.
- Condition, Product and Portfolio Branding.
- Utilizing latest communication tools to enhance brand reach.
- Developing interactive forums for local & Int’l KOL through customized Channel programs
- OTC & DTC.

### Who should attend?

All existing and future Product & Group Product Managers at Pharmaceutical companies.

### Faculty

**Akhtar Mahmud**, Visiting Faculty, IBA, Karachi

### Duration

03 Days

### PROGRAM FEES

PKR 40,000/-

### FEEDBACK RATING

Faculty **4.7/5** Program **4.9/5**

## Strategic Selling – Process, Approaches and Techniques

### OVERVIEW

This course will be geared towards enhancing participants’ understanding of the sales and customer service process and enhancing selling and serving skills with the prime aim of building and nurturing a customer centric culture.

### Learning Outcomes

- Customer Centricity
- Customer needs analysis
- Value creation
- Selling Techniques
- Selling Strategies
- Relationship Development

### Who should attend?

- Sales Executives and Managers
- Marketing Managers
- Business Development Managers
- Key Account Managers

### Faculty

**Dr. Khurram J. Sharif**, Faculty, Qatar University

### Duration

02 Days

### PROGRAM FEES

PKR 40,000/-

### Other Available Programs

- Brand & Competitive Strategies
- Branding for Success
- Building Powerful Brands for Higher Profits
- Building Strong Pharma Brands
- Channel Management Dynamics
- Creativity in Advertisement
- Customer Services Excellence
- Effective Participation in Trade Exhibitions
- Finance for Sales & Marketing Executives
- Integrated Brand Communications
- Laws of Branding: Application in Pakistan
- Media Planning Dynamics
- Mobile Marketing Strategies
- Neuro Branding
- Optimal Pricing Strategies
- Publicity
- Sales Force Management
- Sales Management & Customer Service Excellence



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# Project Management

## TESTIMONAIL

A very important course for professional and personal growth. IBA CEE serves as the perfect learning incubator, if it may so be called.

Farrukh Mujabid Manager Coordination, Dawn Group of Newspapers (Pakistan Herald Publications Ltd.)

## Project Management - Framework & Tools

### OVERVIEW

The workshop will introduce a structured approach to managing projects in any industry or financial institution. It will provide participants an opportunity to gain managerial practice through the development of 'Projects Execution Manual' for a real life project. The Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) would be taken as the basis to achieve the desired target.

### Learning Outcomes

- Learn and apply a structured approach to projects for consistently managing them successfully
- Discover the whole range of competencies needed to be an accomplished project manager
- Develop understanding of the requirements and complexities of project management
- Explore and apply a set of more than two dozen tools available for effective project selection, planning and monitoring
- Comprehend the personality traits required in a project manager
- Develop professional networking contacts

### Who should attend?

Professionals  
 Project Team Leads  
 Project Managers  
 Program Managers

### Faculty

**Dr. Syed Irfan Nabi**, Assistant Professor, IBA, Karachi; **Dr. Rameez Khalid**, Assistant Professor, IBA, Karachi; Omair Mirza, Independent Consultant

### Duration

04 Days

### PROGRAM FEES

PKR 60,000/-

### FEEDBACK RATING

Faculty **4.7/5** Program **4.6/5**

## Strategic Project Management Managing the Project Portfolio

### TESTIMONIAL

"Course was well planned and tailored to the audience. Examples were relevant and this felt like a corporate learning session and not a class room, great experience and as an alumni, I am proud we are going in the right direction."

Aiman Khan Internal Auditor, Chevron Pakistan Limited

### OVERVIEW

This program focuses on making professionals capable of identifying strategic elements around managing projects along with evaluating solutions after synthesizing this elemental information. This will help in decision making not only in projects but at the program and portfolio levels as well.

### Learning Outcomes

By going through this workshop participants will better equip themselves with:

- Best Practices in Project Management
- Approaches of Project Stakeholder Management
- Elements for establishing effective PMOs
- Models for Gauging & improving Project Management Maturity of organizations / departments
- Framework for managing project risks

### Who should attend?

Corporate Managers, Principal Engineers and Project Management Professionals

### Faculty

**Dr. Syed Irfan Nabi**, Assistant Professor, IBA, Karachi; **Dr. Rameez Khalid**, Assistant Professor, IBA, Karachi; Omair Mirza, Independent Consultant

### Duration

02 Days

### PROGRAM FEES

PKR 48,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.5/5**



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# Communication



## Managerial Communication Strategies for Success

### TESTIMONIAL

"It remained an excellent experience with IBA CEE." M. Asif, Team Lead CSC, Chevron Pakistan Lubricants Pvt. Ltd.

### OVERVIEW

To gain confidence in discussing business related topics by mastering "The You Attitude" whether its marketing, sales, advertising, globalization, finances and information technology. To learn by learning key communication skills such as how to give presentations, express opinions articulately, address customer complaints and handle tough Q&A sessions.

### Learning Outcomes

- Communication: A Survival Skill
- Getting Over the Fear Factor
- Effective Communication in Business
- Business Communication & the Global Context
- Group Communication
- Non-Verbal Communication
- Image Management

### Who should attend?

Professionals at all levels who want to build confidence, credibility, and interpersonal communication skills to create powerful relationships.

### Faculty

**Nadia Sayeed**, Visiting Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.5/5** Program **4.4/5**

## Presentation Skills: Masterclass

### TESTIMONIAL

"This workshop is really helpful, for enhancing presentations skills, everybody who lacks this skill should definitely try it." Adil Hussain, Regional Lead F&A, Intech Process Automation

### OVERVIEW

This is a highly interactive workshop that focuses on presenters' styles, structuring the message, delivering the contents, using the visual aids and handling audience questions. It has proved to be of great value for those who deliver executive level presentations, sales presentations and technical presentations.

### Learning Outcomes

- Building and enhancing confidence.
- Mastering the art of applying the techniques.
- Deliver an audience centered presentation
- Simplify technical material to reach executive level audiences
- Present on a topic with limited preparation in advance
- Build voice projection, pitch, pace and pause
- Create and use effective gestures for impact
- Handle audience questions and defer when appropriate

### Who should attend?

This workshop is meant for new presenters in Private organization/ MNC's/ Government /NGO's, also:

- Trainers who want to enhance their presentation skills
- Marketing people who want to sell a product through means of presentations
- Sales people who want to strengthen their presentation skills
- Individuals who often present to a prominent gathering
- HR professionals who train employees

### Faculty

**Nadia Sayeed**, Visiting Faculty, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.1/5** Program **4.4/5**

## Writing Techniques: A Strategic Approach

### OVERVIEW

Good written communication contributes to the success of an organization. Mastering this basic management skill enables you to write well and enhance your contribution for your organization and increase your chances of advancement.

### Learning Outcomes

- Spot the barriers to communication and how to overcome them
- Decipher solicited and un-solicited letters, create readers' profile
- Know the basic principles of business writing
- Short and long reports
- Make agendas and minutes of the meeting.

### Who should attend?

Executives and Managers working in organizations and MNCs desirous of enhancing their written communication skills for career advancement.

### Faculty

**Maria Hassan Siddiqui**, Director Ardeshir Cowasjee Center for Writing & Assistant Professor, IBA, Karachi

### Duration

02 Days

### PROGRAM FEES

PKR 35,000/-

### FEEDBACK RATING

Faculty **4.2/5** Program **4.4/5**

### Other Available Programs

- Business Communication Skills
- Effective Presentation Skills
- Written Communication Skills
- Oral Communication Skills
- Written & Verbal Communication Skills





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# Skills Development Programs

## ABOUT SDP

Skills Development Program (previously called as Business English & Skills Development Program) at the Center for Executive Education has been providing language and academic proficiency courses for more than two decade. Business English Program started at the instance of US AID in the year 1989-1990 for 16 and 17 grade officers who wanted to avail the scholarships which otherwise went un-utilized. The maximum amount of scholarships was availed by the candidates who prepared at the IBA to get the required scores in GRE and TOEFL.

Afterwards, the Russian government wished to give (which?) exposure to their employees and thus sent their employees to IBA to learn English language. Later, the Russian Government wanted to give exposure to their employees, therefore, they were sent to this program to learn the English Language. Immediately after that, the department started catering to under graduate Pakistani students to develop and enhance their skills in English, Math and General Knowledge.

The Business English Program commenced in the year 1998 and has proved to be a sought after program by professionals in the Junior & Middle Executive cadre.

In 2013, the department with its new name enhanced its offering and conducted several new courses. These programs are skills based and targeted towards executives, professionals, business owners, academicians and students working in various work spheres to enhance their analytical and technical skills set

## OBJECTIVES

The objectives of Skills Development are as follows:

- Build skills & competencies
- Provide targeted development solutions for the most frequently identified areas where development is needed
- Design & deliver readily applicable courses
- Increase the skill level and employability of participants
- Ease the step up from junior roles to taking charge of a unit.
- Capacity building of School leaders & Teachers



The background features a network of thin white lines connecting small dots, creating a web-like pattern. Overlaid on this are several large, overlapping triangles in various shades of brown and tan. Some triangles are solid, while others have diagonal hatching. The overall composition is abstract and modern.

**Open  
Enrollment  
Programs**

**ENGLISH LANGUAGE & COMMUNICATION**

Business Writing Skills  
 Corporate Speaking Skills  
 Effective Public Speaking  
 Grammar for Professionals  
 Interactive English  
 Optimizing your Presentation Skills  
 Power Talking  
 Successful Business Communication

**MICROSOFT EXCEL**

Basics of Excel  
 Advanced Excel  
 Dashboard Reporting  
 Power Pivot  
 Power Query  
 Power BI (Business Intelligence)  
 EXCEL for Data Analyst

**BUSINESS MANAGEMENT**

Decision Making  
 How to Connect? Networking  
 Interpersonal Skills  
 Learn about Business  
 Marketing Mix Fundamentals  
 Personal Management for Success  
 The 7 Figure Income Sales Process

**SAP ERP FINANCIALS**

Basics of Accounting Information System in ERP Environment  
 SAP ERP Financials  
 Human Capital Management for SAP ERP

**ENGLISH LANGUAGE & COMMUNICATION**

Business Writing Skills  
 Corporate Speaking Skills  
 Effective Public Speaking  
 Grammar for Professionals  
 Interactive English  
 Optimizing your Presentation Skills  
 Power Talking  
 Successful Business Communication

**FINANCE & ACCOUNTING**

Accounting Fundamentals for Decision Making  
 Analysis of Financial Statements  
 Business Analysis and Valuation  
 Finance Boot Camp  
 Financial Management  
 Marketing Financial Services

**E-BUSINESS**

Business Productivity using Cloud Application  
 Cloud Computing Application  
 Digital Marketing  
 E-Commerce for Small Business  
 Online Retail Marketing  
 Search Engine Optimization

**TEACHERS' CAPACITY BUILDING**

Building Emotional Intelligence & Optimism  
 ESL Teacher's Capacity Building Program  
 Skill Development of Teachers

**IELTS**

Graphic Designing

# ENGLISH LANGUAGE & COMMUNICATION



Jawwad Ahmed

Allaf Hussain

Muhammad Tariq Shehzad

Muhammad Ayman

Javed Anwar Malik



## SUCCESSFUL BUSINESS COMMUNICATION DEVELOP & ENHANCE YOUR COMMUNICATION SKILLS!

Business Communication Course is for executives working in today's highly competitive environment, or students aspiring to get into prestigious business houses. Improving your business communication skills will help you to improve your team's performance, dealing with clients, organizing and expressing ideas in writing, turning conflict situations into agreeable outcomes, and increase the level of confidence.

### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

- Learn to develop trust & confidence with clear messages
- Train to maximize your credibility & foster good relationships with team members
- Gain ability to deliver persuasive presentations

### PROGRAMME CONTENT COVERS:

- Interviewing Skills
- Negotiation Skills
- Presentation Skills
- Handling Meetings
- Letter Writing
- Emails
- CVs & Cover Letters
- Minutes & Agenda of the Meeting
- Memos
- Report Writing

### PARTICIPANT PROFILE:

- Ideal for entry-level and middle-managers
- Team leaders
- Sales executives
- Teachers/Trainers
- Fresh graduates
- Housemakers

### LENGTH OF PROGRAMME:

25 hours Verbal Communication + 25 hours Written Communication = 50 hours

### INTERACTIVE ENGLISH

Breakthrough course to address your language & communication needs

**INTERACTIVE ENGLISH COURSE** is an advanced course for participants who want to attain proficiency in English. It is a blend of all language skills, with emphasis upon spoken English, eliminating hesitation, improving accent & pronunciation and developing confidence comprehensive training and practice. All communication skill sets will be focused: Reading, writing, listening, & speaking.

### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

- Eliminate hesitation
- Improve accent & pronunciation
- Help to improve communication
- Develop confidence

### PROGRAMME CONTENT COVERS:

- Grammar
- Vocabulary
- Phrasal Words/Idiomatic Expressions
- Pronunciation

### PARTICIPANT PROFILE:

- Entry-level executives
- Teachers
- Students
- Housemakers
- Anybody facing challenges English language

### LENGTH OF PROGRAMME:

45 hours

### **POWER TALKING**

Powerful Communication to Lead

A unique course for professionals who face difficulty in communicating fluently.

#### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

- Eliminate hesitation
- Improve accent & pronunciation
- Help to improve communication
- Develop confidence

#### **PROGRAMME CONTENT COVERS:**

- Ingredients of communication leadership
- Projecting credibility, confidence and charisma
- Building instant rapport and energy
- Crafting coherent communication
- Creating memory hooks and use of space anchorage
- Overcoming speech anxiety
- Powerful body talk to influence and lead

#### **PARTICIPANT PROFILE:**

- Junior & Mid-career executives who want to improve fluency in communicating in English Language.
- Executives whose tasks involves meeting clients & giving presentations
- Sales executives
- Medical representatives
- Spokesperson
- Protocol officers
- Front desk executives & Supervisors
- Customer service representatives
- Teachers
- Students who intend to start their professional education soon.

#### **LENGTH OF PROGRAMME:**

12 hours

### **EFFECTIVE PUBLIC SPEAKING**

...YOUR KEY TO SUCCESS!

Public speaking or delivering presentations is a skill that can be learned. This course covers all necessary aspects of effective public speaking/presentation skills that a professional would require. The teaching methodology of this course will be purely task based enabling participants to develop more confidence, building self-esteem, and getting more organized.

#### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

- Present message clearly, concisely, and persuasively
- Determine audience attitudes and needs
- Appear confident and composed
- Achieve maximum impact
- Use self-evaluation techniques to improve future presentations

#### **PROGRAMME CONTENT COVERS:**

- Understanding Public Speaking & its genres – 2 hours
- Audience Analysis – 2 hours
- Planning, Designing, & Delivering Presentations – 4 hours
- Non-Verbal Communication & Overcoming Stage Fright – 2 hours
- Demo Presentations – 6 hours

#### **PARTICIPANT PROFILE:**

- Junior & Mid-career executives
- Executives whose tasks involves meeting clients
- Spokesperson
- Public relation officers
- Supervisors
- Media representatives
- Teachers
- Students who intend to start their professional education soon.

#### **LENGTH OF PROGRAMME:**

16 hours

## BUSINESS WRITING SKILLS

### Write Intelligently

How often poor writing and bad grammar becomes a major reason for the failure of an otherwise successful career! Don't let weak writing skills do this to you or a member of your team. Learn how to create business documents that say what you mean and achieve the results you want. This course not only covers the basics of how to improve your writing skills but also how to achieve the right result from your written correspondence. It is interactive, fast paced, fun and full of techniques you can use immediately. Its primary purpose is to equip you with the skills required to write clear, concise, effective business documents in an efficient and professional manner.

### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

Learn to write clearly and concisely  
 Organize your thoughts and generate content  
 Eliminate time wasters

### PROGRAMME CONTENT COVERS:

1. Structure your business documents effectively
2. Review basic concepts in sentence & paragraph construction
3. Learn to use email professionally & effectively
4. Write in a clear, concise style
5. Get your message across convincingly
6. Give your business documents that final polish before you send them
7. Learn how agendas, email messages, business letters, business proposals are structured in a professional environment

### PARTICIPANT PROFILE:

Business professionals  
 Personal assistants  
 Managers  
 Sales representatives  
 Customer service personnel  
 Administration staff  
 Accounts staff

### LENGTH OF PROGRAMME:

45 hours

## THE ART OF PRESENTATION

### Present like a pro to elevate your influence

Speaking in front of people is a skill, not an innate ability.

This extensive course involves role-play, recording and playback. It will train you to deliver an idea in the most effective way. You will be more confident and can handle anxiety and reduce stumbling over planned.

- Unique techniques on the basis of Instructor's personal experience will be delivered to the class for better result
- Presentation practice to enable them to be a good presenter
- Secure the skill base to speak before the group of any size
- Diagnostic review and further practice to develop speaking skills
- Final presentation after completion of the course to make them realize the difference

### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

- Articulate your ideas
- Deal with common fears
- Identify the power of non-verbal communication
- Make your message more effective
- Build ability to be spontaneous under pressure
- Enhance ability to influence your audience
- Feel confident to stand and deliver before any size group
- Use eye contact, gestures, and body language for maximum effect
- Develop and organize a presentation for any audience and any event
- Design visuals to enhance both the presenter's message & performance
- Deliver visual information in a way that keeps the audience in sync
- Handle tough questions

### PROGRAMME CONTENT COVERS:

#### PARTICIPANT PROFILE:

- For those who want to improve their communication, delivery style, and the impact of their presentations.
- Managers
- Start-ups that want to pitch an idea
- Teachers, trainers, instructors, Educators
- Management trainees or students

### LENGTH OF PROGRAMME:

20 hours

### **BASIC MICROSOFT EXCEL** *Make your data impactful*

Excel remains one of the most powerful and easy to use tools when it comes to crunching data. Learning Excel in a proper, structured way can not only help you save time, but it will also help you become better at your job and can give you time to focus on things and people that matter.

While we can argue that Excel can be learned by reading help and visiting blogs, it also takes good amount of time if you use that method.

This is a structured program. Each topic contains Excel files for you to learn the concepts in detail. This is an intense, focused and clearly defined program to help you learn Excel in useful and fun way.

#### **PROGRAMME CONTENT COVERS:**

- Summarize data with Excel by incorporating formulas, formatting, and charts and graphs
- Efficiently navigate and manipulate multiple spread sheets in a workbook
- Optimize your worksheets using templates, graphs and formulas
- Import, fine-tune and share Excel data in your work group
- The Spreadsheet Model
- Navigating the Interface
- Basic Data Editing
- Acquiring and Conforming Data
- Excel tables and lists
- Worksheet Formatting and Presentation
- Leveraging Formulas and Functions
- Extending Formulas and Functions
- Creating a Visual Presentation of Data
- Printing Worksheets
- Introducing Advanced Excel Features
- Final Worksheet touches
- Creating & Managing Macros

#### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

Gain right skills to make a difference in making complex spreadsheet in less time  
Usage in practical situations & problems  
Effectiveness in making reports and presentations.

#### **PARTICIPANT PROFILE:**

- Entry level to mid-level executives
  - Personal assistants
  - Teachers
  - Data entry operators
  - Accounts & finance executives
  - Fresh graduates
- Anybody working on small and large data

**LENGTH OF PROGRAMME:** 16 hours

### **ADVANCED MICROSOFT EXCEL** *Maximize the value of your data*

In this course participants will learn some of the selected advanced features of MS Excel in order to make life much simpler and hassle free. The workshop will help participant collate & analyze information effectively that is vital for administration & planning business models. Participants will learn to display and present information in a way that is simple and sensible.

#### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

Learn how to use complex functions to model your data  
Learn to generate a variety of answers and reports.

#### **PROGRAMME CONTENT COVERS:**

- Analyzing Data with Excel Power Functions
- Summarizing Business Information
- Calculations to Perform
- Data Visualization with Excel Tools & Charts
- Data Consolidation for Summary & reports
- Formulating Decisions from database information
- Management & Normalization
- Macros

#### **PARTICIPANT PROFILE:**

Entry level to mid-level executives  
Data entry operators  
Personal assistants  
Accounts & finance executives  
Teachers  
Fresh graduates  
Anybody working on small and large data

#### **LENGTH OF PROGRAMME:**

16 hours



## DASHBOARD REPORTING

### *Large data reporting at your tips*

Excel Dashboards skills are the new buzzword employers are looking for.

If you have or want a career that involves creating reports in Excel, then you need to know how to create impressive, interactive, and easy to read Dashboards

This course will get your skills up-to-date by teaching you how to create Dashboards that will impress your boss even if you don't have an artistic bone in your body.

In this program we will teach you how to create amazing interactive Excel dashboards that update with the click of the Refresh button, or with a simple copy and paste of your new data into your spreadsheet. They'll amaze your boss and take your career to the next level.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

Create interactive Excel dashboards that update with the click of the Refresh button, or with a simple copy and paste of your new data into your spreadsheet.

Work with charts and large volumes of data

Import data into Excel from another source e.g. another database, Access, Web, Text files etc.

#### PROGRAMME CONTENT COVERS:

- What is dashboard?
- Dashboard Creation Process
- Making Excel dashboard
- Dashboard designtips and tricks
- Createdynamic &interactive charts
- Create KPI Dashboard

#### PARTICIPANT PROFILE:

- Executive who prepare reports of any kind that require updating with new data on a regular basis (weekly, monthly...), work with charts, work with large volumes of data, import data into Excel from another source e.g. another database, Access, Web, Text files etc.
- Finance Executives
- Business Analyst
- Marketing & Sales Professionals &
- Anyone who wants to become expert in Dashboard Reporting in Excel

#### LENGTH OF PROGRAMME:

16 hours

## POWER PIVOT

Bringing the self-service business intelligence to your desktop

Power Pivot for Excel enables you to transform enormous quantities of data with incredible speed into meaningful information to get the answers you need in seconds, all with the comfort of familiar Excel tools and features.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE:

- Import big data from virtually any source
- Create relationships
- Build interactive reports
- Data Analysis Expressions (DAX)
- Speed up Power Pivot calculations

#### PROGRAMME CONTENT COVERS:

- Installation of PowerPivot
- Get your data in Power Pivot Workbook
- Calculated columns
- Relationships
- Creating Pivot Tables
- Measures
- Must know DAX Functions
- Time Intelligence Functions
- PowerPivot Tools

#### PARTICIPANT PROFILE:

- Advanced Excel Users
- Business Analysts
- Business Intelligence Developers
- Data Scientists

#### LENGTH OF PROGRAMME:

16 hours

## **POWER QUERY** *Master your data*

Power Query enhances self-service business intelligence (BI) for Excel with an intuitive and consistent experience for discovering, combining, and refining data across a wide variety of sources including relational, structured and semi-structured, OData, Web, Hadoop, and more.

A tool can help you transform raw data from virtually any data source into the form that you need.

### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

Easily discover and connect to data from public and corporate data sources  
Transform and merge data from multiple data sources

### **PROGRAMME CONTENT COVERS:**

What is Power Query  
Installing Power Query  
Interface  
Data Sources  
Combining Multiple Sources  
Transforming & cleaning data  
Data Destinations & Refreshing Queries

### **PARTICIPANT PROFILE:**

Excel users  
IT & BI Specialists

### **LENGTH OF PROGRAMME:**

16 hours

## **POWER BI**

Business analytics tools to analyze & visualize data

Power BI transforms your company's data into rich visuals for you to collect and organize so you can focus on what matters to you.

Power BI dashboards provide a 360-degree view for business users with their most important metrics in one place, updated in real time, and available on all of their devices. With one click, users can explore the data behind their dashboard using intuitive tools that make finding answers easy.

### **KEY BENEFITS FOR PARTICIPANTS INCLUDE:**

- Transform your company's data into rich visuals
- Connect, import, shape, and transform data for business intelligence (BI)
- Create and share dashboards based on reports in Power BI desktop and Excel
- Use natural language queries
- Create real-time dashboards

### **PROGRAMME CONTENT COVERS:**

Understanding Power BI  
What are Power BI Desktop and Desktop Pro  
Installing Power BI Desktop  
Launching Power BI Desktop  
Get Data  
Model Data Shaping, Combining, and Merging Data  
Create Visualizations and Reports  
Share Your Work

### **PARTICIPANT PROFILE:**

Everyone who works with Data  
Developer, IT Professionals, Business Analyst, Project Manager, and Business Executives

### **LENGTH OF PROGRAMME:**

16 hours

### ANALYSIS OF FINANCIAL STATEMENTS

This course is designed to facilitate analytical assessment of financial statements. Aim of the course is to highlight various aspects of financial statements which have to be taken into consideration while analyzing numbers. This course has been segmented into three broad categories in order to cover various aspects of financial analysis. Interpretations of ratios are always interrelated. Therefore, appropriate dissection of the ratios is very important which can be helpful in due diligence, performance analysis, credit base analysis, investors analysis, assessment of future outlook, cash cycle assessment in consideration to budgetary forecast, etc. After attending this course, participants will be able to assess various aspects of financial analysis against small amount of investment.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE

- Develop skills to capitalize financial analytical tools
- Dissection of financial ratios
- Assessment of areas for performance appraisal

#### PROGRAMME CONTENT COVERS

##### ANALYTICAL READING

- Directors report
- Notes to the accounts

##### DISSECTION OF FINANCIAL STATEMENTS

- Cash flow statement works as blood circulation
- Financing as a source of pumping cash flow

##### FINANCIAL DATA INTERPRETATION

- Ratio analysis & its interrelationship

##### PARTICIPANT PROFILE:

- Creditors
- Investment bankers focusing on mergers & acquisition
- Costing & budgetary planning personnel
- Senior management
- Managers operations & sales executives
- Executives & Consultants working in insurance companies
- Executive with engineering & other non-financial background.
- Journalists & Political analysts who need to understand trends and market conditions.
- Small Business Owners & Entrepreneurs

##### LENGTH OF PROGRAMME:

16 hours

### FINANCE BOOT CAMP

Join us for the training designed to keep you financially fit!

The course is design to cater mainstream financial knowledge. Our purpose is to broadly cover basic understanding of finance, utilization of ratio as a tool for assessment, financial forecasting in order to plan cash flows and earnings accordingly, project evaluations and an overview of Islamic finance.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE

Carve out the overall synopsis of finance  
 Develop mainstream understanding of budgeting, project planning, cost benefit analysis, distinction between conventional source of funding and Islamic modes of financing  
 Building analytical capabilities for financial assessment.

#### PROGRAMME CONTENT COVERS

Introduction to Finance  
 Financial Ratios  
 Financial Projections  
 Time value of Money  
 Project Evaluation  
 Islamic Finance

##### PARTICIPANT PROFILE:

All of those professionals working on the product development, management and its sales should be a part of this course.

##### LENGTH OF PROGRAMME:

16 hours

### ACCOUNTING FUNDAMENTALS FOR DECISION MAKING

The course is design to cater mainstream accounting based number analytics. Our purpose is to develop understanding of accounting heads and its procedure of recording, analytical representation of various numbers in financial statements, utilization of ratio as a tool for assessment and basis of financial projections.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE

Get core essence of accounting.  
Develop the conceptual awareness of accounting reports, budgeting; project planning and cost benefit analysis.  
Grasp the reporting and recording systems adapted by organizations for the financial representations.

#### PROGRAMME CONTENT COVERS

Introduction to Accounting  
Sources of financial statements  
Revenue recognition  
Cash collection cycle  
Expense as Value Recognition  
Tax saving element of depreciation  
Assets and Liabilities Management  
Source of funding for Assets  
Cash Flow Management  
Cash Flow per share as a tool of analysis  
Depreciation non-cash expense  
Amortization schedule

Accounting heads and its categorization  
Overview of Earning Management  
Expense recognition  
Reserves and write-off  
Depreciation non-cash expense  
Amortization schedule  
Asset class recognition  
Equities as a source of funding  
Cash Flow statement structuring  
Expense as Value Recognition  
Tax saving element of depreciation

#### PARTICIPANT PROFILE:

All of those professionals having background sales, marketing, engineering, medical and healthcare facilitation, etc. should be a part of this course.

#### PROGRAMME DURATION:

12 hours

### BUSINESS ANALYSIS & VALUATION

This course will start from the basic concepts of finance with an emphasis on the valuation concepts and build upon these concepts to learn basics of capital budgeting and cash flow estimations.

We will move on from here to learn financial planning, forecasting and corporate valuation with the concepts of value based management and corporate governance issues.

#### KEY BENEFITS FOR PARTICIPANTS INCLUDE

- Analyze a firm's expected performance
- Value the firm's shares

#### PROGRAMME CONTENT COVERS

- Financial Statements
- Cash Flow
- Financial Analysis
- Time Value of Money
- Bonds
- Bond and Stock Valuation
- Risk and Return and CAPM
- Cost of capital
- Capital Budgeting
- Cash Flows
- Cash Flow Estimation and Risk Analysis
- Financial Planning & Forecasting Financial Statements
- Corporate Valuation
- Value based Management
- Corporate Governance

#### PARTICIPANT PROFILE

Mutual Funds, Corporate Finance Executives, Bankers, Financial Planners, Capital Market Professionals, Portfolio Management Professionals, Financial Consultants, & Academicians

#### PROGRAMME DURATION:

16 hours



### FINANCIAL MANAGEMENT

This is an introductory course in financial management. We provide with basic concept of corporate finance, investment and financing concepts, which are important to most managerial people. You are required to learn the content and scope of financial management and the vital role-played by a financial manager.

This course is designed to introduce you to the fundamental issues of financial management and to the quantitative techniques used to address them. We will consider questions of concern for both corporate financial managers and investments managers.

### KEY BENEFITS FOR PARTICIPANTS INCLUDE

Developing an integrated framework for strategic financial decision-making.  
 Understanding of financial statements and the financial information  
 Critically evaluate and analyze cash flows statements.  
 Management and evaluation of portfolios and firm valuation techniques.  
 Understanding of how to incorporate risk and uncertainty into investment decisions and understand how companies make financing and investment decisions.

### PROGRAMME CONTENT COVERS

- An Overview of Financial Management and the Financial Environment
- Time Value of Money
- Financial Statements, Cash Flow, and Taxes
- Bonds and Their Valuation
- Stocks and Their Valuation
- Capital Budgeting: Evaluating Cash Flows
- Cash Flow Estimation and Risk Analysis
- Financial Planning and Forecasting Pro Forma Financial Statements
- Corporate Valuation, Value-Based Management, and Corporate Governance
- Derivatives and Risk Management

### PARTICIPANT PROFILE

Mutual Funds, Corporate Finance Executives, Bankers, Financial Planners, Capital Market Professionals, Portfolio Management Professionals, Financial Consultants, & Academicians

### PROGRAMME DURATION:

12 hours

### PERSONAL MANAGEMENT FOR SUCCESS

In a world changed by technology and exponential knowledge creation the rules for success at the workplace have changed.

In addition to working hard professionals must also master personal management techniques to work smart. This course will enable professionals to learn and apply personal management techniques to excel in their careers

### PROGRAMME CONTENT COVERS:

- Creating a personal mission statement
- Strategies to visualize success
- Developing goals and effective work plans
- Procrastinating , eliminating time wasters and managing time effectively
- Conquering stress and anxiety
- Staying motivated to achieve results
- Tackling difficult people and work related issues
- Leveraging relationships for success
- Relaxation and energizing techniques

### PARTICIPANT PROFILE

Graduates and young professionals wanting to learn personal management tools to manage workplace issues and advance their careers.

## **CERTIFICATE IN ERP FINANCIALS (with sap erp)**

The Enterprise Resources Planning (ERP) Certificate program at Institute of Business Administration focuses on the knowledge and skills that students need for careers in organizations that employ Enterprise systems to support key business processes. The Certificate in ERP Financials program is designed to give students a solid and applied enterprise systems experience with a holistic overview of ERP systems and hands-on experience using SAP ERP.

This sixty four hours intensive training includes following two courses

<b>Accounting Information System and ERP Implementation</b>	20 Hours
<b>Basics in SAP ERP Financials</b>	44 Hours

### **OBJECTIVES**

To understand building blocks of an AIS in IT context, to understand key concerns in ERP implementation, and to develop moderate users' skill in SAP ERP Financials, and its integration with other business processes those are important to understand modern day accounting information system.

### **COURSE OUTLINES**

#### **AIS DEVELOPMENT & ERP IMPLEMENTATION**

Revisiting Accounting Cycle  
 Developing AIS: From Chart of Accounts to Financial Statement  
 Understanding and Addressing Key Issues in ERP Implementation  
 Accounting Project (Developing complete AIS and from raw data from scratch)  
 Critical Business Processes and AIS using Accounting Software (Quick Books)

#### **BASICS IN SAP ERP FINANCIALS**

Introduction to SAP ERP and SAP ERP Financials  
 Basics of General Ledger Accounting (FI-GL)  
 Basics of Accounts Payable Accounting (FI-AP)  
 Basics of Accounts Receivables Accounting (FI-AR)  
 Basics of Bank Accounting (FI-BL)  
 Basics of Fixed Asset Accounting (FI-AA)  
 Basics of Cost Center Accounting (CO-OM-CCA)  
 Basics of Internal Orders (CO-OM-OPA)  
 Basics of Product Cost Controlling (CO-PC-PCP)  
 Basics of Account Determination and Integration with MM, SD and PP



The background features a network of thin white lines connecting small dots, creating a web-like pattern. Overlaid on this are several large, overlapping triangles in various shades of brown and tan. Some triangles are solid, while others have diagonal hatching patterns. The overall composition is abstract and modern.

**Skills  
Development  
Program  
Customized  
Courses**

### CUSTOMIZED COURSES:

Client: Sindh Engro Coal Mining Company  
 Program: Certificate in Business Management  
 Dates: March-July 2017  
 Objective: Newly recruited Graduate Engineer of Tharparkar District to be trained in basic management skills  
 Audience: Newly recruited Graduate Engineer of Tharparkar District  
 Program Plan: 2 semesters. 3 courses in each semester.  
 36 lecture hours + 1.5 hours term exam + 3 hours final examination  
 Training & Residential Venue: Islamkot, Tharparkar  
 Courses: Principles of Management | Principles of Finance | Principles of Accounting | Organizational Behaviour | Computer Applications | Essentials of Microeconomics & Macroeconomic

Client: Pakistan Petroleum Limited Asia E&P B.V. Iraq branch  
 Program: English Language Proficiency & Communication Skills Program  
 Dates: June 22 –July 17, 2015  
 Objective: A Capacity-building program for 20 Field Managers from Iraq (Arabic Speaking) to improve the executives' English language skills in all areas i.e. Reading, Writing, Listening, Speaking & Grammar.  
 Audience: 20 Field Managers from Iraq  
 Program Plan: One month. 8 hours each day  
 Training & Residential Venue: Movenpick Hotel, Karachi

Client: Pakistan Petroleum Limited Asia E&P B.V. Iraq branch  
 Program: English Language Proficiency & Communication Skills Program  
 Dates: July 4-28, 2017  
 Objectives: A Capacity-building program for 28 Field Managers from Iraq (Arabic Speaking) to improve the executives' English language skills in all areas i.e. Reading, Writing, Listening, Speaking & Grammar.  
 Audience: 28 Field Managers from Iraq  
 Program Plan: One month. 8 hours each day  
 Training & Residential Venue: Movenpick Hotel, Karachi

Client: Aga Khan Education Services, Pakistan (AKES,P)  
 Program: SCHOOL LEADERSHIP DEVELOPMENT PROGRAM  
 Dates: February 8-26, 2016 (Batch 1)  
 Objectives: Capacity Building of 30 School Heads from Chitral & Gilgit Baltistan, to improve school leadership and teacher competencies to promote quality learning in all AKES, P schools  
 Audience: 30 School Heads of AKES, P schools from Chitral & Gilgit Baltistan  
 Program Plan: 3 weeks. 8 hours per day  
 Training Venue: IBA Karachi

#### Modules

Value Chain Management
Marketing
School Administration & Facility Management
Human Resource Management
Total Quality Management
Managing School Finances
Data Management

Client: Aga Khan Education Services, Pakistan (AKES,P)  
 Program: SCHOOL LEADERSHIP DEVELOPMENT PROGRAM  
 Dates: November 7-25, 2016  
 Objective: Capacity Building of 30 School Heads from Punjab & Sindh, to improve school leadership and teacher competencies to promote quality learning in all AKES, P schools  
 Audience: 30 School Heads of AKES,P schools from Punjab & Sindh  
 Program Plan: 3 weeks. 8 hours per day  
 Training Venue: IBA Karachi

Modules
Value Chain Management
Marketing
School Administration & Facility Management
Human Resource Management
Total Quality Management
Managing School Finances
Data Management

Client: Government of Sind  
Program: MS Excel

- Beginner to Intermediate
- Intermediate to Advance

Objective: Public Financial Management, Support Program for Pakistan, is a European Union funded technical assistance program for the Government of Sindh. The program is executed with the assistance of Oxford Policy Management (OPM).

Through this program various financial management reform activities have been undertaken. As part of this program, training in the use of MS Excel was conducted for staff/management of line departments of the Government.

As per understanding, IBA Karachi conducted the trainings for four (4) batches.

Plan: 5 batches of 20 persons each. 3 hours each day for 7 days

Dates:

Batch 1: Jan 25-Feb 3, 2016

Batch 2: Feb 8-17, 2016

Batch 3: Feb 18-Mar 2, 2016

Batch 4: Mar 7-16, 2016

Batch 5: Nov 29-Dec 8, 2016

Audience: 100 Staff/management of line departments of the Government.

Client: Sindh Workers Welfare Board (Education Services)

Program: SUCCESSFUL BUSINESS COMMUNICATION

Date: March 14-April 25, 2016

Audience: 10 Administrative Staff & Teachers of Sindh Workers Welfare Board (Education Services).

Objective: This 50 hours training was designed for the Administrative Staff & Teachers of Sindh Workers Welfare Board (Education Services) to improve their communication skills.

**TOPICS:**

Letter Writing

Emails

Report Writing

Memo

Minutes of Meetings

Interviews

Conducting Meetings

Clarity of Thoughts

Negotiation Skills

Presentation Skills

Client: National institute of banking and finance (NIBAF), State bank of Pakistan

Program: WRITTEN COMMUNICATION

Dates of Pilot Training: December 2-4, 2015

Audience: 27 participants were from OG1 to OG 4 from various departments across the State Bank of Pakistan.

Plan: The 3 full days pilot training was designed and was conducted at the State Bank. The participants were from OG1 to OG 4 from various departments across the State Bank of Pakistan.

The course was designed with the mutual consultation of lead trainer, associated with the Institute of Business Administration (IBA) and head of the departments, HR officials at the State Bank and NIBAF officials.

Expectations were recorded at the Training Need Assessment (TNA), which was conducted on October 8th, 2015 by the three member team from IBA, comprising of lead trainer and CEE members.

Topics:

Structure of Effective Writing

Emails

Report Writing

Summarizing

Minutes of the Meeting

Notes Taking



Client: National institute of banking and finance (NIBAF), State Bank of Pakistan

Program: WRITTEN COMMUNICATION

Dates of Batch 2: April 12-14 2-4, 2015

Audience: 28 participants were from OG1 to OG 4 from various departments across the State Bank of Pakistan.

Plan: The 24 hours training was given to the employee of the State Bank. The participants were from OG1 to OG 4 from various departments across the State Bank of Pakistan.

Topics

Speed Reading

Writing on a Prompt

Grammar

Policy Briefs

Structure of Effective Writing

Email

Report Writing

Summarizing

Minutes

Notes Taking

Client: Sami pharmaceuticals

Program: Marketing Excellence

Plan: Four modules/courses

Dates: March-September, 2015

Audience: 24 executives from SAMI's sales & marketing team

Objectives: This development program is designed to provide participants with learning opportunities induce new concepts in marketing and business development skills of product managers, group products managers and marketing managers.

(i) Communication Design

(ii) Market Research

(iii) Product Management

(iv) Branding Pharma Products

Client: Medisure

Program: Excellence in front line leadership for Medisure

Dates: April 10-12, 2015

Audience: 26 first line supervisors

Objective: The program was specifically designed for first line supervisors to develop their managerial and leadership skills. The trainer focused the workshop on teaching executives the Managers' responsibilities, Negotiation & Conflict Management, Leadership, Team Dynamics & Personal grooming

Client: Standard Chartered Bank

Program: Successful Business Communication

Plan: 3 Months Friday & Saturday | 3 Hours / Day

Dates: 8 Sep to 18 Nov, 2017

Audience: Mid – Senior Level

Objective: Develop their written & verbal communication to develop your sales

Client: Oxford University Press

Program: MS Excel Basic to Intermediate

Plan: 4 Days program | 9am to 5 pm

Dates: Aug 16- 21, 2017

Audience: Mid Level

Objective: To improve technical skills

Client: Oxford University Press

Program: MS Excel Intermediate to Advanced

Plan: 3 Days | 9am to 5 pm

Dates: Aug 22- 24, 2017

Audience: Mid Level

Objective : To improve technical skills

Objective:

The background is a dark brown color with a complex geometric pattern. It features several large, overlapping triangles in various shades of brown and white. Some triangles are solid, while others are filled with a white diagonal line pattern. A network of thin, light-colored lines connects small circular nodes across the entire background, creating a web-like structure. The text 'Cambridge English' is positioned on the right side of the image.

**Cambridge  
English**



## CERTIFICATE IN EMI SKILLS (ENGLISH AS A MEDIUM OF INSTRUCTION)

*The online qualification for academics who teach and work in the medium of English.*

**Institute of Business Administration, Karachi (IBA)** has entered into an agreement with **Cambridge English Language Assessment** to provide Cambridge English “**Certificate in EMI Skills (English as a Medium of Instruction)**” course. It is the approved **Cambridge English Teacher Development (CETD)** Course.

The **Certificate in EMI Skills** is for University Professors, Lecturers, Tutors and Researchers whose first language is not English, but who use English to teach students, present academic papers and interact with colleagues.

The online course modules include video demonstrations of University of Cambridge lectures, seminars and tutorials.

**The Certificate in EMI Skills is at Proficient to Expert stages** on the Cambridge English Teaching Framework.

IBA is offering **Certificate in EMI Skills** blended model i.e. 40 hours of online training & approximate 27 hours of face-to-face training that will be conducted by experienced and trained instructors.

The **Certificate in EMI Skills** course helps higher education professionals to:

- communicate more effectively in English with students and colleagues
- use a range of language in different situations, from lectures and tutorials to conferences and online discussions
- increase familiarity with a range of skills for delivering instruction in English.

## MODULES

The Certificate in EMI Skills has eight modules:

Module
1 Language for lectures
2 Language for seminars
3 Language for small groups and practical sessions
4 Language for tutorials and supervision
5 Language for online communication
6 Language for evaluation and feedback
7 Language for developing and extending professional roles
8 Language for fulfilling professional responsibilities

Each module has a number of lessons, which all have the following structure:

- an introduction to the topic
- interactive learning activities
- interactive practice activities
- progress test and assignments



## ASSESSMENT

Participants are assessed in the following ways:

Assessment component	Description
Four written assignments within each module	Participants apply the language and skills they have learned to their own context and reflect on their experience.
An end-of-module progress test	Participants complete a multiple-choice test to check their learning.

### Key Facts

<b>Format:</b>	Online, with optional tutor-led sessions
<b>Assessment:</b>	Online progress tests

**With the Certificate in EMI Skills, participants can show that they:**

- can use English as the medium of instruction with greater effectiveness
- are able to use a wider range of strategies to engage students
- can take part more confidently in professional activities in the medium of English.

**Reasons to choose the Certificate in EMI Skills:**

- Designed specifically for the higher education sector, with real-life examples from the University of Cambridge.
- Helps to improve teaching quality, supporting your institution's academic excellence objectives.
- Can be used as part of a wider programme of academic staff development.
- Flexible and convenient online learning – course modules can be taken separately, in any order, over a 12-month period.

Participants will gain a certificate on completion of the whole course

[http://sdp.iba.edu.pk/cambridge\\_english\\_certificate.php](http://sdp.iba.edu.pk/cambridge_english_certificate.php)

Email: [emicambridge@iba.edu.pk](mailto:emicambridge@iba.edu.pk)



**IBA CEE**

Center for Executive Education  
Institute of Business Administration

# Summer School

The recurrent theme of IBA is to continuously expand its programs and services so as to provide education and skills to individuals who would like to obtain a degree, advance their career, or pursue personal enrichment. The IBA Summer School Program has been conceived with inspirations drawn from Summer Schools at Harvard, Stanford, Cambridge, UCLA, BU, LSE, Indian Bangalore Summer Programs, King's College, Kellogg, and Monash.

Currently, IBA has been offering business and computer science courses every summer to individuals including existing students, both undergraduates and graduates. The IBA Summer School concept is to develop and sustain a wide range of beneficial and innovative academic and skill-development courses and programs for a diverse population of students and adults alike, so as to provide them with an opportunity to develop and enhance their academic, professional, and personal experience.

### **For Youth & Students**

Students from high-school, college, university, undergraduate, and graduate programs, teachers, and adult learners from within and outside Pakistan will have the privilege of studying under experienced faculty/specialists

Individuals who would like to obtain a certificate in a given subject can enroll in courses of their choice

Students and adults wishing to improve and enhance their personal skills can choose a specialized course.

### **For Educators, Teachers & School Leaders**

Faculty and Teachers can opt for faculty development courses that will develop and enhance their teaching techniques and pedagogy in the classroom.

### **For Supervisors**

People who would like to progress in their career, or are embarking on a new career path can join courses that would facilitate them in their professional lives.

Eminent and experienced personalities will be invited to IBA to conduct short courses, which will enable networking opportunities for students within and outside IBA.

Participants will get a chance to interact and network with a diverse group of people from all walks of life. They will also get an opportunity to meet faculty and students at IBA first hand in-person in a sociable and open environment.

## Programs

The following programs are offered under Summer School:

- On your mark-Employability & Job Hunt Skills;
- Personal Grooming and Life Skills Workshop
- Conversational English
- English Pronunciation for Communication
- Writing & Speaking in English
- Microsoft Office
- Writer's Craft
- Speakathon
- Essay writing for College Applications, GRE, TOFEL & IELTS
- IELTS Crash Course
- Demand of 21st Century Learning from School Leadership
- Improving Questioning to Enhance Learning in the Classroom
- Using Storytelling as Instructional Method
- Using Role Play as a Teaching Strategy
- Digital Marketing
- Creative Designing-Photoshop & Illustrator

Details: <http://summerschool.iba.edu.pk/>



[cee.iba.edu.pk](http://cee.iba.edu.pk)