



**Executive MBA**  
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**NUST BUSINESS SCHOOL**

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## **1. Programme Objective:**

The Executive MBA programme at NBS is an intensive educational and application-based learning experience, which has a number of facets:

- Undertaking study of a series of business and management subjects and with a focus upon the relationship of theory and practice.
- In addition to the taught academic sessions, learning to learn and learning from others, are key features.
- The opportunity to assess and develop personal competences which will allow for realistic and effective career development.
- Making friends and having fun with other students.

Getting the most out of these experiences depends on a number of crucial approaches to students' and faculty's dedication to the programme:

- Commitment of time and energy to academic study.
- Engagement with academic and non academic subjects and activities.
- Participation in the learning experience.
- Self management of learning.
- Openness and tolerance to new ideas and different people.

To be successful in business, managing people and your organization effectively is essential. NBS offers one of the best Executive MBA programs, delivering a general management curriculum infused with a global approach to business.

## **2. Curriculum for Experienced Working Professionals**

NBS' rigorous curriculum is designed specifically for experienced executives--the average work experience of our students is above 05 years. It delves into the complex business issues that seasoned managers' face. The Executive MBA programme facilitates team-based learning by having students take all of their classes with a cohort of peers from diverse backgrounds, functions and industries. They benefit from the collective work experience of their classmates and are able to apply immediately what they learn in the classroom to their work.

All applicants to NUST Executive MBA are required to appear in NTS's GAT test. The schedule is as follows:

## **3. Eligibility Criteria**

- The candidate should have a minimum of five years of working experience in an executive position.
- All 4 year bachelors / MBA / MPA/ M.Comm or an equivalent qualification duly recognized by HEC (as applicable) with a minimum CGPA of 2.5 out of 4.00 or 1st Division (60% marks).

- The percentage will only be valid, if CGPA is not mentioned in the Bachelor's degree or Master's degree or the respective academic transcript. No third division is eligible and only one 2nd division throughout the academic career (less terminal degree) is allowed.

Final merit list will be prepared by assigning following weightages:

➤	GMAT / GAT / NTS (HEC)	50%
➤	Previous Academic Record	25%
➤	Interview*	25%

\* Candidates for Executive MBA will be required to qualify the interview for final selection.

Selected candidates for admission will be informed of their selection by post by the University

#### 4. Fee Structure

The twenty-month Executive MBA per student is not less than Rs. 200,000/-.

#### 5. GAT Test Schedule at NTS

Test Date	Advertisement Dates	Last Date For Application Submission	Provisional candidate list will be uploaded on website	Queries will be entertained till	Roll No. Slip Dispatch Date	Result Announcement Date on website	Result Card Dispatch Date
6th July 2008	18th May 2008 & will be repeated on 25th May 2008	7th June 2008	14th June 2008	20th June 2008	25th June 2008	12th July 2008	19th July 2008

#### 6. Premier Faculty

As one of the leading business schools of the country, NBS attracts some of the best and brightest professors. The Executive MBA Program faculty is handpicked for their expertise in teaching experienced professionals. They incorporate their own research and experiences working directly with the corporate community into the curriculum, offering a stimulating and relevant class experience.

#### 7. Academic Learning:

NBS Executive MBA starts in September and has four quarters of four months each. NBS Executive MBA degree is a sixteen-month taught and four-month thesis/ research project-based programme – a total of twenty-month duration, 60 credit hours, degree programme. Students undertake 54 credit hours of course work and 06 credit hours worth of thesis work. Out of 54 credit course work, 42 credit hours are core-course related and in their third and fourth quarter/ semester, students opt to take courses weighing 12 credit hours, from one of the three specializations offered. The

areas of specialization are: International Business & Marketing, Finance & Investment, and Human Resource Management.

Through electives and project work, each participant's course of study can be engineered to suit specific needs.

## 8. Benefits for the Sponsoring Organization:

The NBS Executive MBA is designed to develop general management competence – a vital and critical element of successful organization in today's business environment. However, rather than develop a rigid course structure, NBS has developed a flexible programme, which allows each participant to tailor his/ her study to his/ her own career aspirations as well as organization's expectations.

NBS Executive MBA allows organizations to retain key employees by showing a commitment to their career and personal development, whilst also gaining management expertise.

The Executive MBA at NBS is designed to be an applicable and relevant course of study for the business professional. The programme will enable the participant to return to the workplace with a renewed ability to assess and analyze decision-making practices and operations with a general management focus. Each module in the programme as well as the project, are focused on the participant's organization and will provide tools, skills and concepts to assist the individual in making a lasting contribution.

## 9. KEY FACTS

Start Time	:	September 2008	
Duration	:	Taught Courses – 16 Months Thesis/Research Project – 04 Months	
Time Period	:	First Quarter	= Sep – Dec 2008
		Second Quarter	= Jan – Apr 2009
		Third Quarter	= May – Aug 2009
		Fourth Quarter	= Sep – Dec 2009
		Thesis/ Research Project	= Jan – Apr 2010
Quarter Dates	:	First	= 01 Sep – 31 Dec 2008
		Second	= 05 Jan – 30 Apr 2009
		Third	= 04 May – 31 Aug 2009
		Fourth	= 07 Sep – 31 Dec 2009
Course Content:		Core = 14	Core Credit Hours : 42
		Elective= 04	Elective Credit Hours: 12
			<u>Thesis/Research Project : 06</u>
			Total Credit Hours : 60

Quarters	Fall 2008				Spring 2009				Summer 2009				Fall 2009				Spring 2010			
First	Sep	Oct	Nov	Dec																
Second					Jan	Feb	Mar	Apr												
Third									May	Jun	July	Aug								
Fourth													Sep	Oct	Nov	Dec				
Thesis/ Research Project																	Jan	Feb	Mar	Apr

## 10. Executive MBA CURRCULUM

Quarter - I			
Sr. #	Course Code	Subject	Cr. Hrs
1	GMT-506A	Contemporary Management Principles and Practice	3
2	GMT-502A	Quantitative Analysis for Decision	3
3	FNI-503A	Principles of Accounting	3
4	GMT-505A	Business Economics	3
5	GMT-501	Business Communication	3
	<b>Total</b>		<b>15</b>

Quarter - II			
Sr. #	Course Code	Subject	Cr. Hrs
1	FNI-601	Financial Management	3
2	FNI-713A	Management Accounting	3
3	MKT-605A	Marketing Strategy	3
4	HTM-604	Human Resource Management	3
5	ITE-607	Management Information System	3
	<b>Total</b>		<b>15</b>

Quarter - III			
Sr. #	Course Code	Subject	Cr. Hrs
1	MKT-735	CRM	3
2	HRM-784A	Change Management & Organizational Re-configuration	3
3		Elective I	3
4		Elective II	3

		<b>Total</b>	<b>12</b>
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<b>Quarter - IV</b>			
<b>Sr. #</b>	<b>Course Code</b>	<b>Subject</b>	<b>Cr. Hrs</b>
1	GMT-701A	Strategic Management	3
2	GMT-612	Business Law, Taxation & Corporate Governance	3
3		Elective I	3
4		Elective II	3
	THM-799	<b>Research Thesis</b>	6
		<b>Total</b>	<b>18</b>
		<b>Grand Total</b>	<b>60</b>

*Note:* 1. *Executive MBA is spread over four quarters, starting September and finishing December of following year.*

2. *The 'A' symbolizes advanced level course of the same code genre.*

## **11. DESCRIPTION OF CORE COURSES**

### **1. Contemporary Management Principles and Practices (GMT-506A)**

Providing students with the most contemporary and up-to-date account of the changing environment of management and management practices. Increasing globalization means that managers must respond to the effects of major differences in the legal rules and regulations and ethical values and norms that prevail in countries around the globe. Functional strategies for managing value-chain activities as well as incorporating the material on innovation. A revealing account of new internal organizational forms and the evolution of organization to meet new demands

### **2. Quantitative Analysis for Decision-Making (GMT-502A)**

Identifies, presents, and explains quantitative techniques to optimize managerial decision making. This course includes statistical tools, and techniques under conditions of certainty and uncertainty; model building; linear programming; and simulation. The course provides data-driven analytical services for a range of business challenges, specializing in statistical models for site selection decisions.

### **3. Financial & Managerial Accounting (FNI-503A)**

The course offers application of accounting data and concepts for managerial planning and control, including cost accounting and responsibility accounting. Covers the fundamentals of reporting and accounting for income, losses, assets, liabilities, and owner's equity for sole proprietorships, partnerships, and corporations. This course also includes preparation and analysis of financial statements as well as vital elements of managerial accounting.

### **4. Business Economics (GMT-505A)**

Business Economics introduce students to different economic markets, theories and policies with application to current economic issues. Emphasis is on the analysis of demand and supply, market equilibrium, price determination within different market structures, demand for factors of production, environmental issues, income distribution, and the effects of government policies and regulations in controlling price and promoting competition.

### **5. Business Communication (GMT-501)**

This course covers theory of oral and written communications. It also overviews the standard practices and effective procedures to develop and handle a wide range of frequently used business documents including memos, letters, proposals and reports, as well as focuses on methods to process decision-support information.

### **6. Financial Management (FNI-601)**

This course is designed to provide students with experiential learning in finance, utilizing comprehensive cases. Most cases are derived from actual situations from

which managers would gain valuable experience. This course is been designed to enable the student to acquire a broad familiarity with the field of financial management. Important financial management concepts that are covered include financial analysis, planning and control; capital budgeting; cost of capital; long and short term financing, including lease financing; and management of working capital.

### **7. Analysis of Financial Statement (FNI-713A)**

The aim of this course is to introduce students to contemporary methods of financial statement **analysis** and accounting-based valuation. Special emphasis will be put on:

- the interrelation between valuation theory and accounting,
- relevant characteristics of **financial** statements prepared on the basis of the prevailing **Financial** Reporting Standards, and
- application of the valuation and **analysis** framework to real world cases and examples.

The course will discuss several approaches to valuation of equity and debt investments and their respective merits. Based on the concept of accounting-based valuation, an analytical framework for **analysis** of **financial** statements will be developed, with an emphasis on ratio **analysis** of profitability and growth. Having identified the major value drivers at work, forecasting tools will be outlined. This course rests on a user perspective of **financial** statements and is therefore well suited for participants who expect to be active users of **financial** statements as part of their professional responsibilities. Students with prospective careers in the preparation and auditing of **financial** statements will also benefit from a deeper understanding of the capital markets impact and use of **financial** information.

### **8. Marketing Strategy (MKT-605A)**

Focuses on today's dynamic environment for products and services; development and use of methods, procedures, structures, and systems to detect and analyze changes in it; and the formulation of objectives and planning of marketing strategies that reflect them as well as respond effectively to environmental changes, as well as to explore and identify creative marketing techniques for both internal and external stakeholders.

### **9. Human Resource Management (HRM-604)**

This course offers the students a study of the key factors of human resource management within the organization including recruiting, selecting, training, developing employees, wage administration and union relations. This course also introduces concept of managing human resources, including cultural, legal and local market pressures on HRM functions. The course compares domestic operations with the complexities of managing an international workforce.

### **10. Management Information System (ITE-607)**

The principles of computer-based management information systems (MIS) are introduced and discussed. In the process of doing this, the managerial/organizational information needs are given high priority. The role of information systems in management, including current professional practices and methodologies, are

described. Topics include the general systems theory, decision theory, organizational models, types and benefits of information systems, systems planning and development, and management and control of information systems.

### **11. Customer Relationship Management (CRM) (MKT-735)**

This course presents vision, strategy, operations, technology and organizational tools for building a customer-focused organization based on customer profitability and relationship management. The course will provide a synergistic perspective on strategy, organizational transformation, and technology-enabled relationship management and process changes that are integral to achieving the objectives of relationship management. Through lectures and case studies, this highly interactive class will provide insights into customer life-cycle management, customer lifetime value and measuring customer profitability.

### **12. Change Management & Organizational Re-configuration (HRM-784A)**

To explore the ability of organizations to manage change from both an analytical and practical perspective. It adopts a problem centered-approach in order to tackle the issues that confront those responsible for managing change. These include the areas of implementation, crisis management and leading change:

- Define the major theories of change that are commonly applied to the subject of managing change and identify data relevant to the frameworks that they employ.
- Distinguish between the different theoretical and practical approaches to understanding change management that have developed during the last 30 years and classify them according to their conceptual starting points.
- Apply the techniques of change management, derived from a range of experts and their respective models, to contemporary organizations from both public and private sectors.
- Recognize the contrasting assumptions and emphasis that differentiate the major change management frameworks.
- Diagnose the problems organizations and managers face in managing change, including leading change and environmental assessment.
- Evaluate the strengths and limitations of the main change management frameworks when they are employed in alternative settings.
- **Manage teams effectively through complex change programs**
- **Measure the 'success' of change programs**

### **13. Strategic Management (GMT-701A)**

As a “capstone” course, the material will encompass all previous efforts during your studies for maximizing competitiveness in the industrial and macroscopic environment. The focus of this course is on application of knowledge highlighting the importance of, key issues reflected in and effective methods for, corporate goal formulation, internal and external analysis, business and corporate level strategy, and supportive organizational structures, processes, and systems. This course will cover current business issues and developments as well as assist students in gaining new knowledge and understanding about the management of corporate operations. While we will spend some efforts in the review of the conceptual and practical aspects of business policies and policy decision making by utilizing all the concepts, theories,

and tools that were presented in previous courses- the focus is a “practitioner’s approach”. Students will analyze and recommend comprehensive and workable approaches to case studies and be responsible for developing solutions to improve existing business plans. The necessity to view and grasp everything in terms of the whole organization is a skill that is difficult to learn, but is achievable through study and concentrated efforts to read and complete the requirements of this capstone course

#### **14. Business Law, Taxation & Corporate Governance (GMT-612)**

The major emphasis is on contract law, since contracts are the foundation of all commercial transactions. Topics will include a study of the requirements for creating a legally binding contract, as well as some common errors to be avoided. Various types of contracts with special uses will also be examined. The law of contract enforcement will also be reviewed. The primary objective of the course is to give sufficient background in the law to be of assistance for whatever occupation the student may undertake.

The course has four main objectives: to provide students with an understanding of the interaction between the process of globalisation and general principles of corporate governance and financial regulation; to offer in-depth coverage of the main topics in corporate governance and financial law and regulation, including compliance dimensions; to provide practical skills on negotiating, drafting and structuring transactions; and, to ensure that students have an understanding of the economic and social context in which commercial decisions are made and corporate governance and financial regulation operate.

## **11. LISTING OF ELECTIVE COURSES**

List of Elective Courses are as follows:

### **Finance and Investment**

<b>Sr. #</b>	<b>Course Code</b>	<b>Course Name</b>
1	FNI-411	Financial Institutions & Markets
2	FNI-412	Real Estate Finance
3	FNI-414	Small & Micro Business Finance
4	FNI-415	Islamic Banking
5	FNI-416	Money & Banking
6	FNI-711	Investment Analysis & Portfolio Management
7	FNI-712	Seminar in Finance
8	FNI-713	Advanced Financial Analysis
9	FNI-714	Advanced Financial Management
10	FNI-715	Derivative Securities
11	FNI-716	Venture Finance
12	FNI-710	Commercial Banking
13	FNI-717	International Finance
14	FNI-718	Financial Risk Management
15	FNI-791 A	Intermediate Accounting
16	FNI-791 B	Advanced Accounting
17	FNI-791 C	Cost Accounting
18	FNI-791 D	Tax Accounting
19	FNI-792 A	Oracle Financials – I
20	FNI-792 B	Oracle Financials - II
21	FNI-792 C	SAP I
22	FNI-792 D	SAP II
23	FNI-793	Insurance Risk Management
24	FNI-794	Risk Analysis and Modeling
25	FNI-795	Fraud Examination & Forensic Accounting
26	FNI-796	Audit and Inspection-Procedures & Practices
27	FNI-797	Financial Sector Regulations

### **International Business & Marketing**

<b>Sr. #</b>	<b>Course Code</b>	<b>Course Name</b>
1	MKT-726	Integrated Marketing Communication
2	MKT-727	Brand Management
3	MKT-728	Global Competitive Strategy
4	MKT-729	Media Marketing
5	MKT-730	Value Chain Marketing
6	MKT-731	E – Marketing
7	MKT-732	Culture Diversity & Marketing
8	MKT-733	B2B Marketing
9	MKT-734	Sales & Retail Marketing

10	MKT-735	Customer Relationship Management:
11	MKT-736	Seminar in Marketing

### **Informational Technology & E-Commerce**

<b>Sr. #</b>	<b>Course Code</b>	<b>Course Name</b>
1	ITE-756	Computer Programming
2	ITE-757	Web Technology
3	ITE-758	Database Management System
4	ITE-759	Advanced E – Commerce System
5	ITE-760	Advanced Programming
6	ITE-761	E – Commerce Strategy
7	ITE-762	Designing & Implementing IT Strategy
8	ITE-763	Data Mining & Warehousing for Decision Marketing
9	ITE-764	Security Technologies
10	ITE-765	Managing Wireless Networks

### **Human Resource Management**

<b>Sr. #</b>	<b>Course Code</b>	<b>Course Name</b>
1	HRM-771	Human Resource Development
2	HRM-772	Organizational Development
3	HRM-773	International Human Resource Management
4	HRM-774	Seminar in Human Resource Management
5	HRM-775	Negotiation and Conflict Management
6	HRM-776	Performance Management System
7	HRM-777	Cross Cultural Management
8	HRM-778	Compensation & Reward Management
9	HRM-779	Crisis Management
10	HRM-780	Managing Diversity in Organizations
11	HRM-781	Employee Training and Development
12	HRM-782	Strategic Human Resource Management
13	HRM-783	Labour Relations Management
14	HRM-784	Change Management
15	HRM-785	Leadership

### **OTM**

<b>Sr. #</b>	<b>Course Code</b>	<b>Course Name</b>
1	OTM-741	Managing Technological Change
2	OTM-742	Total Quality Management
3	OTM-743	Quality Engineering
4	OTM-744	Advanced Topics in Quality & Productivity
5	OTM-745	Supply Chain Management
6	OTM-746	System Optimization/Operations Research
7	OTM-747	Lean Enterprise: Competing Through Cellular Operations
8	OTM-748	Competing through Quick Response
9	OTM-749	Special Topics in Operations & Technology Management