



Allama Iqbal Open University, Islamabad www.aiou.edu.pk

PROSPECTUS

OF

MBA Programs

FOR

SEMESTER: AUTUMN, 2025



Directorate of International Collaboration & Exchange Allama Iqbal Open University Islamabad

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Message

THE WORTHY Vice-Chancellor

Dear Student,

السيلامعليكم

Welcome to Allama Iqbal Open University (AIOU) is one of the mega universities of the world and it occupies a unique position in the education sector of Pakistan, because of its affordability and high quality distance and online academic programs. AIOU has now turned into the most favorite university of the country with high international repute. The university made a landmark progress by ensuring access to quality education for rural areas under-privileged students and the people of all ages particularly the females can now select and join the programs of their choice, while sitting at their residence and simultaneously with continuing their jobs. After assessing the success of many degree programs in Pakistan, AIOU is now going to offer a variety of range programs for the students residing worldwide. More than 1.3 million students are getting benefits from the high quality educational services of AIOU in all regions of the country through more than fifty regional offices of the university. It offers-suggests many undergraduate and postgraduate programs



at rural and remote areas providing anunparalleled opportunity to all the poor and deprived segments of the society at an affordable cost. The university has recently digitalized all its student-support services for facilitating its students on priority basis. This digitization of the system, it is hoped, will enable AIOU students to get all discipline of educational programs using their Learning Management system (LMS) portal support online.

I welcome you to the postgraduate studies at AIOU and wish you a challenging yet successful journey ahead.

Prof Dr Nasir Mahmood Vice Chancellor AIOU



ALLAMA IQBAL OPEN UNIVERSITY

Allama Iqbal Open University, a mega university, was established in 1974 under an Act of Parliament. The main campus of the university is situated in sector H-8, Islamabad. It was the second Open University in the world and the first of its kind in Asia and Africa. The aim of establishing AIOU was to provide affordable and accessible education through distance learning at the doorsteps to those people who could not continue their educational journey through formal system of education. The University (AIOU) operates on semester-based system and admits students in Spring and Autumn semesters. Under-graduate admissions are offered in both the semesters whereas postgraduates are offered once a year. The undergraduate students are given course books especially prepared by the university on self-instructional principles. However, at post graduate level students are encouraged for self-study; therefore, no textbooks are provided.

At present, the AIOU is offering programs from Matric to Ph.D. level in diverse disciplines from four faculties. The AIOU is also offering four years under-graduate degrees in various disciplines.

Apart from curricular and extra-curricular activities during the academic year, the AIOU and its Regional Centers actively participate in the co-curricular activities by arranging educational and literary seminars, workshops, and conferences, attended not only by the students and faculties of the university, but also by the renowned dignitaries and scholars. For the science students and research scholars, a Science Complex has been built where they use the latest equipment of international standards for experiments and research. To meet the present-day challenges, internet facilities are also available in the student's hostel and the Central Library where computers have been provided to enable students to access the latest information available through open source databases.





Allama Iqbal Open University

Recognized among top instituitions in

THE Impact Rankings 2025

Ranked
Top
Public sector
university in
Pakistan

Overall ranked 201-300 Globally



Ranked

1st

in Pakistan

101-200th Globally 10 REDUCED
HEQUALITIES

Ranked

1st

in Pakistan

301-400th

Globally



Ranked

1st

in Pakistan

201-300th

Globally



Ranked

2nd

in Pakistan

14th

Globally



Ranked

3rd

in Pakistan

86th

Globally









MINIMUM AND MAXIMUM TIME DURATION/SEMESTERS FOR THE COMPLETION OF FACE TO FACE PROGRAMME (From Spring 2021 Semester)

Sr. #	Degree Level	Minimum Duration	Maximum Duration
1.	PhD	3 Years / 5 Semesters	8 Years*
2.	MS/MPhil/MSc (Hons)/MBA/COL MBA	2 Years / 4 Semesters	4 Years**

^{*&}amp;** As per AIOU& HEC rules.

The policy of Re-Appear and Again Re-Appear is being dis-continued and the concerned students will have to re-register/enroll or re-admit in the failed course(s).

COMPLETE PROCEDURE TO ENROLL IN AIOU PROGRAMME AND SUBMISSION OF FORM IN AIOU ISLAMABAD

International & Overseas Students Shall Submit their Admission using Online System

Dear Applicant

Allama Iqbal Open University and Directorate of International collaboration & Exchange welcome and thanks you for showing your interest in our programs. For online admission, please watch video guidelines:

Fresh Enrollment: https://www.youtube.com/watch?v="14IPtu

Continuing Students: https://www.youtube.com/watch?v=d52VGci6XNQ

Fee Depositing Process: https://www.youtube.com/watch?v=A33WSSY9pbA&t=9s

THANKS AND LET US KNOW HOW WE CAN HELP OR GUIDE YOUR FURTHER

Admission Schedule for International student:

From semester Autumn 2021, the AIOU has started offering of Matric, FA, Certificate Courses, Associate Degree, B.Ed, BS, BBA, PGD and MBA/MPA (COL) Level Programs for international students. Schedule of Admission is given below:

1st July 2025 to 10th August 2025

Address:

Directorate of International Collaboration and Exchange

Room No. 05, Block No. 25, Allam Iqbal Open University

Sector H-8, Islamabad, Pakistan **Telephone**: 0092519572495

Email: overseas@aiou.edu.pk

FACULTY OF SOCIAL SCIENCES AND HUMANITIES

First established in 1981 with five departments, the Faculty of Social Sciences and Humanities has, over the years, flourished to become, by far, the largest Faculty of the University. It, today, consists of 14 departments offering masters programmes in major areas of Social Sciences and Humanities like, Business Administration, Commerce, Economics, Mass Communication, Sociology, Urdu, Library & Information Sciences, History, Pakistan Studies, English, Gender and Women Studies. Additionally, efforts are afoot to plan and launch post-graduate programmes in Pakistani Languages and Law. The Commonwealth-collaborated master's programmes in the areas of Business and Public Administration, which are specially tailored for the modern day busy executives, were launched in Spring 2002 semester. In tune with the government's policy of promoting and strengthening a culture of higher education and research in the country, the AIOU's Faculty of Social Sciences and Humanities has shown a lot of dynamism over the past few years. It has launched MPhil/PhD programmes in Iqbaliat, Urdu and Mass Communication and History and English while preparations are being made to launch MPhil Business Administration.

The Faculty of Social Sciences & Humanities also offers several bachelors' level programmes in such professional areas like Bachelors in Library & Information Sciences (BLIS), BS-Business Administration, BS-Commerce and Mass communication, English. Tens of thousands of students comprising all demographic groups and, from all over the country enroll, each year, in these bachelor's level programmes.

The Faculty has expanded vitally and its programmes have gained a high popularity as is clear from rapidly rising trend of enrolment during the past decade. During the period under report, the Faculty accorded high priority towards quality improvements and to modify its programmes in accordance with the current challenges of 21st century.

The Faculty proposed to launch Post-Graduate programmes in the disciplines of Political Science and International Relations, Psychology, Public Administration and Social Work.

DEPARTMENT OF BUSINESS ADMINISTRATION



Dr. Muhammad Majid Mahmood Bagram Chairman



The Department of Business Administration was established in 1986 to impart managerial education and skills in the discipline of Business Administration. Since its inception, the Department has made tremendous progress towards achieving its goal of becoming a center of excellence in the discipline of Business Management. The Department has assembled outstanding teaching faculty and developed extensive teaching material for the improvement of education in Pakistan.

The department is offering BBA, PGD, MS Management Sciences and Ph.D. Business Administration. The department introduced the MBA Program revised as per the new guidelines of NCRC in Autumn, 2020. It is hoped that these programs would contribute significantly to the national goal of the development of professions equipped with modern business techniques. These programs are designed to provide an opportunity to upgrade your skills and enhance the professional qualifications of future managers. Further,

we believe that the graduates from this university would have recognition in the human resource market and enjoy a respectable status in public and private sector organizations, operating in Pakistan and abroad. The Department has well-qualified faculty members including Ph.Ds and MPhil/MS.

The department is offering various programs to achieve the following objectives:

- i. To prepare graduates for public and private sector organizations and to equip them to cater to the needs of a complex and changing business environment.
- ii. To encourage continuous learning and habitual receptiveness, explore new ways of identifying and dealing with opportunities and problems, to face future business challenges.
- iii. To provide the business students with bottom to-top management orientation skills, enhance their business skills and enable them to integrate theory business into practice in their daily lives.

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

1. Introduction

The purpose of the MBA Program is to enable business and non-business students and professionals to better respond to organizational demands and to help them acquire the skills needed for managing themselves and meet organizational needs in a better way. The courses of the MBA are aimed at developing an understanding of the ways in which individuals and groups behave concerning an organization and have expertise in management. It also focuses on the way

organizations shape individual action and are in-turn shape society. The specialized courses of the MBA Program will enable the students to develop an understanding of the kind of organizations and to learn different skills appropriate to administrative tasks associated with these organizational types.

It is designed to enable students to develop knowledge and skills appropriate for them to effectively manage their activities with an organization. At the Department of Business Administration, the combination of theory and practice blended to formulate its Programs.

1. Program Summary

	For Non-Business Graduates	For Business Graduates
Program Duration	2 Years	1.5 Years
Program Credit Hours	60	30

2. Objectives

- i. To develop the business graduates as per the requirements of the public and private sector organizations and to equip them to cater to the needs of complex and dynamic business environments.
- ii. To provide the business students and professionals' bottom to-top management orientation, enhance their business skills, and integrate theory into practice in the professional lives.
- iii. To encourage continuous learning and habitual receptiveness, explore new ways of identifying and dealing with opportunities and problems, and face future business challenges.

3. Duration and Specializations

As per guidelines of HEC, the MBA will be spread over 4 semesters for non-Business graduates and 3 semesters for applicants with business education. The Program consists of 60 credit hours and 30 credit hours for non-business and business education holder applicants respectively. The minimum period required for its completion will be 2 years for applicants having non-business education and 1.5 years for applicants having business education while the maximum period will be 4 years. MBA is a program at 18 years of education will be offered.

5. Eligibility

Applicants having 16 years of education from any HEC-recognized institution with minimum 50% marks or equivalent CGPA would be eligible to apply.

6. Scheme of Studies

The details of courses and tentative semester-wise offering of courses in MBA Programs are as below. However, the department reserves the right to change its offering at any time, if desired so. The detail of courses and semester wise offering of courses is as under:

For Non-Business Graduates (2-Years):

The Department will reserve the right to offer any elective courses in a given semester. Students will complete 60 credit hours in total as per the scheme of studies provided by the department to fulfill the degree requirements.

Semester-I

Sr.#	Course Title	Course Code	Credit Hours
1.	Financial Accounting	5081	3

2.	Management Theory & Practice	5029	3
3.	Business Communication	5105	3
4.	Business Mathematics & Statistics	5058	3
5.	Marketing Management	5039	3

Semester-II

1.	Managerial Accounting	5083	3
2.	Business Research	5036	3
3.	Production & Operations Management	5033	3
4.	Consumer Behavior	5084	3
5.	Project Management	5047	3

Semester-III

1.	Financial Management	5042	3
2.	Organization Behaviour	5085	3
3.	Human Resource Management	5025	3
4.	International Business & Finance	5092	3
5.	Managerial Economics	5050	3

Semester-IV

Sr. #	Course Title	Course Code	Credit Hours
1.	Business Policy & Strategy	5082	3
2.	Elective – I		3
3.	Elective – II		3
4.	Elective – III		3
5.	Elective – IV		3

OR

1.	Business Policy & Strategy	5082	3
2.	Elective – I		3
3.	Elective – II		3
4.	Research Project	8565	6

Electives courses to be chosen and 2 additional elective courses in lieu of Research Project List of Elective Courses

Sr. #	Course Title	Course Code	Credit Hours
1.	Corporate Finance	5053	3
2.	Investment and Securities Management	5099	3
3.	Analysis of Financial Statements	8551	3
4.	Behavioral Finance	5595	3
5.	Strategic Human Resource Development	8539	3
6.	Organizational Theory and Design	5095	3
7.	Human Resource Change Management	8542	3
8.	Industrial & Organizational Psychology	8596	3
9.	International Marketing	8527	3
10.	E-Marketing	8529	3
11.	Strategic Marketing	5093	3
12.	Strategic Brand Management	8548	3
13.	Financial Markets & Institutions	5086	3
14.	Marketing of Services	8528	3
15.	Distribution Channels	8530	3
16.	International Human Resource Management	8541	3
17.	Risk Management & Insurance	8546	3

18.	Retail Management	8549	3
19.	Islamic Banking	8552	3
20.	International Financial Management	8543	3
21.	Leadership in Organizations	5597	3

For Business Graduates (1.5 Years):

The Department reserves the right to offer any elective courses in a given semester. Students will complete 30 credit hours in total as per the scheme of studies provided by the department to fulfill the degree requirements.

Semester-I

Sr. #	Course Title	Course Code	Credit Hours
1.	Managerial Accounting	5083	3
2.	International Business and Finance	5092	3
3.	Production & Operations Management	5033	3
4.	Consumer Behavior	5084	3

Semester-II

1.	Financial Management	5042	3	
2.	Business Policy & Strategy	5082	3	
3.	Advanced Research Methods	5091	3	
4.	Corporate Governance	8723	3	
Sem	Semester-III			
1.	Elective – I		3	
2.	Elective – II		3	
OR				
3.	Research Project	8565	6	

List of Elective Courses

Sr. #	Course Title	Course Code	Credit Hours
1.	Corporate Finance	5053	3
2.	Analysis of Financial Statements	8551	3
3.	Organizational Theory and Design	5095	3
4.	Human Resource Change Management	8542	3
5.	Strategic Brand Management	8548	3
6.	Strategic Marketing	5093	3
7.	Financial Markets & Institutions	5086	3
8.	International Marketing	8527	3 3
9.	Marketing Services	8528	3
10.	E-Marketing	8529	3
11.	Distribution Channels	8530	3
12.	Strategic Human Resource Development	8539	3
13.	International Human Resource Management	8541	3
14.	Human Resource Change Management	8542	3
15.	Investment & Securities Management	5099	3
16.	Risk Management & Insurance	8546	3
17.	Retail Management	8549	3
18.	Islamic Banking	8552	3
19.	Industrial & Organizational Psychology	5596	3
20.	International Financial Management	8543	3
21.	Leadership in Organizations	5597	3

Assignments

The students will submit two compulsory assignments for

each 03 credit hours course to their resource person who returns the same after marking and providing necessary academic guidance.

Classes

MBA requires online tutorials component (equivalent to 48 hours in each course) in this program. Attendance in classes is compulsory in this program. No relaxation on any ground will be provided to the students in this regard. The classes will be organized to provide the students with proper guidance in course contents through intensive lectures, group discussions, etc. The schedule of classes will be chalked out by the Department and intimated to students well in time.

8. Evaluation Scheme

Component Assessment	Marks	Weightage in the Aggregate Result
Assignment No. 1	100	10%
Assignment No. 2	100	10%
Mid Term	100	30%
Final Examination	100	50%

For successful completion of each course the student will be required to qualify for each component.

To take the final examination, the student has to pass assignments and should have 75% attendance in the workshops.

The conditions to qualify each component are given below:

A minimum of 50% marks in assignments (aggregate).

A minimum of 50% marks in final written examination.

A minimum marks 50% in the mid-term Examination.

Viva Voce

Non Credit viva voce will have to be passed by every student after the completion of the course work.

Fee Structure for MBA 2 Years Programs

Item	Fee	
Registration Fee:	US\$ 50/-	
(At the time of 1st Admission)	03\$ 30/-	
Admission Fee:	US\$ 50/-	
(At the time of 1 st Admission)	03\$ 30/-	
Per Course Fee:	US\$ 100/-	
Total First Semester Fee=	US\$ 600/-	

Fee Structure for MBA 1.5 Years Programs

Item	Fee
Registration Fee:	US\$ 50/-
(At the time of 1 st Admission)	00000
Admission Fee:	US\$ 50/-
(At the time of 1 st Admission)	03\$ 30/-
Per Course Fee:	US\$ 100/-
Total First Semester Fee=	US\$ 500/-

For any Assistance Contact:

Directorate of International Collaboration & Exchange

Phone No. +92-51-9572495 Email: overseas@aiou.edu.pk

GENERAL INFORMATION

- i. The certificates/degrees of AIOU are equivalent to any other recognized Board/University.
- ii. A candidate is required to apply for admission (LMS) online only.
- iii. If an applicant does not receive any information regarding admission within three months from submission of application, he/she should presume no admission.
- iv. A course taken by any student cannot be changed during the semester. However, in real hardship cases, the change in courses will be allowed before the start of study period after deposit of prescribed fee. Study period schedule is available on AIOU website.
- v. The address of a student will not be changed during the semester.
- vi. On payment of the registration fee, each student will be issued a student ID. This number must be quoted in all the future correspondence along with the roll number, course(s), code numbers and semester.
- vii. Study material shall be available at the LMS (Aaghi Portal) and Website at their given addresses.

- viii. After confirmation of admission students are usually intimated about the part time tutors for each course through student CMS portal. If you do not found information about tutors, you are required to contact the Directorate of International Collaboration & Exchange immediately without any delay.
- ix. Rules and regulations framed, enhanced and changed from time to time by the authorities, bodies of the university will be effective as deemed necessary. The student will have to abide by all such rules and regulations from the date of their implementation.
- x. A student who fails in continuous assessment component is not eligible to reappear but will be allowed to re-register for the same course at its next offering semester by the university.
- xi. It is the responsibility of the student to remain in touch with the Directorate of IC&E regarding the selected programme.
- xii. A student already admitted to a programme or a specialization of a programme shall not be allowed to transfer or to get admission to another programme unless he/she formally postpones it till the completion of the new programme or withdraws from the previous programme.
- xiii. After completion of a programme successfully, a student has to apply to Controller of Examinations for issuance of certificate/degree.

- xiv. The university reserves the right to change the contents of this prospectus without any prior notice as per university policy.
- xv. The student must inform the Admission Department in writing about admission mistakes within the period of 15 days, which is not according to the admission form/ check list or mistake in name and address. No request for any change will be entertained after the stipulated period.
- xvi. Admission without prescribed fee, less fee or fee deposited after due date will not be considered in any case.
- xvii. In case of discrepancies in the name of student/ Father's name of the student or difference in name mentioned in his/her other educational certificates, the name on the Matric certificate of the student will be considered as correct name. The Examinations Department shall also issue certificate/ degree on the said name.
- xviii. In case provision of forged documents for admission, not only the admission will be refused to the applicant but the fee deposited by him/her will also be forfeited. The university may proceed further in the matter.
- xix. The degree/diploma/certificate of the student will be quashed:
 - If any mistake found in compilation or declaration of result at any stage.
 - ii) If any candidate found ineligible for a degree/ diploma/certificate during the cross verification process of result and documents at any stage.

iii) If found that candidate submitted forged/fake/illegal document(s) in the University at any stage.

Note: Beware that University has not authorized any person or private institute to collect payment/forms. All the students are instructed to deposit fee by themselves. In case of any discrepancy in admission fee/ admission form the University will not be responsible and the student will have to face the consequences.

Availability of Learning Material

- i. Learning material can be downloaded from university website: www.aiou.edu.pk
- ii. All learning material would be available online for international/overseas students after the commencement of classes.
- iii. Student shall download the learning material and tally with the course codes for which he/she had been registered in the semester.
- iv. Students can get their learning material through AAGHI LMS portal.

Procedure for Fee Payment

International and Overseas Students will have to pay their fee Online as per Guided Procedure:

- 1. Go to olpay.aiou.edu.pk
- 2. Enter challan number and click on "search" button.
- 3. Check & tally your challan details with the generated challan then click on "submit fee" button.
- 4. Enter credit/debit card number, card holder name, expiry and CVV code (mentioned on back side of card).
- 5. Click on "pay now" button.
- 6. A successful payment notification will be appeared with an Order ID.
- 7. Write Order ID and Transaction Date on the space given below.
- 8. Save the Order ID in your record till confirmation of your admission.

REGULATIONS FOR REFUND OF ADMISSION FEE

- (i) The Applicant/candidate/student who have submitted his/her fee for Admissions but do not wish to continue and applied for refund of fee before the start of his/her study period as per Academic Calendar available on the AIOU website corresponding to his/her respective semester i.e Autumn or Spring, the fees will be refunded after the deduction @ 10% of the total fee.
- (ii) The Applicant/Candidate who was not eligible but deposited the fee for admission and applied for refund within one year from the date of fee deposit, the fee shall be refunded after deduction @15% of total fee.
- (iii) The student who has deposited his/her fee in excess of due fee that total excess amount shall be refunded or adjusted as the case may be.
- (iv) The Treasurer Department shall verify the fee of students and shall send the case to the Audit Department for pre-audit.

- (v) The cheque will be issued to the candidate by the Campus Payment Section (CPS), Treasurer's Department.
- (vi) In the case of death, the full fee will be refunded through crossed cheque in favour of the Blood Relative of deceased student, after fulfilling all the codal formalities. The refund case must be submitted within one year of fee deposit.
- (vii) In case the students who are not allowed/granted admission to a program offered by the University due to less enrollment/non formation of viable group/non offering of courses, full fee will be refunded to them.
- (viii) If the admission of an Applicant/Candidate is not matured due to any reason beyond the control of the University or due to unforeseen issues, the whole paid fee, without any deductions shall be refunded to the respective applicant/candidate. The refund case must be submitted within one year of fee deposit.

Note: Beware that University has not authorized any person or private institute to collect payment. All the students are instructed to deposit fee by themselves. In case of any discrepancy in admission fee/ admission form the University will not be responsible and the student will have to face the consequences.

REFUND OF OTHER FEE

- 1. All kind of other fee including but not limited to Degree fee, Re-appear exams fee, change off name / father name, examiner registration fee, tutor registration fee, late assignment evaluation fee, analysis fee, rechecking of answer scripts fee, NOC fee, subject/group change fee, thesis evaluation fee, thesis extension fee, job fee, tender fee etc. will not be refunded. Only excess fee deposited will be refunded/adjusted.
- 2. The extension in thesis fee in excess shall be refunded on approval of concerned Dean with certificate that fee was deposited in excess.
- 3. The amount deposited in university accounts by any person/firm (other than student), by mistake or in excess shall be refunded after verification of the amount deposited

IMPORTANT TELEPHONE NUMBERS

Sr. #	Name	Telephone Nos.	
1.	Director Admissions	+92-51-9250043 +92-51-9571501	
2.	Controller of Examinations	+92-51-9250012 +92-51-9250013 (Fax)	
3.	Director Students Affairs	+92-51-9572400 +92-51-9572401	
Directorate of International Collaboration & Exchange			
1.	Dr. Zahid Majeed Director Zahid_majeed@aiou.edu.pk	+92-51-9572450	
2.	Sehrish Khan Assistant Director sehrish.khan@aiou.edu.pk	+92-51-9572471	
3.	Mr. Muhammad Ajab Superintendent overseas@aiou.edu.pk	+92-51-9572495	