



LUMS



SDSB GAZETTE

Official Newsletter of
Suleman Dawood School of Business
Volume: 2 | Spring 2018



CASE STUDIES / RESEARCH *at* SDSB

SULEMAN DAWOOD
SCHOOL OF BUSINESS

CASE RESEARCH CENTRE

Asian Management Research and Case Conference 2018

The 7th Asian Management Research and Case Conference 2018 successfully concluded on March 24, 2018, at the PC Bhurban. The theme of the 2-day conference was Convergence or Divergence: Emerging Trends in Management Research and Cases in Asia with a sub-theme on China's One Belt, One Road Initiative: Implications for Management & Organisations in Asia. Out of the 142 submissions received for AMRC 2018, 78 research papers and cases were presented from 43 institutions. Dr. Yusuf Sidani, Professor of Leadership & Business Ethics, American University of Beirut, delivered the first keynote address on Islamic Business Ethics: Implications for Research and Practice followed by the second keynote address on Implications of CPEC for Business and Management in Pakistan by Dr. Ijaz S. Gilani, Chairman Gallup Pakistan. Dr. Shaista Khilji, Professor of Human and Organisational Learning & International Affairs, The George Washington University, delivered the third keynote address on Conceptualising 'Responsible Leadership' within the Asian Context.

Asian Journal of Management Cases (AJMC), 15:1 PUBLISHED

Asian Journal of Management Cases Volume 15 Issue 1 has been published . AJMC is a peer reviewed journal edited by the faculty at SDSB-LUMS and published through Sage Publications.

The journal aims at providing high quality teaching material to academics, consultants and management developers, through case-based research on management practices in the socioeconomic context of developing Asian countries. The latest issue comprises the following cases:

Editor: Arif I. Rana

1. KASB Bank Limited: Capital Shortage

Muntazar Bashir Ahmed

2. Capacity Building in a Government Regulatory Firm (A)

Meenakshi Aggarwal-Gupta and Shailaja Karve

3. Training Needs Analysis in a Government Regulatory Firm (B)

Shailaja Karve and Meenakshi Aggarwal-Gupta

4. Training Delivery and Evaluation for a Government Regulatory Firm (C)

Shailaja Karve and Meenakshi Aggarwal-Gupta





5. SIL: Value Chain and Strategic Choices

M. Shakeel Jajja and Syed Zahoor Hassan

6. The Journey of Unicorn Uber from San Francisco to International Disruption

Haresh Barot and Poonam V. Chhaniwal

7. Mediterranean Textile Company - Negotiating for the Release of Hostages

M. Ghufraan Ahmad and Danish Rasheed

Latest Issue of SDSB Impact now Online

Volume 2 Issue 2 of SDSB IMPACT has been published online. This is the research newsletter of the Suleman Dawood School of Business. The purpose of this newsletter is to summarise important findings of the research conducted by the SDSB faculty and share those findings with the public - especially with managers, executives, entrepreneurs, and policy-makers. We hope that the cutting-edge research being done at the SDSB can have a positive impact on the managerial and industrial practices and policies in Pakistan.



Cases Approved

All cases and notes that are written at the SDSB are double-blind reviewed before they are approved and ready for teaching. The following cases and notes have recently been approved:



DYOT: Do Your Own Thing

Dr. Khawaja Zain Ul Abdin



Service Sales Corporation: The Wholesale Challenge

Mr. M. Luqman Awan



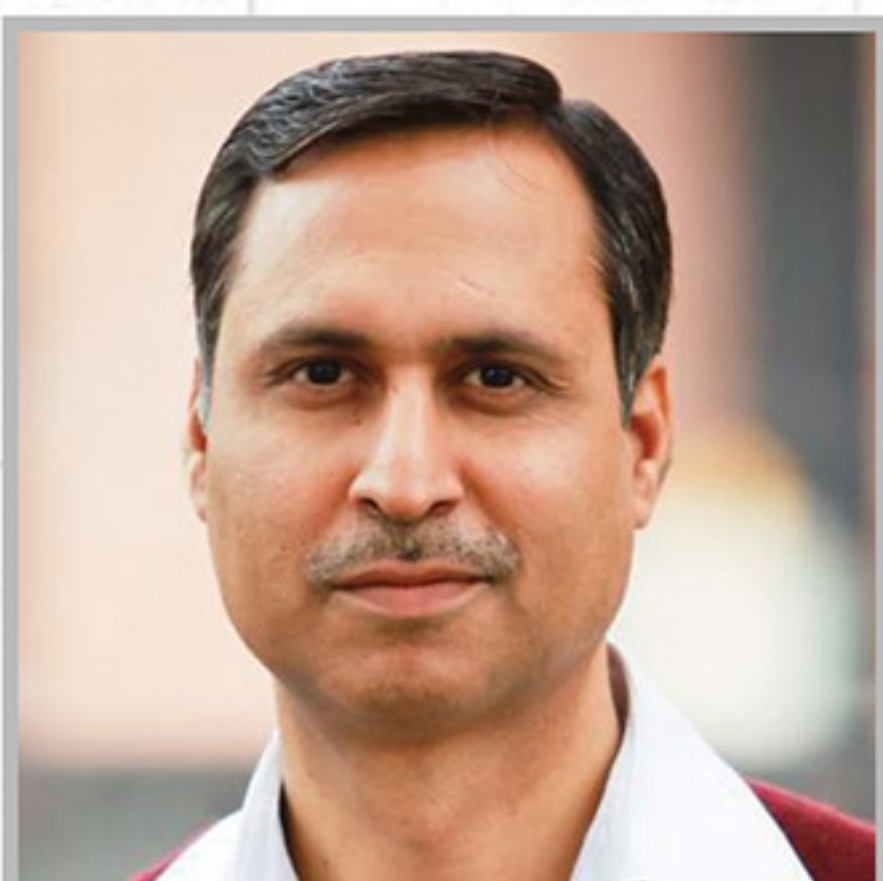
Dawlance (Pvt.) Ltd: The Air Fryer Microwave Launch

Dr. Ehsan ul Haque



TCS: 'Hazir Subkuch' – Making Everything Present

Dr. Mohsin N. Jutt, Dr. M. Shakeel S. Jajja



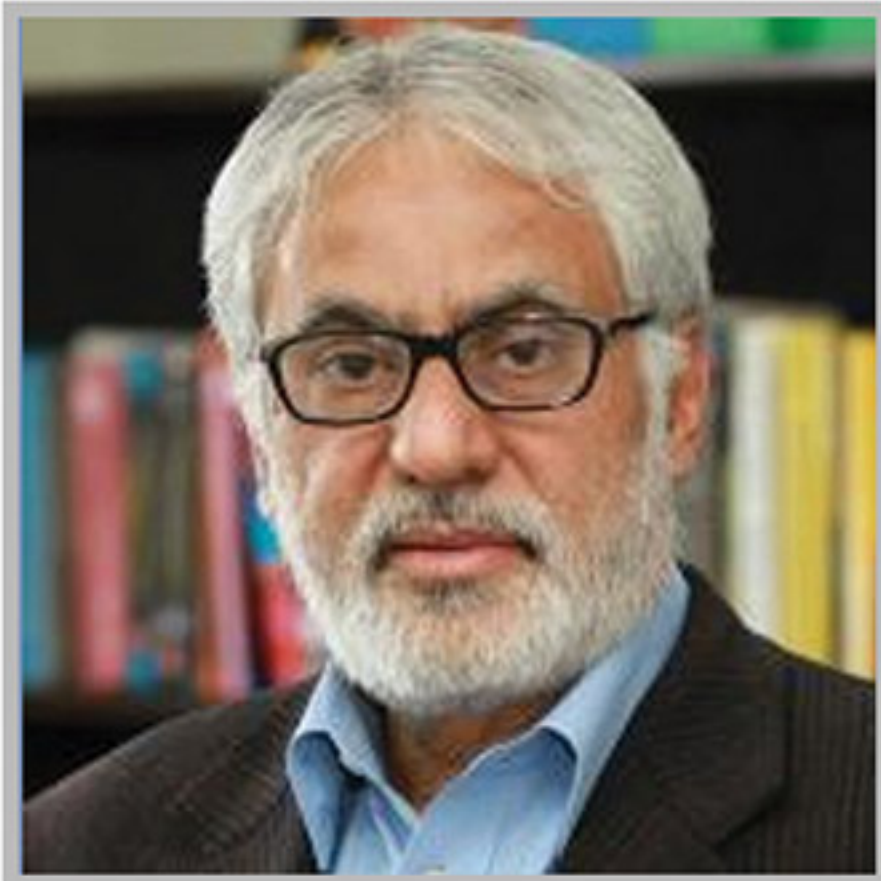
Agricultural Produce Markets in Punjab

Dr. M. Ahsan Rana



Financing the Muslim World: A Proposed Concept for the Long-Term Indebtedness of Muslim Countries

Dr. S. Aun R Rizvi



Ag Food Products Limited: Employees Provident Fund

Dr. Fazal J. Seyyed



JBnJAWS: Decoding the Entrepreneurial DNA

Dr. M. Shehryar Shahid



China's Belt and Road Initiative: A Perspective from Pakistan

Dr. Jawad Syed



**Cooperation Among Business Schools Across the Belt and Road:
A CPEC Perspective**

Dr. Jawad Syed

Events



Undergraduate Teaching Workshop Seminar**Facilitator:** Dr. M. Adeel Zaffar**Date:** February 16, 2018

This was the 2nd session of the undergraduate teaching workshop. The seminar covered the following topics:

- Learning & teaching styles
- Increasing student participation
- Using effective questions
- Discussions
- Collaborative learning
- Writing assignments
- Problem-based learning
- Icebreakers
- Establishing ground rules
- Inclusive teaching strategies
- Classroom climate
- Connecting with your students

**Undergraduate Teaching Workshop Seminar****Facilitator:** Dr. Mohsin Bashir**Date:** May 10, 2018

The significance of student mentoring and advising by university professors outside the classroom has a multi-dimensional effect. Numerous studies have shown the positive impacts of student mentoring on the students' intellectual development, socialisation, self-confidence, and degree aspirations. Student mentoring has also been shown to yield positive outcomes for the professors as it enables them to understand students' abilities and expectations and helps them give special attention to both gifted and at-risk students. This workshop attempted to collectively explore avenues through which SDSB faculty members could enhance their role in student development.





STRATEGIC SECTOR RESEARCH CENTRE

A-RATED ACCEPTANCES (FEB – MAY 2018)

Paper Title: The Influence of Institutional Pressures and Organisation Culture On Supplier Social Compliance Management Systems

International Journal of Physical Distribution & Logistics Management (ABDC: A)

Authors: Dr. M Shakeel Sadiq Jajja (LUMS), Dr. Muhammad Asif (Prince Sultan University, Riyadh, Saudi Arabia), Dr. Frank Montabon (Iowa State University, Iowa, USA), Dr. Kamran Ali Chatha (LUMS)

Paper Title: Phenomenology of the Stop: Street-Level Bureaucracy and Everyday Citizenship of Marginalised Groups

International Review of Administrative Sciences (ABS: 3)

Author: Dr. Muhammad Azfar Nisar

Abstract: Limited access to public space for marginalised groups remains an understudied theme in citizenship research in public administration. To address this important research gap, using ethnographic research methods, this article investigates the influence of street-level policing on the everyday citizenship of the Khawaja Sira – a marginalised genderqueer group in Pakistan. Everyday citizenship is conceptualised as the inalienable, equal right of every citizen to be present, visible, and mobile in the public space of a polity. The discussion highlights that through selective implementation of the law, hyper-surveillance and moral policing, frontline workers can contribute to curtailing the citizenship of marginalised social groups. Theoretical and practical implications that underscore the intersections of mobility, everyday spaces, and administrator-citizen interactions are also discussed.

Paper Title: Religion-Based Investing and Illusion of Islamic Alpha and Beta

Pacific-Basin Finance Journal (ABDC = A, Impact Factor = 1.754).

Authors: Dr. Bushra Naqvi (SDSB, LUMS), Dr. Kumail Rizvi (LSE, Pakistan), Dr. Nawazish Mirza (SP Jain, UAE) and Krishna Reddy (Australian Institute of Business, Australia)

Abstract: Among the recent literature, that compares the performance of Islamic and conventional mutual funds, two important dimensions have been widely neglected. First, it is possible due to the diverse segments of the market that mutual funds invest in, that the funds' asset classes or investment styles play a role in the performance differential between Islamic and conventional mutual funds. Second, the higher returns and lower risk, the two cornerstones of the perceived superiority of Islamic funds, could possibly be driven by cross-country differences. This study fills this void and presents empirical evidence on Islamic mutual funds across multiple investment styles for Malaysia and Pakistan, which collectively hold 31 percent of the total number of Islamic funds around the world. The results suggest that the notion of a global higher Islamic Alpha and lower Islamic Beta does not exist. The superior performance of Islamic mutual funds is no more than an illusion as any differential can be attributed either to the country differences or to a particular investment style.

Paper Title: Sailing with the Non-Conventional Stocks when there is no place to hide

Journal of International Financial Markets, Institutions and Money

Authors: S. M. Sohel Azad (Deakin University), Dr. Saad Azmat (LUMS), Abdelaziz Chazi (American University of Sharjah - School of Business & Management), Amirul Ahsan (Deakin University-Department of Finance)

Abstract: This paper provides both theoretical and empirical support on how non-conventional (i.e., Islamic) stocks could act as a hedge during a tranquil environment and provide a shelter in times of a systematic economic and financial crisis. We build a three-period model that focuses on Islamic equities' financial filters, market-wide liquidity and the role of Shariah conscious customers to show how Islamic stocks could provide a shelter during a financial crisis. We then offer empirical support by using quantile regressions to analyse the relation between conventional and non-conventional (i.e., Islamic) stock markets. Using major indices from around the world, we provide strong support for Islamic stocks as a hedge for the majority of the markets under study suggesting that they offer a safe haven against most international markets. We suggest that during the major economic and financial crises, investors could use Islamic stocks to diversify their risks.

Paper Title: Supervisor Ostracism and Defensive Silence: A Differential Needs Approach

European Journal of Work and Organisational Psychology (ABS 3)

Authors: Sadia Jahanzeb, Tasneem Fatima, Dr. Muhammad Abdur Rahman Malik

Abstract: This study investigates the sequential mediating effects of threats to efficacy needs and defensive silence between supervisor ostracism and emotional exhaustion, explained through a need-threat/need-fortification framework. We collected time-lagged data at two measurement points from 300 employees working in service sector organisations in Pakistan. We find that supervisor ostracism threatens employees' efficacy needs which results in a reduced evaluation of resources. Consequently, employees seek to fortify these endangered needs through defensive silence, a proactive and self-protective behaviour. However, defensive silence affects employees' trust, morale, and motivation, and eventually elicits emotional exhaustion. Our results show that supervisor ostracism, a threat to efficacy needs and defensive silence contribute towards emotional exhaustion, and we offer several corrective options. We believe that one direct path involves actions that discourage supervisor ostracism using training and role plays. In addition, an indirect step pertains to threat to efficacy needs and promotes the way in which managers may highlight the competence of the firm to create a perception of high status and influence. This step may also involve managers increasing employees' perceived work control through job redesign. Finally, we propose that supervisors should anticipate motives for defensive silence and plan targeted strategies to facilitate upward communication and psychological safety.

Paper Title: Can Islamic banks have their own benchmark?

Emerging Markets Review

Authors: S. M. Sohel Azad (Deakin University), Dr. Saad Azmat (LUMS), Abdelaziz Chazi (American University of Sharjah - School of Business & Management), Amirul Ahsan (Deakin University-Department of Finance)

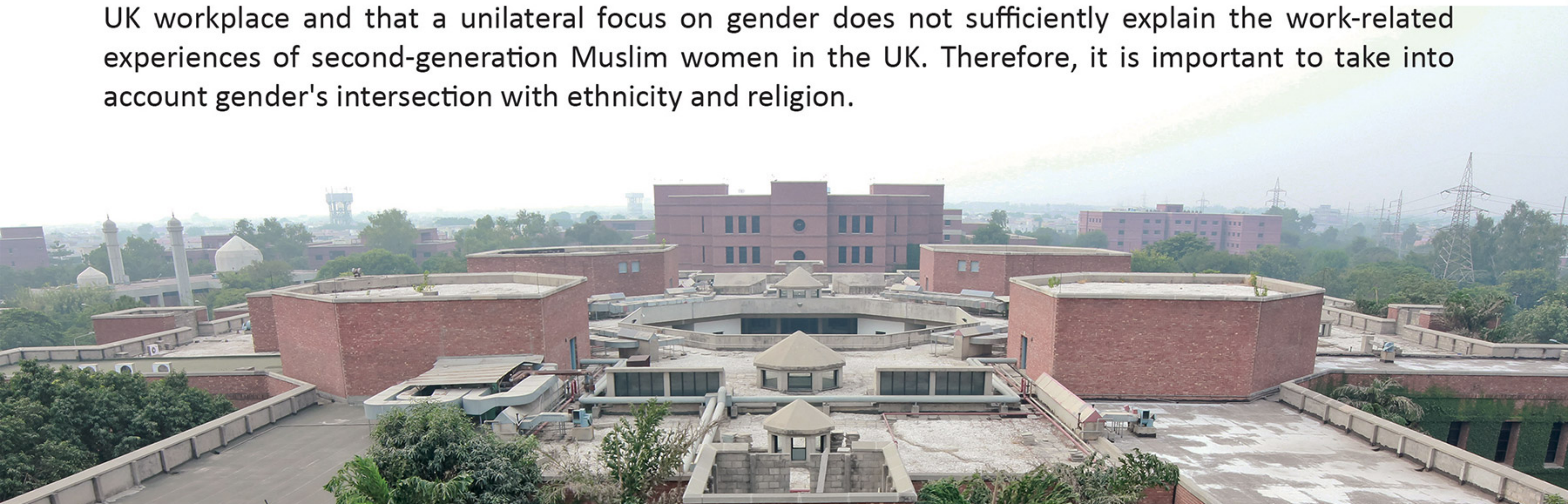
Abstract: This paper attempts to answer whether Islamic banks can have their own benchmark rate. In so doing, the paper investigates the nature of the relationship Islamic interbank benchmark rate (IIBR) and its comparable conventional counterpart, London interbank offer rate (LIBOR). The dynamics of the two series are investigated to examine the stability of the spread between IIBR and LIBOR, referred to as 'Islamic premium' or 'piety premium.' The findings suggest that there are both long-term and short-term dynamic relationships between the two rates providing significant evidence of their convergence and co-movement. Our results also show that the existence of the IIBR-LIBOR spread is a reflection of the cost of funding and profit potential of the participating IIBR rate-setters. We find that, in addition to the determinants of the credit spreads, fundamental news of the panel banks are dominant factors driving the 'piety premium.' We argue that the Islamic banking industry is operating in a global context, where it is highly improbable that its rates can decouple from the global benchmarks. Given that Islamic banking products and their risk-return profile are similar to conventional products, arbitrage activities force Islamic rates to converge with the global benchmark rates.

Paper Title: An intersectional perspective on Muslim women's issues and experiences in employment

Gender, Work and Organisation

Authors: Memoona Tariq & Jawad Syed

Abstract: Drawing on a qualitative study of second-generation Pakistani heritage Muslim women in employment in the UK, this article uses and develops an intersectional perspective to explain the interconnected and overlapping factors, such as gender, ethnicity and religion that affect these women at work. It also considers individual strategies and resources these women use to address any obstacles in the way of their employment and careers. The article uses the notions of inequality regimes and intersectionality to explain inequality in the workplace and the complex challenges facing Muslim female employees. The results show that these women continue to face a myriad of challenges in the UK workplace and that a unilateral focus on gender does not sufficiently explain the work-related experiences of second-generation Muslim women in the UK. Therefore, it is important to take into account gender's intersection with ethnicity and religion.



The background image shows the entrance of a brick building. A large blue circular emblem with white Arabic calligraphy is mounted on the wall above the entrance. A person is sitting on the steps to the left, and a red trash bin is visible on the right. The text "SEMINARS & EVENTS" is overlaid in white serif font.

SEMINARS & EVENTS

01

Omni-channel Supply Chains: Turning Myth into Reality

Global e-commerce is a multi-trillion-dollar business that is expected to expand at a compound annual growth rate of more than 15 percent in the next decade. The desire to seize this growth opportunity is driving transformative structural changes in retail supply chains across the world. We will draw from the findings of a multi-year study of the U.S. retail industry to highlight key innovations in managing supply chains specifically how firms are adapting their operational strategies to execute different supply chain processes.

02

Developing a Research Stream – The Case of Omni-channel Supply Chains

This workshop focuses on the process of developing a research stream in which multiple research projects evolve out of the formal exposition of issues grounded in practice. The participants will read different research papers and industry reports followed by group discussion of the content and research contributions. The workshop will provide an opportunity for participants to gain a better understanding of omnichannel supply chains and different issues open for research in this area.

03

Financial Liberalisation and Financial Instability

This paper estimates the effect of financial liberalisation on the financial instability. The sample for the study consists of annual data for 101 countries over the period of 1970 to 2014. It measures financial instability as the number of sovereign credit rating and outlook changes per annum. It uses random effects negative binomial technique to estimate the model. The results indicate a significant impact of financial liberalisation on the number of rating and outlook changes per annum. Empirical findings highlight the importance of financial liberalisation for financial instability and international market access.

04

Developing 'Policy Briefs'

Developing policy briefs has become an increasingly important technical skill in academia and SDSB encourages its faculty to prepare policy briefs in their respective research areas.

Chris joins many years of experience as a journalist and senior public relations specialist to his academic interests in issue, risk and crisis communication. He has taught at universities in both Australia and New Zealand. His other interests include the Middle East, especially the way public relations techniques are used to present and position different protagonists. He travels to the region as often as he can.

Capital market, contracting and regulatory incentives induce earnings management and manipulation of reported financial statements by managers. Given the cultural, economic and other environmental differences between Pakistan and countries where most of the above incentives are recognised and tested, this project is intended to study the relative importance of such incentives in this country, the prevalence of earnings management practices and cautions one must observe while applying existing empirical frameworks in an emerging economy. The purpose of this exploratory study is to determine the definition and drivers of earnings quality in Pakistan. The insights about earnings quality and financial reporting practices are provided through a survey of 40 CFOs of the companies listed on Pakistan Stock Exchange and in-depth interviews with 12 CFOs. The study documents key differences in the perceptions, definition, characteristics, and determinants of earnings quality in Pakistan compared to similar studies done in developed economies.

In this paper, a model for a single mortgage in an intensity-based framework is developed while considering both prepayment and default risks. The random time to default is modeled as the first time the intensity of default reaches a random level, whereas the random time to prepayment is modeled as the first time the intensity of prepayment reaches a random level. Since the mortgage contract ends when either of the two events occurs, the intensity process for the minimum of default and prepayment times is found. Using credit risk modeling framework to model the present value of the individual mortgage with continuous payments, an implicit equation for mortgage rate is established. A numerical technique to solve the equation after defining the intensities is presented along with detailed sensitivity analysis of model parameters.

One of the most remarkable aspects of service businesses is value co-creation. The service product/process is co-created by the customer and service provider together. Thus, from the service provider's perspective, it is critical to effectively and efficiently manage the participation of customers in service design and delivery. This paper provides a theoretical model of the relationship between service modularity and effective customer participation/roles in service generation process, leading to better service firm performance. Moderation effect of customer training and education in the above relationship is also theorised. Using role theory and customer readiness model, various propositions are made to be tested in future.

Dr. Faisal Khosa is the author of over 100 peer-reviewed articles and has received over 6 million dollars in grants. His mentoring has helped over 1,000 students secure training positions in USA, Canada, and Europe. Faisal is an invited speaker at Universities all over the world and also serves as a Faculty Speaker at the Radiological Society of North America, American Roentgen Ray Society, American Society of Emergency Radiology, Canadian Association of Radiologists and Royal College in the UK and The Arab Health Congress in UAE .

This paper examines if and how income inequality affects credit bubbles. Rajan (2010) and Kumhof and Ranciere (2012) propose that growing income concentration leads to a boom in private sector credit which later resulted in the US financial crisis of 2008. According to Rajan (2010), with a rise in income inequality in US many low-income earners and riskier borrowers started taking debt to finance their expenditures which led to the creation of credit bubble and ultimately the financial crises. Using data for 176 credit boom episodes for 170 countries from the year 1970 to 2010 and employing panel data logistic regressions along with Cox proportional hazard regressions confirm for the first time that theoretical understanding prevalent in literature holds empirically.

This policy paper studies the current macroeconomic conditions in Pakistan and suggests a policy response to imbalances in the external, fiscal and monetary sectors in Pakistan. Pakistan underwent higher than trend growth in past 2-3 years. However, this growth was accompanied by rising current and fiscal account deficits. Moreover, during the same period, the central bank followed an expansionary monetary policy and frequently intervened in the foreign exchange market. This policy paper will discuss the benefits and costs of this policy and will discuss various policy options all the policymakers have to remove the imbalances in the macro-economy. One key finding of this paper is that currently, the policymakers are making policies in isolation from each other. Going forward, a coordinated policy response from all policymakers is required for an effective macroeconomic policy.

The objective is to investigate whether crude oil markets are efficient in the weak form during different economic regimes over multi-scales. Using Brent crude oil prices for over 20 years, the results from different sub-samples provide evidence that in the shorter horizon component, there is a tendency towards improving efficiency across every expansion post-recession and this trend in the longer term component is violated during the global recovery of post-2010. We find that the benchmark Brent crude oil prices are weak-form efficient implying low predictability levels of prices. As a robustness check, we reassess the data in three different ways. (1) The data is re-analysed under a different order q , where results hold, (2) the analysis is repeated for weekly data, and results confirm, and lastly (3) seven other oil prices benchmarks are used, and the general results conform to those for Brent crude oil.

Using an international dataset, we test for a conditional relationship between policy uncertainty and equity market risk. Especially, following Pastor and Veronesi (2013), we test whether policy uncertainty becomes more important as a driver of financial risk when economic conditions are poor. We show that this is true for democratic economies, but not for autocracies. Further, pricing responses (i.e., rises in risk premia) are strongest in emerging economies. We consider a range of extensions of the model. In particular, we show that, within democracies, those with weak governments face much stronger conditional policy uncertainty.



ACCEPTED PAPERS

Religion – Based Investing and Illusion of Islamic Alpha and Beta

Authors: Bushra Naqvi (SDSB, LUMS), Kumail Rizvi (LSE, Pakistan), Nawazish Mirza (SP Jain, UAE) and Krishna Reddy (Australian Institute of Business, Australia)

Journal: Pacific-Basin Finance Journal (ABDC – A)

Abstract: Among the recent literature, that compares the performance of Islamic and conventional mutual funds, two important dimensions have been widely neglected. First, it is possible due to the diverse segments of the market that mutual funds invest in, that the funds' asset classes or investment styles play a role in the performance differential between Islamic and conventional mutual funds. Second, the higher returns and lower risk, the two cornerstones of the perceived superiority of Islamic funds, could possibly be driven by cross-country differences. This study fills this void and presents empirical evidence on Islamic mutual funds across multiple investment styles for Malaysia and Pakistan, which collectively hold 31 percent of the total number of Islamic funds around the world. The results suggest that the notion of a global higher Islamic Alpha and lower Islamic Beta does not exist. The superior performance of Islamic mutual funds is no more than an illusion as any differential can be attributed either to the country differences or to a particular investment style.

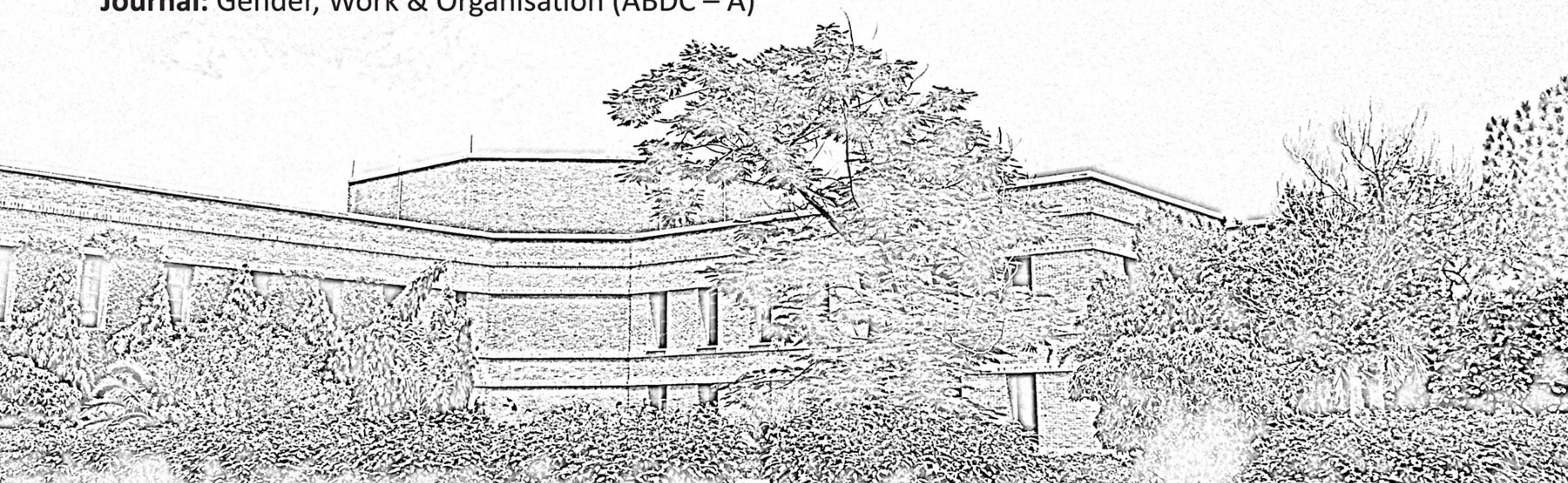
Keywords: Islamic Mutual Funds, Equity funds, Investment Style, Islamic Alpha, Fama French five-factor model

JEL Classification: G11, G15, G23, Z12

Title of the paper: An intersectional perspective on Muslim women's issues and experiences in employment

Authors: Memoona Tariq, Jawad Syed (SDSB, LUMS)

Journal: Gender, Work & Organisation (ABDC – A)



The background of the page features a photograph of pink flowers with green buds hanging from a branch in the upper half, and the corner of a light-colored building with a tiled roof in the lower half. The entire image is overlaid with a semi-transparent dark green filter.

CENTRES *at* SDSB

SEMINARS & EVENTS

Does the Stock Market Favor Socially Responsible Firms? Evidence from SEOs

Several scholars have inferred that firms following principles of corporate social responsibility (CSR) exhibit features that differ from other firms. In this study, we examine how these features might influence market participants' preferences in the contexts of announcement effects of seasoned equity offerings (SEOs) and long-term stock performance. Our study advances the literature by classifying socially responsible firms into seven focuses based on the major category of their CSR activities. Overall, we find that socially responsible firms generate less negative announcement returns in comparison to non-CSR firms on the issuance of SEOs, which suggests that return premiums yield lower discounts for socially responsible firms during SEO events.

Leveraging Karachi for CPEC

Dr. Omair Haroon, Director of CPMI recently moderated a panel discussion titled "Leveraging Karachi for CPEC" during the 5th Deans and Directors conference held in Karachi by National Business Education Accreditation Council held on 5th and 6th February 2018. The theme of the conference was "Business Education: Creating Impact with CPEC." The conference was well attended and well received by various stakeholders and academics.

Visit by a Delegation from National Taiwan Normal University

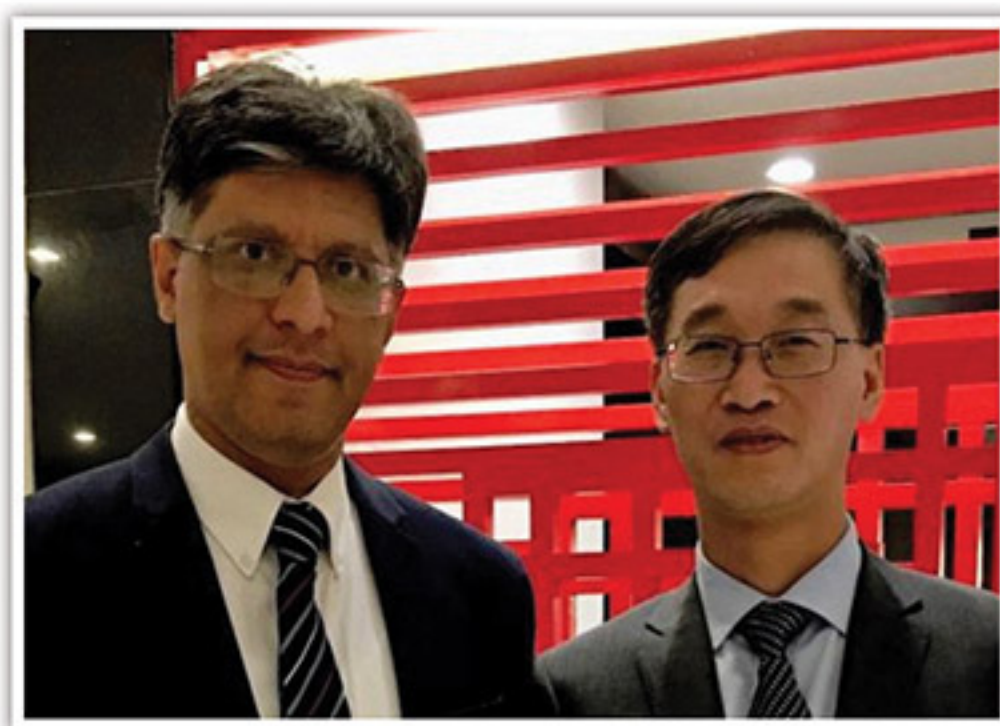
Dr. (Frank) Yung-Hsiang Ying (Dean and Professor, College of Management) and Dr. (David) De-Wai Chou (Director and Professor, NTNU-USC DIMBA Programme, College of Management) from the National Taiwan Normal University visited SDSB from 7th to 11th February 2018. Their visit was aimed at enhancing academic ties with SDSB along with exploring avenues for collaborative research.

Chinese Ambassador to Pakistan, Yao Jing, met with Dean SDSB, **Dr. Jawad Syed**

Dr. Jawad Syed, Dean SDSB, had a detailed meeting with His Excellency Yao Jing, Chinese Ambassador to Pakistan, to discuss China Pakistan Economic Corridor (CPEC) and contributions LUMS could make in terms of research, case studies and capacity building in this regard.

SDSB Faculty Attends ICAP Conference – “CPEC Myths & Realities

China-Pakistan Economic Corridor (CPEC) is being presented as a framework of connectivity and a journey towards economic regionalisation in the globalised world. To explore in detail and unveil Myths and Realities, Northern Regional Committee of Institute of Chartered Accountants of Pakistan (ICAP) hosted a Conference on the theme of “CPEC- Myths and Realities” on February 17, 2018, at Avari Hotel, Lahore. ICAP CPEC Conference brought together high-profile experts, leaders, thinkers, business personnel and professionals from all over Pakistan to enlighten upon the concept and unfold the theme ‘CPEC – Myths and Realities.’





RAUSING EXECUTIVE DEVELOPMENT CENTRE


REDC conducted a diverse range of open enrollment and customised programmes in the third and fourth quarters of FY 2017-18

OPEN ENROLMENT PROGRAMMES

During January to May 2018, REDC offered numerous popular open programmes:

- The 4-day intensive programme on Project Management was an immersive learning experience, providing executives with a new dimension on project planning and execution
- The highly experiential programme on Building High - Performance Teams presented effective techniques to assist participants with team management by building vital skills to maximise individual contribution, understand team roles, overcome conflict, negotiate solutions, evaluate outcomes and think creatively. The main emphasis of the programme was on identifying issues/conflicts in teams, analysing workgroups, identifying personality types and knowing individuals' communication styles. A pedagogical mix of case studies, simulations, video cases and an outdoor experiential team-based exercise was used to illuminate transformation of teams through leadership and managing cross-functional teams
- **Supply Chain Management** was also offered during this period. This intensive 4-day programme emphasised the strategic importance of cross-functional links and provided insights on strengthening these links to establish company's competitive advantage. The programme highlighted the key areas related to the procurement process, developing and leveraging suppliers, and the Bull-Whip effect in supply chains
- 4-day intensive programme on **Leading and Managing Change**, an in-depth programme enabled the managers to understand and strategise organisational change, as well as anticipate and manage the impact on an individual and team. The programme was delivered through state of the art simulation and an integrated change project that equipped the participants with pragmatic and cutting-edge tools to understand the issues related to change management and develop the skills needed to understand, analyse, plan and implement change successfully

6 open programmes were rolled-out during March; Roadmap to Manufacturing Excellence, Sales Force Management, Developing future leader, Modern Retail Management, Law for Business Executives, Negotiation Skills and a Certificate Programme in Agribusiness Management 2018.



Roadmap to Manufacturing Excellence provided an inclusive framework for improving and upscaling the firm's operations. This 4-day programme provided insights on aligning production operations with the business strategy of a firm and identified clear objectives and specific improvement initiatives that can effectively be pursued to achieve manufacturing excellence

- 3-day programme on **Sales Force Management** aimed at examining and exploring some of the challenges commonly faced by sales force leaders. The programme also highlighted the key areas of developing sales strategy, sales performance management, and non-financial rewards
- 7-day programme on **Developing Future Leaders** focused on identifying personal leadership style, assessed strengths and weaknesses and made the participants understand how to influence team dynamics to lead with an impact
- REDC launched the fifth offering of its modular **Executive Certificate in Agribusiness Management**. The programme was designed to provide participants with managerial know-how and skills essential to operate successfully in an agribusiness enterprise
Modern Retail Management focused on the essential challenges in the retail ecosystem. These are: know your customer and their preferences, stock-up what they need and when, to serve well and do it efficiently, and yet do all of this at a scale that allows you efficiencies in planning, sourcing, and management
- 3-day programme on **Law for Business Executives** was designed to give business executives a comprehensive introduction to the essential laws and regulations for running successful businesses. The programme gave business executives the knowledge and skills to mitigate legal risks, ensure compliance with laws and regulations, negotiate and manage contracts, understand and benefit from corporate social responsibility, and resolve business-related disputes
- 4-day dynamic programme on **Negotiation Skills** was designed to specifically enhance executives' confidence and ability at the negotiating table to gain strategic advantage. Through experiential tools, lectures and interactive analysis, participants learnt to change the way they viewed and evaluated action alternatives in competitive situations

During April and May, REDC conducted seven Open Programmes:

- The 3-day interactive programme on **Managing Marketing Channels** allowed executives an overview of channel design options, assessment of channel performance and channel economics, with the key focus on customer preferences
- **Problem Solving and Decision Making programme** provided the skills and techniques for making high-quality decisions and solving problems effectively. Participants built competencies by learning how to work on the right problem, develop and structure objectives, understand the consequences, and make appropriate tradeoffs using several problem solving and decision-making tools
- 4-day programme on **Islamic Finance for Managers** aimed to strengthen manager's knowledge on the critical aspects of IF, enabling them to deal with queries more confidently and better satisfy customer requirements
- **Finance for Non-Financial Managers** was held at Karachi with dedicated time for conceptual learning as well as the application through exercises and project work. This unique format has been helping managers in strengthening their analytical and planning skills essential for evaluating and making informed decisions
- **Strategic Procurement Management programme** sought to familiarise the participants with the goal of aligning procurement unit functions with organisational priorities to develop integrated purchasing strategies and operations.
- **Programme on Islamic Finance** for Academicians aimed to cover key areas which should ideally form a part of the curriculums of all Islamic Finance education providers. In addition, other important and emerging areas within the subject were discussed and debated including current areas of research, international developments, pedagogical tools and moving beyond the frontiers of Islamic Finance.
- 4-day **Enhancing Board Effectiveness** - Directors Training Programme Modules were designed for board member to leverage their capability to analyse synthesised information and establish oversight and governance mechanism

CUSTOM PROGRAMMES

Under its custom portfolio, REDC offered a series of programmes for a telecommunication company.

- **Leadership Academy:** A programme on Leading Teams took place which highlights the concepts of team dynamics, collaboration amongst teams and interdepartmental communication. The programme also focused on digital transformation, coaching & feedback.
- 4-day programme on **Strategic Financial Leadership** for an organisation was conducted that focuses on changing financial models, the strategic role of finance and finance as a strategic partner. Multiple cohorts of 3-day Strategic leadership programme were also customised that addresses entrepreneurialism, relationship building, and teamwork
- **Faculty Immersion Programme** for LUMS faculty was organised by REDC with a purpose to assist new faculty to integrate into the organisation, understand LUMS value system, be informed about all the research and academic support programmes and understand the key software systems they need to interact with
- From February to May, REDC conducted certificate programme in **Business Management** and delivered its first module on Cost Accounting. This 3-day module focused on understanding financial statements, cost profit analysis and transfer pricing. The module was assessed through a comprehensive exam at the end. Series of programmes took place for a telecommunication company
- 4 cohorts of **Leadership Academy:** Programme on Leading Teams took place which highlighted the concepts of team dynamics, collaboration amongst teams and interdepartmental communication. The programme also highlighted the concepts of digital transformation, coaching & feedback
- 3-day customised **Mentorship Development Programme** was also conducted with focus on leadership & people development, women leadership, and gender diversity
- 3-day programme on **Leadership Development** for an FMCG company was conducted that emphasises self-discovery, mentoring teams and leading through empowerment. Through the project, the programme also highlighted the challenges in their current business
- **Senior Leadership Programme** for a petroleum company was conducted in April that offered a unique and unparalleled opportunity to create personal leadership narrative and explore how to build collaborative networks to drive organisational growth
- A 3.5-day **Senior Leadership Programme** for LUMS Deans, Associates Deans, Department Chairs and administrative heads was conducted to develop an understanding of collective vision and departmental strategic initiatives; these sessions helped align departmental vision/mission and strategic initiatives with LUMS vision and values and developed capabilities for inspirational leadership



Social Enterprise Development Centre



SEDC: Policy Briefs and Case Studies

In an effort to broaden the intellectual resource base that would promote public policy dialogue, the SEDC issued contracts for 5 policy briefs and 4 case studies to SDSB Faculty. These were selected after undergoing a blind review process which was carried out by an expert panel of faculty members. These target the following key areas:

- Gender diversity and social inclusion
- Youth, Extremism, and Society
- Women empowerment and leadership in organisations
- Higher education reforms in Pakistan
- Health management in rural and underdeveloped areas of Pakistan

These documents would serve as handbooks on social sector development and management in Pakistan, informing and generating dialogue with local and global stakeholders

SEDC applied for U.S. Department of State “City-to-City Entrepreneurship Exchange Project”

The Public Affairs Section (PAS) of the U.S. Consulate General in Lahore of the U.S. Department of State invited submission of Statements of Interest for assistance awards through the Consulate’s Public Diplomacy Grants programme. Under this project, SEDC applied for the City-to-City Entrepreneurship Exchange programme. Dr. Jawad Syed, Dean SDSB and Dr. Farrah Arif, Assistant Professor SDSB were engaged in the project as Principal Investigator and Co-Principal Investigator, respectively. SEDC team under the valuable guidance of Dr. Jawad and Dr. Farrah submitted a Statement of Interest outlining the proposed project plan and past experience along with a summary budget.

SEDC floated an EOI for “Cultural Affairs: Pakistani Partnerships” – a funded project of US Department of State

The Cultural Affairs Office in the Public Affairs Section of the U.S. Embassy Islamabad of the U.S. Department of State announced a call for proposals through the Public Diplomacy Grants programme. The projects under this opportunity focus on economic growth and development of human and government capacity in Pakistan while developing people-to-people ties and increasing understanding of and support for U.S.-Pakistan relations and American values and policy among the Pakistani public. SEDC floated an Expression of Interest (EOI) amongst the faculty for submitting a quality proposal for this project opportunity.

SEDC's supporting role for CGPM International Conference on 30th – 31st March 2018

Centre for Governance and Public Management (CGPM) organised an International Conference on Creating Inclusive Organisational and Public Spaces on the 30-31 March 2018. SEDC supported CGPM in resource capacity for smooth planning and implementation of the event. The conference aimed to bring together scholars having different thematic, geographical and methodological expertise to engage with contemporary debates about the governance and management of space in contemporary organisations and polity. Notable practitioners, scholars, academicians, and researchers from various fields attended the event.

SEDC applied for a consultancy project “ETI Base Code Guidance: Gender in Global Supply Chains”

SEDC applied for a consultancy project on behalf of Dr. Jawad Syed, Dean SDSB and Dr. Faiza Ali Assistant Professor SDSB. The Ethical Trading Initiative (ETI) is a leading alliance of companies, trade unions, and NGOs that promote respect for workers' rights around the globe. This consultancy involved highlighting how gender intersects with each of the ETI base code clauses, to improve recognition and understanding of the importance of gender among ETI members, as well as to provide practical guidance for companies on how to tackle gender inequality in supply chains. Brief profiles, statements of interests, samples of work and a budget summary was submitted as part of the application.

USAID Pakistan Capacity Development Services (PCDS)

As an implementing partner with the Kaizen Company, SEDC submitted a proposal for a USAID project “Pakistan Capacity Development Services (PCDS)” in June 2017. The objective of PCDS was to address adequate fiduciary accountability and systems strengthening in relations to USAID projects and activities and also addresses the critical needs of the capacity building and includes institutional assessments, risk mitigation measures and capacity building for implementing partners. Recently, SEDC has been in communication with the Kaizen Company regarding the decision. The required material has been shared, and their team is looking hopeful for a positive response.

UPCOMING

SEDC's Summer Trainee Programme - 2018

SEDC is planning to launch its summer trainee programme that aims to enhance the capacity of students interested in the development sector. The internship would commence in May 2018. The programme is being designed for LUMS students with interest in policy issues related to development and fact sheets on specific issues that the Centre is working on.



CENTRE FOR CORPORATE GOVERNANCE & PUBLIC MANAGEMENT

International Conference on Creating Inclusive & Organisational Spaces

CGPM organised an International Conference on Creating Inclusive Organisational and Public Spaces on 30th and 31st March 2018. Renowned academics, development practitioners, post-graduate and undergraduate research students and professionals from numerous business and civil society organisations attended and participated in the conference. The two-day conference sessions evolved around a series of themes including Gender and Inclusion, Urban Public Spaces, Leadership and Inclusion, Media and Inclusion, The Role of Activism in Creating Inclusive Spaces and Corporate Governance/Inclusive Public Spaces. The sessions were attended by several distinguished and renowned panellists, including Ms. Roshaneh Zafar, Ms. Ume Laila Azhar, Dr. Kaiser Bengali, Ms. Masarrat Misbah, Mr. Mushtaq Chhapra, Mr. Matiuallah Jan, Ms. Nasim Zehra, Mr. Shahid Mahmood Nadeem, Mr. Zarrar Khuhro, Ms. Andleeb Abbas, Dr. Nasira Jabeen, Dr. Saba Gul Khattak, Dr. Aasim Sajjad Akhtar, Mr. Arafat Mazhar, Mr. I.A. Rehman and Ms. Nighat Dad.

The two-day event commenced with an inauguration ceremony where Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor, LUMS, Dr. Jawad Syed, Dean SDSB and Dr. M. Azfar Nisar, Director CGPM welcomed the audience with their inspirational and refreshing remarks. The inauguration was followed by the first keynote speaker session of the conference, where Dr. Beverly Dawn Metcalfe, Associate Professor in International Management and Development, Suliman S. Olayan School of Business, American University of Beirut, Lebanon delivered an invigorating keynote speech on Islamic Feminism.

The conference concluded on Saturday, March 31 with an insightful keynote speech on conflict and coexistence in urban public spaces of Karachi delivered by Dr. Kamran Asdar Ali, Dean, Mushtaq Ahmad Gurmani School of Humanities and Social Sciences, LUMS followed by an awards distribution ceremony.

Conference website: <https://iccgpm.lums.edu.pk/>

Centre's website – conference: <https://cgpm.lums.edu.pk/about-3>



CGPM & Creative Association

CGPM hosted a joint meeting with Social Enterprise and Development Centre (SEDC) on April 27, 2018, with the officials from Creative Associates International, USAID to discuss the possibility of future collaboration at SDSB. Creative Associates was founded in 1977 in D.C. Creative Associates International provides outstanding, on-the-ground development services and forges partnerships to deliver sustainable solutions to global challenges. Creative has undertaken projects in more than 85 countries. Its current projects are spread over 30 countries. The meeting was attended by Dr. Azfar Nisar, Director Centre for Governance and Public Management, Dr. Faiza Ali, Director Social Enterprise Development Centre, Mr. Khalid Khan and Ms. Laurel Bradley from CAI.



Governance Lecture Series "Visual Storytelling and Citizenship Education" by Shehri Pakistan

CGPM held its third Governance Lecture Series in this academic year, titled "Visual Storytelling and Citizenship Education" by Shehri Pakistan on January 26, 2018. The speaker for this talk was Mr. Arafat Mazhar, Director, and Founder of Shehri Pakistan. Shehri Pakistan offers accessible civic education in Urdu, which not only covers the principles and structures of government but also provides citizens with knowledge of how they can interact with the government and its institutions as well as outlines their responsibilities to the state and fellow citizens. Shehri has produced animations in Urdu covering various fundamental rights, the separation of powers, legal literacy and local government with plans to dub them into regional languages as well. Other Shehri products include posters, quizzes, Shehri Aaj, Shehri Muqalma, Shehri Mashwara, Shehri Helpdesk and Shehri Lughat.



CENTRE FOR ISLAMIC FINANCE

3rd Islamic Finance, Banking & Business Ethics Global Conference on the topic of “Globalising Risk Sharing Islamic Finance: Challenges, Innovation, and Leadership.”

SDSB held a joint 3rd Islamic Finance, Banking and Business Ethics Global (IFBBE) Conference in collaboration with IBA (Karachi) and INCEIF (Malaysia) on – 2nd and 3rd May 2018. This conference sought to bring together scholars and professionals engaged in research (*both practical and academic*) on the growth and development of Islamic Finance to present their research papers/ideas to a broader audience. All submissions were reviewed based on originality, rigour, and relevance to the conference theme. All accepted manuscripts were presented at the conference.

View more: <https://ifbbe.lums.edu.pk/>

Islamic Finance for Managers

April 10th – 13th, 2018

The “Islamic Finance for Managers” programme was conducted by CIF at REDC from 10th -13th April 2018. Middle to Senior level managers participated in the programme. There were a total of 28 participants from 10 financial institutions. The programme covered topics ranging from the very basics of Islamic Finance and the Islamic economic system, to more advanced areas like Islamic capital markets, accounting for Islamic financial institutions and Takaful. In addition, the programme included sessions on innovative product development. The programme was conducted by various LUMS faculty together with other experts from Shariah boards, industry and academia. This programme focused on:

- The essence of Islamic Economics
- Accounting for Islamic financial transactions
- Product development
- Equity based financing
- Introduction to Islamic capital markets
- Managing the perception of Islamicity of Islamic financial products

Islamic Finance for Academicians

April 20th – 21st, 2018

A training programme on “Islamic Finance for Academicians” was conducted by CIF on 20th and 21st April 2018. 25 academics from 17 institutions participated in the programme. The participants’ profiles varied from those new to Islamic Finance to more senior individuals, currently designing Islamic Finance programmes in their institutions. The programme coverage included a combination of content-based and pedagogy based sessions. Participants were introduced to the methodology for developing and writing case studies.

LIFE *at* SDSB



SDSB COMMUNITY NEWS, EVENTS & STORIES

PhD Management Focus-Day Held at LUMS

On May 4, 2018, the Suleman Dawood School of Business (SDSB), LUMS hosted a PhD Management Focus Day, which was attended by participants from all over the country. Interested candidates from various academic fields, social backgrounds and professions participated in the event.

EMBA Facebook Live Webcast 2018 Attracts a Large Audience

LUMS organised a Live Facebook Webcast catering to the overwhelming requests of its Executive MBA (EMBA) applicant pool on May 2, 2018. The Suleman Dawood School of Business (SDSB) EMBA Programme Director, prominent alumni and current students connected with EMBA applicants for a high-powered one-hour session taking viewers through the LUMS EMBA experience. The panel answered live questions through social media, and these questions ranged from the EMBA Programme modules to tests, and from admissions to financial aid.

Haroon Rashid [MBA 1995] Appointed The New CEO of Shell Pakistan from July 2018

SDSB LUMS is proud to announce that Haroon Rashid, from the MBA class of 1995 has been appointed as the new Chief Executive Officer of Shell Pakistan Ltd. effective July 1, 2018.

Haroon Rashid is currently the General Manager lubricants for Shell Pakistan Limited. He joined Shell Pakistan in 1995 and has had a variety of roles and experiences in several countries. From 1995 to 2000, he worked in the retail business in Pakistan. In 2001 he took time to complete an MBA from INSEAD after which he rejoined Shell as a Consultant in the Downstream Management Consultancy, London. In 2005 he became the Downstream Competitor Intelligence Manager, also in London, before moving to Singapore in 2008 as the Global Marketing Manager for Aviation. He was the fuels Supply Chain General Manager for Shell Pakistan from 2011-2016.

Cricket Team Owned by Alumni won the Pakistan Super League Championship

Owned by the LUMS MBA Alumni, Amna Naqvi (MBA 1993) and Ali Naqvi (MBA 1993), Islamabad United has won the inaugural 2016 Pakistan Super League (PSL) Championship Title as well as PSL Championship Title of 2018.



MBA & EMBA 2018 Farewell



The SDSB MBA & EMBA 2019 (first year) students held a farewell dinner for the graduating seniors - MBA & EMBA class of 2018. The event took place on the April 20, 2018, Friday on a beautiful spring evening at Suleman Dawood School of Business. The theme of the event was 'Basant' which is considered a Kite-flying festival of Punjab and is celebrated to mark the Spring Harvest in a year in the Sub-continent. This has been a historic springtime kite flying event during the Basant Panchami festival in the Punjab region in Pakistan.

MBA Students Hold the "LUMS Supply Chain Summit 2018"



LUMS Supply Chain Executive Club (LSEC) successfully held its annual flagship event Supply Chain Summit 2018 on April 28, 2018. Over the years, the highlights of the event have been Vantage-a case study competition, Ascension-business strategy simulation and a panel talk by market practitioners.

This year, eleven teams from six different universities of Lahore participated in the competition. The event kick-started with a panel talk that saw professionals having experience in different sectors of industry namely FMCG, Automobile and Footwear come together and discuss the importance of supply chain in the overall management and execution of the business strategy. The wide experience of the panelists gave the audience a chance to see how different components of the supply chain, namely planning, sourcing, storage, and logistics come together to bring value for the end consumer and other stakeholders in the value chain.

LUMS HR Confluence 2018 Held by the MBA LUMS HR Executive Club



LUMS HR Executive Club (LHREC) welcomed over 200 participants at the LUMS HR Confluence 2018 from different parts of the country. The event hosted students from 13 different universities across 7 cities of Pakistan.

LUMS HR Confluence 2018, one of the flagship events of MBA clubs & societies was held on 14th and 15th of April 2018. This year the theme of the event was "Conflict Resolution: Turning Disputes into Opportunities" where experts highlighted what effective leaders could do to turn rivals into collaborators—strengthening their positions, their networks, and their careers in the process. In accordance with the theme, the speakers shared the critical tools and special techniques to convey their message.

TEDxLUMS 2018 Attracts a Large Audience



Over 300 people from different parts of the country arrived at Lahore University of Management Sciences (LUMS) to attend TEDxLUMS 2018 on Saturday, April 7, 2018. Nearly 4500 people watched the event live on the TEDxLUMS Facebook page.

TEDxLUMS has been taking place since 2014. This year, the LUMS MBA Entrepreneurship Executive Club returned after a year's hiatus with something bigger and better than before. The theme for this year's event was 'Breaking Stereotypes.' In accordance with the theme, the event invited many renowned people to share their inspirational tales of fighting the odds and breaking stereotypes. Quratulain Babur, the curator of TEDxLUMS, opened the event with a welcome note. She thanked all those who worked hard to make the event a success and introduced the audience to the theme.

SDSB Graduate Networking Night 2018



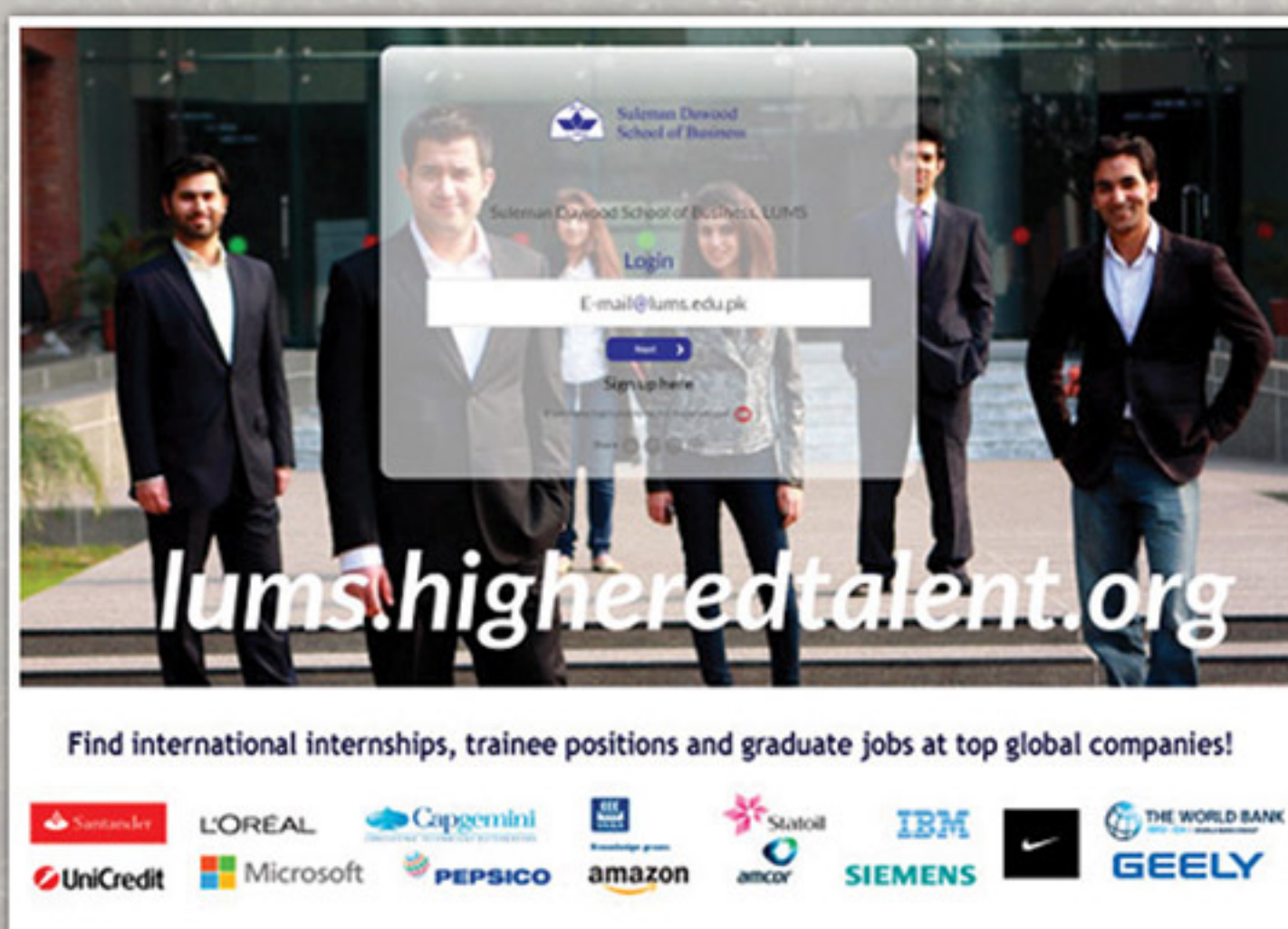
SDSB MBA Placement Office is proud to present the graduate "Networking Nights 2018" for MBA and Executive MBA students. The signature Networking Night (NN) event is the most exclusive platform at SDSB for hiring organisations to meet, connect and network with the graduates. This unique biannual affair is organised before the end of the final year of the MBA & EMBA programme. Students participate actively each year as every candidate gets an equal opportunity in a comfortable time slot to project themselves in their own unique manner.

Following are some of the topics of discussion at each table at the time of the event:

- Recruitment prospects concerning open positions with the company
- Recruitment guidelines for processes of Management Trainee or lateral positions available in the respective organisations
- Career advice and guidance with respect to the desired function of the individual student(s)
- Networking with the company representatives that can be helpful for any of the above purposes



Global Career Platform



SDSB MBA Placement Office is pleased to announce the launch of the new Global Career Platform. SDSB has collaborated with EFMD Global Network to offer students with a career platform, connecting them with global opportunities.

EXPERIENTIAL LEARNING

MBA 2018: EL III - MBA Consulting Project (MCP)

- MCP is placed in the second year of the programme where students extensively work on a field project in groups. The project's goal is to provide an opportunity to MBA students to execute a management consulting assignment and solve a real life business problem.
- 37 MBA 2018 students were offered positions in 21 companies which were engaged in the MBA Consulting Project (MCP)
- MBA Experiential Learning Sessions engaged 60 Alumni & Industry Speakers

EL 2 – Industry Connections/ Guest Speakers

- Ahsan Sheikh, CEO, Kinetic Pakistan,
- Jamil Goheer, Kualitatum Inc.,
- Saad Zuhur Khan, owner, Red2Blue Consulting,
- Maria Butt, CEO, MariaB,
- Almas Hyder, Chairman, Synthetic Product Enterprises Ltd (SPEL),
- Khurram Zafar, Executive Director, National Incubation Center Lahore and Innovation Fellow at Pakistan Innovation Foundation, and
- Mahrukh Mahmood Malik, CEO, Instaprint

EL 3 – Industry Connections/ Guest Speakers

- Jehanzeb Amin, CEO, Elan
- Shaheryar Khan Niazi, GM Merchandizing, Sapphire
- Yasser Irfan, Brand Manager, Kayseria
- Ghazanfar Ali Jawa, CEO, Wilshire Laboratories (Pvt) Ltd
- Aqueela Ashraf, Manager Commercialization, STEDEC
- Mian Faheem Akbar, HR Head, Ehsan Chappal Store
- Noman Bashir, General Manager, IGI Insurance
- Umar Adnan, CEO, Cowlar
- Qasim Mohammad, Marketing Director, Hush Puppies Pakistan
- Rabia Ghanchi, Marketing Head, Mayfair
- Ahad Badar, Assistant Manager, ICI
- Waqar Bashir, HR Manager, ZONG

MBA 2019: Experiential Learning (2)

My Startup

Experiential Learning (EL) is the hallmark of the LUMS MBA Programme. One of the components of EL is My Startup directed by the SDSB Faculty. It is intended to enhance students' willingness to set out on an entrepreneurial journey. It not only helps them develop an entrepreneurial mindset that is valued in successful companies of the modern age but also gives them a chance to think about alternative career options available to them. Students complete four major stages of a start-up venture, i.e. conceiving a concept, testing a concept, commercialising a concept and eventually generating operating profits.



This year LUMS MBA 2019 launched ten start-ups. The competition took place on Sunday, 13 May 2018, and Monday, 14 May 2018, at SDSB, LUMS.

- Industry panelists were invited to select top six start-ups for the final round of presentations based on various business models. Kundan, Lunatec, Easy Stitch, TourEd, Artista, and Fit Hai Yar (FHY) made to the final round of presentations
- The winning start-ups were: Lunatech secured the first position, Kundan took second place, and Easy Stitch came third
- Industrial panellists/alumni included Ahsan Sheikh, CEO, Kinetic Pakistan, Jamil Goheer, Kualitatum Inc., Saad Zuhur Khan, owner, Red2Blue Consulting, and Maria Butt, CEO, Maria.B, Almas Hyder, Chairman, Synthetic Product Enterprises Ltd (SPEL), Khurram Zafar, Executive Director, National Incubation Centre Lahore and Innovation Fellow at Pakistan Innovation Foundation, and Mahrukh Mahmood Malik, CEO, Instaprint



Recruitment Drives for LUMS Students



- HBL Recruitment Drive: February 13, 2018
- Unilever Recruitment Drive: February 14, 2018
- Reckitt Benckiser Recruitment Drive: 16th and 17th February 2018
- Procter & Gamble Recruitment Drive: 23rd and 25th February 2018
- BASF Recruitment Drive: 28th February and 1st March 2018
- A coffee Chat with Bain & Co UAE is scheduled for February 8, 2018, at SDSB. Bain & Co. has historically recruited undergraduate students from SDSB

All Pakistan Pitching Competition

Mamoona Arshad, SDSB PhD Management student, has been selected in the top 10 of 'All Pakistan Pitching Research Competition (APRC) 2017-18'. Her topic is "*Being authentic at work - Exploring the contradiction between state and trait*" as she represents SDSB LUMS. She has been awarded Top 10 Place in the APPRC 2017-2018 Pitching Competition.

Following on from the great success of University of Queensland's inaugural Pitching Research competition in 2015, the 2nd edition (2016) and 3rd edition (2017), Professor Robert Faff (Director of Research UQBS) is taking the "*Pitching Research*" competition beyond the geographic boundaries of Australia. With support from The University of Haripur Pakistan (UoH), we are very pleased to announce that the competition is being launched in Pakistan.

SDSB Holds Doctoral Colloquium 2018 to Support PhD Students across the Country

SDSB Holds Doctoral Colloquium 2018 to Support PhD Students across the Country.

Suleman Dawood School of Business (SDSB) invited doctoral students to submit their work-in-progress, dissertations, or full papers for review at the Doctoral Colloquium 2018, a one-day event held on March 29, 2018.



The LUMS Vice Chancellor, Prof. Dr. S. Sohail H. Naqvi welcomed the guests and praised the organisers for providing a platform to support research in the field of management. Opening the Colloquium, Dr. Muhammad Ghufuran Ahmad, Assistant Professor and Programme Director, PhD Management, SDSB said, "LUMS continues its endeavours of imparting world-class education while encouraging research and intellectual growth in the country by organising various events and activities. To support its aim to encourage research, the Doctoral Colloquium was organised to provide an opportunity to doctoral students to receive feedback on their research work at a platform that included peers, senior researchers and academics. Doctoral students also got the chance to network with fellow students and faculty from other universities across the country." He also shared that the platform would help researchers refine their papers which would enable them to be presented and accepted at international platforms.

2018 EFMD Conference for Deans & Directors General

European Foundation for Management Development (EFMD) regularly hosts "Conference for Deans & Directors General" each year. The event entails leadership and policy-making discussions and skills for the academic leaders of a university or school. Hosted by 'Technical University of Munich TUM School of Management,' the 2018 EFMD Conference for Deans & Directors General took place in Munich, Germany on the 25th and 26th

January 2018. Dr. Jawad Syed (*Dean and Professor*), and Dr. Syed Zahoor Hassan (Professor and former LUMS VC) from SDSB attended this conference. The theme of the conference was Deans, Let's Get Digital!





CEOs *at* LUMS

CEOs at LUMS (CAL) – First Formal Session

The first formal session of SDSB's CEOs at LUMS (CAL) Forum was conducted on Friday, February 23, 2018, from 1500hrs to 1900hrs at SDSB LUMS. SDSB has created CEOs at LUMS as a Think Tank to engage industry and academia through networking and trust building while also bringing the policy platforms in the loop to align various sides of the socio-economic development entities to help improve our national competitiveness.



CEOs at LUMS (CAL) – Focus Group Discussion: Karachi Chapter

SDSB is creating a Think Tank to engage industry and academia through practical and intellectual collaboration. The idea is to provide a platform for senior executives from the public and private sectors and academia to address pertinent procedural as well as leadership issues and share their insights, best practices, and bridge the gap between industry and academia.

In this regard, SDSB senior faculty led the Focus Group Discussion session in Karachi on Tuesday, April 10, 2018, at Movenpick Hotel. Dr. Anjum Fayyaz introduced the topic of the event and the purpose of the meeting, while Dr. Jawad opened the event by sharing the history of SDSB with everyone. Following were some of the main points under discussion:

- Bridging the disconnect between industry and academia
- SDSB has added a very strong element of Experiential Learning in the MBA program, how to market that more and have our graduates placed at organisations across Pakistan
- Corporate participation in 'CEOs at LUMS' initiative

The Dean said that SDSB would like to make a humble contribution in the business community and help identify the key priorities and challenges that we currently face in various areas of the industry, e.g., in public and private sector. He mentioned that the CEOs at LUMS initiative is a step in this direction. This think-tank at SDSB would work on a trust-building system so that business school faculty can collaborate with the businesses in creating compliances and policies. The key priority areas are:

- Excellence in teaching – student grooming, development, and quality
- Excellence in research – faculty quality (Case Method Study system)
- Engagement with businesses – students, faculty and corporate contribution

REDC is one avenue for industry-academia linkage where we design and offer Open Programmes and Customised Programmes. Dean, Dr. Jawad shared the increase in the number of new programmes at REDC. SDSB is aiming to increase physical offerings in Karachi for REDC and Executive Education. He also informed the audience that Harvard Business Publishing will be sharing cases written by SDSB Faculty globally as part of their resources. He mentioned that this is an attestation of the high quality of work being produced by the SDSB faculty which is unique for Pakistan. He also mentioned the China Pakistani Management Initiative (CPMI) where SDSB faculty is producing working papers and case studies on fact-based research. He informed everyone about the critical work which all the Centres at SDSB are making: Social Enterprise Development Centre (SEDC), Centre for Governance & Public Management (CGPM), Centre for Islamic Finance (CIF), and Case Research Centre (CRC). Dr. Jawad gave the growing number of students who are currently enrolled in different degree programs in SDSB, along with the impressive placement stats for the past year graduates.

CEOs at LUMS (CAL) – Focus Group Discussion: Islamabad Chapter

The third Focus Group Discussion for CAL took place on May 11, 2018, Friday at Jazz Digital Headquarters Islamabad. This session primarily focused on the Telecommunication sector and included guests from Jazz and PTCL among others. Dr. Anjum Fayyaz opened the event by sharing the latest updates about SDSB and LUMS with the participants. He then shared the CAL framework which has been industriously developed by the SDSB leadership. As an outcome of the FGD, the participants expected this forum to keep a record of best practices in the market in various sectors, provide the right human capital to companies, create and disseminate knowledge. Some of the participants shared that this forum required openness, continued commitment, mutual learning, and trust to be self-sustainable in the long run. The participants also highlighted the role of this forum in facilitating the policy formulation not only for the business but also for the academia through the engagement of both sides through case writing, consultancy and dissemination of knowledge.

Participants showed a willingness to share best practices in the first session and expected MBA students to be present in the session to learn and understand the requirements of the corporate sector from them.

Dr. Farrah Arif Goes On Radio

Dr. Farrah Arif speaks with Khalid Malik in the morning radio show called "Khalid Malik's Morning Jam" on FM91. As an Ambassador of LUMS; she promoted the LUMS MBA programme through this radio show and highlighted the following:

- Eco-system of LUMS
- Why LUMS MBA
- Experiential Learning based LUMS MBA
- Importance and criteria of GMAT
- Value of entrepreneurial mindset



Mr. Amjad Islam Amjad's Visit to SDSB LUMS

Renowned Urdu poet and drama writer Mr. Amjad Islam Amjad visited LUMS on February 21, 2018, to attend an annual book fair at the Gad and Birgit Rausing Library. The fair was held to help nurture and develop the love of reading amongst students and was organised by LUMS Library Manager Dr. Nadeem Siddique.



Population Management: A Dialogue of Stakeholders

The National Institute of Public Policy (NIPP) held a policy dialogue on 19 and 20 February. The topic of the event was "Population Management: A Dialogue of Stakeholders." Dr. Jawad Syed spoke on the second day about "Youth Bulge and World of Work."



Simio Academic Software Institution Grant for SDSB Faculty

Dr. Raza Ali Rafique and Dr. Mohsin Nasir Jat have secured the Simio Academic Software: Institution Grant worth \$240,000 (USD) in an effort to equip research and teaching at SDSB with high-tech tools in Management Science (MGS). Simio provides state of the art simulation environment for modelling and optimising operations and supply chains. The grant includes 100 licenses and technical support. More than 100 students had been trained in simulation modelling and analysis based on the previous grant. This grant is valid through June 30, 2020.

IN FOCUS

Faculty in Focus

Dr. Zehra Waheed is an Assistant Professor, Operations and IT Group, Suleman Dawood School of Business (SDSB). Her research interests include Project Management, Facilities Management, Public Sector Procurement, Public-Private-Partnerships, Urban Waste, Sustainable Water, and Knowledge Management.



Zehra's prior research focused on the interplay between facilities and their end-users and how each transforms the other. Her current research focuses on urban waste management systems in Pakistan, the existence of informal waste networks and knowledge sharing that leads towards integrated urban waste management systems. Another stream of research explores water governance systems in urban centers in Pakistan and the development of appropriate business cases for responsible water use. The two streams come together within the study of the urban ecosystem of the city of Lahore. She sees herself as an empiricist and primarily undertakes qualitative research. She can be reached at zehra.waheed@lums.edu.pk

Staff in Focus

Umair Usmani is currently working as Executive Education Operations at Rausing Executive Development Centre (REDC). He is a creative and result oriented professional with proven record of expertise in



executive education operations, training and development, customer services, client relationship management, recruitment process, event management and administration. Umair has been working at REDC since 2007 and has been looking after various aspects of the centre, ever since. He earned his MBA in Human Resource Management from the Institute of Management Sciences in 2005. Before joining REDC, he was working at Mobilink and Warid Telecom.

Specialties: Human Resource Management, Team Building, Training and Development, Public Relations and Special Events. He can be reached at umair.usmani@lums.edu.pk



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