



Suleman Dawood
School of Business

D.H.A, Lahore Cantt. 54792, Lahore, Pakistan

Phone: +92 42 3560 8000

Fax: +92 42 3572 5048

URL: sdsb.lums.edu.pk



LUMS

SDSB GAZETTE

Official Newsletter
of
Suleman Dawood School of Business

Vol.1, No.4
November 2017

sdsb.lums.edu.pk



Case Studies, Research and Events

Call for Papers Asian Management Research and Case Conference 2018, 23-24 March 2018

SDSB-LUMS and its partners invite submissions for the 7th Asian Management Research and Case Conference 2018 on 23-24 March 2018 at the Pearl Continental Resort in Bhurban. Deadline to send submissions is 11 December 2017. The theme of the conference is Convergence or Divergence: Emerging Trends in Management Research and Cases in Asia. A conference subtheme is China's One Belt, One Road Initiative: Implications for Management & Organisations in Asia. Please visit <https://amrc.lums.edu.pk/> for Call for Papers and other information.



From Kashf Foundation to Kashf Microfinance Bank—Changing Organisational Identities



Author: Dr. Ghazal M. Zulfiqar

LUMS No: 02-640-2016-1

Asian Journal of Management Cases, Vol 14, Issue 2, pp. 94 - 114.

This case documents the challenges faced by the Kashf Microfinance Bank (KMFB) in 2012 when it was a relatively new entrant in a financial industry established by the 2001 Microfinance Institutions Ordinance. The case documents the difficulties KMFB faced in establishing itself as a microfinance bank when it moved away from the unregulated NGO sector where its parent company, Kashf Foundation, was situated. As a microfinance bank, KMFB faced the simultaneous challenge of surviving the start-up stage and adapting to the stringent banking regulations placed on it by the State Bank of Pakistan (SBP). The latter required learning to strike a balance between the sometimes-conflicting banking and development institutional logics, a typical problem for hybrid institutions with a social mission. As KMFB grappled with trying to meet the SBP's requirements on capital adequacy, it faced a repayment crisis originating from its parent company, wiping out a significant portion of its equity. The case focus is on a decision KMFB's board must take, regarding whether or not to invite a new majority shareholder to bring the Bank out of the red. This includes the decision criteria for choosing a shareholder that will uphold KMFB's mission of financial inclusion.

Business as Usual: District Education Authorities in Punjab



Author: Dr. M. Ahsan Rana

LUMS No: 16-175-2017-1

Asian Journal of Management Cases, Vol 14, Issue 2, pp. 176 - 197.

The recently established District Education Authorities (DEAs) are expected to improve governance of government schools in Punjab by decentralizing authority to local stakeholders. Presumably, grassroots-level elected representatives will oversee the performance of schools more effectively than has been the case so far. However, a critical assessment shows the DEAs to be largely irrelevant to improving governance and quality of education in government schools. DEAs place all hope of improving education delivery

solely on better supervision of the existing human, physical, and financial resources. Even if this were possible – and this is a big if – it is unclear as to how the DEAs will take teaching to new heights from its present low or how the DEAs will produce the money they will need for the various necessary improvements at the schools. There seems to be little forward thinking accompanying the establishment of the DEAs on how to respond to key issues, such as improving the teaching effort, generating resources for expansion and improvement of the school infrastructure, and targeting out-of-school children. The DEAs are expected to rearrange, but not disturb, business as usual on the educational landscape in Punjab.

Excellence in Participant Centred Teaching – Workshop for SDSB Faculty

The annual participant centred teaching workshop was successfully concluded on 10 November 2017. The workshop gave the participants an opportunity to develop techniques to facilitate class engagement and develop critical discussion leadership skills of questioning, listening, and responding while steering a case method class. **Dr. Shakeel S. Jajja** used the case MTL: Has the Time Come to Say Goodbye to Massey Ferguson (MF) to conduct a mock case class. **Dr. Arif I. Rana** used the case Ernie Budding, which details an instructor's attempt to motivate his section to raise its classroom performance standards. The case outlines the situation when the section was performing well, the decline in standards, the action the professor took to revise the situation, and the outcome. According to one participant, "Faculty development is important. The workshop was extremely beneficial. I hope that SDSB continues to have similar training programmes for its faculty."



STRATEGIC SECTOR RESEARCH CENTRE

'To Include or Not to Include? A Poetics Perspective on the Muslim Workforce in the West'



Dr. Jawad Syed, Dean SDSB along with fellow author, Edwina Pio, has co-authored an article which has been published in the journal, Human Relations. The article deals with the integration of the Muslim workforce in the West, its reasons and effects.

For details visit the following URL:

<https://lums.edu.pk/news/general-news/dean-sdsb-publishes-human-relations>

“A Tripartite Inquiry into Volatility-Efficiency-Integration Nexus - Case of Emerging Markets”

Dr. Aun Rizvi's paper has been accepted for publication in an A-ranked journal (*Journal: Emerging Markets Review*). The objective of this paper is to analyse the time-varying changes of the three parameters, volatility, efficiency and I-integration on stock markets across emerging markets.



“Overcoming resistance to resistance in public administration: Resistance strategies of marginalised publics in citizen-state interactions”

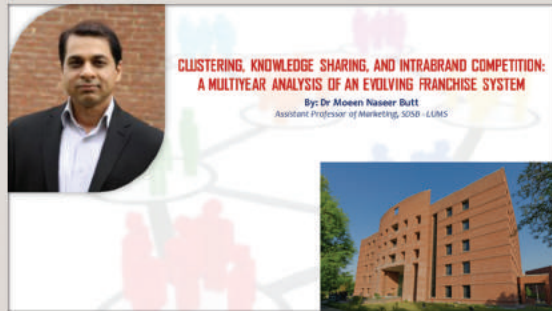
Administration and Development (ABDC-A)”

Abstract:

There has been a general resistance to resistance studies in public administration research. While previous research has documented instances of selective policy implementation by PA practitioners that put minority groups at a comparative disadvantage, we still have a limited understanding of the different ways in which these groups contest discriminatory administrative practices especially within non-western developing countries. To address this gap, in this article I discuss the various strategic responses marginalised social groups employ in their interactions with the frontline police workers to contest their hyper-surveillance and moral policing. In addition to contributing to the limited literature on citizen perspectives in PA research, the theoretical framework of resistance presented here can serve as a good template to analyse citizen responses to discriminatory frontline practice in other socio-political contexts as well.

Seminar

Dr. Moeen Naseer Butt held a seminar with the title of “Clustering, Knowledge Sharing, and Intra-brand Competition: A Multiyear Analysis of An Evolving Franchise System” on 24th November 2017 at SDSB. The session revolved around the increased interactions among outlets and how they may facilitate knowledge sharing, even while inducing intra-brand competition.



SOCIAL ENTERPRISE DEVELOPMENT CENTRE

SEDC-KASHF customised training programme on 'Strategic Management and Leadership Skills'

- SEDC organised a customised training programme on "Strategic Management and Leadership Skills" for the senior management of the Kashf Foundation from November 6 to 9, 2017.
- The 4-day programme addressed key issues such as the need to build the capacity of senior management and leadership in the areas of strategic management, gender sensitivity and effective team management. As the senior management has to deal with a multitude of new pressures, challenges and risks, necessitating them to uphold the highest standards of leadership and effective execution of their roles, SEDC's training programme addressed these challenges to promote effective governance.
- The experienced faculty at LUMS including Dr. Anwar Khurshid, Dr. Arif Nazir Butt, Dr. Ehsan ul Haque and Dr. Ghazal Mir Zulfiqar successfully conducted the training sessions. The sessions included holistic introspection, leadership styles and best practices, strategic management, building high performance teams, gender sensitivity, leading and managing change and negotiation and conflict resolution.



RAUSING EXECUTIVE DEVELOPMENT CENTRE

REDC offered a wide range of open and customised programmes in the month of November. These programmes were designed to stay one step ahead of global business trends and to equip executives to drive growth across organisations.

REDC offered some of its hallmark open titles in the month of November:

Keeping in mind the growing importance of marketing in this digital age, the 4-day programme on Marketing in the Digital Age focuses on the new and evolving scope of marketing and business development from a digital lens. This dynamic learning experience enables participants to learn and simulate the knowledge and learning gained from the programme.



REDC's flagship immersive executive programme Management Development Programme (MDP) was also offered during this period. Classroom teaching was supported by aspirational talks by Industry experts like Ms. Tahira Hassan and Mr. Abdul Razak Dawood who came as guest speakers and provided a transformational learning experience to the executives. The programme aims to expand their knowledge across all functional areas and develop a holistic management perspective.

A high impact programme on **Building Blocks of Human Resource Management** was offered during which Human Resource professionals learn to construct the fundamental and critical building blocks of a performance driven Human Resource Management system. The programme exposes participants to core HR tools and techniques which can effectively contribute to generate value within an organisation.



One of REDC's most sought after programmes is Advance Corporate Finance which helps build an understanding of the interactions between a firm's investment decisions, the business and operational strategies. The programme is designed so that participants develop a deeper understanding in applying the principles and frameworks of finance and gain greater confidence in making strategic financial decisions.



The 4-day programme on Building High Performance Teams enables the participants with team management techniques by building vital skills to maximise individual contribution, understand team roles, overcome conflict, negotiate solutions, evaluate outcomes and think creatively.

Under its custom portfolio, REDC conducted a Management Development Programme-Level 3 for Descon. During this programme, the participants immerse themselves in a 5-day long learning experience that has been engineered to be rigorous, transformational and real in context.



In relation to the learning partnership finalised between REDC LUMS and Tetra Pak Pakistan in support of the local dairy sector, a programme on Dairy Management took place at REDC from October 27-29, 2017. This programme was a CSR initiative aimed to bring dairy entrepreneurs and managers on a learning platform thereby contributing to the overall wellbeing of this sector.

In continuation of the open-programmes for young managers, REDC offered 'Developing Future Leaders', a programme which imparts contemporary knowledge and skills necessary for young managers to become effective in the roles as future leaders of their organisations. The programme provides an opportunity to explore individual strengths, increase understanding of effective leadership and refine strategies for a sustained advantage.

'Problem Solving & Decision Making' is an intensive 4-day programme which provides the skills and techniques for making high-quality decisions and solving problems effectively. In this programme participants will build competences 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.

CENTRE FOR GOVERNANCE & PUBLIC MANAGEMENT

'Writing effective grant proposals'

CGPM & SEDC conducted a workshop on Writing Effective Grant Proposals on November 3, 2017 at SDSB LUMS. The speakers for this session were Professor Dr. Steve Davies, Senior Research Fellow at the International Food Policy Research Institute, Professor Dr. Sohail Jehangir Malik, Chairman of the Innovative Development Strategies (Pvt.) Ltd and Professor Dr. Ali Hasnain, Assistant Professor of Economics at LUMS.

The session was well attended by faculty, staff and PhD candidates from all departments at LUMS; the workshop was applauded for its relevance and cross-disciplinary worth. The workshop covered salient concepts of grant writing and effective proposal development, along with personal anecdotes by all the speakers on their experiences as a grant writer as well as of working with donor organisations.



Governance Lecture Series on Katchi Abadis: The Problem & Ways to a Solution – A talk by Tasneem Siddiqui

CGPM organised its second Governance Lecture series in this academic year titled Katchi Abadis: The Problem & Ways to a Solution. The speaker for this session was Mr. Tasneem Ahmed Siddiqui. Mr. Siddiqui has been a career Civil Servant and joined the Civil Services of Pakistan in 1965. The first 20 years of his career were served as a senior bureaucrat in different provinces of Pakistan. His work at the Hyderabad Development Authority (HAD) and later Sindh Katchi Abadis Authority (SKAA) won him the prestigious Ramon Magsaysay Award in 1999. His idea of incremental housing development has proved to be a game changer for the problem of squatter settlements. During his talk, Mr. Siddiqui discussed the poor housing situation in Pakistan, the role of the informal sector in providing shelter to the low-income population in Pakistan, and formalising incremental housing development.



International Conference on Creating Inclusive Organisational and Public Spaces – March 30th & 31st, 2018

CGPM's online paper submission system for its upcoming International Conference on 'Creating Inclusive Organisational & Public Spaces' is now open on the conference website. To submit your paper, visit the following link <https://iccgpm.lums.edu.pk>

Submission deadline is **December 31st, 2017.**



Life at SDSB

STUDENT & FACULTY – NEWS & EVENTS

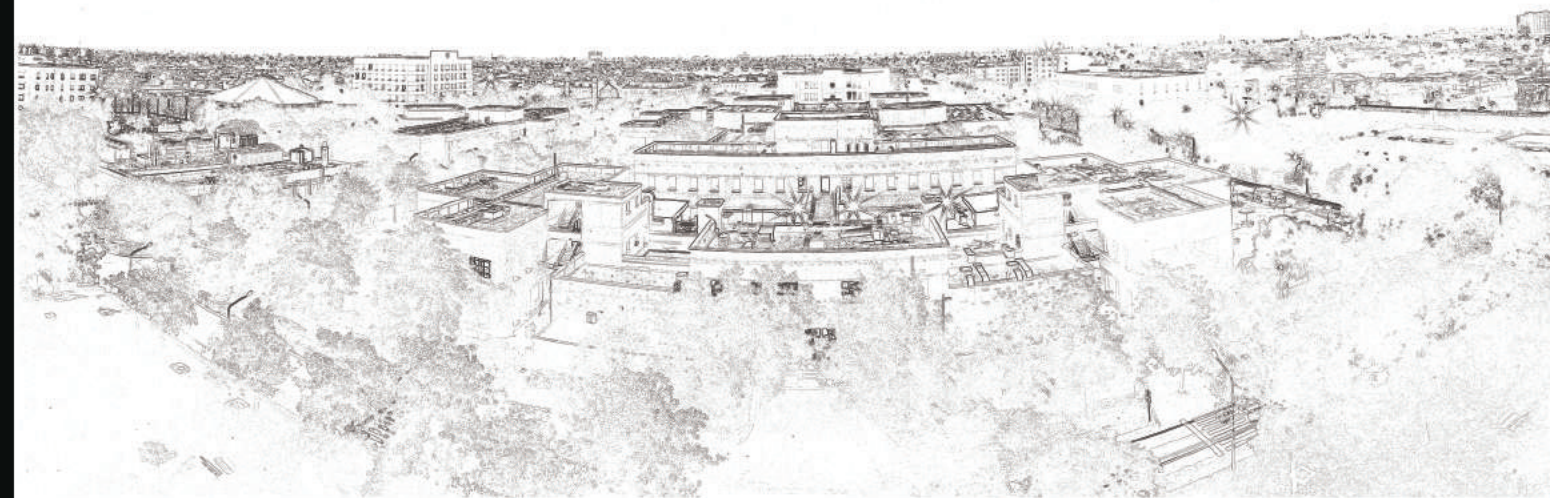
SDSB Deans' Honour List (DHL) Ceremony



SDSB organised its annual Deans' Honour List (DHL) ceremony on November 3, 2017, recognising academic strength of **161** bright students of the School.

The ceremony started with remarks by Mr. Abdul Razak Dawood, Rector LUMS. This was followed by welcoming addresses by Dr. Jawad Syed, Dean SDSB and Prof. Dr. S. Sohail H. Naqvi, Vice Chancellor LUMS. Syed Babar Ali, Pro-Chancellor LUMS was also present at the ceremony. Later on, announcement of the Deans' Honour List for 2016-17 took place and certificates were distributed among the students. Parents of the students were also invited at this prestigious occasion to celebrate their success.

The ceremony concluded with group pictures of the achievers followed by a high-tea for the guests.



CEOs at LUMS - Focus Group Discussion

SDSB, LUMS CEO's Forum is going to be the pioneer platform of CEOs and Senior Executives to serve the CEOs Community in and outside Pakistan. It will facilitate and promote the role of CEOs, Senior Executives, and the SDSB faculty to add a more meaningful value to the country's economic, social and cultural advancement through exchange of ideas, experiences and industry-academia linkages. Although, the executive development centers and the faculty of SDSB LUMS have been working in a close net with the senior executives however, SDSB is strategically building on the network and now we would be able to engage top notch CEOs, Senior Executives, Unit Heads, VPs and the General Managers to add higher value to the businesses and the CEOs at policy and operational levels. This forum will also help them in their growth patterns with the help of practitioners in this network and the SDSB faculty members through their experience and intellectual scholarship. This platform will not only help CEOs/Senior Executives in sharing best practices, benchmarking internally and externally, networking and trust building, and helping in producing applied scholarship in their respective sectors/areas. The first session took place on the 9th of November 2017 at SDSB; with 39 corporate individuals and a full decorum of SDSB Faculty.



2017 Global Business School Network Annual Conference



This year's "Global Business School Network Annual Conference" (GBSN) was held in Washington DC, USA from 1st to 3rd November 2017. GBSN is a nonprofit organisation dedicated to strengthening management, entrepreneurial and leadership talent for the developing world through better access to quality, locally relevant education. SDSB LUMS participated as a

member of this network where the school was represented by Dr. Atif Saeed in the conference this year.

AAN collection at LUMS



AAN Foundation collaborated with LUMS to introduce the first long-term loan of art from a private collection to an institution in Pakistan at a formal ceremony held at the SDSB on Saturday, November 11, 2017. Under this initiative called, 'AAN Collection at LUMS', 17 works from the AAN collection were handed over to LUMS for public display at SDSB for a period of 12 months. The works include works from modern masters like Sadequain, Gulgee and Jamil Naqsh as well as contemporary artists including Imran Qureshi, Aisha Khalid, Naiza Khan, Faiza Butt and Muhammad Zeeshan. AAN foundation was

founded by SDSB Alumni Amna and Ali Naqvi (MBA 1993) and brought this fantastic exhibition to LUMS.

Faculty Development Workshop by Mr. Irfan Mustafa

Mr. Irfan Mustafa is the Founder & CEO, The Food Lab DMCC and met with the faculty for a faculty development session which took place on November 23rd, 2017 at SDSB. During the session he highlighted four core components of Transformational Leadership, which are: Competent, Futuristic, Inspirational, and Character. Mr. Irfan drew attention to the Circumplex Model which explains three broad styles of Life Styles Inventory which are: Constructive Styles, Passive/ Defensive Styles, and Aggressive/ Defensive Styles. He further explained that the Circumplex Model could be used to identify any gaps between Self-Description Profile and Description-by-Others Profile. Previously, he served on various notable positions such as: Vice President Strategy and Planning, Pepsi Cola International, Inc., New York, USA; and Managing Director of YUM! Brands for the Middle East, North Africa, Pakistan, and Turkey.



Developments in China Pakistan Management Initiative



Meeting with Shanghai University of International Business and Economics

SDSB faculty met with the SUIBE China where Xie Jinyu introduced the school to the delegations from LUMS. Dr. Jawad Syed introduced SDSB and LUMS. The delegates discussed possibilities for collaboration and cooperation in research, teaching and capacity building between the two schools.



Co-founded by Shanghai University (SHU) and University of Technology Sydney (UTS) in 1994, SHU-UTS SILC Business School (SILC) was one of the earliest Sino-foreign joint business schools in China.

Representatives from Lahore University of Management Sciences:

- Dr. Jawad Syed, Dean of Suleman Dawood School of Business of LUMS
- Dr. Omair Haroon, Assistant Professor, Suleman Dawood School of Business of LUMS

Representatives from SILC Business School, Shanghai University:

- Prof. Lv Kangjuan, Deputy Dean
- Prof. Fang Hui, Associate Dean for International Affairs
- Ms. Isa Meng, Manager of International Office

Professor LV Kangjuan introduced her school and ongoing cooperation projects with various universities around the globe. The teams discussed possible future collaborations in teaching and research. Possibilities and operative details of faculty and student exchange were also discussed. The teams also explored the need and opportunities for executive trainings in the context of CPEC.



MBA Experiential Learning Speaker Sessions

Mr. Malik S. Sarwar, Chief Executive Officer (CEO), K2 Leaders Inc., inspired MBA students by sharing his life experiences and how he managed uncertainties in his life. During his session, he highlighted a few rules to follow in life. Improvisation, knowing values and reflection on value addition to the world; creating an inner circle of advisors; and going with the flow. Mr. Malik also served as Global Head of Sales Management and Global Head of Wealth Solutions for HSBC, covering 20 markets. The session took place on Friday, November 17, 2017



Mr. Hamid Zaman, Managing Director, SEFAM, spoke with MBA students about understanding the importance of current operational procedures and industry dynamics of a textile company. He shared with the students the procedures to initiate change management in the entire value chain and ways to make it more effective in local industry. This session was a part of the Experiential Learning I (SEED) held on Friday, November 10, 2017 with first year MBAs. Mr. Hamid is also the Executive Director, Sarena Industries and Embroidery Mills (Pvt) Ltd.

Guest Speaker Session with **Mr. Atif Tufail** (Head HR Akhuwat), **Mr. Adeel Anwar** (Head of HR - Capability Development, Coca-Cola International) & **Mr. Jawad Shaikh** (Managing Director, Taazo & Managing Partner, Epiphany Ventures). The Sri Lankan guests include **Ms. Darshanie Saman Kumari Pahalagamage** (Journalist) and **Ms. Withanage Diana Udayangani Withane** (Journalist). The session took place on Friday, November 24, 2017 at SDSB.

Co-Founder and Managing Director of Epiphany Ventures, **Jawad Sheikh** visited SDSB to meet with students and faculty. The session took place on the November 24th, 2017 at SDSB. Mr. Sheikh spoke about, Digital technologies which are fundamentally changing the way we do business, the DNA of companies that are leading the digital wave, and the implications for organisation and HR. Before launching Epiphany Ventures, as Executive Vice President & Head of Digital Business for Du Telecom UAE, Jawad led the development and commercialisation of Du's Digital Services portfolio and the transformation of its digital channels. With 20+ years' experience across the US, UK, Middle East & Africa, Jawad is an expert in the telecom and technology sectors, with a particular proficiency in the digital domain.

SDSB Team-Building Activities

SDSB Family Retreat - Green Fields Day

On November 11, 2017 SDSB faculty visited Green Fields Country Club (GFCC) to spend some time together but away from day to day academic rosters. Departing from SDSB at 8:30 AM in a foggy morning provided the colleagues with ample time to discuss matters of their interests while on the way to Greenfields such as sufism, spiritualism, science, politics, patriotism, sports and tourism. At GFCC it was an active and exhaustive day and everyone chipped in at the turfs of cricket, kasoti, cards, and foosball while motor boating and horse-riding had their own charm. Certainly, it was a well spent day.



SDSB Staff Retreat - November 2017



SDSB Staff had a team building adventure trip to the hill-stations of Pakistan from 10th to 12th November 2017. The group first traveled to Nathiagali then to Murree. The trip included visit to the Mushkpuri Peak Trek, Pipeline Trek, Nathiagali Bazar, and Murree Mall Road. The team included staff members of all departments at SDSB and was a collective effort which was supported by the Dean SDSB.

LUMS signs MOU with ICMAP

LUMS signed an MoU with the Institute of Cost and Management Accountants of Pakistan (ICMAP) on November 30, 2017. The MoU, signed between the Vice Chancellor LUMS, Prof. Dr. S. Sohail H. Naqvi and the President of ICMAP, Mr. Mohammad Iqbal Ghor, aims to collaborate on research, development, innovative and publication activities.



Representatives from LUMS included Dr. Jawad Syed, Dean SDSB, LUMS; Dr. Omair Haroon, Assistant Professor, SDSB and Dr. Atifa Arif Dar, Assistant Professor, SDSB.

Representatives from ICMAP included Mr. Muhammad Hussain, Director Central Region, ICMAP and Mr. Habib-ullah Anwar Shami, Senior Assistant, ICMAP.

After the official MoU was signed, President ICMAP introduced the Institute's ongoing co-operation projects with various universities around Pakistan. The delegates discussed possible future collaborations in teaching and research, and they also explored the need and opportunities for executive training.

SDSB Alumni Ali Naqvi and Amna Naqvi discuss Sports Management in Pakistan

SDSB hosted MBA alumni, Mr. Ali Naqvi (MBA 1993) and Ms. Amna Naqvi (MBA 1993) for a talk on Sports Management in Pakistan and Global Equity Markets as part of the Sports Management class on November 10, 2017. Mr. Naqvi, who hails from the Finance sector and is currently serving as Executive Chairman Global Markets Asia Pacific, Credit Suisse and Ms. Naqvi, CEO Leonine Global Sports, and Founding Director of Gandhara Art Council were welcomed by Dean SDSB, Dr. Jawad Syed, Dr. Atif Saeed, Director MBA Programme, senior SDSB faculty members and Mr. Syed Shoaib Naveed, Adjunct Faculty Member at SDSB.

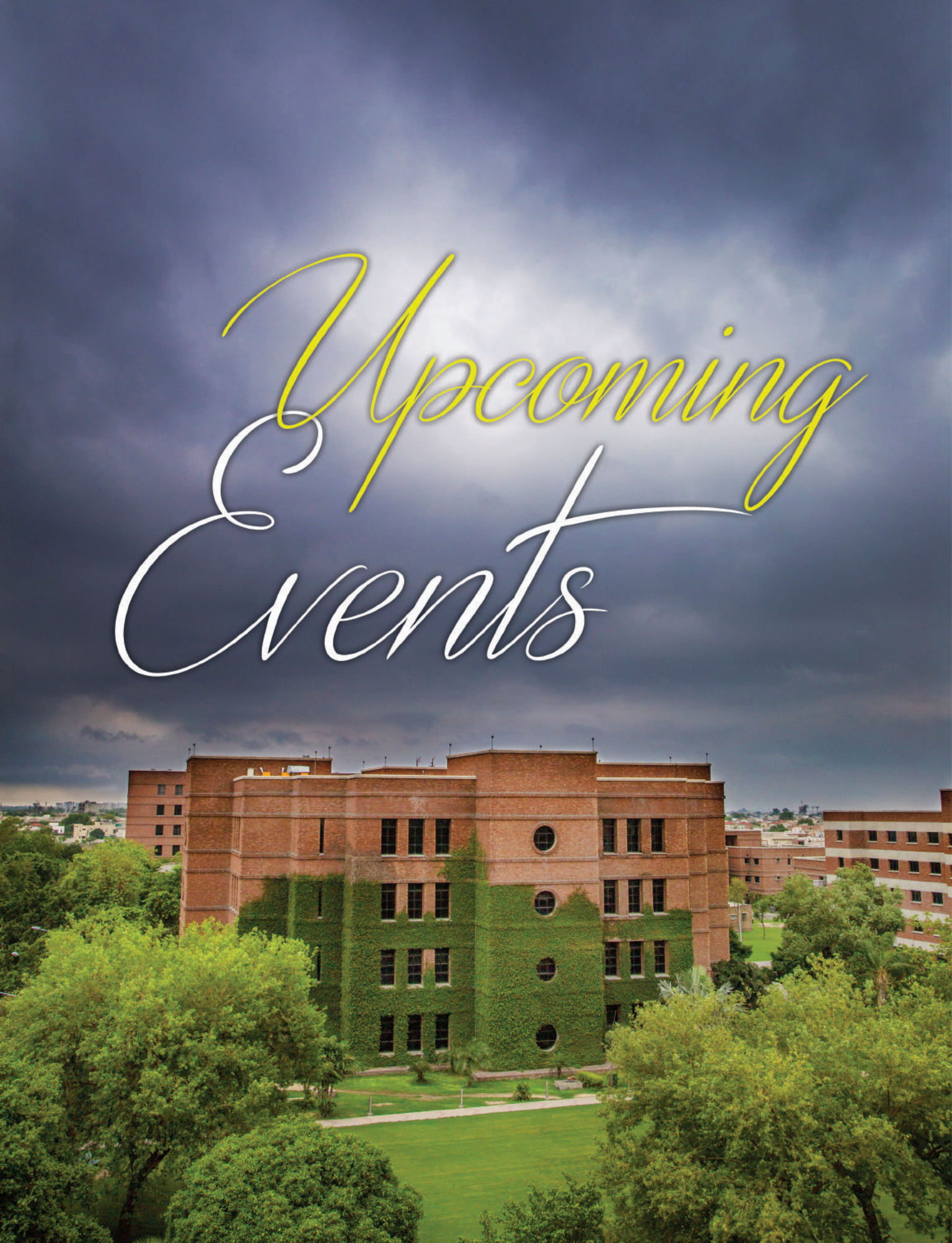


CEO OF Caremerge visits SDSB



SDSB hosted Ms. Nancy Koenig, CEO Caremerge and the founder of the company, Mr. Fahad Aziz at LUMS on 30th November 2017. During the meeting with the MBA students and faculty, both Ms. Koenig and Mr. Aziz spoke about 'women leadership in technology' and 'unconventional businesses'. They shared their professional journeys and encouraged the students to take risks and think about working on unconventional business ideas. The Associate Dean's Dr. Anjum Fayyaz

(External Relations) and Dr. Abdur Rahman (Research) were also present at this meeting and had valuable contributions to the discussion. Caremerge is a digital health company, which has been named as one of the fastest growing healthcare startups by Forbes magazine. Caremerge forges meaningful connections between providers, families and seniors seeking to improve communication in today's complex healthcare environment. With a revolutionary, easy-to-use cloud-based coordination platform, Caremerge keeps the entire care team informed and cohesive through an intuitive interface that enables real-time staff interaction, provides families with peace of mind and improves overall senior wellness. The company has raised over \$20m in funding, and has offices in Chicago and Lahore. Ms. Koenig has been recently appointed as the CEO of Caremerge, while she was working as President & COO at Merge Healthcare, which was acquired by IBM Watson for \$1bn. Mr. Aziz is Co-Founder and the CTO of the company and prior to this, he was working at Forbes as Tech Contributor.



Upcoming Events

Case Research Centre

◆ Undergraduate Teaching Philosophy and Values - Seminar

Date: 8 December 2017
Time: 2:30 p.m. – 3:30 p.m.
Venue: SDSB Faculty Lounge

◆ Call for Papers Asian Management Research and Case Conference 2018 (AMRC)

Date: 23rd & 24th, March 2018, Friday & Saturday

SDSB and its partners invite submissions for the 7th Asian Management Research and Case Conference 2018 on 23rd & 24th, March 2018 at the Pearl Continental Resort in Bhurban. The theme of the conference is Convergence or Divergence: Emerging Trends in Management Research and Cases in Asia. A conference subtheme is China's One Belt, One Road Initiative: Implications for Management & Organisations in Asia.

For details visit: <https://amrc.lums.edu.pk/call-papers-0>

◆ Centre for Governance & Public Management

March 30 & 31 2018: CGPM International Conference on Creating Inclusive Organisational & Public Spaces

◆ Rausing Executive Development Centre

Open Programme Calendar for the month of December
o Dec 12 - 16, 2017: Finance for Non-Financial Managers
o Dec 18 - 23, 2017: Leadership in Higher Education

◆ Social Enterprise Development Centre

- A case study about Kashf Foundation to be written by SDSB Faculty
- Policy Briefs, Case Studies and Industry Notes to be written by SDSB Faculty for the Centre, areas included:
 - o Gender diversity and social inclusion
 - o Youth, Extremism and Society
 - o Women empowerment and leadership in organizations
 - o Higher education reforms in Pakistan
 - o Health management in rural and underdeveloped areas of Pakistan



Alumni in Focus

Mr. Ali Naqvi is the Executive Chairman of Global Markets, Asia Pacific at Credit Suisse, a business which has revenues of over USD 1.5 billion, over USD 60 billion in assets and a team of over 1,000 people spread over 18 offices. For 25 years, he has advised governments, corporates and global investors on economic transformations and capital markets of Asia in general and China in particular. He has been involved in capital raising transactions worth over USD 1 trillion including landmark transactions like Alibaba's IPO, the largest IPO globally. An avid supporter and collector of art, his AAN collection is the largest collection of Pakistani art globally with over 800 artworks and having been exhibited in over 40 global institutions. He owns Islamabad United, the winning team of the inaugural Pakistan Super League cricket championship. Ali was trained as an electrical engineer from Lahore's University of Engineering and Technology (UET). He has an MBA from the Lahore University of Management Sciences which is completed in 1993. He is currently working as Executive Chairman of Global Markets Asia Pacific at Credit Suisse. He has the largest collection of Pakistani art globally with over 800 artworks and owns Islamabad United Cricket Team, the winning team of the inaugural Pakistan Super League (PSL) cricket championship.



Faculty in Focus

Dr. Fahad Mehmood obtained his PhD and MS degree in Industrial Engineering & Management from Politecnico di Torino, Italy in 2015 and 2011 respectively. He is a PhD scholarship winner of a joint collaboration between the Politecnico di Torino and Telecom, Italia, and was an Industrial PhD researcher for 3 years for Telecom, Italia between 2012 and 2014. He has recently been appointed as a Coordinator for the China Pakistan Management Initiative (CPMI) where he will be working on developments in the centre.

He can be reached at fahad.mehmood@lums.edu.pk





Email comments and feedback at sdsb@lums.edu.pk

D.H.A, Lahore Cantt. 54792, Lahore, Pakistan

Phone: +92 42 3560 8000

Fax: +92 42 3572 5048

URL: sdsb.lums.edu.pk



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