



LUMS

SDSB GAZETTE





Official Newsletter
of
Suleman Dawood School of Business





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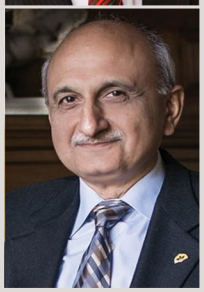


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Case Studies, Research and Events

Dr. Shakeel Jajja and **Dr. Zahoor Hassan** write a case on *Service Industries Limited (SIL): Value Chain and Strategic Choices* (LUMS No. 29-003-2016-1)





Dr. Jajja and Dr. Hassan's case on value chain and strategic choices at SIL is now available in the Case Research Centre database. This case describes the recent changes in the strategic positioning of Service Industries Limited (SIL) in its supply chain. The case can be used in sessions related to organisational strategy in general, operations strategy, and value chain analysis in a developing country context. Cases and notes written at the SDSB go through a double-blind peer review process before they are ready for use in the classroom.

This case is available to faculty and can be obtained by sending an email request to: **shafqat.bhatti@lums.edu.pk**

SDSB Impact

SDSB IMPACT
MAKING RESEARCH ACCESSIBLE

The 3rd issue of the SDSB research newsletter, SDSB Impact has been published. This issue features research on the energy sector, entrepreneurship, and gender and work engagement. 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. The latest issue can be downloaded here: **https://crc.lums.edu.pk/sdsb-impact**

Call for Papers: Asian Management Research and Case Conference 2018



SDSB and its partners invite submissions for the 7th Asian Management Research and Case Conference 2018 on 23-24 March 2018 at the PC 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". Dr. Shaista Khilji George Washington University), and Dr. Yusuf Sidani (American University of Beirut) would be the keynote speakers. Please visit **amrc.lums.edu.pk** for Call for Papers and other information.



STRATEGIC SECTOR RESEARCH CENTRE

SDSB Faculty's Research Article Accepted for Publication in Gender & Society



Suleman Dawood School of Business (SDSB) faculty, **Muhammad Azfar Nisar's** research article, '(un)becoming a man: Legal consciousness of the third gender in Pakistan' has been accepted for publication in Gender & Society (ABDC A*). This is Dr. Nasir's third A/A* publication since joining SDSB and fourth overall.

Abstract:

In the last decade, a few countries have created a third gender category to legally recognise gender non-conforming individuals. However, we know relatively little about the response of the gender non-conforming individuals towards the legal third gender category. To address this gap, this article analyses the different social, religious, and institutional discourses that have emerged around the recently created third gender category in Pakistan and their influence on the legal consciousness of the Khawaja Sira community, a marginalised gender non-conforming group. Even though the third gender category was created to address the unique gender identity of the Khawaja Sira community, most continue to legally register as men. My research indicates that patriarchal stigma, high compliance costs and limited material benefits associated with the legal third gender category dissuade the Khawaja Sira community from choosing to register. My findings point to the limitations of a legal third gender category within a patriarchal socio-legal order where important benefits associated with the masculine identity are forfeited by registering. In doing so, my research cautions against over emphasising the symbolic value of legal recognition for gender non-conforming groups.

Research Seminar on CPEC and Role of Business by Dr. Salman Shah



Dr. Salman Shah has served as Finance Minister of Pakistan from 2004 to 2008, a period of extensive economic reform and changes. His tenure was significant for the development of the private sector, large FDI flows into the country and a successful return to international capital markets with the issuance of global depositary receipts, Eurobonds and Islamic Sukook bonds.

He has also been a member of numerous committees at major national financial institutions such as the State Bank of Pakistan, the SECP, the National Institute of Banking and Finance among others.

As Finance Minister, he has negotiated with international finance institutions, investment banks, foreign investment houses, hedge funds, rating agencies and multinational corporate investors besides other national governments and major trading partners.

He has a Ph.D. in Finance from Indiana University and has also taught at University of Toronto, Indiana University, University of Michigan and Lahore University of Management Sciences. He currently consults for and provides strategic advice to corporations, financial institutions in the power, energy, textiles, engineering and agriculture sectors as well as advising several Central Asian countries on financial management and establishment of controls.

SOCIAL ENTERPRISE DEVELOPMENT CENTRE

Pakistan Women Entrepreneurship Programme Holds Women Summit 2017



Pakistan Women Entrepreneurship Programme (PWEP), a joint venture of Lahore University of Management Sciences (LUMS) and American University (AU), Washington DC wrapped up its activities for the second phase with a Women Summit on August 9, 2017.

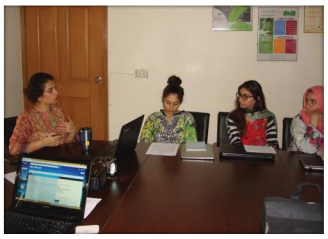
The programme is supported by the US Department of State and US Pakistan Women Council. Starting in 2014 under the umbrella of Social Enterprise Development Centre (SEDC) LUMS, Pakistan Women Entrepreneurship Programme has trained 88 business women in different areas of business management including marketing, accounting, supply chain management, finance and leadership.
The Women Summit on Wednesday brought together entrepreneurs from the first and second cohort of the programme. The summit started with a welcome note by the Programme Director, Dr. Misbah Tanveer Chaudhary, followed by a guest speaker session on the importance of company registration for entrepreneurs. The session was delivered by Ms. Shazia Suleiman, President Women Chambers of Commerce and Industry, Lahore.

Ms. Kimberly Cayce, Adjunct Professional Lecturer, and Ms. Stephanie Fischer, Director Experiential Learning, from American University conducted a ninety-minute workshop with the participants on Business Improvement Planning. It was followed by a session on debunking myths about commercial bank loans by Mr. Hafiz Muhammad Azeem Malik, Relationship Manager (SME & Commercial Loans) Allied Bank Limited. At the end of the session, women entrepreneurs shared their experience of being a part of the PWEP, how they implemented the training into their businesses and the results achieved.

The event was also attended by Dr. Jawad Syed, Dean Suleman Dawood School of Business, LUMS and guests from the US Consulate Lahore; Mr. Yuriy Fedkiw, Counsel General; Mr. Michael Guinan, Public Affairs Officer and Mr. Tanveer Hassan, Cultural Affairs Officer. The guests praised the programme and emphasised on the need of taking such initiatives for the promotion of women entrepreneurship.



SEDC's Summer Trainee Programme 2017



The Social Enterprise Development Centre (SEDC) at the Suleman Dawood School of Business (SDSB) launched its internship programme to enhance the capacity of students interested in the development sector.

The programme is designed for LUMS' students with an interest in policy issues related to development and fact sheets on specific issues that the Centre is working on. The internship has honed technical writing skills and provided exposure to interns to enter the development sector post-graduation. The programme had 3 modules with deliverables at the end of each:



Students were also engaged in the development of project proposals and marketing activities that the Centre has in the pipeline.

Immersion Module: Punjab Commission on the Status of Women

Following the successful completion of the first two modules of the internship programme, in order to provide practical experience to the students, the SEDC has engaged the trainees with the Punjab Commission on the Status of Women. The students were exposed to a professional work setting and were able to gain first-hand experience in a development sector organisation. The students were also required to write research-based reports, based on primary as well as secondary research methods, after successfully completing their term at the organisation.

The cases currently being worked on include Access to Criminal Justice System for Women in Punjab, Cyber Crime-Pakistan Electronic Crimes Act, Punjab Safe Cities Authority App, and Long Term Impact of Crime on Victims of Violence.

The purpose of the immersion module was to provide the trainees with exposure to primary data and research through field work, as well as to engage with secondary data to gain a thorough learning experience. The internship will culminate in a September Policy Forum, where students will be given an opportunity to present their policy briefs to policymakers, development sector professionals and academics. This will also provide students with critical networking opportunities.

Immersion Module: Punjab Commission on the Status of Women



SEDC inaugurated their six week Summer Trainee Programme this June, in collaboration with the Punjab Commission on the Status of Women (PCSW). The programme was devised as an immersion platform for students interested in pursuing careers in the development sector.

Since 2001, SEDC has worked on gender mainstreaming and social inclusion in Pakistan. To this end, the Traineeship was aimed at enhancing the capacity of students to better address the needs of the development sector; particularly focusing on developing technical research and writing skills. The students were taught to prepare factsheets and policy briefs on various areas of research.

The factsheets were used to shed light on Healthcare Service Delivery in Pakistan, Primary Schooling in Pakistan, Enrolment, Dropout Rates and Out-of-School Children in Public Primary Schools, Youth Unemployment in Pakistan and Financial Inclusion in Pakistan. Factsheets also focused on women's issues including Women and Agriculture in Pakistan, Maternal Healthcare in Punjab and Domestic Violence against Women in Pakistan.

The policy briefs focused on topics such as Urbanisation in Pakistan: The Availability of Housing, Poverty Alleviation through the Benazir Income Support Programme, Child Malnutrition in Punjab, Women and Agriculture in Pakistan, Domestic Violence against Women in Pakistan and Primary Healthcare Service Delivery System in Punjab.

The PCSW was engaged to add a practical dimension to the programme. Securing women's rights and empowerment are central to the work of the PCSW and mirror the cross-cutting theme of SEDC. Therefore this formed the underlying basis for the research studies conducted by the trainees. The trainees were sent to work in the field on PCSW projects as well as at their headquarters. The exposure gained through involvement in professional work settings served to familiarise them with the demands of the sector.

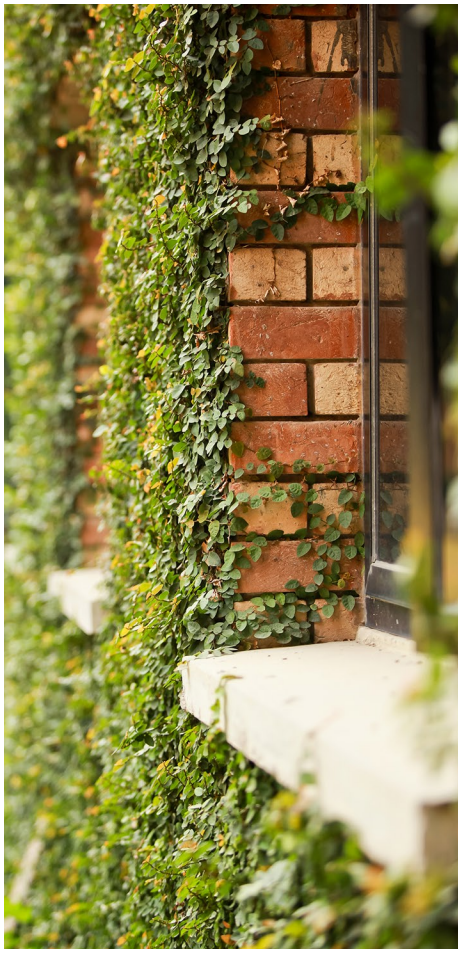
Among the topics assigned was the Access to Criminal Justice System for Women in Punjab. The purpose of this research was to ascertain reasons for the undue delay in conviction in criminal cases of violence, especially rape and "honour" killings committed against women. It analysed the causes of non-prosecution in such cases, and provided a set of recommendations to be shared with all stakeholders to improve the accessibility of the criminal justice system for victims.

The Audit of Punjab Safe Cities Authority (PSCA)'s Women Safety Smart Phone Application was also unpacked to assess its utility and recommendations to further improve the initiative for better safety measures for women in Punjab.

Additionally, the long-term impact of crime on women victims of violence was assessed to determine the physical, socio-economic and psychological impact on women. For primary research, PCSW's Transitional Home for Women Victims of Violence, Darul Aman, and Human Rights Centre for Women in Lahore were engaged. This research was aimed at the development of victim advocacy toolkits including procedural norms for all stakeholders involved to protect the rights of victims.

The Prevention of Electronic Crimes Act 2016 (PECA) was evaluated to assess the impact of this legislation following its promulgation last year. The desk review conducted in this area of research to analyse the Act was based on academic literature and expert reviews. Data on crimes reported to the Federal Investigation Agency (FIA) and other official sources was collected to gauge its effectiveness.

The traineeship will culminate in a September Policy Forum, where students will be given an opportunity to present their policy briefs to policymakers, development sector professionals and academics. This will also provide them with critical networking opportunities. SEDC's trainee programme will serve as a launching pad for students hoping to work in the nonprofit sector, industry and the policy world.















RAUSING EXECUTIVE DEVELOPMENT CENTRE











In a highly collaborative environment, REDC offered a wide variety of open as well as custom programmes for companies. All these programmes had a common aim i.e. to enable participants to manager business better and deliver positive, immediate and lasting impact. REDC offered two of its hallmark open titles i.e. 'Sales Force Management' and 'Finance for Non-Financial Managers'. Both the programmes were attended by executives from diverse backgrounds. Marking success of 'Finance for Non-Financial Managers', a custom version of the programme was conducted for Raaziq International to enable top management make better financial decisions. Under its custom portfolio, REDC strengthened education sector's capacity on one hand through "Case Method of Teaching" for Air University and on the other hand launched a series of its corporate leadership programmes for Unilever sales team. Structured to spark self-reflection, innovation, and collaboration, the programmes aimed to create a learning laboratory for generating breakthrough ideas. Additionally, in continuation of building public sector expertise, REDC also conducted a 2nd cohort of 'Management of Public Sector Sourcing and Procurement' programme for Public Procurement Regulatory Authority (PPRA). All the programmes were well received by the participants with key appreciation for interactive learning pedagogy, teaching expertise, in-depth knowledge of the faculty team, high quality of programme management and centre's ambiance and support.

Upcoming Programmes in October

Oct 09 - 13, 2017
Leadership for Senior Executives

Oct 13 - 14, 2017
Growth & Continuity in Family-Run Businesses

Oct 16 - 19, 2017
Marketing in the Digital Age

Oct 23 - Nov 03, 2017
Management Development Program

Oct 27 - 29, 2017
Dairy Management

Oct 30 - Nov 02, 2017
Building Blocks of Human Resource Management



CGPM

Centre for Governance and Public Management is going to hold a speaker series at SDSB LUMS. The first one is going to be held as follows:

Title: 'Virtual Space & Democracy in Pakistan'
Guest: Speaker Jibran Nasir
Date: 20 October 2017
Time: 02:30pm
Venue: Aud 205, 2nd Floor SDSB

Grant writing workshop for SDSB Faculty

SEDC in collaboration with CGPM is planning to organise a Grant Writing Workshop for SDSB Faculty in November/December 2017. The workshop will cover both research and practical project grants.





Life at SDSB

STUDENT & FACULTY – NEWS & EVENTS

Undergraduate Programmes

- Largest batch of undergraduate was admitted this year, making the total enrollment for class of 2021 as 1101

MBA Programme

- 49 students are currently part of the MBA 2019 class which is going through the Experiential Learning programme
- The Average GMAT of the class is 620 and they come with an Average Professional Experience of 2.5 years

EMBA Programme

- 29 students were admitted to the EMBA class of 2019
- The Average GMAT of the class is 470

PhD Programme

- In 2017, 5 students were admitted in multiple streams of the PhD programme:
  - 3 in Organisation Behaviour
  - 2 in Operations Management
- Currently, SDSB houses 29 PhD students in Finance, Organisational Behavior and Operations
- Management streams in the PhD Management Programme

Student Facts and Figures

- 84% of our 2017 graduates were employed 3 months after graduation
- 14 MBA 2018 students have started the Fall 2017 semester at international partner universities
- They have gone to the following universities:

  - Bond University, Australia
  - EmLyon Business School, France
  - Essec Business School, France
  - IESEG School of Management, France
  - Koc University, Turkey
  - Putra Business School, UPM, Malaysia
  - University of Malaya, Malaysia



Speaker Sessions by Founders

Syed Babar Ali and **Mr. Abdul Razak Dawood** met in separate sessions with the class of MBA 2019 right after the Summer Orientation Programme ended at SDSB. Mr. Ali spoke about the power of being resilient in the face of difficulty and the great gift which the students have received when they were admitted to the MBA programme. His advice to the students was to work hard and not forget those who have done kindness to them. Mr. Dawood spoke about how important good education is for a successful and a happy life. He also urged the students to make sure that their learning experiences at LUMS SDSB make them give back to the institution later on in their professional path.



Speaker Session by Alumni

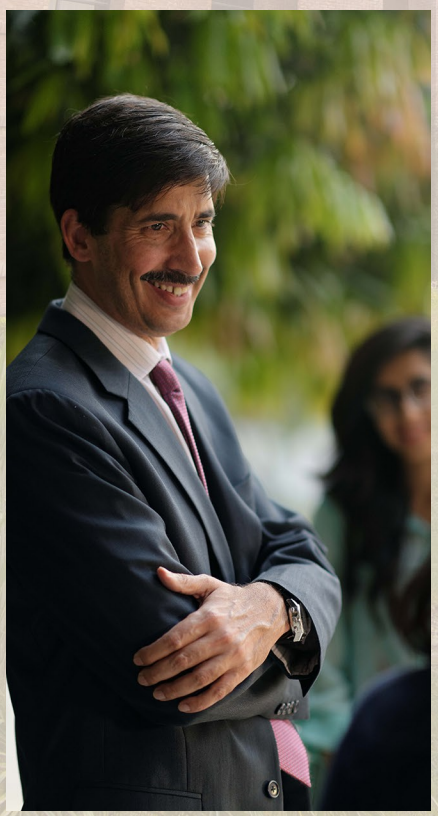
Ms. Fareseh Chaudhry, Human Resource Director at P&G Brussels and an alumna from MBA class of 2000 visited SDSB and had an enlightening session with MBA 2019. She has 14 years of experience with P&G International. She shared her advice on 'what matters most' in seeking success in life. She also shared her life journey and expressed her gratitude to SDSB as an institute which helped her in her path to achieving success in both personal and professional life. This was an alumni-focused session held during the Summer Orientation Programme (SOP) for the incoming MBA class.

Dr. Usman Bhatty, Business Executive Officer at Nestlé spoke with the MBA students about conventional marketing and digital marketing as part of the MBA Experiential Learning Programme. Dr. Bhatty is a LUMS alum from the MBA Class of 1994. He completed his second MBA from Massachusetts Institute of Technology – Sloan School of Management in 2015 and worked in United States for nearly 2 years before moving back to Pakistan. The session took place on September 22, 2017 Friday at SDSB

SDSB arranged a Session with the Alumni during the orientation of MBA Class of 2019 on August 23, 2017. As always, the alumni took this opportunity of welcoming the new class. It is always great to see our alumni deepen their ties to the School by extending their help in varying capacities. We would like to thank Omayer Arshad (MBA 2001) Nadia Haseeb (MBA 2004) Arif Piracha (MBA 2000) Nofel Daud (MBA 2003) Haroon Rashid (MBA 1997) Saad Zahur Khan (MBA 1995) and Abdul Moeed (MBA 2014) for taking time out of their busy schedule to share their valuable industry experience with the students.











Administrative Faculty Appointments at SDSB

ASSOCIATE DEANS	
Dr. Kamran Chatha	Associate Dean Academics
Dr. Abdur Rahman Malik	Associate Dean Research (Acting)
Dr. Anjum Fayyaz	Associate Dean External Relations
CENTRE DIRECTORS	
Dr. Arif Iqbal Rana	Director CRC
Dr. Azfar Nisar	Director CGPM
Dr. Faiza Ali	Director CIF
Dr. Jawad Syed	Director SEDC (Acting)
Dr. M. Adeel Zaffar	Director REDC
DEGREE PROGRAMME DIRECTORS	
Dr. Adnan Zahid	Director Undergraduate Programme
Dr. Atif Saeed Chaudry	Director MBA Programme
Dr. Ghufran Ahmed	Director PhD Programme
Mr. Asad Alam	Director EMBA Programme
DEGREE PROGRAMME DEPUTY DIRECTORS	
Dr. Syed Aun Raza Rizvi	Deputy Director Undergraduate Programme
Dr. Moeen Naseer Butt	Deputy Director MBA Programme
Dr. Omair Haroon	Deputy Director EMBA Programme
Dr. Muhammad Shakil Sadiq Jajja	Deputy Director PhD Programme
Dr. Mohsin Nasir Jutt	Deputy Director Accreditation & Quality Assurance




LUMS
CPMI
CHINA PAKISTAN MANAGEMENT INITIATIVE
CHINA PAKISTAN MANAGEMENT INITIATIVE (CPMI)

China Pakistan Management Initiative has been established at SDSB with an aim of developing a centre for collaborative research, exploring avenues of management development and exchange of ideas between China and Pakistan. The chief objective of CPMI is to capitalise on the opportunities and to fill the existing gaps in management development, research and academic discourse in the wake of China Pakistan Economic Corridor (CPEC). CPMI will work with organisations in China and Pakistan, including academic institutions, businesses, government departments and non-governmental organisations, to support CPEC and other aspects of China's Belt and Road Initiative (BRI). The goals of CPMI are to be achieved through creation and dissemination of knowledge and policy guiding work in the context of CPEC and BRI, promoting collaborative research, academic courses, cultural responsiveness and management development programmes with partners in China and Pakistan and exchanges of students and faculty across universities in the two countries. CPMI is currently directed by:



Dr. Omair Haroon
omair.haroon@lums.edu.pk

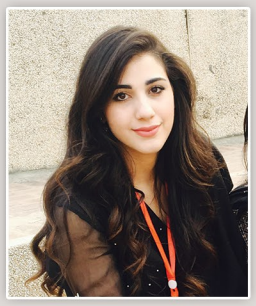


Dr. Fahad Mehmood
fahad.mehmood@lums.edu.pk

Faculty in Focus



Dr. Aun Rizvi joined SDSB in 2016. Previously, Dr. Rizvi had served University of Nottingham as an Assistant Professor for two years where he contributed towards establishing the Centre for Islamic Business and Finance Research (CIBFR) at University of Nottingham Malaysia Campus. Aun holds a PhD in Islamic Finance from INCEIF (Malaysia). He can be reached at: **aun.raza@lums.edu.pk**

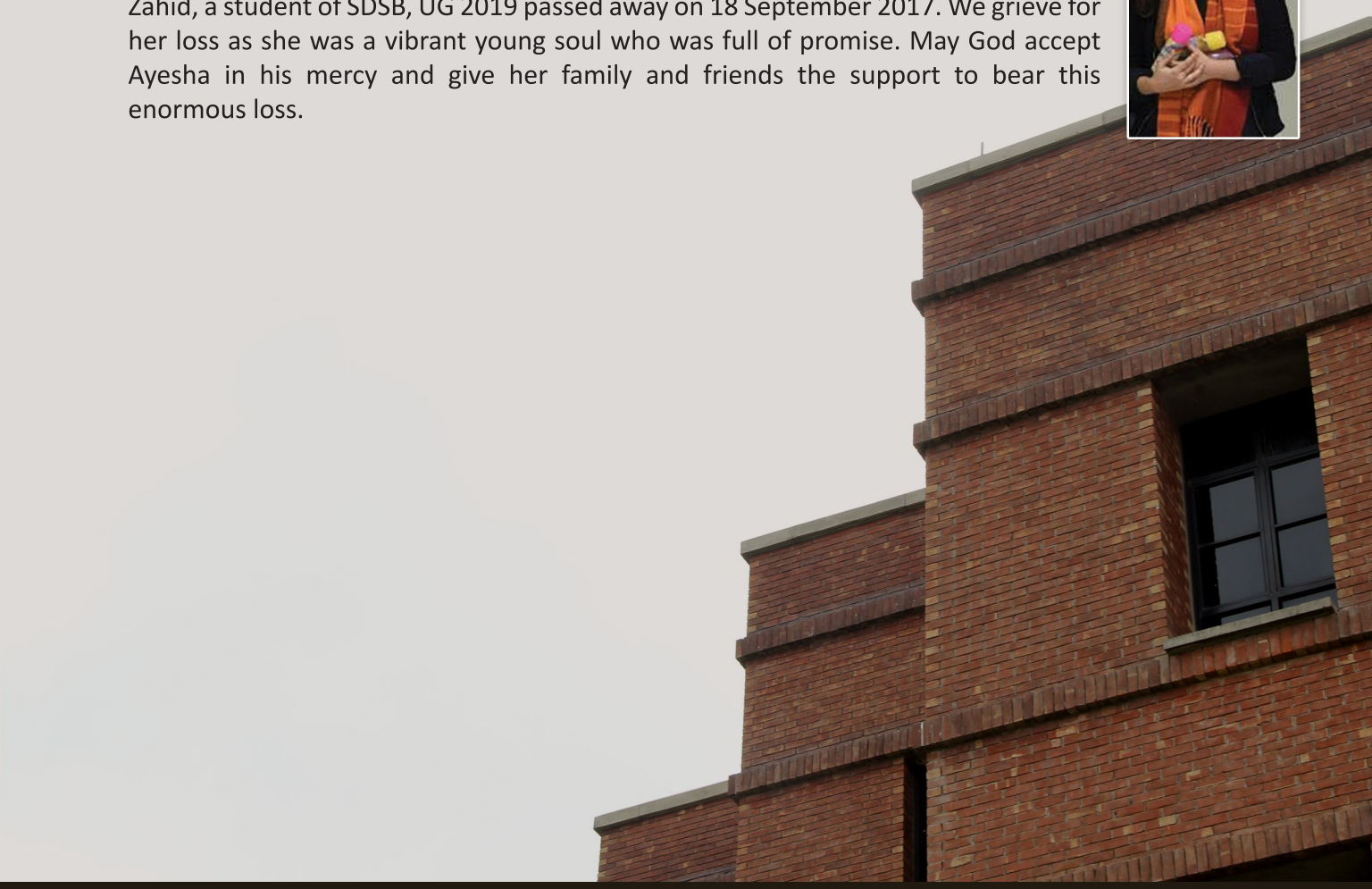


Ms. Arzoo Ali Gauhar has joined us as Manager CGPM - Centre for Governance & Public Management. Ms. Gauhar is a Master of Professional Studies from Cornell University, USA. Prior to joining SDSB, she was working with Kashf Foundation as Senior Associate Strategic Communication where she was responsible for client communication, managing social & media campaigns and driving research & reporting activities. She can be reached at: **arzoo.ali@lums.edu.pk**

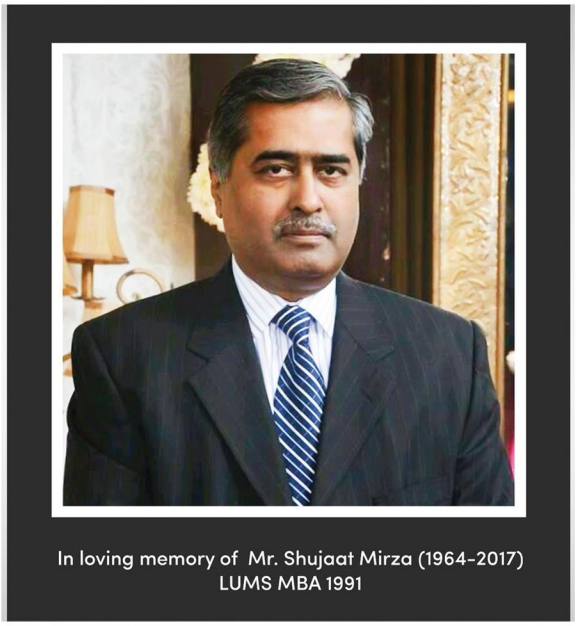
In Fond Memory



With a heavy heart, we bid farewell to one of our bright students at SDSB. Ayesha Zahid, a student of SDSB, UG 2019 passed away on 18 September 2017. We grieve for her loss as she was a vibrant young soul who was full of promise. May God accept Ayesha in his mercy and give her family and friends the support to bear this enormous loss.



It is with deep sorrow that we announce the demise of LUMS alumnus, Shujaat Mirza, MBA Class of 1991, on September 27, 2017, aged 53. He passed away at the Hong Kong airport, where he had gone for a business meeting. Mr. Mirza was the CEO of Advance Fashion Limited & Stylers International, ex-CEO of US Denim Mills, and a cherished member of the LUMS alumni community. Mr. Mirza is survived by his wife and three children, two daughters and a son. We offer our deepest condolences to his family. May God rest his soul in peace and give strength to his family to bear this immense loss. Former colleague, Kashif Bashir, LUMS MBA 2008 while remembering the deceased said: "Mr. Mirza had a close working relationship with LUMS and had been a contibutor to various initiatives including the Ikanway Auditorium at LUMS, sponsoring an MBA student every year with the his class and supporting the LUMS National Outreach Programme. He set up Nishat Dyeing and Finishing and later US Denim Mills and Advance Fashion Limited. A great leader and a kind human being, he has left his teams and previous colleagues in tears. I worked very closely with him for five years, July 2008 – January 2013. I never saw him angry or yelling at anyone, despite pretty harsh business and economic conditions and some very lousy mistake on my part or my colleagues. There is no example of him firing anyone, due to reasons other than dishonesty, cheating or outright rebellion. A very kind person at heart, he was a mentor to a lot of leaders in today's textile industry. Anyone could go to him openly and discuss his problems and somehow he always had the time to listen to us despite the fact that he was the CEO and a great one too. Those who have worked with him directly are in tears due to his untimely demise, as he was just 53 years old. Such was his behaviour with his professional subordinates that I cannot imagine the relationship he had with his family which includes a grieving widow, two daughters and a son. Just thinking about their grief is enough to sadden anyone. We cannot imagine what they must be going through. Please spare a couple of minutes to offer fatiha for the deceased soul and join us in praying to the Creator for his endless and countless blessings on Mr. Mirza's soul and a humble request for his maghfirah and highest rank in Jannat ul Firdous."



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

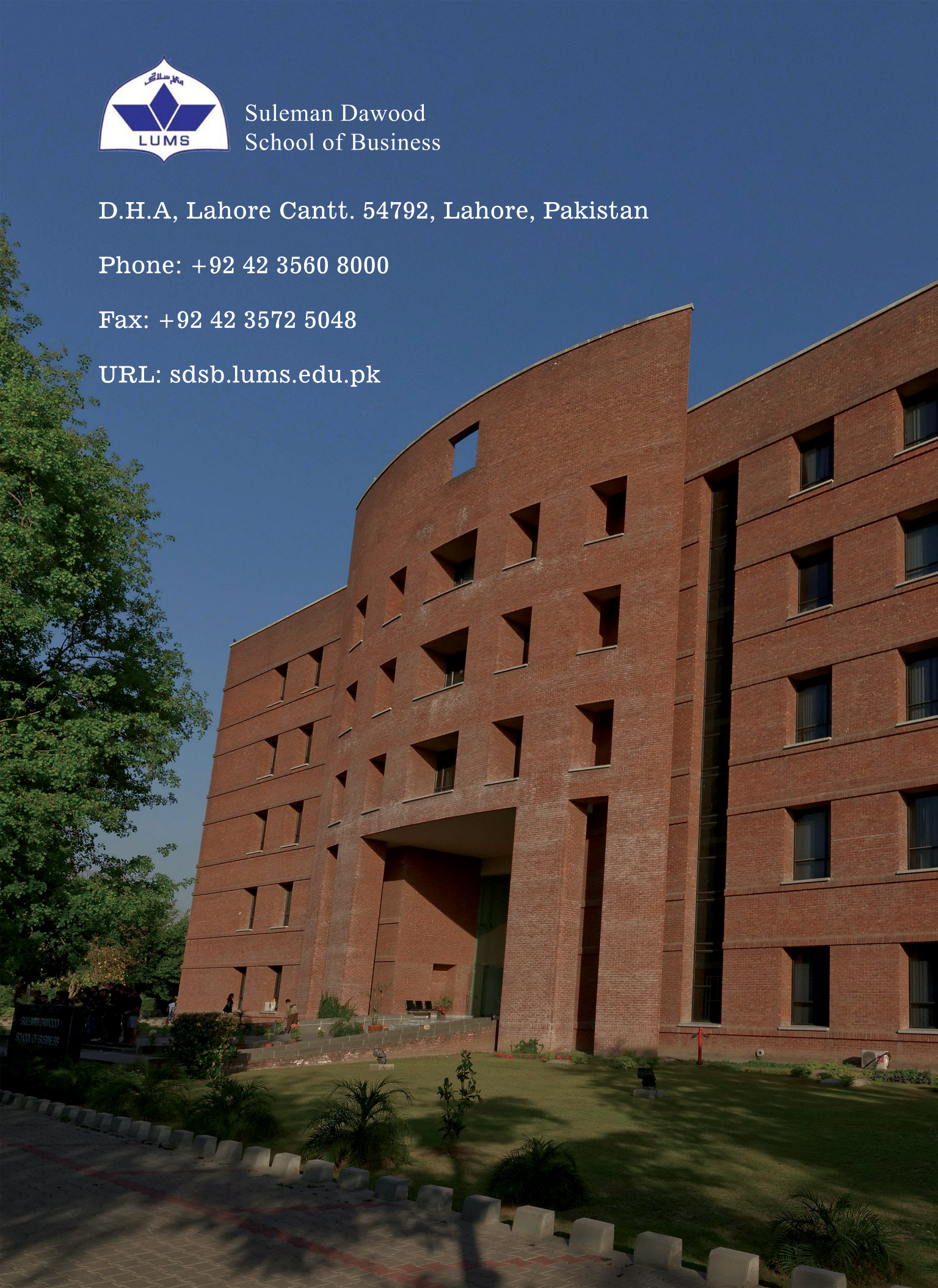
D.H.A, Lahore Cantt. 54792
Lahore, Pakistan

Phone: +92 42 3560 8000

Fax: +92 42 3572 5048

URL: sdsb.lums.edu.pk

Suleman Dawood School of Business



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