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#MERITMATTERS

# LUMS Executive MBA



## Suleman Dawood School of Business

Lahore University of Management Sciences  
sdsb.lums.edu.pk

 **LUMS** | Executive MBA  
Take Control of Your Future

# Message from the Programme Director

It is my honour and a pleasure to introduce the Executive MBA Programme at Suleman Dawood School of Business (SDSB). Executive MBA at SDSB is designed for mid-career executives aiming to advance their knowledge and skills to gain a deeper understanding of the business environment. Through advanced management practices and applied learning projects, EMBA executives emerge with a broader perspective and the tools to increase their impact.

The programme is academically rigorous and demanding, it strengthens leadership and management skills and prepares candidates for senior leadership roles. The environment at LUMS is both stimulating and supportive and will facilitate you to harness your full potential.

Executive MBA candidates bring diverse professional backgrounds and experiences to the class which helps promote collaborative learning. The EMBA programme is an opportunity to join an elite forum for innovation and leadership, in which mid-career executives develop an edge in their management capabilities and build a network and connection to LUMS that lasts a lifetime. If you have the ability, the enthusiasm and the motivation to work hard, then we want to hear from you.

**Asad Alam**

Programme Director & Professor  
Suleman Dawood School of Business (SDSB)



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## SUPPLEMENTED THROUGH A COHORT LEARNING APPROACH

### Enriched by a lifelong professional community

LUMS connects you to the most relevant industry leaders in Pakistan. Learn from faculty that has revolutionised business practices in Pakistan through their teaching and research. Gain unparalleled access to dynamic companies and leaders in Pakistan and around the world. Leverage a 37,000+ strong alumni network that impacts the global marketplace. The LUMS Executive MBA Programme provides you with a transformative experience with minimal disruption to your career.

- Maintain work-life balance with only three courses at a time
- On-campus classes are held every alternate Saturdays and Sundays to minimise required time out of office
- Highly experienced classmates with an average of 13 years of work experience
- Faculty with strong industry linkages, who have received global recognition for their research

### The LUMS EMBA Advantage

- You do not have to put your career on hold to earn the degree
- Most EMBA students have advanced their careers during the programme or upon graduation
- Students learn from globally recognised faculty, the industry experience of their cohort peers, and global learning experience
- EMBA prepares you for the next level of leadership.
- This degree is an excellent investment in your future. It is also a wise investment for your employer
- The solid, general management core courses help you bring new ideas and skills to your work place and put them to work right away

## TRANSFORM YOUR CAREER

The LUMS Executive MBA (EMBA) prepares individuals to impact change. It is designed for working professionals to help them move their career forward in just 22 months, with minimal career interruption.

### Less than Two Years from Start to Finish

Executive MBA classes are designed in such a way that busy working professionals can earn an EMBA with minimal disruption to their professional and personal lives. Over the course of 22 months, students earn credits by attending classes on Saturdays and Sundays every alternate weekend.

The LUMS EMBA focuses on collaborative and applied learning. You will engage in team-based learning in small groups, featuring a complementary mix of professionals and experts. Most of our students have considerable work experience, and each student entering the programme brings a unique perspective to the classroom.

Our faculty and guest speakers bring the latest research and cutting-edge business practices to the class. The strategic leadership curriculum is specifically designed for experienced, highly motivated executives and leaders.

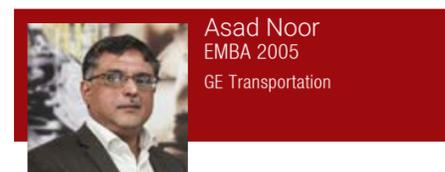
- Case method of teaching supplemented with computer based exercises and simulations
- Extensive use of distance learning and a virtual university system through e-modules
- Field visits and guest speaker sessions for a holistic and an integrated perspective
- Globalisation module to enhance innovation and an entrepreneurial mindset

## A TRANSFORMATIONAL EXPERIENCE

Our approach to leadership development will make you bring out the very best in yourself and your team. We emphasise on the principles of general management which prepare managers to lead any part of an organisation or to lead across departments.



"LUMS EMBA is a rafting and truly transformational experience. It moulds you into a leader who is capable of spotting opportunities embedded in issues. The overall academic environment, programme design, curriculum and faculty invites you to think differently, act proactively and cooperate synergistically. As a result you always end up solving problems more effectively and efficiently. It prepares you to separate facts from fancy and lead your teams to craft their way and achieve goals when everything seems impossible."



"LUMS EMBA played a key role in developing my professional life. It helped me in getting the perfect role with the world's leading company i.e. General Electric. I would say that LUMS EMBA is the key that opens up quite a few important avenues. The programme is not just about studies, it's about sharing your experiences with your peers and more importantly, it's about getting the best out of cross-pollination of this rich talent pool."



"Overall, the LUMS EMBA experience is phenomenal. Since the class mix is diversified with participants belonging to different industries having different educational backgrounds, it gives a unique opportunity to learn from each other."



"The LUMS EMBA is the perfect choice for anyone who wants to make headway in their career. This programme will push you to discover your true potential and challenge your long held ideas about the world."



## COLLABORATIVE APPROACH TO LEARNING

Students having complementary skills are paired in study groups; for example, a student with very strong quantitative skills may be paired with someone having excellent negotiations skills.

## Programme Design

The programme is spread over 22 months, which includes 4 week-long sessions (Two week-long sessions in the first year, one after the end of first year during summers for the globalisation module and the last week-long session at the end of the second year for EMBA project presentations) and 36 weekends. The regular sessions are held on alternate weekends every month. The programme is divided into the following modules:

- Business Fundamentals
- Managing Operations and People
- Cost, Value and Innovation Management
- Law and Entrepreneurship
- Managing the Future



## Summer Orientation Programme (SOP)

The SOP provides essential subject knowledge needed to prepare you for the challenges of the course load and case method of teaching. The SOP is not graded but successful completion of the programme is a prerequisite for EMBA.

The SOP prepares you for regular EMBA classes by providing the basic framework in the following modules:

- Business Mathematics
- Introduction to Financial Accounting
- Interpersonal Skills
- Introduction to the Case Method

## Structure

The study weeks are spread as follows:

Year One	
Distance Learning Module 1 Harvard Business School Online Courses	July - August
SOP+ Business Fundamentals Module 1	August - November
Distance Learning Module 2	November - December
Managing Operations and People Module 2	November - March
Distance Learning Module 3	March-April
Cost, Value and Innovation Management Module 3	April – June
Year Two	
Cross Cultural & Globalisation Module	Summer
Law and Enteroprenurship Module	August - December
Managing the Future Module 5	January – April
EMBA Project	October - May



## EXECUTIVE MBA PROJECT

The EMBA project provides an opportunity to apply classroom learning to address an issue of significant importance to an organisation. The project is approached as a management consultancy assignment.

The project requires you to explore key facets of the issue and recommend alternative solutions. It is a challenging assignment, combining decision making ability, teamwork, working under pressure and an integrated approach towards management. It measures your ability to apply relevant theoretical concepts, tools and techniques to the organisational problem being addressed. To the advantage of the current employer and the EMBA participant, the project is usually identified by the current employer (client) of the participant and a faculty advisor is attached for guidance and counselling.

### Exploration of Coal in Thar and its Utilisation

A project by Syed Aamir Abbas, Chafak Aftakhar



Syed Aamir Abbas, EMBA 2013

Manager (New Projects), Technology &  
Business Development Division,  
M&T Group, Fauji Fertilizer Company Limited



Chafak Aftakhar, EMBA 2013

Assistant Brand Manager  
MT Marketing  
Infant Nutrition Nestle-SA

"I took up a project which I thought would help me and my organisation. My project was related to the exploitation of coal in Thar and its utilisation beyond just burning for power. My organisation appreciated my efforts since the project was in sync with their long term vision. My teammate and I travelled to Thar to gain firsthand knowledge and we worked extensively on developing a concept of conversion of a fertilizer plant to coal. We had to interview a number of skilled people and organisations already working in Thar. We developed cost estimates and subsequently a financial model to evaluate the returns. We assessed the risks and outlined the mitigation techniques. The project enhanced my management skills by forcing me to interact with total strangers, organising my work into measurable milestones, making repeated presentations and conducting sessions with my professors and supervisors. Travelling to Thar was a unique learning in itself which gave me the confidence that the project is not just paper work but is actually doable. I had to use tools for financial modelling, which I had never done before. The model we worked on is still in my use and I am applying it to test almost all kinds of projects that I come across. I am proud of the fact that my EMBA project was relevant enough to bring about change in the lives of people in Thar."

(Syed Aamir Abbas)

## Executive MBA Programme Courses

- ### Online Courses
- Managerial Communications
  - Spreadsheet Modelling
  - Quantitative Methods
  - Mathematics for Management
  - Financial Accounting
  - Finance

### Core Courses

- Understanding Financial Statements
- Problem Solving and Decision Making
- Marketing Management
- Managerial Economics
- Operations and Supply Chain Management
- Managing People
- Managerial Finance
- Innovation and Technology Management
- Managerial Accounting and Control Systems
- Business/Corporate Strategy
- Business Law & Corporate Governance
- Leading Organisations
- Corporate Finance
- Venture Creation & Corporate Entrepreneurship
- Islamic Ethics



## EMBA Student Profile Class of 2018

EMBA Student Profile   Class of 2018	
Academic Background	%
Telecommunication	8
Engineering	44
Accounting/Finance/Business	24
Computer Science	12
Others	12
Demographics (numbers)	
Average Age	37 Years
Average Experience	13 Years
Average GMAT Score	460

### Fundamentals First Approach

LUMS takes a 'fundamentals first' approach to its Executive MBA curriculum. Students take courses that provide a strong foundation for management in different roles.

### Apply Skills Concurrently

Executive MBA students can immediately put into practice the concepts learnt in class since they work full-time while earning their degrees.

### Distance Learning

The Executive MBA participants have to stay connected with the faculty through distance learning while off campus. This connection is facilitated through the Information System Technology (IST) Department at LUMS which centrally supports the LUMS Learning Management System (LMS). The LMS allows each participant a dedicated academic resource centre on the web. Participants have access to several e-modules, course related activities and resources. These include course material, discussion boards and online course evaluations.



## Globalisation and Cross Cultural Module Global Learning Experience

EMBA participants learn firsthand about international business practices, competitive markets, and complex environments through the global learning experience. Last year, the EMBA class of 2017 visited Silicon Valley to learn the ropes of Entrepreneurship from the gurus of start-ups at Silicon Valley. Naeem Zafar, who teaches entrepreneurship at UC Berkeley and Brown University and is also a serial entrepreneur, having started his own business at the age of 26, was the instructor of the course.

The LUMS EMBA entrepreneurship courses are designed to develop an entrepreneurial mindset and enable participants to form their own toolkit to overcome the myriad challenges they might face in creating a scalable business. The mindset and toolkit is useful for those who want to launch or join a startup as well as those who seek to innovate within a large company.



### Jasim Sheikh

EMBA 2016  
Global Microfinance Business Systems Lead,  
Islamic Relief Worldwide

"Quite possibly a life-changing experience. The learning visit to Silicon Valley has brought me closer to embarking on the thorny but rewarding path of entrepreneurship, more than anything else in my whole life."



### Osman Masud

EMBA 2016  
Director Sales & Business Development,  
Ibex Global - TRG

"A brilliant course with world class interactions, an absolute must exposure to anyone aspiring to be an entrepreneur."

## COMMITTED TO DIVERSE PERSPECTIVES

We want our EMBA participants to engage with individuals from diverse backgrounds to bring different perspectives and experiences that will challenge their own. We encourage collaborative learning because by working in teams they can develop a shared understanding of each other's experiences and build individual cultural competencies.

The participant diversity provides an enriching experience both in and out of the classroom and also encourages the creation of a culture reflective of the world at large. Working with people from diverse backgrounds enables our participants to thrive in an increasingly global workplace with the cultural understanding they need to advance their careers and organisations.

### Industry perspective

The LUMS faculty has developed 700+ cases focusing on the Pakistani business industry, which further builds on the local perspective of the participants. Suleman Dawood School of Business (SDSB) cases will now be accessible on the Harvard Business Publishing (HBP) website, making LUMS cases available to a global audience. Collaborative linkages with international institutions add immense value to the programme content.

### Partner/Sponsoring Organisations

- National ICT R&D Fund
- PTCL
- Zong
- C4I Directorate, GHQ
- GE Energy
- Hitech Networks (Pvt.) Ltd.
- Sharif Feed Mills (Pvt.) Ltd.
- Drakken (Pvt.) Ltd.
- HBL (Barclays Bank PLC)
- Engro Foods Ltd.
- Descon Oxychem Ltd.
- International Resource Group (IRG)
- Atlas Honda Ltd.
- Beaconhouse School System
- Rausing Executive Development Centre, LUMS
- Siemens Pakistan Engineering Company
- Servis Sales Corporation (Pvt.) Ltd.
- Warid Telecom
- JayTex
- Adsell's Advertising
- NetSol Technologies
- ChenOne

## ADVANTAGES FOR SPONSORING ORGANISATIONS

- Improve your organisation's productivity, performance and profitability by increasing the effectiveness of key managers
- Retain and motivate high achievers in your organisation
- Develop a pool of sophisticated leaders who will enable your organisation to take on global challenges
- Invest in employee development
- Keep abreast of the globally renowned practices and the skill set required to combat the challenges of an expanding business

## YOUR LIFELONG PROFESSIONAL COMMUNITY

### More than 37,000 loyal alumni make up the LUMS global network

As an EMBA participant you will immediately have a strong connection to professionals all over the world, including top executives at leading national and international firms, successful entrepreneurs, community leaders, and passionate industry volunteers.

### Engage with world-renowned faculty members

Students are encouraged to engage directly with 199 PhD faculty members at LUMS, including research experts and industry professionals, to form a collaborative learning experience in which students and faculty draw upon their unique industry experiences and perspectives.

### The LUMS ecosystem

LUMS is also a networking hub for its EMBA participants. As an EMBA participant you are constantly networking with the MBA students, alumni, the corporate world and senior faculty members.

The LUMS Center for Entrepreneurship (LCE), setup as an independent centre under the LUMS umbrella, aims to provide strong support to entrepreneurs as the country's most comprehensive experiential development platform. It formalises the process of scouting, grooming and facilitating passionate startup founders. As an EMBA participant you are eligible to avail all the services and advantages the centre provides.

### Access to cutting-edge research

The SDSB faculty engages in cutting-edge research in all major fields of business studies. This research benefits the larger public—especially managers, executives, entrepreneurs and policy-makers. These findings emerge from pioneering research conducted by the SDSB faculty and published in the world's best journals and case hubs. Our research distill the most practically relevant lessons from these findings and share them with its readers. SDSB facilitate knowledge sharing and dialogue between the academia and the industry, thereby bringing LUMS one step closer to its goal of creating synergy between theory and practice.

## EXECUTIVE MBA A TRAINING GROUND FOR LEADERS

The EMBA allows students to develop new skills and capabilities. This changes the way they approach business problems thus enhancing their leadership skills.





# WORLD CLASS FACILITIES

The Executive MBA participants have the option to avail accommodation facilities at the Rausing Executive Development Centre (REDC) for the term, if necessary. Residence at the REDC is a single room accommodation equipped with STD/ISD services along with computing facilities.

## ■ Gad & Birgit Rausing Library

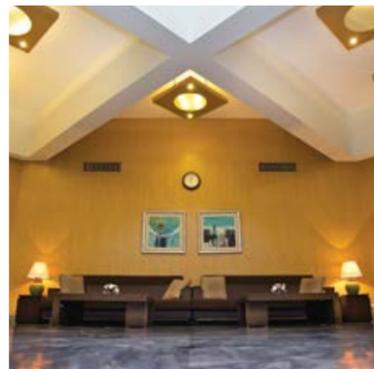
Gad & Birgit Rausing Library at LUMS offers advanced systems and technologies for its users. The library allows free and secure access to library catalogues and its full text resources through a web interface called iPortal. It also provides access to more than 35,000 online journals.

## ■ Super Store & ATM

The LUMS Super Store provides easy access to daily provisions including toiletries, snacks and medicines. The super store also has an ATM facility.

## ■ Syed Maratab Ali Sports Complex

The Syed Maratab Ali Sports Complex at LUMS offers an ideal environment to carry out numerous sporting activities like tennis, squash, gym, football, volleyball, cricket, basketball etc.



## TAKE THE NEXT STEP

We start accepting applications in November for the new session. Applicants continue to be accepted until the class is full. Deadlines for each admissions cycle are available on the LUMS website.

Applicants will be assessed on the following criteria:

- Minimum 16 years of education leading to a Master's or Bachelor's\* degree from a Higher Education Commission (HEC), Pakistan recognised university
- Performance in the GMAT (no other admission test scores are valid)
- Work experience (at least 6 years of full time work experience)
- Two letters of recommendation
- Interview performance

\* Candidates holding only a Bachelor's degree of less than four years' duration will be required to produce an equivalence certificate of completion of 16 years of education issued by the Higher Education Commission (HEC), Pakistan.



Decisions on admission are made after careful evaluation of all applications. Evaluation for interview calls is carried out based on a combination of factors such as academic track record, performance in GMAT, and work experience.

The Admissions Office will review applications to ensure requirements are met. Shortlisted candidates will be called in for an interview, after which the final decision will be taken.

### Note

- GMAT taken more than five years before the admission deadline will not be considered valid
- The deadline to take GMAT is May 4, 2017
- If the applicant has taken more than one test, the best score will be considered for application evaluation
- Availability of GMAT score is mandatory for submission of online admission application
- Applicants who are admitted and join the EMBA programme will get a refund of one GMAT registration fee

## Programme Fee\*

Participants are encouraged to discuss sponsoring options with their respective organisations. The fee structure for the first year is as follows:

EMBA Fee (PKR)	
Tuition Fee	692,800
Admission Fee	75,600
Semester Registration	40,500
Reading Material	47,600
Security (Refundable)	17,300
<b>Total Fee</b>	<b>873,800</b>

\* This was the fee for the year 2016. LUMS reserves the right to change its fee and policies without prior notice. For further details, please visit [www.lums.edu.pk](http://www.lums.edu.pk)

## Sponsorship

EMBA participants are encouraged to seek financial support from their employers in addition to their consent to attend all the course modules. This means that the company agrees to spare the participant from work during on-site sessions to ensure that he/she is available on all class days. The financial support of the participant's company is a matter that needs to be resolved between the participant and the company itself.



## MCB Student Personal Loan (SPL)

LUMS provides the MCB Student Personal Loan (SPL) facility to EMBA students. Details of the loan can be viewed at: <https://financial-aid.lums.edu.pk/emba-loan-optionsloan-options>

Admission Calendar: EMBA Programme – Fall 2017	
ACTIVITY	DATE
Deadline to take GMAT	May 4, 2017
Deadline to apply online	May 11, 2017
Deadline to submit supporting documents	May 12, 2017
Admission decisions	May - July 2017
Classes start	Mid - August 2017

